

UPPER PENINSULA ANIMAL WELFARE SHELTER

BOARD OF DIRECTORS MEETING

Wednesday, October 23,2024 / 6 p.m. / Cliffs-Eagle Mine Community Room

<p>Mission:</p> <p>Our mission is to improve the quality of life and welfare for domestic animals and to provide a safe haven while finding lifelong homes for the animals in our care. We embrace the No Kill* philosophy, seeking to end the euthanasia of healthy and treatable animals.</p>	<p>Vision:</p> <p>A community where there are no homeless, neglected or abused animals, and where everyone understands and practices the level of commitment and responsibility that pet guardianship entails.</p>
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Agenda

1. Call to Order/Attendance
2. Approval of Agenda
3. Mission Moment
4. Public Comment
5. Approval of Minutes
 - a. October 28, 2024 Regular Meeting
 - b.
6. Unfinished Business
 - a. Trademark (Carol)
 - b. Report & Recommendations from Shelter Manager RE: Vestibule Keypad (Chris/Sarah)
 - c. SOPs (Sarah/Leslie)
 - d. Active Horse Case (Andi)
 - e. Municipal Contracts (Leslie/Sarah)
7. New Business
 - a. Position on Forcefree, Evidence Based training methods.
 - b. Position on Declawing
 - c. Board Retreat
 - d. Report & Recommendation from Shelter Manager RE: 2024-25 Snow Plowing Contract
8. Communications
9. President's Report
10. Treasurer's Report
 - a. Treasurer's Report
 - b. August, 2024 Financials
 - c. September, 2024 Financials

11. Shelter Operations Report(s)

- a. Report from the Shelter Manager
- b. Stats

12. Committee Reports

- a. Board Development Committee Report (Lynn) - written report
- b. Finance Committee Report (Chris) - written report
- c. Fundraising Committee Report (Lynn) - Part of Shelter Report
- d. Strategic Planning Committee Report (Chris) - written report
- e. Personnel Committee Report (Leslie) - verbal report
- f. Policy / Bylaw Committee Report (Leslie) - written report
- g. Donor Development (Ad Hoc) (Leslie) - no meeting
- H. Membership (Ad Hoc) (Chris) - meeting tomorrow

13. Public Comment

14. Board Comment

15. Closed Session - Small Claims Affidavit and Claim

16. Adjournment

Next Board Meeting Date: November 27, 2024, 6 p.m. at the Shelter

**UPPER PENINSULA ANIMAL WELFARE SHELTER
BOARD OF DIRECTORS MEETING
Wednesday, September 25, 2024**

Present: Lynn Andronis, Chris Danik, Andi Goriesky, Brian Hummel, Leslie Hurst

Absent: Carole Touchinski (unexcused)

Staff: Sarah Evers (excused), Michelle Peterson

Guests: Reva Laituri

1. Call to Order/Attendance: Meeting was called to order at 6 pm.
2. Approval of Agenda: *Motion was made by Brian, seconded by Chris, to approve the Agenda as presented. Motion passed with unanimous consent.*
3. Mission Moment: Andi thanked the volunteers who helped with Sally's Ride. She specifically mentioned the great volunteers from pre-vet club at NMU! (The Advisor for club is Allison and Andi will send contact info to Lynn for SYM as potential volunteers.). She said it was a great day and Sally's Ride cleared more than \$10,000. She stated that we would possibly do another ride in early Spring of next year. Andi is now planning on Haunted Hayride.
4. Public Comment: Michelle addressed the board regarding wages for staff; there has been no increase at 6-month reviews and was told there was no increase in wages. She would like for us to consider a COLA increase and reward-based compensation with a small raise for every employee every 6 months, based on performance. The variables to possibly be considered for this compensation could be on time, missed workdays, performance rating with input from other staff, work ethic on a 1-10 scale. The raise would be based on # of points. She has a document that lists all of it which she turned over to Leslie. She believes it will retain and reward employees and will improve work. The alternative could be more costly in terms of \$. She also reported that we are having difficulty finding a replacement for maintenance worker.
5. Approval of Minutes:
 - a. August 28, 2024 Regular Meeting: *Motion was made by Andi, seconded by Chris, to approve the Minutes as presented. Motion passed with unanimous consent.*
6. Unfinished Business:
 - a. Trademark (Carol): Tabled to October meeting.
 - b. Report & Recommendations from Shelter Manager RE: Vestibule Keypad: Chris indicated that it would cost \$25,000 (quote from Superior Eagle) to replace/upgrade entire system. Sarah has been unable to find an alternative locally. At this point, we are on an unsupported system. 906 Tech is coming out tomorrow to potentially fix the fob system, including the dog park. Fob system has been non-operational for 8 weeks at this point. Got a bill for \$400 to research the problem with the system with no

promise of a solution. There was a question as to how much this system cost us initially. It was decided to wait to see what Sarah can find out and possibly check into Green Bay vendors. Leslie will speak with Sarah to suggest directions to investigate.

7. New Business:
 - a. Report & Recommendation from Shelter Manager RE: Training: *Andi made a motion, seconded by Lynn to approve the recommendation from Sarah to enroll in the online course, "Management Essentials," through MSU, at a cost of \$1,150.00 to fulfill one part of her "6 month feedback" and goals even though it will be a bit over our training budget. Motion passed with unanimous consent.*
8. Communications: A flyer was included in the packet for a fundraiser for new shelter in Alger County. Leslie reported that she met with the Red Cross to determine our role in any emergency situation to comply with PETS (Pets Evacuation and Transportation Standard Act).
9. President's Report: No written report. Leslie reported that she has several orders for memorial garden that are being engraved.
10. Treasurer's Report:
 - a. Treasurer's Report: Christ reported that the committee did not meet this month and that our financials are delayed because we in the middle of audit. He felt that we should be caught up next month.
 - b. August 2024 Financials: Tabled.
11. Shelter Operations Report(s): Per Leslie (from a discussion with Sarah), the tentative date for a vet walk-through is 11/1; the pending schedule is targeted for 2 weeks later as a "soft" opening. Feedback on how the change in hours is working out has been very positive. Dog meets have been increased to 45 minutes instead of 30 since they tend to run over.
 - a. Report from the Shelter Manager: Written report submitted.
 - b. Stats: Submitted with the caveat that September stats are incomplete with no Shelter Services listed. Leslie to speak with Sarah about entering Sally's Fund horses into PetPoint.
12. Committee Reports:
 - a. Board Development Committee Report: Written report submitted.
 - b. Finance Committee Report: No meeting or report.
 - c. Fundraising Committee Report: Written report submitted.
 - d. Strategic Planning Committee Report: No meeting or report.
 - e. Personnel Committee Report: Leslie reported that this committee has met but there is no written report. She needs to schedule another meeting.
 - f. Policy / Bylaw Committee Report: No meeting or report.
 - g. Donor Development (Ad Hoc): No meeting or report.

h. Membership (Ad Hoc): No meeting or report.

13. Public Comment: None.

14. Board Comment: Brian thanked Michelle for her thoughtful comments. Andi has received a message through Ryan regarding a potential horse problem. The situation is in Alger County, which is very difficult to work with law enforcement, etc. The state police received a formal complaint from a citizen. Unfortunately, nobody wants to deal with the owner of the horses. Andi and Sherry are going to inspect the 13 horses next Wednesday and are taking trailers with them in case they are needed.

15. Adjournment: *Motion was made by Lynn, seconded by Andi, to adjourn the meeting. Motion passed with unanimous consent. Meeting adjourned at 7:19 pm.*

Respectfully Submitted,

Counter-Signed

Lynn Andronis, Acting Secretary

Leslie Hurst, President

Next Board Meeting Date: October 23, 2024, 6 p.m. at the Shelter



Position Statement on Humane Dog Training

AVSAB

American Veterinary Society
of Animal Behavior

www.AVSAB.org

Evidence supports the use of reward based methods for all canine training. AVSAB promotes interactions with animals based on compassion, respect, and scientific evidence. Based on these factors, reward-based learning offers the most advantages and least harm to the learner's welfare. Research supports the efficacy of reward-based training to address unwanted and challenging behaviors. There is no evidence that aversive training is necessary for dog training or behavior modification.

Reward-based techniques should be used for teaching common training skills as well as to address unwanted behaviors. The application of aversive methods – which, by definition, rely on application of force, pain, or emotional or physical discomfort – should not be used in canine training or for the treatment of behavioral disorders.

As the role of companion animals has evolved, their welfare and the relationships between humans and animals have become increasingly important. It is understood that animals are sentient and should be treated with respect and compassion.

Learning manners and skills can help animals to co-exist harmoniously with people in the home and in society. The techniques used to teach these manners and skills can strongly affect an animal's future behavior and emotional wellbeing.

Training methods are most effective when they focus on teaching the animal what to do, rather than punishing them for unwanted behaviors. Common training issues such as jumping, barking, and housetraining can be managed by arranging the environment appropriately and reinforcing desirable responses. More serious behavior concerns such as aggression, anxiety, and fear require a treatment plan that includes environmental management,

behavior modification, and, in some cases, medication. Environmental conditions that drive the behavior should be addressed and the dog should be set up to make appropriate responses. Management can include avoiding situations that lead to the unwanted behavior and ensuring the safety of all involved.

Many methods of changing behavior in dogs are effective; however, the evidence-based veterinarian or behavior consultant should be concerned not just with what is effective but what does the

of the current evidence regarding canine training and some common questions about training techniques are addressed in this document.

Detrimental Effects on Animal Welfare *Acute Effects*

In observational studies, dogs trained with aversive methods or tools showed stress-related behaviors during training, including tense body, lower body posture, lip licking, tail lowering, lifting front leg, panting, yawning, and yelping.⁴⁻⁸



least harm and produces the best long-term results. Current literature on dog training methods shows a clear advantage of reward-based methods over aversive-based methods with respect to immediate and long-term welfare, training effectiveness, and the dog-human relationship.

Exhaustive analyses of dog training literature have been completed and are available for review.¹⁻³ A brief summary

Dogs trained with reward-based methods showed increased attentiveness to their owner.⁵

Long-Term Effects

Survey studies have shown an association between the use of aversive training methods and long-term behavior problems including aggressive behavior towards people and other dogs, and anxiety-related



behaviors such as avoidance and excitability.⁸⁻¹⁵ Survey studies cannot differentiate between causation and correlation, so possible explanations for this association include: 1) aversive training methods directly cause or contribute to the development of problem behaviors; or 2) owners of dogs with problem behaviors are more likely to use aversive training tools. Regardless of the explanation, this association shows that aversive training methods are not effective in eliminating problem behaviors: if they did, we would see the opposite trend of decreased behavior problems with increased use of aversive training. In contrast, dogs trained with reward-based methods have lower rates of behavior concerns compared with dogs trained with aversive methods.^{10,14}

Several studies show the effect of aversive training persists beyond the time of training. After dogs learned a cue taught using aversive training methods, they continued to show stress-related behaviors when the cue was presented, suggesting

the cue itself had become aversive.^{5,7,8} In 2020, de Castro et al found that dogs trained with aversive methods were more ‘pessimistic’ on average compared to dogs trained using reward-based methods.¹⁶

Training Effectiveness

Reward-based training methods have been shown to be more effective than aversive methods.^{1,2,17} Multiple survey studies have shown higher obedience in dogs trained with reward based methods.^{9,14,18}

Hiby et al (2004) found that obedience levels were highest for dogs trained exclusively with reward-based methods and lowest for dogs trained exclusively with aversive-based methods.¹⁴ Dogs trained with a combination of rewards and aversive-based methods (often referred to as ‘balanced’ in the dog training industry) produced lower obedience levels than reward-based but better than exclusively aversive-based training.¹⁴ Aversive training has been shown to impair dogs’ ability to learn new tasks.¹⁸

Many methods of changing behavior in dogs are effective; however, the evidence-based veterinarian or behavior consultant should be concerned not just with what is effective but what does the least harm and produces the best long-term results.

Recall training is the most common reason dog owners use remote electronic shock collars.¹⁹ Even in the hands of experienced trainers, no difference in the effectiveness was found between remote electronic shock collars versus reward based methods for teaching recall/stop

FREQUENTLY ASKED QUESTIONS

What are some examples of techniques that may be used by a reward-based trainer?

Trainers may use verbal or visual cues to signal (request) the required behavior, a clicker or verbal marker to mark the behavior, and toys, treats, or other appropriate reinforcers to reward the behavior. Capturing, shaping, and luring may be used to teach desired behaviors.

Does reward-based training mean that dogs are allowed to do unwanted behaviors?

Use of reward-based methods does not mean dogs are allowed to do anything they want. All animals learn best when given appropriate structure, routine, and guidelines. However, it is imperative that these boundaries be taught without the use of fear, intimidation, or pain.

Are aversive training techniques appropriate for animals who exhibit aggression?

Animals with challenging behavior disorders such as aggression should be treated with effective, compassionate, and humane methods of training, rather than with “a heavy hand”. There are no exceptions to this standard. If a trainer is having difficulty modifying a particular behavior, they should consult with another reward-based trainer, or refer to a veterinarian, board-certified veterinary behaviorist, or certified applied animal behaviorist.

What techniques should be avoided in training?

An appropriate trainer should avoid any use of training tools that involve pain (choke chains, prong collars, or electronic shock collars), intimidation (spray bottles, shaker noise cans, compressed air cans, shouting, staring, or forceful manipulation such as “alpha rolls” or “dominance downs”), physical correction techniques (leash jerking, physical force), or flooding (“exposure”). The learner must always feel safe and have the ability to “opt out” of training sessions. All efforts should be made to communicate effectively and respectfully with the learner.

Why should aversive training techniques be avoided?

The consequences and fallout from aversive training methods have been proven and are well documented. These include increased anxiety and fear-related aggression, avoidance, and learned helplessness. Animals may be less motivated to engage in training and less likely to interact with human members of the household.

How should a veterinarian decide who to refer to for training?

Veterinarians offering training referrals should recommend the most qualified and ethical trainers. The trainers should be certified, humane, and effective. Whenever possible, veterinarians should interview and observe a trainer’s methods before recommending them to clients. If a trainer is observed using aversive training methods or if a trainer discusses out-dated ideas such as



chasing.⁶ In dogs with a history of off-leash behavior problems, China et al (2020) found no difference in the proportion of disobeyed cues between dogs trained with electronic shock collars by manufacturer-nominated trainers compared with reward-based training.¹⁷ Dogs trained with reward-based methods in this study had a shorter delay before responding than the group trained with electronic shock collars.¹⁷

Effects on Dog-Human Relationship

Reward-based methods promote a strong, positive bond between dog and owner. Rooney and Cowan (2011) found dogs who were trained with aversive methods were less likely to interact with a stranger during relaxed social play.¹⁸ Dogs trained using physical punishment were also less likely to interact with their owner during play.¹⁸ Viera de Castro et al (2019) found that dogs who attended reward-based training schools played more in the presence of their owner than



in the presence of a stranger; they also followed and greeted the owner more than a stranger.¹⁶ Dogs trained with reward-based methods were shown to gaze towards their owners more frequently during training.⁵

Physiologic Measures of Stress

Cortisol is the most commonly evaluated biomarker of stress in dogs. Interpreting cortisol studies can be difficult because cortisol levels increase with both positive and negative emotional arousal. Cortisol

increases both with positive emotional states (eustress) and negative emotional states (distress).²⁰ Therefore, interpretation of cortisol level can be difficult and should be done along with behavioral responses.²¹

De Castro et al (2020) found that dogs trained using aversive methods had higher elevations in cortisol compared to dogs

trained using reward-based methods.⁴ This higher cortisol level correlated with more stress-related behaviors (lip-licking, yawning) and more time spent tense and panting during training in the aversive training group compared to the reward-based training group.⁴

Addressing Problem Behaviors Without the Use of Aversive Methods

Behavior modification plans should include science-based classical or operant

“dominance”, “leader of the pack”, or “alpha” theories, then clients should be advised against hiring them.

Trainers with backgrounds in higher-level education such as the Karen Pryor Academy and Jean Donaldson’s Academy for Dog Trainers, as well as involvement in organizations such as the Pet Professional Guild, International Association of Animal Behavior Consultants, Victoria Stillwell’s Academy for Dog Training, and Fear-Free Certifications should be recommended whenever possible.

What is the role of the veterinarian in behavioral care?

Veterinarians are an important part of the training or behavior team. Incorporating behavior history and assessments in every patient visit encourages early intervention for problem behaviors. The veterinarian also plays an important role in evaluating the health of the animal to determine if there are medical factors contributing to the behavior concern. After the health evaluation the veterinarian can determine if they have the skills and desire to create a behavior treatment plan or if they prefer to partner with a behavior consultant or trainer. Veterinarians creating behavior treatment plans or partnering with other professionals for the treatment of behavior concerns should not consider the use of pharmaceuticals as a “last resort” for behavior problems. Open communication with board-certified veterinary behaviorists and members of AVSAB is encouraged.

Glossary of Terms

A glossary of training and behavior modification terms can be found on the AVSAB website at: <http://avsab.org/glossary>

Recommended Reading List

1. Decoding Your Dog (American College of Veterinary Behaviorists)
2. Decoding Your Cat (American College of Veterinary Behaviorists)
3. From Fearful to Fear Free (Dr. Marty Becker, Dr. Lisa Radosta, Dr. Wailani Sung, Mikkel Becker)
4. Wag: The Science of Making Your Dog Happy (Zazie Todd)
5. Puppy Start Right (Dr. Kenneth Martin and Debbie Martin)
6. The Power of Positive Dog Training (Pat Miller)
7. Don’t Shoot the Dog! (Karen Pryor)
8. How to Behave So Your Dog Behaves (Dr. Sophia Yin)
9. The Other End of the Leash (Patricia McConnell)
10. Control Unleashed: Reactive to Relaxed (Leslie McDevitt)
11. Animal Training: Successful Animal Management through Positive Reinforcement (Ken Ramirez)

Additional resources

1. <https://eileenanddogs.com/fallout-aversives-punishment-negative-reinforcement/>
2. <https://www.petprofessionalguild.com/shockcollars>

conditioning protocols. There is no role for aversive training in behavior modification plans. Creating positive associations to stimuli perceived by the dog as frightening is essential in easing fear and anxiety. Teaching new skills can build confidence

Based on current scientific evidence, AVSAB recommends that only reward-based training methods are used for all dog training, including the treatment of behavior problems.

and provide the animal with alternative patterns of behavior that are more compatible with life in our homes and neighborhoods. Systematic desensitization (as opposed to flooding or exposure plans) involves very gradual exposure to the stimulus in a way that keeps the dog feeling safe at all times. Positive reinforcement of appropriate behavior helps the animal learn while keeping them engaged in the process.

Management strategies, including antecedent arrangement, have a vital role in dog training and should be considered in all training and behavior modification plans. Medication may also be necessary for serious behavior problems such as fear, aggression, separation anxiety, noise phobia, or compulsive disorders. These individuals should always be evaluated by

a veterinarian so that an accurate diagnosis and treatment plan can be made and medical conditions that may contribute to the problem can be excluded.

Conclusion

Based on current scientific evidence, AVSAB recommends that only reward-based training methods are used for all dog training, including the treatment of behavior problems. Aversive training methods have a damaging effect on both animal welfare and the human-animal bond. There is no evidence that aversive methods are more effective than reward-based methods in any context. AVSAB therefore advises that aversive methods should not be used in animal training or for the treatment of behavior disorders.

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Cesar Millan Response

A recent airing of the popular TV show *Cesar 911*, in which a dog being trained by Cesar Millan attacked and injured a pig, has elicited many opinions about dog training methods. The American Veterinary Society of Animal Behavior (AVSAB) would like to broaden the discussion by pointing out important facts about training and about animal welfare during training.

AVSAB is a group of veterinary and research professionals with a special interest in animal behavior. We support the use of scientifically-based methods of training and behavior modification, and we promote interactions with animals based on compassion, respect, and scientific evidence. AVSAB supports the use of evidence-based medicine (using research-supported scientific evidence to make decisions about the care of individual patients) in designing behavior modification and training plans for animals.

Current research in dog training supports changing the dog's environment, and using positive reinforcement, as the most effective method for modifying a dog's behavior.

Punishment-based training methods may be advocated by those without an appreciation of the current status of science in dog training. Although such methods can be effective in the short term, science tells us they are likely to exacerbate an animal's fear and actually increase aggression in the long run. When the problem behavior involves a negative reaction to another animal, attempting to elicit the bad behavior so it can be "corrected" is not only ineffective, it puts the target animal at risk of injury. Such training methods are unacceptable.

Research in canine behavior is continually evolving through lab and field research trials. Behavior professionals continually further their knowledge of behavior in order to offer the best treatment plans to pet owners. AVSAB recommends you choose a trainer who understands and uses reward-based training, and who keeps abreast of developments in the field.

To read the full position statements from AVSAB on dominance and punishment, and for more information on how to choose a trainer, please go to <http://avsabonline.org/resources/position-statements>.

Punishment-based training methods may be advocated by those without an appreciation of the current status of science in dog training.

The Evidence For Positive Reinforcement Training

By Pippa Mattinson

Over the last few decades there has been a huge swing towards less punitive methods of dog training. Watching a modern trainer in action is a very different experience from watching old school traditionalists.

Gone are the barked commands, the emphasis on 'respect' or 'dominance' and even intimidation. In many cases the use of punishment has been entirely replaced by the use of food and games.

Is the move to positive dog training a good thing?

But hang on a moment. Aren't we being swept along in the latest 'fad' or 'craze'. Isn't this just a passing fashion? How are we going to control our dogs when we run out of treats?

And what if we don't want to wave food around or to 'beg' or 'plead' with our dogs to come when we call them?

In fact, let's lay it on the line. Do these new fangled methods of dog training even work?

Dog training in the real world

Positive reinforcement training is based on behavioural science. But training a dog in a living environment is not the same as studying rats in a laboratory.

So how do we know that these modern science-based methods work in the real world? This is important, and it's a question that comes up again and again. This isn't just about what I think, or what you think. It's about getting at the truth. So, let's take a look at the evidence.

We'll start by looking at dogs that are carrying out important jobs in distracting environments.

Guide dog training methods

When you see a guide dog leading his blind handler safely across a busy road, threading his way through a crowded street or along a woodland path, ignoring squirrels, ball games, friendly dogs and all kinds of other distractions, you are watching a dog trained using positive reinforcement.

The [Guide Dogs for the Blind Association](#)¹ did not embrace positive reinforcement training to be a part of the ‘in crowd’ or to be ‘cool’, they did so because it works.

In fact, it works so well that the USA guide dogs organisation reported an increase in pass rate from 50% (the old rate) to 80% in their dogs after switching to modern methods in 2005. In addition to a significant decrease in handler training time.

Bomb disposal dog training methods

What about explosives detection dogs? One false move could be fatal for handler and dog. How are these dogs trained?

Once again, [these dogs are trained to carry out their important jobs using positive reinforcement](#)². You can read more about them using that link to “education of a bomb dog”

Search and rescue dog training methods

You will have seen search and rescue dogs on TV attending earthquake zones and the aftermath of terrible natural disasters.

These dogs have to work in often appalling conditions under all kinds of distraction. And how are they trained? The answer is with toys, games, and food.

Are we starting to see a bit of a pattern here?

The fact is, almost all service industries that utilise trained dogs, now train their dogs with positive reinforcement. From the military, to the police, from medical detection dogs to dogs that hunt down bed bugs or drugs.

Getting great results from your dog training method

Many of those working dog services are provided by charities, small businesses, government agencies or large commercial corporations.

¹ <https://www.guidedogs.com/meet-gdb/dog-programs/guide-dog-training>

² <https://www.smithsonianmag.com/innovation/the-education-of-a-bomb-dog-4945104/?no-ist>)

These organisations are not interested in ‘fads’ and the latest fashion. They are interested in results.

The same pattern of changing to science based training methods has taken place throughout the world of dog sports, from the obedience ring, to working trials and agility. With one notable exception. And we’ll look at that in a moment.

So what prompted this change in training methods?

The reason that these organisations leading the way in dog training all switched to positive reinforcement training is because they ran trials or pilot schemes and found that the new training methods worked faster, were more effective, and saved money.

The reason that they ran the trials in the first place was due to the weight of scientific evidence and because they were encouraged to do so by the behavioural scientists that advise them.

Positive reinforcement training is not new, and has been studied in laboratories for the best part of a century. It is based on operant conditioning, or the way in which animals learn through the consequences of their behaviour. Put simply, it describes how reinforcements act to increase behaviour, and punishments act to decrease it

Moving from laboratory to field, or real world training took some time.

Several leading behaviourists and animal trainers, like Bob Bailey, and Karen Pryor were involved in pioneering positive reinforcement training in animals outside of laboratory conditions.

There is some [some excellent information on this topic](#)³ on the late Sophia Yin's website. And fortunately we now have a constantly growing body of scientific evidence to support the movement away from aversives or the use of force, in dog training

Scientific studies on dog training

If you are interested in science, you might like to look at some of the up to date scientific studies that have been influential in the movement towards positive reinforcement training. Quite a few studies, [such as this one published in 2014](#)⁴

³ <https://drsophiayin.com/blog/entry/how-technology-from-30-years-ago-is-helping-military-dogs-perform-better-no/>

⁴ <http://journals.plos.org/plosone/article?id=10.1371/journal.pone.0102722>

have shown that e-collar training has welfare implications for dogs. However, this won't come as a surprise to many of you.

What is perhaps more interesting, is that there are measurable downsides to using much milder forms of punishment. And that's what we'll focus on here

While much of our original evidence on positive reinforcement training is now quite old, more recently more studies focusing specifically on dogs have become available.

A [study from 2004 showed that dogs trained with more rewards⁵](#) showed higher levels of obedience, and that dogs trained with more punishment exhibited more problem behaviours.

More recently in 2008. Emily Blackwell's study showed that [dogs trained using positive reinforcement were less likely to show aggression and fear⁶](#) than dogs trained using punitive methods.

Meghan Herron's study in the same year, showed that all [punishment was associated with higher levels of aggression and fear⁷](#), even what many of us might consider mild aversives like 'staring at a dog' or making a growling noise at him.

A study in 2010 found [a correlation between more frequent use of punishment and excitement/aggression⁸](#)

Obviously aggression in dogs is undesirable but fear is a problem too, as it is associated with reduced ability to learn. So it's not surprising that a 2011 study that looked at dogs in their own homes, found that [positive reinforcement trained dogs were better at learning new skills⁹](#) and more interactive with their owners.

In 2017 a review of the literature was published in the Journal of Veterinary Behavior. It's called [The Effects Of Aversives In Dog Training¹⁰](#) and concludes that those working with or handling dogs should rely on positive reinforcement training techniques and avoid positive punishment and negative reinforcement as much as possible

⁵ [http://expeng.anr.msu.edu/sites/animalwelfare/files/Training_Methods_\(Hiby,_2004\).pdf](http://expeng.anr.msu.edu/sites/animalwelfare/files/Training_Methods_(Hiby,_2004).pdf)

⁶ [http://www.journalvetbehavior.com/article/S1558-7878\(07\)00276-6/abstract](http://www.journalvetbehavior.com/article/S1558-7878(07)00276-6/abstract)

⁷ [http://www.appliedanimalbehaviour.com/article/S0168-1591\(08\)00371-7/abstract](http://www.appliedanimalbehaviour.com/article/S0168-1591(08)00371-7/abstract)

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¹⁰ [http://www.journalvetbehavior.com/article/S1558-7878\(17\)30035-7/abstract](http://www.journalvetbehavior.com/article/S1558-7878(17)30035-7/abstract)

How does positive dog training work?

It is quite common for people to think that they are already positive dog trainers. When in fact, they still use many different types of aversive in training.

By aversive - we mean anything which the dog doesn't like. Aversives are simply tools for reducing unwanted behavior. They are what scientists also refer to as 'punishers'. And the use of aversives is a form of punishment.

Punishment doesn't have to be cruel or violent. Intimidation, body blocking, growling, the use of rattle bottles etc. These are all forms of punishment. You can find more explanations on the behavioural meaning of punishment and reinforcement in the links below

Positive reinforcement training [focuses on reinforcing behaviours through the delivery of desirable consequences](#)¹¹ - rewards like toys and games.

It avoids [the use of punishment or what more traditional trainers often call corrections](#)¹² (consequences that the dog finds undesirable)

This may seem counterintuitive at first. Why not use rewards (for good behavior) and punishment (for bad behavior) and get the job done in half the time?

Why we don't include punishment in modern dog training

Well, as we have seen, the evidence all points to punishment slowing down the learning process, and we can speculate on why that is.

It is clear from the studies available so far that fear is closely associated with punitive training methods, even when non-physical punishment is involved. Punishment is also associated with aggression in dogs.

One of the main reasons that aversive free training probably works so well is that it prevents dogs from 'freezing up' through fear of consequences.

Mixing the two types of training (punishment and reward) might seem like a good idea, but as some of these studies have shown the history of the way the handler has treated the dog at any given point in time, will affect the way that

¹¹ <https://thehappypuppysite.com/reinforcement-in-dog-training/>

¹² <https://thehappypuppysite.com/punishment-in-dog-training/>

the dog responds in the future (thus punishment in the past has an adverse effect in the future, even if the handler is now using rewards)

Studies have also shown that positive reinforcement is at least as effective if not more so, than techniques that rely on punishment. And this is important for those who are working with dogs in the presence of strong distractions.

Gundog training is a good example of such work

Gun dog training methods

I talked earlier about an exception to the widespread uptake of positive reinforcement training, and that exception is gundog training, my own particular interest and hobby.

The reasons for this are complex.

The gundog community has a long history of passing down skills as a ‘craft’ from one generation to the next and until recently has lacked the kind of structured training and grading system found in almost every other sport.

Gundogs work in particularly distracting environments with period of boredom interspersed with periods of great excitement.

Unlike many service dogs, gundogs work entirely off lead and in close contact with live game. This means that control of the consequences available to the dog (an essential part of positive reinforcement training) is more challenging.

However, forward thinking gundog trainers are now beginning to acknowledge the opportunities and benefits offered by positive reinforcement training, especially in basic training and working with puppies.

They are increasingly keen to work on the unique challenges facing positive reinforcement gundog trainers in the field. One by one, the stumbling blocks are being removed.

I mentioned earlier that learning theory gave us the ground rules for positive reinforcement training many years ago. Why has it only recently become popular?

The pace of change in dog training

Change does take time. Especially when many diverse groups of people are involved. And many of the actual studies done on dogs, like the ones mentioned above, are fairly recent.

It takes a while for information to filter down from researchers to field workers, and longer still for new techniques and principles to become widely adopted.

But positive reinforcement training is here now, to stay. It isn't some cliquey minority that are teaching their dogs this way. There is a consensus amongst all canine behaviourists educated to degree level and beyond, that positive reinforcement training is the best, and most effective system for training our dogs.

This is true even in countries where e-collar training is still both legal and popular. The American Small Animal Veterinary Association for example, has placed a [‘position statement’ on dog training on its website](#)¹³

The simple fact is that positive reinforcement training has been widely adopted by mainstream dog trainers, in sports and canine service industries worldwide.

And the last bastions of resistance are crumbling.

Making the change from traditional to modern dog training

Most dog trainers/handlers/owners that have been training dogs for 20 years or more will have started out using punitive training methods. I did, as did all my contemporaries

This is not something to beat yourself up over, or contemplate with regret.

It was what it was. This is how all dogs were trained. The evidence now is convincing. There is a better way.

There are new skills to learn, some new terminology, and a new attitude, but don't let that put you off. People of all ages are making the change. And making that change has never been easier.

¹³ http://www.avsabonline.org/uploads/position_statements/dominance_statement.pdf

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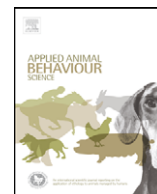
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Survey of the use and outcome of confrontational and non-confrontational training methods in client-owned dogs showing undesired behaviors

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ABSTRACT

Prior to seeking the counsel of a veterinary behaviorist many dog owners have attempted behavior modification techniques suggested by a variety of sources. Recommendations often include aversive training techniques which may provoke fearful or defensively aggressive behavior. The purpose of this study was to assess the behavioral effects and safety risks of techniques used historically by owners of dogs with behavior problems.

A 30-item survey of previous interventions was included in a behavioral questionnaire distributed to all dog owners making appointments at a referral behavior service over a 1-year period. For each intervention applied, owners were asked to indicate whether there was a positive, negative, or lack of effect on the dog's behavior, and whether aggressive behavior was seen in association with the method used. Owners were also asked to indicate the source of each recommendation. One-hundred-and-forty surveys were completed. The most frequently listed recommendation sources were "self" and "trainers". Several confrontational methods such as "hit or kick dog for undesirable behavior" (43%), "growl at dog" (41%), "physically force the release of an item from a dog's mouth" (39%), "alpha roll" (31%), "stare at or stare [dog] down" (30%), "dominance down" (29%), and "grab dog by jowls and shake" (26%) elicited an aggressive response from at least a quarter of the dogs on which they were attempted. Dogs presenting for aggression to familiar people were more likely to respond aggressively to the confrontational techniques "alpha roll" and yelling "no" compared to dogs with other presenting complaints ($P < 0.001$). In conclusion, confrontational methods applied by dog owners before their pets were presented for a behavior consultation were associated with aggressive responses in many cases. It is thus important for primary care veterinarians to advise owners about risks associated with such training methods and provide guidance and resources for safe management of behavior problems.

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1. Introduction

Dog owners presenting their pets to veterinarians for behavior problems have often attempted a variety of training methods prior to their visit. Because many owners

do not initially seek advice from veterinarians with regard to their pets' behavior problems (Lord et al., 2008), they are likely to have relied on "lay" resources for information and advice on behavior modification techniques. Many interventions involve confrontational, 'positive punishment' i.e., punishment using an aversive stimulus, such as pain, to decrease unwanted behavior, which can be threatening and fear-provoking in animals, sometimes leading to defensively aggressive behavior and putting owners who

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use them at risk of injury (Mertens, 2002; Mills, 2002). Owner safety is, thus, an important consideration in the management of canine behavior problems.

Previous studies have evaluated dogs' responses to different obedience training methods. In one report, dogs that were trained using rewards ('positive reinforcement') for desirable behavior had a significantly better response to obedience tasks compared to dogs trained primarily with punishment (Hiby et al., 2004). Another found that dogs that were trained using only positive reinforcement were less likely to develop future behavior problems, while others that had been trained using punishment were more likely to develop fear-related responses (Blackwell et al., 2007). While these studies have compared the effectiveness of and stress response resulting from different training techniques, no study has evaluated owner safety in using such methods or reported the recommending source.

The purpose of this study was to describe the frequency of use, the recommending source, and the owner-reported effect on canine behavior of interventions that owners of dogs with undesired behaviors had used on their dogs. This study also aimed to report aggressive responses from the dogs subsequent to the use of aversive and non-aversive interventions.

2. Methods

Owners of dogs scheduled for an appointment with the Behavior Service at the Matthew J. Ryan Veterinary Hospital of the University of Pennsylvania, Philadelphia, Pennsylvania, USA, were sent a survey via email, fax, or postal mail designed to identify and briefly note the behavioral outcome of a variety of treatment interventions. Between April 1 and July 31, 2007, the survey was sent as an optional supplement to an extensive behavior questionnaire required for appointments. The survey instrument was an expanded version of an existing page within the behavior questionnaire. This survey was pre-tested for clarity by 10 dog-owning hospital employees. Each survey was assigned a unique number with no identifying information. A master list linked this number with the owner's name, and the (canine) patient's breed, age, sex, neuter status, and presenting complaint. Presenting complaints were obtained from the first two pages of the behavior questionnaire, in which owners indicated the primary behavior problems leading to the appointment. These complaints were then categorized as follows: "aggression to familiar people," targeted to household members or people with whom the dog spent significant time, "aggression to unfamiliar people" targeted to non-household members, "aggression to dogs" if owners described their dogs as aggressive to dogs either within or outside the household, "separation anxiety" if the dog exhibited problems in the owner's absence, "specific fears or anxiety" if the owners described fear of noises or other environmental stimuli, such as thunderstorms, and "other".

To increase the response rate and reduce redundancy within the behavior questionnaire, the survey was incorporated into the full behavior questionnaire and sent in this form to clients scheduled for an appointment between August 1, 2007 and May 1, 2008. The survey consisted of a list of 30 interventions that owners may have previously attempted. Owners were asked to select "yes" or "no" for each intervention as to whether they had attempted them. Interventions were later categorized into "aversive: direct confrontation", "aversive: indirect confrontation", "reward training", and "neutral" (Table 1). In each case, owners were asked whether they had attempted the technique or intervention, the recommending source, whether the method used had had a "positive", "negative" or "no effect" on their dog's behavior, and whether or not it elicited a "growl/bare teeth", "snap/lunge", or "bite" from the dog. For purposes of analysis and because any display of aggression was considered a safety risk to the owner, the responses "growl/bare teeth", "snap/lunge", and "bite" were collapsed into one "aggressive" response. To reduce bias from previous treatment recommendations made by the Behavior Service, only new clients were included in the study.

The following descriptive data were generated for each intervention: the frequency of use; the person or source recommending the intervention; whether the intervention elicited an aggressive response; and the effect of the intervention on the behavior at issue. Within each of the four categories of intervention, Fisher's Exact Test was used to determine if dogs presenting with an aggression to familiar people, and dogs presenting for aggression to any people (either familiar, unfamiliar, or both) were more likely to respond aggressively compared to dogs presenting with other behavior problems. Fisher's Exact Test was also used to examine the relationship between age and aggressive response, within each intervention. Significance levels for multiple comparisons were adjusted for using the Bonferroni correction. A *P*-value of < 0.002 was considered significant. Data are presented as frequencies and percents for categorical data and means \pm standard deviation for continuous variables. Where applicable 95% confidence intervals (CI) are presented around the difference. All analyses were performed using SAS statistical software (Version 9.1, SAS Institute, Cary, NC, USA).

The survey instrument was reviewed and approved by the University of Pennsylvania Institutional Review Board for research on human subjects.

3. Results

Between April 1 and July 31, 2007, 30 (28%) of 107 distributed surveys were completed and returned. Between August 1, 2007 and May 1, 2008, an additional 110 completed surveys (98% of 112 distributed) were collected, for a total of 140 completed surveys (64% of the total distributed). Two owners who received the incorporated survey left it blank; all others reported that they attempted at least one of the 30 interventions.

Owners of 90 purebred dogs and 50 mixed breed dogs participated in this study. Forty-one purebreds were represented, including eight (6%) German Shepherd Dogs, seven (5%) English Springer Spaniels, five (4%) Beagles, four (3%) Doberman Pinschers, three (2%) Miniature Dachshunds, and one to two each of 36 other breeds. Eighty-five dogs (61%) were castrated males, 44 (31%) were ovariohysterectomized females, six (4%) were sexually intact males, and five (4%) were sexually intact females. The mean age was 4.1 ± 2.8 years (range 3 months–14 years), and the mean weight was 23 ± 14 kg (range 3–70 kg).

In many cases, owners listed more than one presenting complaint, including aggression to familiar people ($n = 60$, 43%), aggression to unfamiliar people ($n = 67$, 48%), aggression to dogs ($n = 56$, 40%), separation anxiety ($n = 28$, 20%), specific fears or anxiety ($n = 45$, 32%), and other problems ($n = 12$, 9%), such as aggression to cats, barking, house-soiling, and one presentation of cognitive dysfunction syndrome.

Many owners had attempted to modify their dogs' behavior using direct confrontation. The most frequently attempted directly confrontational interventions were leash corrections ($n = 105$, 75%) the use of choke or pronged pinch collars ($n = 53$, 38%), and use of a muzzle ($n = 53$, 38%). All other methods were attempted by at least one owner (Fig. 1). Many owners who attempted these physically manipulative techniques reported that their dogs responded with aggression. For example, use of a muzzle, forced release of an item from the dog's mouth, the "alpha roll", hitting or kicking the dog for undesirable behavior, grabbing jowls, and the "dominance down" elicited an aggressive response in at least a quarter of the dogs on which they were attempted (Fig. 1).

Table 1

Categories of 30 behavioral interventions used by dog owners prior to a behavior consultation as listed in the survey.

Intervention	Description
Aversive: direct confrontation^a	
“Alpha roll”	Roll dog onto back and hold down
“Dominance down”	Hold dog down on side, legs extended
Force down with leash	Step on leash or collar and force dog to lie down
Hit or kick dog	
Grab jowls/scruff	
Knee dog in chest for jumping	Knee dog in chest in response to jumping up on people
Neck jab	Abruptly jab dog on neck or side with fingers
Choke or pronged pinch collar	
Leash correction	Quick tug/yank of leash
Rub dog’s nose in house-soiled (HS) areas	
Force release of item in dog’s mouth	Apply pressure to dog’s gums with fingers to release an object in dog’s mouth
Remote-activated shock collar	Shock administered at owner’s discretion
Bark-activated shock collar	Shock administered in response to barking
Muzzle	
Aversive: indirect confrontation^b	
Yell “no”	
Spray with water pistol/spray bottle	
“Schhhht”	Make abrupt sound to interrupt or correct undesirable behavior
Growl at dog	
Force exposure	Forcibly expose dog to stimulus that frightens dog (i.e., tile floors, noise, people)
Verbal punishment for house-soiling (HS)	
“Stare down”	Stare at dog until he/she looks away
Non-aversive: reward-based training	
“Look” or “watch me”	Teach dog to make eye contact on cue
Clicker training	Use of clicker instrument as conditioned reinforcer
Food rewards	Give food as reward for desirable behavior
Use food to trade for item	Use food to trade for item in dog’s mouth
Food-stuffed toys	Provide food-stuffed toys to dog
Sit for everything	Ask dog to sit for all desired things/activities
Neutral	
Avoidance	Avoid exposing dog to stimuli that trigger aggression
Synthetic pheromones	Chemical used to decrease fear/anxiety
Increase exercise	To improve behavior

^a Techniques that physically manipulate the dog in an aversive and/or confrontational manner to stop unwanted behaviors; techniques with the potential to cause pain.

^b Techniques that use non-physical yet aversive and/or confrontational interactions to stop unwanted behaviors; techniques not likely to cause pain.

Owners also attempted to improve their dogs’ behavior by use of indirect confrontation (Fig. 2). As with direct methods of confrontation, several indirectly confrontational methods elicited an aggressive response. Methods that elicited an aggressive response from at least a quarter of the dogs on which they were attempted included the “stare down” and growling at the dog (Fig. 2).

Few owners reported that their dog responded aggressively to the non-aversive, reward-based and “neutral” interventions described (Fig. 3). Reward-based training using food as a reward for desirable behavior was the most frequently-used behavior modification intervention ($n = 124, 89\%$). Owners reported a variety of recommendation sources for the interventions they used (Table 2). Owners’ opinions of each method’s effectiveness also varied (Table 3).

Analysis of responses relative to presenting complaints revealed that dogs presenting for aggression towards familiar people were significantly more likely to show an aggressive response to two interventions compared to dogs who presented for other complaints. For example, dogs presenting for aggression to familiar people were more likely than dogs with other presenting complaints to respond aggressively to the “alpha roll” (100% vs 50%;

difference 50%; 95%CI: 26–70%; $P < 0.001$) and yelling “no” (30% vs 2%; difference 28%; 95%CI: 17–41%; $P < 0.001$).

There were no statistically significant differences in aggressive responses to any of the interventions between dogs presenting for aggression to people (both familiar and/or unfamiliar) and dogs with other presenting complaints. Likewise, there was no relationship found between age of the dog and aggressive responses to the behavioral interventions.

4. Discussion

Owners attempted a variety of behavioral interventions, many of which elicited an aggressive response, with their dogs prior to their appointment with a referral Behavior Service. As we expected, the highest frequency of aggression occurred in response to aversive interventions, whether direct or indirect. In contrast, reward-based training elicited aggression in very few dogs, regardless of presenting complaint.

Although dogs who are historically aggressive to familiar people might respond aggressively to any intervention, whether or not aversive, owners of such dogs in our study were at greater risk of injury when attempting

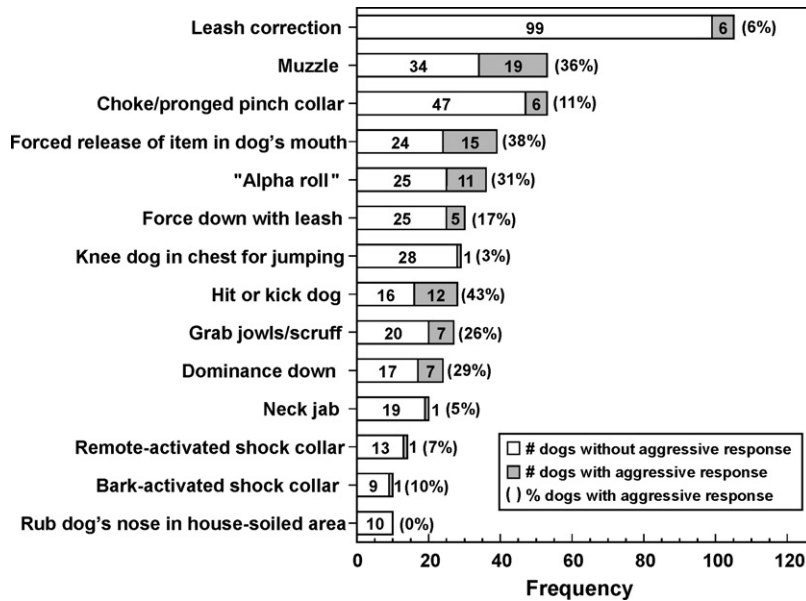


Fig. 1. Aversive (direct confrontation) interventions attempted by 140 dog owners prior to a behavior consultation and number of dogs who responded aggressively.

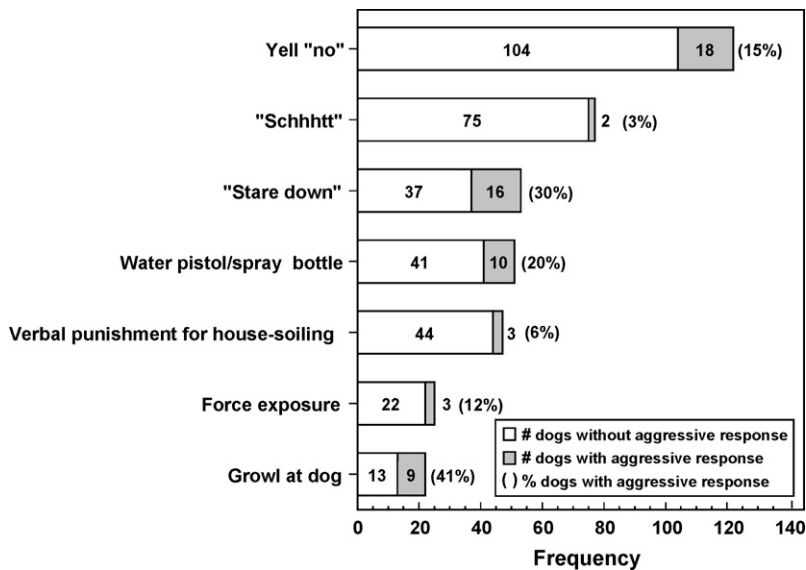


Fig. 2. Aversive (indirect confrontation) interventions attempted by 140 dog owners prior to a behavior consultation and number of dogs who responded aggressively.

the "alpha roll" and "yelling no". The aggressive response to the "alpha roll" was not surprising as dogs will roll onto their backs as a means of threat avoidance or social appeasement, and may progress to defensive aggression if the threat persists, as it would when an owner continues to manipulate the dog (Shepherd, 2002). Such interactions present a substantial risk for owners who seek advice regarding the management of aggressive behavior; punishment may increase fear and arousal, particularly in an already-defensive dog, and perhaps teach the dog to bite without warning (Landsberg et al., 2003). Studies have shown that most dog bites to humans are inflicted by

familiar dogs as opposed to stray dogs, making it even more crucial for owners to properly handle their own pets (Berzon and DeHoff, 1974; Moss and Wright, 1987).

The use of such confrontational and punitive training methods has been presented and popularized in books, on the internet, and on television (Ross and McKinney, 1996; Monks of New Skete, 2002; Millan et al., 2004; Millan and Peltier, 2007; Millan, 2008). Their common use may have grown from the premise that canine misbehavior or aggression is rooted in social dominance (to the owner), or, conversely, to a lack of assertiveness or dominance by the owner. Advocates of such theories suggest that owners

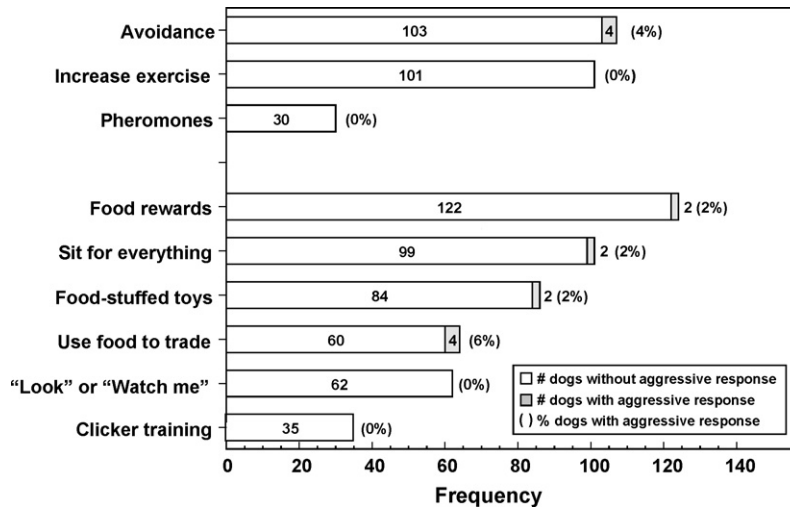


Fig. 3. Non-aversive, neutral and reward-based interventions attempted by 140 dog owners prior to a behavior consultation and number of dogs who responded aggressively.

Table 2
Reports from 140 dog owners on sources of recommendations for 30 behavioral interventions they may have attempted.

Behavioral intervention	Recommending resource									
	Attempted, N (%)	Book, N (%) ^a	Breeder, N (%) ^a	Friend/ Relative, N (%) ^a	Internet, N (%) ^a	Self, N (%) ^a	Television, N (%) ^a	Trainer, N (%) ^a	Veterinarian, N (%) ^a	
Direct confrontation										
Leash correction	105 (75)	3 (3)	1 (1)	6 (6)	4 (4)	45 (43)	13 (12)	53 (50)	4 (4)	
Choke/pronged pinch collar	53 (38)	0	2 (4)	8 (15)	3 (6)	11 (21)	0	35 (66)	1 (2)	
Muzzle	53 (38)	0	0	1 (2)	1 (5)	22 (42)	0	14 (26)	24 (45)	
Force release of item in dog's mouth	39 (28)	2 (5)	1 (3)	4 (10)	0	25 (64)	2 (5)	3 (8)	2 (5)	
“Alpha roll”	36 (26)	3 (8)	2 (6)	8 (22)	6 (17)	10 (28)	5 (14)	6 (17)	2 (6)	
Force down with leash	30 (21)	0	0	2 (7)	2 (7)	7 (23)	3 (10)	21 (70)	1 (3)	
Knee dog in chest for jumping	29 (21)	0	2 (7)	8 (28)	0	9 (31)	1 (3)	9 (31)	2 (7)	
Hit or kick dog	28 (20)	1 (4)	0	2 (7)	0	22 (79)	0	0	0	
Grab jowls/scruff	27 (19)	1 (4)	1 (4)	6 (22)	2 (7)	16 (59)	3 (11)	3 (11)	2 (7)	
“Dominance down”	24 (17)	3 (13)	2 (8)	4 (17)	3 (13)	7 (29)	4 (17)	2 (8)	0	
Neck jab	20 (14)	2 (10)	0	1 (5)	0	4 (20)	13 (65)	1 (5)	0	
Remote-activated shock collar	14 (10)	0	1 (7)	2 (14)	1 (7)	4 (29)	0	4 (29)	3 (21)	
Rub dog's nose in HS area	10 (7)	1 (10)	0	3 (30)	1 (10)	8 (80)	0	0	1 (10)	
Bark activated shock collar	10 (7)	0	0	2 (20)	1 (10)	5 (50)	0	4 (40)	0	
Indirect confrontation										
Yell “no”	122 (87)	1 (1)	0	10 (8)	3 (3)	93 (76)	4 (3)	26 (21)	0	
“Schhhht” sound	77 (55)	2 (3)	0	3 (4)	1 (1)	31 (40)	34 (44)	14 (18)	0	
“Stare-down”	53 (38)	3 (6)	0	3 (6)	4 (8)	29 (55)	2 (4)	11 (21)	0	
Water pistol/spray bottle	51 (36)	1 (2)	2 (4)	8 (16)	3 (6)	23 (45)	4 (8)	17 (33)	9 (18)	
Verbal punishment for house-soiling	47 (34)	2 (4)	0	15 (32)	0	29 (62)	0	1 (2)	2 (4)	
Force exposure	25 (18)	0	0	2 (8)	1 (4)	13 (52)	3 (12)	9 (36)	4 (16)	
Growl at dog	22 (16)	0	1 (5)	3 (14)	2 (9)	10 (45)	0	6 (27)	0	
Reward-based										
Food rewards	124 (89)	2 (2)	1 (1)	4 (3)	5 (4)	70 (56)	5 (4)	50 (40)	11 (9)	
Sit for everything	101 (72)	3 (3)	0	6 (6)	6 (6)	54 (54)	4 (4)	50 (50)	7 (7)	
Food-stuffed toys	86 (61)	3 (4)	0	11 (13)	4 (5)	37 (43)	4 (5)	27 (31)	22 (26)	
Use food to trade for item	64 (46)	0	1 (2)	2 (3)	2 (3)	40 (63)	1 (2)	20 (31)	6 (9)	
“Look” or “watch me”	62 (44)	2 (3)	1 (2)	1 (2)	2 (3)	21 (34)	3 (5)	37 (60)	9 (15)	
Clicker training	35 (25)	2 (6)	0	0	2 (6)	8 (23)	0	21 (60)	1 (3)	
Neutral										
Avoidance	107 (77)	3 (3)	0	3 (3)	0	80 (75)	2 (2)	18 (17)	9 (8)	
Pheromones	30 (21)	0	0	1 (3)	5 (17)	16 (53)	0	4 (13)	5 (17)	
Increase exercise	101 (72)	2 (2)	1 (1)	7 (7)	5 (5)	26 (26)	24 (24)	29 (29)	15 (15)	

^a Percentage based on number of owners who attempted each individual intervention.

Table 3
Owners' opinion of effect of 30 behavioral interventions on their dog's behavior.

Behavioral intervention	"Positive effect", N (%) ^a	"Negative effect", N (%) ^a	"No effect", N (%) ^a
Direct confrontation			
Leash correction	59 (62)	7 (7)	29 (31)
Choke/pronged pinch collar	26 (52)	7 (14)	17 (34)
Muzzle	18 (37)	20 (41)	11 (22)
Force release of item in dog's mouth	17 (49)	12 (34)	6 (17)
"Alpha roll"	14 (44)	8 (25)	10 (31)
Force down with leash	17 (61)	3 (11)	8 (29)
Knee dog in chest for jumping	13 (45)	1 (3)	15 (52)
Hit or kick dog	3 (11)	9 (35)	14 (54)
Grab jowls/scruff	7 (28)	8 (32)	10 (40)
"Dominance Down"	10 (48)	5 (24)	6 (28)
Jab dog in neck with fingers	8 (44)	0	10 (56)
Remote activated shock	6 (42)	4 (29)	4 (29)
Rub dog's nose in house-soiled area	0	1 (11)	8 (89)
Bark activated shock	5 (56)	2 (22)	2 (22)
Indirect confrontation			
Yell "no"	50 (48)	14 (14)	40 (38)
"Schhht" sound	26 (36)	1 (1)	45 (63)
"Stare-down"	16 (34)	11 (23)	20 (43)
Water pistol/spray bottle	19 (37)	11 (22)	21 (41)
Verbal reprimand for house-soiling	18 (40)	5 (11)	22 (49)
Force exposure to frightening stimuli	6 (30)	4 (20)	10 (50)
Growl at dog	5 (23)	9 (41)	8 (36)
Reward-based			
Food rewards	96 (87)	1 (1)	13 (12)
Sit for everything	79 (85)	1 (1)	13 (14)
Food-stuffed toys	48 (62)	1 (1)	28 (36)
Use food to trade for item	53 (86)	1 (2)	8 (13)
"Look" or "watch me"	39 (71)	0	16 (29)
Clicker training	20 (65)	1 (3)	10 (32)
Neutral			
Avoidance	72 (77)	1 (1)	20 (22)
Increase exercise	66 (69)	1 (1)	29 (30)
Pheromones	3 (13)	1 (1)	20 (83)

^a Percentage based on number of owners who attempted each individual intervention and does not include owners who failed to complete this portion of the survey or reported more than one answer for the intervention's effect.

need to establish themselves as the "alpha" or "pack leader", using physical manipulations and intimidation in order to do so, thereby forcing the dog into a subordinate attitude.

While the use of confrontational training methods to subdue hypothetical dominance is commonplace, the current scientific literature suggests, instead, that canine aggression and other behavior problems are not a result of dominant behavior or lack of the owner's "alpha" status, but rather a result of fear (self-defense) or underlying anxiety problems, important for an understanding of the motivation and treatment of aggression (Guy et al., 2001a,b; Mertens, 2002; Luescher and Reisner, 2008). Techniques such as forcing a dog down by the collar or by pushing on its neck and back—as, for example, in the "dominance down"—are associated with increased physiological stress (Beerda et al., 1998). Frightened animals are often self-defensively aggressive; it would not be unexpected, then, that dogs respond aggressively to such provocative handling.

The use of electric collars is controversial (Polsky, 1994; Cheetam, 2003). Shock collars were used infrequently in our study; however, use of shock might have contributed, indirectly, to aggression in other contexts. For example, dogs in one study that were shocked inconsistently and

those who were shocked as a result of incorrect obedience response were at higher risk for increased stress than were dogs shocked for approaching a specific, easily identifiable and avoidable object (Schalke et al., 2007). In another study, dogs who were shocked via remote control for obedience training showed an elevated stress response which persisted in the presence of the owner even outside the context of training (Schilder and van der Borg, 2004). These studies suggest that using remotely activated shock is likely to increase stress and fear of owners, and may put dogs at risk for compromised welfare and defensive aggression.

Sources of recommendations for the interventions evaluated in this study were varied. Owners listed "self" or "trainers" as the most frequent sources for all but three interventions (Table 2). Assuming that the average pet owner lacks training in behavior modification and management of aggression, it may, therefore, be dangerous for them to be handling such problems without professional help. It was not surprising to find that trainers were the source for many recommendations. As reported in a recent survey, owners of dogs with behavior problems are likely to consult trainers rather than veterinarians (Lord et al., 2008). This lack of veterinary intervention is problematic as the lack of standardized oversight of many

training programs has resulted in a range of competence and ethical practice of behavior modification and owners may be at risk of receiving unsafe advice.

The recommendation made most by veterinarians was use of a muzzle, which may be attributable to the fact that most of the dogs in this population presented for aggression, and most veterinarians will muzzle biting dogs for safety during an examination. We did not differentiate or specify how the muzzle was used; in-clinic muzzling may have led to over-reporting of its use, as veterinarians may not have specifically recommended a muzzle for training outside the veterinary clinic.

Television was the most frequently reported source for the “schhhht” sound correction and abruptly “jabbing the dog in the neck”, both of which have been demonstrated on a popular dog training program (Millan et al., 2004). Because respondents were not asked to provide the names of specific television sources, it was assumed by the authors that owners listing television as the source for the two training techniques were referring to this popular show, although only one owner cited it specifically. Both techniques are potentially provocative and, therefore, may trigger defensive aggression.

Owners felt that most of the listed interventions had a positive or lack of effect on their dogs' behavior. It was not specified in the survey, however, whether the effect referred to the dog's reaction to intervention, or to the behavior problem itself. Contrary to expectations, not all owners reporting an aggressive response to a particular intervention felt that the training method had a “negative” effect on their dog's behavior. For example, “hitting or kicking” led to the highest frequency of aggression for owners who attempted it (43%), yet only 35% of owners reported a negative effect.

Because of the risk of heightened fear of the owner as a result of their use, leash corrections are not typically recommended by positive-reinforcement-based trainers and behaviorists (Mills, 2002). However, in our study, 63% of owners who used leash corrections felt they had a positive effect. It is possible that the correction temporarily inhibited reactive or other undesirable behaviors, thus appearing that the behavior had improved and that the technique had had a positive effect. While it may be effective as a momentary interruption, correction or punishment alone does not selectively reinforce desirable behavior and is an inefficient way to train an animal to perform a specific behavior (Mills, 2002). In addition, owners may not have recognized non-aggressive fearful responses to the correction and may have felt the technique was, indeed, helpful in that particular context.

There were several limitations in our study. First, the dog owners surveyed were recruited from a population of owners making appointments at a referral behavior clinic; in many cases, the behavior problems were significant. The frequency of aggressive responses and effectiveness of training methods might have been different if we had sampled a general population of dog owners. Next, the survey did not request a temporal description of these interventions and many of them may have been applied well before the presenting behavior problems occurred. It is, therefore, difficult for us to determine whether owners

attempted specific interventions to alter aggressive behavior or whether aggression developed as a result of their use. It is also possible that owners misinterpreted the meaning of the “effect” section of the survey. The terms “positive”, “negative”, and “no effect” are subjective, and judging a technique's effectiveness based on these options may not be accurate. Next, owners' self-reporting may have led to recall bias and/or poor answer reliability. For example, each owner may have remembered the outcomes of various treatment techniques differently and some owners may have felt reluctant to admit to a veterinary professional that they used physically aversive methods on their dogs. Finally, the retrospective nature of the survey prevented the possibility for direct comparison of safety and efficacy between aversive and non-aversive techniques. It would, however, be unethical to put dog owners at risk for injury for a randomized, prospective comparison between the two categories. This study is the first of its kind to investigate several commonly used behavioral interventions and the potential for aggression as a result of their use. A larger scale study with a more general population of dogs would be the next step towards evaluating the effects of the various behavioral modification techniques and their associated risks.

In conclusion, confrontational or aversive behavioral interventions applied by dog owners before their pets were presented for a behavior consultation were associated with aggressive responses in many cases. Owners of dogs aggressive to family members are especially at risk for injury—and their pets at risk of relinquishment or euthanasia—when certain aversive methods are used. Ultimately, reward-based training is less stressful or painful for the dog, and, hence, safer for the owner. It is important for primary care veterinarians to advise owners about risks associated with aversive training methods, despite their prevalence in the popular media, and to provide resources for safe and effective management of behavior problems.

Acknowledgment

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UPAWS Declawing Policy

The Upper Peninsula Animal Welfare Shelter does not permit declawing surgeries on any animals that they hold ownership of and of any animals they adopt out. The exception to this policy would be at the recommendation by a veterinarian advising declawing due to a life threatening issue. This must be documented by the veterinarian and given to UPAWS directly. All adopters will be required to initial their recognition that declawing is not permitted per adoption contract. If broken, UPAWS reserves the right to reclaim ownership of the animal, and the owners may face legal consequences, as well as covering full cost of legal and medical fees.

UPAWS adopted this policy in reference to the article below.

<https://www.avma.org/resources-tools/literature-reviews/welfare-implications-declawing-domestic-cats>

In the adoption contract, the below will be stated and initialed by the adopter:

"I agree to never declaw the cat I am adopting from the Upper Peninsula Animal Welfare Shelter. If I can no longer care for the cat, due to having nails/claws, I agree to return the animal to UPAWS at no penalty to myself. The only exception to having a declawing amputation surgery will be if it is a life-threatening condition of the cat documented by a veterinarian. If I declaw the cat, the Upper Peninsula Animal Welfare Shelter reserves the right to reclaim ownership, and I may face legal action. I will be responsible for all legal fees associated with the case as well as any medical fees that may be required for the cat due to being declawed."

Report & Recommendation
UPAWS Board of Directors

Report:

Attached you will find 3 quotes from area businesses for snow removal for the upcoming 2024-2025 winter season. In the past we have gone with Rick Garrow because his rates are less than his competitors. Rick Garrow requires a 3 inch minimum, whereas Griffin Construction and Steve Mahan require a 2 inch minimum.

Recommendation:

Due to Rick Garrow's price being \$400 less than his competitors, I recommend the board approves his bid for UPAWS' 2024-2025 winter season.

Respectfully submitted,
Sarah Evers, LVT
Shelter Manager

Rick Garrow's Snow Removal

40 Southfork Rd.
Marquette, MI 49855
906-362-9363

Upper Peninsula Animal Welfare Shelter
815 South, M-553
Gwinn, MI 49841

Rick Garrow's Snow Removal is accepting contracts for the 2024-2025 snow season (3 inches of snow or more, effective November 1st 2024 – April 30th, 2025), by offering the following option:

A flat monthly rate of \$800.00, to be billed monthly

Additional charge below for sand or salt application, as needed/requested by UPAWS

Sanding	\$90 per time
Salting	\$160 per time

Please select desired option then sign and return.

_____ I wish to be billed a flat monthly rate of \$800.00 during the 2024-2025 snow season

Date: _____

Signature: _____

Address: _____

Phone: _____

Any questions or concerns do not hesitate to contact.

Thank you,

Rick Garrow



UPAWS
PO Box 968
Marquette, MI 49855

Snow Plowing Proposal

Location: 815 S M553

Plowing will begin on November 1, 2024 and continue until April 1, 2025.

Services as follows:

- Removal to be completed once snowfall reaches 2". Snow to be removed throughout the season once 2" of snow has fallen.
- Operator will plow within 1 foot of any structure, automobile, or obstacle.
- Salting/sanding of parking area, entries and exits will be done upon request. \$150.00 per application.
- Loader Charges to move snowbanks. \$120.00/hour.
- Includes horse barn area.
- Does not include snow blowing of sidewalks or dog park.

Proposed Pricing to be:

\$1,200.00 per month

Billed once per month.

Thank you for your consideration.

Sincerely,

James Goriesky
Griffin Construction, Inc
518 Riverside Road
Marquette MI 49855

Acceptance of Proposal

Signature: _____

Date: _____

Steve Mahan Snow Plowing

Snowplowing for **UPaws** for the winter of
2024-2025 starting on Nov 1 and ending April 30.

Snowplowing to be done at 2" or more and done by 8 a.m.

Sanding the road will be done when needed, and on call.

The plowing will be at the price of \$1250 pr month and sanding
will be \$175 each time, when needed.

If needed loader work will be done at \$ 120 pr hour

Sign _____ Date _____

Sign  _____ Date 10/13/24

Steve Mahan
58 S. Shag Lk
Gwinn, 49841
906-362-2727

Upper Peninsula Animal Welfare Shelter
Statement of Financial Position
As of August 31, 2024

	<u>Aug 31, 24</u>	<u>Aug 31, 23</u>	<u>\$ Change</u>
ASSETS			
Current Assets			
Checking/Savings			
1010 · Nicolet Checking	52,336.74	173,514.40	(121,177.66)
1030 · First Bank Money Market	443,130.62	566,125.19	(122,994.57)
1031 · Sallys Fund Money Market	32,131.28	13,417.09	18,714.19
1070 · PayPal account	5,171.31	191.64	4,979.67
1090 · Cash in Drawer	333.78	333.78	0.00
Total Checking/Savings	<u>533,103.73</u>	<u>753,582.10</u>	<u>(220,478.37)</u>
Accounts Receivable			
1200 · *Accounts Receivable	17,897.17	3,257.50	14,639.67
1524 · Capital Campaign Pledges	2,300.00	5,700.00	(3,400.00)
Total Accounts Receivable	<u>20,197.17</u>	<u>8,957.50</u>	<u>11,239.67</u>
Other Current Assets			
1080 · Petty Cash	400.00	400.00	0.00
1201 · Inventory	3,953.10	0.00	3,953.10
1350 · Fundraising Change Fund	300.00	0.00	300.00
1540 · Allowance for Uncol Promises	(894.00)	(894.00)	0.00
1550 · Discount-CC Pledges Receivable	(1,534.00)	(1,534.00)	0.00
Total Other Current Assets	<u>2,225.10</u>	<u>(2,028.00)</u>	<u>4,253.10</u>
Total Current Assets	<u>555,526.00</u>	<u>760,511.60</u>	<u>(204,985.60)</u>
Fixed Assets			
1611 · Land - County Rd 553	20,586.75	20,586.75	0.00
1615 · Buildings	3,632,714.80	3,632,714.80	0.00
1640 · Vehicles	32,649.00	32,649.00	0.00
1643 · Land Improvements	20,617.85	20,617.85	0.00
1645 · Office & Kennel Equipment	11,787.61	7,882.14	3,905.47
1650 · New Shelter-Furniture & Equip	94,464.04	94,464.04	0.00
1670 · Accumulated Depreciation	(753,355.68)	(614,543.48)	(138,812.20)
Total Fixed Assets	<u>3,059,464.37</u>	<u>3,194,371.10</u>	<u>(134,906.73)</u>
Other Assets			
1074 · WF Endowment Fund Investments	409,056.98	354,734.72	54,322.26
1078 · Brokerage CDs at First Bank	300,959.50	200,000.00	100,959.50
1079 · Sallys Fund Brokerage CDs	28,013.86	28,000.00	13.86
1700 · Beneficial Interest in MCCF	107,677.38	107,677.38	0.00
1702 · Beneficial Interest-Dixon F B	632,659.07	612,985.05	19,674.02
Total Other Assets	<u>1,478,366.79</u>	<u>1,303,397.15</u>	<u>174,969.64</u>
TOTAL ASSETS	<u><u>5,093,357.16</u></u>	<u><u>5,258,279.85</u></u>	<u><u>(164,922.69)</u></u>

LIABILITIES & EQUITY			
Liabilities			
Current Liabilities			
Accounts Payable			
2001 · *Accounts Payable	2,784.31	11,693.76	(8,909.45)
Total Accounts Payable	2,784.31	11,693.76	(8,909.45)
Credit Cards			
2005 · Nicolet Bank Cards	5,023.57	0.00	5,023.57
Total Credit Cards	5,023.57	0.00	5,023.57
Other Current Liabilities			
2025 · Accrued Benefits	18,551.57	10,192.85	8,358.72
2100 · FUTA			
2101 · Federal Tax W/H Payable	0.00	563.60	(563.60)
2102 · Medicare and SS Payable	0.00	1,596.55	(1,596.55)
2103 · Michigan W/H Payable	1,087.88	2,130.69	(1,042.81)
2104 · Suta Tax Payable	177.28	(939.49)	1,116.77
2111 · Simple Plan Payable	0.00	(9.60)	9.60
2100 · FUTA - Other	0.00	7,626.18	(7,626.18)
Total 2100 · FUTA	1,265.16	10,967.93	(9,702.77)
2550 · Sales Tax Payable	179.36	1,297.78	(1,118.42)
Total Other Current Liabilities	19,996.09	22,458.56	(2,462.47)
Total Current Liabilities	27,803.97	34,152.32	(6,348.35)
Total Liabilities	27,803.97	34,152.32	(6,348.35)
Equity			
3001 · Beg Net Assets Temp Restricted	1,230,388.00	1,230,388.00	0.00
3002 · Beg net Assets Perm Restricted	294,517.00	294,517.00	0.00
3040 · Beg net Assets Unrestricted	95,970.45	95,970.45	0.00
3900 · Retained Earnings	3,556,631.75	3,655,682.67	(99,050.92)
Net Income	(111,954.01)	(52,430.59)	(59,523.42)
Total Equity	5,065,553.19	5,224,127.53	(158,574.34)
TOTAL LIABILITIES & EQUITY	5,093,357.16	5,258,279.85	(164,922.69)

Upper Peninsula Animal Welfare Shelter
YTD Budget to Actual
August 2024

Ordinary Income/Expense	Aug 24	Budget	Jan - Aug 24	YTD Budget	Annual Budget
Income					
4000 · SHELTER REVENUE					
4005 · Pet Adoptions	10,262.98	7,500.00	71,038.76	60,000.00	90,000.00
4010 · Redeemed Animals	270.00	375.00	1,389.98	3,000.00	4,500.00
4012 · Boarding Fee	0.00	333.33	1,088.00	2,666.67	4,000.00
4015 · Vet/Optional Care	488.92	166.66	4,159.95	1,333.34	2,000.00
4017 · Dog Park	193.42	333.33	2,157.13	2,666.67	4,000.00
4018 · Rentals Revenue	50.00	208.33	315.00	1,666.67	2,500.00
4020 · Government Contracted Services	3,978.00	4,583.33	19,948.22	36,666.67	55,000.00
4030 · Dog License Revenue	40.00	33.33	140.00	266.67	400.00
4031 · Microchipping	25.00	166.68	656.65	1,333.34	2,000.00
4032 · Nail Clipping / Grooming	235.00	350.00	2,863.97	2,800.00	4,200.00
4033 · Community Spay/Neuter Revenue	0.00	416.66	3,174.98	3,333.34	5,000.00
4050 · Miscellaneous Services	0.00	50.00	120.00	400.00	600.00
4060 · Cremation Services Revenue	334.00	166.66	3,154.00	1,333.34	2,000.00
Total 4000 · SHELTER REVENUE	15,877.32	14,683.31	110,206.64	117,466.71	176,200.00
4100 · DIRECT PUBLIC SUPPORT					
4006 · Pet Care Sponsorship	180.47	1,000.00	748.54	8,000.00	12,000.00
4008 · Pet Promotion Sponsorship	0.00	41.66	0.00	333.34	500.00
4109 · Pink Lady	0.00	166.66	755.00	1,333.34	2,000.00
4110 · Donations	28,834.78	23,166.66	157,918.16	192,333.34	285,000.00
4120 · Special Gifts	0.00		0.00		
4123 · Memorial Bricks/Tiles	0.00	250.00	0.00	2,000.00	3,000.00
4125 · Donated Svs/Material In Kind	895.00	1,666.66	8,238.00	13,333.34	20,000.00
4135 · Bequests	0.00	6,250.00	64,828.33	50,000.00	75,000.00
4188 · Naming Opportunities	0.00	2,500.00	0.00	20,000.00	30,000.00
Total 4100 · DIRECT PUBLIC SUPPORT	29,910.25	35,041.64	232,488.03	287,333.36	427,500.00
4156 · GRANT REVENUE					
4157 · General Grants	40.00	1,250.00	125.00	10,000.00	15,000.00
Total 4156 · GRANT REVENUE	40.00	1,250.00	125.00	10,000.00	15,000.00
4200 · FUNDRAISING REVENUE					
4128 · Misc/3rd Party Fundraisers	10.00	533.33	5,871.00	4,266.67	6,400.00
4140 · Canisters	1,456.00	575.00	5,280.78	4,600.00	6,900.00
4143 · Tadychs Receipts	0.00	0.00	0.00	3,600.00	7,200.00
4144 · Cause for Paws	1,259.00	0.00	10,503.50	26,600.00	26,600.00
4147 · Strut Your Mut	184.74	0.00	684.74	0.00	20,550.00
4151 · Raise The Woof	0.00	0.00	2,520.60	6,800.00	6,800.00
4170 · TUFT Golf Outing	300.00	0.00	27,263.00	26,408.00	26,408.00
4197 · Calendar	2,699.00	13,500.00	21,193.84	28,750.00	33,100.00
Total 4200 · FUNDRAISING REVENUE	5,908.74	14,608.33	73,317.46	101,024.67	133,958.00
4500 · OTHER Revenue					
4205 · Resale Items Revenue	2,784.59	3,333.33	20,599.44	26,666.67	40,000.00
4215 · Interest Revenue	3,266.23	3,666.66	28,095.16	29,333.34	44,000.00
4220 · Miscellaneous Revenue	650.63	83.33	13,361.48	666.67	1,000.00
4221 · Endowment Fund Earnings	0.00	416.66	0.00	3,333.34	5,000.00
4223 · MCCF B.Reider Fund Distribution	0.00	1,750.00	0.00	14,000.00	21,000.00
4227 · Distribution from Dixon Estate	0.00	2,583.33	3,783.60	20,666.67	31,000.00
Total 4500 · OTHER Revenue	6,701.45	11,833.31	65,839.68	94,666.69	142,000.00
Total Income	58,437.76	77,416.59	481,976.81	610,491.43	894,658.00
Gross Profit	58,437.76	77,416.59	481,976.81	610,491.43	894,658.00
Expense					
5000 · Employee Expense					
5129 · Employee Uniforms	0.00	83.33	0.00	666.67	1,000.00

5200 · Payroll Expenses	132.00	16.66	1,136.00	133.34	200.00
5201 · Wages & Salaries	29,942.12	31,263.24	250,441.58	265,737.54	406,422.33
5202 · Overtime	180.07	666.66	4,911.01	5,333.34	8,000.00
5203 · Bonuses	0.00	1,166.66	2,150.00	9,333.34	14,000.00
5225 · Simple Plan Employer	181.87	225.00	1,522.34	1,800.00	2,700.00
5230 · Michigan Unemployment Payable	91.26	491.09	1,826.28	3,928.72	5,893.12
5235 · Employer Social Security	1,867.59	2,099.85	15,965.17	16,798.80	25,198.18
5240 · Employer Medicare	436.78	474.15	3,733.79	3,793.20	5,689.91
5245 · Worker's Compensation	235.00	366.66	1,880.00	2,933.34	4,400.00
5246 · Employee Relations	0.00	416.66	1,447.54	3,333.34	5,000.00
5248 · Health Ben / Dental / Vision	87.93	366.66	2,685.68	2,933.34	4,400.00
5250 · Employee Benefits	2,797.78		5,297.78		
Total 5000 · Employee Expense	35,952.40	37,636.62	292,997.17	316,724.97	482,903.54
5500 · OPERATING EXPENSE					
5009 · Phone/Network Access	625.07	358.33	2,989.62	2,866.67	4,300.00
5011 · Merchant Service Fees	635.29	500.00	6,120.39	4,000.00	6,000.00
5012 · Bank Service Charges	0.00	4.16	0.00	33.34	50.00
5050 · Utilities	2,288.29	3,166.66	23,018.53	25,333.34	38,000.00
5100 · Cleaning Supplies	608.03	500.00	1,538.72	4,000.00	6,000.00
5102 · Animal Supplies/Equipment	7,790.82	500.00	11,838.50	4,000.00	6,000.00
5105 · Repairs/Maintenance	201.84	1,083.33	8,471.98	8,666.67	13,000.00
5106 · Garbage/Snow Removal	245.04	625.00	5,701.73	5,000.00	7,500.00
5115 · Office Supplies/Postage	810.01	500.00	5,055.67	4,000.00	6,000.00
5116 · Postage	0.00		0.00		
5117 · Community Spay/Neuter Expense	1,294.00	583.33	5,210.57	4,666.67	7,000.00
5119 · Small Equipment	0.00	416.66	0.00	3,333.34	5,000.00
5120 · Building/Auto Insurance	2,420.74	2,916.66	32,669.16	23,333.34	35,000.00
5125 · Food	702.12	1,000.00	6,269.79	8,000.00	12,000.00
5127 · Microchips	21.99	275.00	3,226.99	2,200.00	3,300.00
5130 · Medical Supplies-Vaccines	1,353.80	1,250.00	10,225.40	17,000.00	22,000.00
5135 · Vet Care	4,657.23	3,750.00	29,815.87	30,000.00	45,000.00
5140 · Spay & Neuter Expense	4,948.65	2,750.00	26,630.26	22,000.00	33,000.00
5145 · Vehicle	61.69	125.00	1,533.64	1,000.00	1,500.00
5146 · Dog License Expense	0.00	37.50	50.00	300.00	450.00
5150 · Mileage	118.87	83.33	1,077.51	666.67	1,000.00
5160 · Depreciation	11,500.00	11,703.05	92,000.00	93,624.40	140,436.60
5165 · Cash over/short	(224.48)	8.33	39.63	66.67	100.00
5530 · Cremation Services Expense	339.80	250.00	4,562.90	2,000.00	3,000.00
6138 · Pink Lady Expense	0.00	166.66	1,684.18	1,333.34	2,000.00
6539 · Computer Software	611.97	583.33	3,519.12	4,666.67	7,000.00
6565 · IT Consulting	392.50	225.00	1,009.50	1,800.00	2,700.00
Total 5500 · OPERATING EXPENSE	41,403.27	33,361.33	284,259.66	273,891.12	407,336.60
5550 · GRANT EXPENSE					
5551 · General Grants	0.00	83.33	0.00	666.67	1,000.00
Total 5550 · GRANT EXPENSE	0.00	83.33	0.00	666.67	1,000.00
5600 · FUNDRAISING EXPENSE					
6307 · Calendar Expense	0.00	633.34	217.33	1,900.00	4,850.00
6311 · Cause for Paws Expense	229.98	0.00	4,361.99	5,580.00	5,580.00
6315 · Misc/3rd Party Fund Expense	0.00	8.33	316.00	66.67	100.00
6317 · Raise The Woof Expense	0.00	0.00	1,118.42	1,800.00	1,800.00
6324 · Miscellaneous Expenses	0.00		850.17		
6330 · TUFT Golf Outing Expense	154.73	0.00	11,968.59	10,107.00	10,107.00
6550 · Strut Your Mutt Expense	50.00	0.00	85.22	0.00	3,636.00
6551 · Canisters Expense	0.00	20.83	0.00	166.67	250.00
Total 5600 · FUNDRAISING EXPENSE	434.71	662.50	18,917.72	19,620.34	26,323.00
6000 · OTHER EXPENSE					
5142 · Volunteer Program	32.00	100.00	477.03	800.00	1,200.00
6313 · Direct Solicitations	0.00	900.00	5,155.96	7,200.00	10,800.00

6503 · Community Outreach	0.00	166.66	680.72	1,333.34	2,000.00
6504 · Memorial Bricks/Tiles	0.00	166.66	0.00	1,333.34	2,000.00
6505 · Professional Fees	2,081.00	2,333.33	10,974.27	18,666.67	28,000.00
6510 · Publications	5,336.67	833.33	5,443.77	6,666.67	10,000.00
6511 · Pet Promotion Expense	56.76	150.00	798.91	1,200.00	1,800.00
6515 · Promotions & Advertising	0.00	83.33	343.84	666.67	1,000.00
6525 · Resale Items Expense	2,030.08	1,666.66	16,470.97	13,333.34	20,000.00
6530 · Conferences / Training	0.00	333.33	1,505.00	2,666.67	4,000.00
6532 · Donor Development	0.00	83.33	308.74	666.67	1,000.00
6533 · Strategic Planning	0.00	83.33	0.00	666.67	1,000.00
6535 · Licenses, Dues, Permits & Fees	0.00	100.00	2,053.88	800.00	1,200.00
6540 · Miscellaneous Expense	181.60	166.66	1,171.78	1,333.34	2,000.00
6561 · Investment Expense	300.43	1,333.33	7,707.77	10,666.67	16,000.00
6688 · Naming Opportunity Expense	0.00	50.00	0.00	400.00	600.00
Total 6000 · OTHER EXPENSE	<u>10,018.54</u>	<u>8,549.95</u>	<u>53,092.64</u>	<u>68,400.05</u>	<u>102,600.00</u>
Total Expense	<u>87,808.92</u>	<u>80,293.73</u>	<u>649,267.19</u>	<u>679,303.15</u>	<u>1,020,163.14</u>
Net Ordinary Income	(29,371.16)	(2,877.14)	(167,290.38)	(68,811.72)	(125,505.14)
Other Income/Expense					
Other Income					
4226 · Change in Value-Dixon Trust	0.00		21,360.96		
4300 · Unrealized Gain/Loss	6,605.40		33,158.87		
4400 · RESTRICTED REVENUE					
7400 · SALLY'S FUND					
4218 · Sally's Fund Revenue	1,500.00		5,225.00		
6518 · Sally's Fund Expense	(644.12)		(4,408.46)		
Total 7400 · SALLY'S FUND	<u>855.88</u>		<u>816.54</u>		
Total 4400 · RESTRICTED REVENUE	<u>855.88</u>		<u>816.54</u>		
Total Other Income	<u>7,461.28</u>		<u>55,336.37</u>		
Net Other Income	<u>7,461.28</u>		<u>55,336.37</u>		
Net Income	<u>(21,909.88)</u>	<u>(2,877.14)</u>	<u>(111,954.01)</u>	<u>(68,811.72)</u>	<u>(125,505.14)</u>

Upper Peninsula Animal Welfare Shelter

Days Cash On Hand as of August 2024

	Cash Less Restricted Funds*	Annual Expense	Daily Expense	Days Cash on Hand	
2024	\$519,569.62	\$872,726.54	\$2,391.03	217	(Year to Date)
2023	\$612,669.21	\$887,146.99	\$2,430.54	252	
2022	\$969,199.36	\$776,458.72	\$2,127.28	456	
2021	\$882,513.53	\$774,749.62	\$2,122.60	416	
2020	\$645,045.70	\$753,663.47	\$2,064.83	312	
2019	\$415,591.49	\$741,157.74	\$2,030.57	205	
2018	\$311,797.49	\$521,136.55	\$1,427.77	218	
2017	\$215,192.09	\$536,174.67	\$1,468.97	146	
2016	\$201,661.55	\$602,450.00	\$1,650.55	122	
2015	\$152,858.00	\$576,669.00	\$1,579.92	97	
2014	\$191,970.00	\$520,354.25	\$1,425.63	135	
2013	\$146,529.00	\$431,923.23	\$1,183.35	124	
2012	\$147,882.00	\$451,620.63	\$1,237.32	120	

Notes

- February 2023** \$200,000 moved to four Certificates of Deposit (CD) per board R&R
- September 2023** \$100,000 moved to new CDs
- January 2024** The UPAWS Budget now includes depreciation. It's removed for the purpose of this report.

Cash Less Restricted Funds includes: *General Checking Account, Money Market Account, Accounts Receivable, Square balance, Paypal balance, Petty Cash, Cash in Drawer, and Undeposited Funds*

Upper Peninsula Animal Welfare Shelter
Statement of Financial Position
As of September 30, 2024

	<u>Sep 30, 24</u>	<u>Sep 30, 23</u>	<u>\$ Change</u>
ASSETS			
Current Assets			
Checking/Savings			
1010 · Nicolet Checking	44,167.52	155,308.58	(111,141.06)
1030 · First Bank Money Market	447,021.76	470,257.74	(23,235.98)
1031 · Sallys Fund Money Market	32,282.99	13,524.92	18,758.07
1070 · PayPal account	737.87	140.81	597.06
1090 · Cash in Drawer	333.78	333.78	0.00
Total Checking/Savings	<u>524,543.92</u>	<u>639,565.83</u>	<u>(115,021.91)</u>
Accounts Receivable			
1200 · *Accounts Receivable	17,748.07	3,012.40	14,735.67
1524 · Capital Campaign Pledges	2,100.00	5,450.00	(3,350.00)
Total Accounts Receivable	<u>19,848.07</u>	<u>8,462.40</u>	<u>11,385.67</u>
Other Current Assets			
1080 · Petty Cash	400.00	400.00	0.00
1201 · Inventory	3,673.60	0.00	3,673.60
1350 · Fundraising Change Fund	300.00	0.00	300.00
1500 · Stripe - Photo Contest	88.56	263.83	(175.27)
1510 · Stripe - Strutt Your Mutt	0.00	845.86	(845.86)
1540 · Allowance for Uncol Promises	(894.00)	(894.00)	0.00
1550 · Discount-CC Pledges Receivable	(1,534.00)	(1,534.00)	0.00
Total Other Current Assets	<u>2,034.16</u>	<u>(918.31)</u>	<u>2,952.47</u>
Total Current Assets	<u>546,426.15</u>	<u>647,109.92</u>	<u>(100,683.77)</u>
Fixed Assets			
1611 · Land - County Rd 553	20,586.75	20,586.75	0.00
1615 · Buildings	3,632,714.80	3,632,714.80	0.00
1640 · Vehicles	32,649.00	32,649.00	0.00
1643 · Land Improvments	20,617.85	20,617.85	0.00
1645 · Office & Kennel Equipment	11,787.61	10,514.61	1,273.00
1650 · New Shelter-Furniture & Equip	94,464.04	94,464.04	0.00
1670 · Accumulated Depreciation	(764,855.68)	(626,246.53)	(138,609.15)
Total Fixed Assets	<u>3,047,964.37</u>	<u>3,185,300.52</u>	<u>(137,336.15)</u>
Other Assets			
1074 · WF Endowment Fund Investments	415,182.41	342,630.56	72,551.85
1078 · Brokerage CDs at First Bank	300,959.50	300,000.00	959.50
1079 · Sallys Fund Brokerage CDs	28,013.86	28,000.00	13.86
1700 · Beneficial Interest in MCCF	107,677.38	107,677.38	0.00
1702 · Beneficial Interest-Dixon F B	668,155.96	596,276.71	71,879.25
Total Other Assets	<u>1,519,989.11</u>	<u>1,374,584.65</u>	<u>145,404.46</u>

TOTAL ASSETS	5,114,379.63	5,206,995.09	(92,615.46)
LIABILITIES & EQUITY			
Liabilities			
Current Liabilities			
Accounts Payable			
2001 · *Accounts Payable	9,529.66	10,766.02	(1,236.36)
Total Accounts Payable	9,529.66	10,766.02	(1,236.36)
Credit Cards			
2005 · Nicolet Bank Cards	3,587.69	4,470.05	(882.36)
Total Credit Cards	3,587.69	4,470.05	(882.36)
Other Current Liabilities			
2025 · Accrued Benefits	18,551.57	10,192.85	8,358.72
2100 · FUTA			
2101 · Federal Tax W/H Payable	0.00	563.60	(563.60)
2102 · Medicare and SS Payable	0.00	1,596.55	(1,596.55)
2103 · Michigan W/H Payable	992.04	2,178.31	(1,186.27)
2104 · Suta Tax Payable	239.00	(540.52)	779.52
2100 · FUTA - Other	0.00	7,551.59	(7,551.59)
Total 2100 · FUTA	1,231.04	11,349.53	(10,118.49)
2550 · Sales Tax Payable	153.14	1,269.07	(1,115.93)
Total Other Current Liabilities	19,935.75	22,811.45	(2,875.70)
Total Current Liabilities	33,053.10	38,047.52	(4,994.42)
Total Liabilities	33,053.10	38,047.52	(4,994.42)
Equity			
3001 · Beg Net Assets Temp Restricted	1,230,388.00	1,230,388.00	0.00
3002 · Beg net Assets Perm Restricted	294,517.00	294,517.00	0.00
3040 · Beg net Assets Unrestricted	95,970.45	95,970.45	0.00
3900 · Retained Earnings	3,556,631.75	3,655,682.67	(99,050.92)
Net Income	(96,180.67)	(107,610.55)	11,429.88
Total Equity	5,081,326.53	5,168,947.57	(87,621.04)
TOTAL LIABILITIES & EQUITY	5,114,379.63	5,206,995.09	(92,615.46)

Upper Peninsula Animal Welfare Shelter
YTD Budget to Actual
September 2024

	<u>Sep 24</u>	<u>Budget</u>	<u>Jan - Sep 24</u>	<u>YTD Budget</u>	<u>Annual Budget</u>
Ordinary Income/Expense					
Income					
4000 · SHELTER REVENUE					
4005 · Pet Adoptions	10,857.69	7,500.00	81,896.45	67,500.00	90,000.00
4010 · Redeemed Animals	440.00	375.00	1,829.98	3,375.00	4,500.00
4012 · Boarding Fee	114.70	333.33	1,202.70	3,000.00	4,000.00
4015 · Vet/Optional Care	751.31	166.66	4,911.26	1,500.00	2,000.00
4017 · Dog Park	276.50	333.33	2,433.63	3,000.00	4,000.00
4018 · Rentals Revenue	0.00	208.33	315.00	1,875.00	2,500.00
4020 · Government Contracted Services	0.00	4,583.33	19,948.22	41,250.00	55,000.00
4030 · Dog License Revenue	24.00	33.33	164.00	300.00	400.00
4031 · Microchipping	25.00	166.66	681.65	1,500.00	2,000.00
4032 · Nail Clipping / Grooming	395.00	350.00	3,258.97	3,150.00	4,200.00
4033 · Community Spay/Neuter Revenue	0.00	416.66	3,174.98	3,750.00	5,000.00
4050 · Miscellaneous Services	0.00	50.00	120.00	450.00	600.00
4060 · Cremation Services Revenue	375.00	166.66	3,529.00	1,500.00	2,000.00
Total 4000 · SHELTER REVENUE	<u>13,259.20</u>	<u>14,683.29</u>	<u>123,465.84</u>	<u>132,150.00</u>	<u>176,200.00</u>
4100 · DIRECT PUBLIC SUPPORT					
4006 · Pet Care Sponsorship	155.00	1,000.00	903.54	9,000.00	12,000.00
4008 · Pet Promotion Sponsorship	0.00	41.66	0.00	375.00	500.00
4109 · Pink Lady	25.00	166.66	780.00	1,500.00	2,000.00
4110 · Donations	13,179.74	23,166.66	171,097.90	215,500.00	285,000.00
4120 · Special Gifts	0.00		0.00		
4123 · Memorial Bricks/Tiles	0.00	250.00	0.00	2,250.00	3,000.00
4125 · Donated Svs/Material In Kind	641.00	1,666.66	8,879.00	15,000.00	20,000.00
4135 · Bequests	0.00	6,250.00	64,828.33	56,250.00	75,000.00
4188 · Naming Opportunities	0.00	2,500.00	0.00	22,500.00	30,000.00
Total 4100 · DIRECT PUBLIC SUPPORT	<u>14,000.74</u>	<u>35,041.64</u>	<u>246,488.77</u>	<u>322,375.00</u>	<u>427,500.00</u>
4156 · GRANT REVENUE					
4157 · General Grants	178.00	1,250.00	303.00	11,250.00	15,000.00
Total 4156 · GRANT REVENUE	<u>178.00</u>	<u>1,250.00</u>	<u>303.00</u>	<u>11,250.00</u>	<u>15,000.00</u>
4200 · FUNDRAISING REVENUE					
4128 · Misc/3rd Party Fundraisers	886.84	533.33	6,757.84	4,800.00	6,400.00
4140 · Canisters	457.06	575.00	5,737.84	5,175.00	6,900.00
4143 · Tadychs Receipts	0.00	0.00	0.00	3,600.00	7,200.00
4144 · Cause for Paws	0.00	0.00	10,503.50	26,600.00	26,600.00
4147 · Strut Your Mutt	1,413.76	0.00	2,098.50	0.00	20,550.00
4151 · Raise The Woof	0.00	0.00	2,520.60	6,800.00	6,800.00
4170 · TUFT Golf Outing	1,200.00	0.00	28,463.00	26,408.00	26,408.00
4197 · Calendar	192.00	0.00	21,385.84	28,750.00	33,100.00
Total 4200 · FUNDRAISING REVENUE	<u>4,149.66</u>	<u>1,108.33</u>	<u>77,467.12</u>	<u>102,133.00</u>	<u>133,958.00</u>
4500 · OTHER Revenue					
4205 · Resale Items Revenue	2,589.77	3,333.33	23,189.21	30,000.00	40,000.00
4215 · Interest Revenue	4,346.35	3,666.66	32,441.51	33,000.00	44,000.00
4220 · Miscellaneous Revenue	5,864.49	83.33	19,225.97	750.00	1,000.00
4221 · Endowment Fund Earnings	0.00	416.66	0.00	3,750.00	5,000.00
4223 · MCCF B.Reider Fund Distribution	0.00	1,750.00	0.00	15,750.00	21,000.00
4227 · Distribution from Dixon Estate	0.00	2,583.33	3,783.60	23,250.00	31,000.00
Total 4500 · OTHER Revenue	<u>12,800.61</u>	<u>11,833.31</u>	<u>78,640.29</u>	<u>106,500.00</u>	<u>142,000.00</u>
46000 · Merchandise Sales	(9.49)		(9.49)		
Total Income	<u>44,378.72</u>	<u>63,916.57</u>	<u>526,355.53</u>	<u>674,408.00</u>	<u>894,658.00</u>
Gross Profit	44,378.72	63,916.57	526,355.53	674,408.00	894,658.00
Expense					
5000 · Employee Expense					

5129 · Employee Uniforms	0.00	83.33	0.00	750.00	1,000.00
5200 · Payroll Expenses	120.00	16.66	1,256.00	150.00	200.00
5201 · Wages & Salaries	26,556.11	31,263.24	276,997.69	297,000.78	406,422.33
5202 · Overtime	886.57	666.66	5,797.58	6,000.00	8,000.00
5203 · Bonuses	0.00	1,166.66	2,150.00	10,500.00	14,000.00
5225 · Simple Plan Employer	187.39	225.00	1,709.73	2,025.00	2,700.00
5230 · Michigan Unemployment Payable	61.72	491.09	1,888.00	4,419.81	5,893.12
5235 · Employer Social Security	1,701.43	2,099.85	17,666.60	18,898.65	25,198.18
5240 · Employer Medicare	397.89	474.15	4,131.68	4,267.35	5,689.91
5245 · Worker's Compensation	235.00	366.66	2,115.00	3,300.00	4,400.00
5246 · Employee Relations	144.39	416.66	1,591.93	3,750.00	5,000.00
5248 · Health Ben / Dental / Vision	87.93	366.66	2,773.61	3,300.00	4,400.00
5250 · Employee Benefits	2,550.00		7,847.78		
Total 5000 · Employee Expense	32,928.43	37,636.62	325,925.60	354,361.59	482,903.54
5500 · OPERATING EXPENSE					
5009 · Phone/Network Access	310.24	358.33	3,299.86	3,225.00	4,300.00
5011 · Merchant Service Fees	615.10	500.00	6,735.49	4,500.00	6,000.00
5012 · Bank Service Charges	0.00	4.16	0.00	37.50	50.00
5050 · Utilities	1,679.65	3,166.66	24,698.18	28,500.00	38,000.00
5100 · Cleaning Supplies	112.69	500.00	1,651.41	4,500.00	6,000.00
5102 · Animal Supplies/Equipment	240.83	500.00	12,079.33	4,500.00	6,000.00
5105 · Repairs/Maintenance	2,279.07	1,083.33	10,751.05	9,750.00	13,000.00
5106 · Garbage/Snow Removal	243.51	625.00	5,945.24	5,625.00	7,500.00
5115 · Office Supplies/Postage	370.11	500.00	5,425.78	4,500.00	6,000.00
5116 · Postage	0.00		0.00		
5117 · Community Spay/Neuter Expense	486.00	583.33	5,696.57	5,250.00	7,000.00
5119 · Small Equipment	0.00	416.66	0.00	3,750.00	5,000.00
5120 · Building/Auto Insurance	684.86	2,916.66	33,354.02	26,250.00	35,000.00
5125 · Food	540.22	1,000.00	6,810.01	9,000.00	12,000.00
5127 · Microchips	0.00	275.00	3,226.99	2,475.00	3,300.00
5130 · Medical Supplies-Vaccines	5,314.13	1,250.00	15,539.53	18,250.00	22,000.00
5135 · Vet Care	3,074.90	3,750.00	32,890.77	33,750.00	45,000.00
5140 · Spay & Neuter Expense	3,317.50	2,750.00	29,947.76	24,750.00	33,000.00
5145 · Vehicle	82.72	125.00	1,616.36	1,125.00	1,500.00
5146 · Dog License Expense	0.00	37.50	50.00	337.50	450.00
5150 · Mileage	77.86	83.33	1,155.37	750.00	1,000.00
5160 · Depreciation	11,500.00	11,703.05	103,500.00	105,327.45	140,436.60
5165 · Cash over/short	(0.82)	8.33	38.81	75.00	100.00
5530 · Cremation Services Expense	287.90	250.00	4,850.80	2,250.00	3,000.00
6138 · Pink Lady Expense	3,181.85	166.66	4,866.03	1,500.00	2,000.00
6539 · Computer Software	730.87	583.33	4,249.99	5,250.00	7,000.00
6565 · IT Consulting	0.00	225.00	1,009.50	2,025.00	2,700.00
Total 5500 · OPERATING EXPENSE	35,129.19	33,361.33	319,388.85	307,252.45	407,336.60
5550 · GRANT EXPENSE					
5551 · General Grants	0.00	83.33	0.00	750.00	1,000.00
Total 5550 · GRANT EXPENSE	0.00	83.33	0.00	750.00	1,000.00
5600 · FUNDRAISING EXPENSE					
6307 · Calendar Expense	0.00	450.00	217.33	2,350.00	4,850.00
6311 · Cause for Paws Expense	0.00	0.00	4,361.99	5,580.00	5,580.00
6315 · Misc/3rd Party Fund Expense	214.92	8.33	530.92	75.00	100.00
6317 · Raise The Woof Expense	400.00	0.00	1,518.42	1,800.00	1,800.00
6324 · Miscellaneous Expenses	0.00		850.17		
6330 · TUFT Golf Outing Expense	0.00	0.00	11,968.59	10,107.00	10,107.00
6550 · Strut Your Mutt Expense	400.00	0.00	485.22	0.00	3,636.00
6551 · Canisters Expense	0.00	20.83	0.00	187.50	250.00
Total 5600 · FUNDRAISING EXPENSE	1,014.92	479.16	19,932.64	20,099.50	26,323.00
6000 · OTHER EXPENSE					
5142 · Volunteer Program	32.00	100.00	509.03	900.00	1,200.00

6313 · Direct Solicitations	0.00	900.00	5,155.96	8,100.00	10,800.00
6503 · Community Outreach	0.00	166.66	680.72	1,500.00	2,000.00
6504 · Memorial Bricks/Tiles	0.00	166.66	0.00	1,500.00	2,000.00
6505 · Professional Fees	3,950.00	2,333.33	14,924.27	21,000.00	28,000.00
6510 · Publications	0.00	833.33	5,443.77	7,500.00	10,000.00
6511 · Pet Promotion Expense	118.65	150.00	917.56	1,350.00	1,800.00
6515 · Promotions & Advertising	71.81	83.33	415.65	750.00	1,000.00
6525 · Resale Items Expense	4,578.72	1,666.66	21,049.69	15,000.00	20,000.00
6530 · Conferences / Training	0.00	333.33	1,505.00	3,000.00	4,000.00
6532 · Donor Development	0.00	83.33	308.74	750.00	1,000.00
6533 · Strategic Planning	0.00	83.33	0.00	750.00	1,000.00
6535 · Licenses, Dues, Permits & Fees	0.00	100.00	2,053.88	900.00	1,200.00
6540 · Miscellaneous Expense	99.67	166.66	1,271.45	1,500.00	2,000.00
6561 · Investment Expense	1,908.92	1,333.33	9,616.69	12,000.00	16,000.00
6688 · Naming Opportunity Expense	0.00	50.00	0.00	450.00	600.00
Total 6000 · OTHER EXPENSE	<u>10,759.77</u>	<u>8,549.95</u>	<u>63,852.41</u>	<u>76,950.00</u>	<u>102,600.00</u>
Total Expense	<u>79,832.31</u>	<u>80,110.39</u>	<u>729,099.50</u>	<u>759,413.54</u>	<u>1,020,163.14</u>
Net Ordinary Income	(35,453.59)	(16,193.82)	(202,743.97)	(85,005.54)	(125,505.14)
Other Income/Expense					
Other Income					
4226 · Change in Value-Dixon Trust	35,404.39		56,765.35		
4300 · Unrealized Gain/Loss	4,968.55		38,127.42		
4400 · RESTRICTED REVENUE					
7400 · SALLY'S FUND					
4218 · Sally's Fund Revenue	12,825.00		18,050.00		
6518 · Sally's Fund Expense	(2,266.01)		(6,674.47)		
7400 · SALLY'S FUND - Other	295.00		295.00		
Total 7400 · SALLY'S FUND	<u>10,853.99</u>		<u>11,670.53</u>		
Total 4400 · RESTRICTED REVENUE	<u>10,853.99</u>		<u>11,670.53</u>		
Total Other Income	<u>51,226.93</u>		<u>106,563.30</u>		
Net Other Income	<u>51,226.93</u>		<u>106,563.30</u>		
Net Income	<u>15,773.34</u>	<u>(16,193.82)</u>	<u>(96,180.67)</u>	<u>(85,005.54)</u>	<u>(125,505.14)</u>

Upper Peninsula Animal Welfare Shelter

Days Cash On Hand as of September 2024

	Cash Less Restricted Funds*	Annual Expense	Daily Expense	Days Cash on Hand	
2024	\$509,224.34	\$872,726.54	\$2,391.03	213	(Year to Date)
2023	\$612,669.21	\$887,146.99	\$2,430.54	252	
2022	\$969,199.36	\$776,458.72	\$2,127.28	456	
2021	\$882,513.53	\$774,749.62	\$2,122.60	416	
2020	\$645,045.70	\$753,663.47	\$2,064.83	312	
2019	\$415,591.49	\$741,157.74	\$2,030.57	205	
2018	\$311,797.49	\$521,136.55	\$1,427.77	218	
2017	\$215,192.09	\$536,174.67	\$1,468.97	146	
2016	\$201,661.55	\$602,450.00	\$1,650.55	122	
2015	\$152,858.00	\$576,669.00	\$1,579.92	97	
2014	\$191,970.00	\$520,354.25	\$1,425.63	135	
2013	\$146,529.00	\$431,923.23	\$1,183.35	124	
2012	\$147,882.00	\$451,620.63	\$1,237.32	120	

Notes

- February 2023** \$200,000 moved to four Certificates of Deposit (CD) per board R&R
- September 2023** \$100,000 moved to new CDs
- January 2024** The UPAWS Budget now includes depreciation. It's removed for the purpose of this report.

Cash Less Restricted Funds includes: General Checking Account, Money Market Account, Accounts Receivable, Square balance, Paypal balance, Petty Cash, Cash in Drawer, and Undeposited Funds

October Shelter Report

- Throughout the month, we have teamed up with Subaru in Marquette to help animals find forever homes. Up to \$4,000 worth of adoption fees are sponsored for both dogs and cats, 1 year and older. Our total as of October 13th is \$1,730
- Thanks again to Country Vet for holding a large cat surgery day on October 22nd. In total, 14 cats were spayed/neutered.
- Being so low in cats, Ann took charge and found a small shelter downstate called the Antrim County Animal Control, located in Bellaire, MI which was overrun with cats. We were able to transfer in 9 adult cats on October 18th, all fixed and ready for adoption. As of October 22nd, 8 out of the 9 have found forever homes.
- 5 staff members attended the MPA Conference "Better Together" on October 9-11th. Report is below this shelter update.
- Nic, the new Fundraising Coordinator started and is off to the races, jumping right into his new position. He helped Lynn with the last preparations for Strut Your Mutt, along with working with Leslie in organizing Raise the Woof. Ann has passed on "Giving Tuesday" and with her help, they have set a goal of \$3,000 to be raised.
- A new part time caregiver position and janitor/maintenance position have been filled. It brings us back to being fully staffed. Fingers crossed we can stay this way for a long time!
- 906 Technologies got us back up and running with the FOB system. The large dog park keypad was changed and the communication error has been resolved. It was great to announce it after almost 3 months of the system being down.

Sarah Evers, LVT
Shelter Manager

MPA Conference Update

The 6.5 hour drive back to UPAWS after the conference was consumed with sharing the talks we attended, which generated lots of new ideas for our shelter. The staff that attended learned about passion fatigue & burnout, behavioral euthanasia's, tricks in adopting out issue animals, using data to better track our audience, using scent work as a form of enrichment, customer service, amongst many other topics. The staff is working hard to put together a proposed plan on how we can make UPAWS run more efficiently, have better quality adoption conversations, and improve the lives of our shelter animals. Stay tuned- we are so excited to present our information at the November meeting!

September 2024 (incomplete)	DOGS		CATS		OTHER	TOTAL	
In Shelter	13		63		8	84	
In Foster	28	4 in true foster	69	5 in true foster	5	102	
TOTAL Beginning Count	41		132		13	186	
INTAKE	DOGS	PUPS <5 mos.	CATS	KITS <5 mos.	OTHER	TOTAL	YTD
Owner Surrender	5	5	9	9	7	35	403
Returned Adoption	2	0	2	0	0	4	26
Stray (from Police, Public and Shelter Pickup)	15	1	18	14	0	48	227
Born in Care	0	8	0	2	0	10	35
Transferred from Other Shelters	0	0	5	6	0	11	111
Special Hold/Service In	2	0	0	0	0	2	7
Seized/Custody (Cruelty & Neglect)	0	0	0	0	0	0	14
Total Intakes	24	14	34	31	7	110	823

OUTCOMES

Adoptions (shelter, foster home or special event)	19	0	48	21	7	95	646
Total Adoptions YTD	145	0	293	66	39	475	
Returned to Owner	15	0	11	0	4	30	127
Transferred to Rescue Groups/Shelters	0	0	0	0	0	0	13
Total Live Outcomes	34	0	59	21	11	125	786
EUTHANIZED/DEATHS/MISSING/STOLEN							
Dangerous	0	0	0	0	0	0	3
Dying	0	0	0	1	0	1	4
Animal's Name and Reason				Lavender-med emer			
TOTAL ANIMALS EUTHANIZED	0	0	0	1	0	1	11
Died at shelter/foster home - Unknown	0	0	0	0	0	0	20
Missing/Stolen/Escaped	0	0	0	0	0	0	1
Animal's Name and Reason							
Total Euth/Died/Other Outcomes	0	0	0	1	0	1	32
In Shelter	17		55		6	78	
In Foster	28	in true foster	62	in true foster	3	93	
TOTAL Ending Count (per formula)	45		116		9	170	
TOTAL Ending Count (per report)	45		116		9	170	
SAVE RATE (Intake- Euthanasia Outcome)/Intake						99.1%	98.7%
ASPCA Live Release Rate (Live Outcomes/ Intake)						113.6%	95.5%

OTHER INFO

	Dogs	Cats
Avg. Length of Stay	63.5	56.4
Monthly Return Rate (returns/adoptions)	11%	3%

August 2024 - CLINIC SERVICES	DOGS	CATS	OTHER	TOTAL	YTD
Owner Requested Euthanasia	0	0	0	0	0
Bite Hold (for Owner)	0	0	0	0	0
Spay/Day	0	0	0	0	24
Community Spay/Neuter (Spay It Forward)	0	0	0	0	10
Microchipping	0	0	0	0	13
Domestic Violence	0	0	0	0	2
Pending Investigation	0	0	0	0	0
Boarding	0	0	0	0	0
Dog Park Permits	0	0	0	0	25
Service - Home 2 Home	0	0	0	0	5
Service - Nailtrims	0	0	0	0	153
Service - Dog Licenses	0	0	0	0	5
Service - Cremation Services	0	0	0	0	16
Total	0	0	0	0	253

Board Development Committee
Meeting Minutes
10/10/24

Present: Lynn Andronis, Reva Laituri, Crystal Swanson

Absent: Brian Hummel

Currently, we have 6 vacant positions (1 expires in 2025, 2 expire in 2026, 3 expire in 2027).

Discussion centered on potential applicants.

- Marla B. requested, and was mailed, an application.
- Tom L. was approached and said he was not interested.
- Kathy L. is another potential. Lynn will reach out to her.
- Sandy P. indicated that she is not interested at this time.
- Christine L. – Leslie to send Lynn contact info.
- Don ? – Leslie to send Lynn contact info.
- Nancy S. was brought up as a possibility
- Diane M. was brought up as a possibility

Crystal will contact Kathi Fosburg to determine if she would be interested in sitting on this committee. After an email, Kathy said she would have difficulty in a Thursday meeting. Tuesday and Wednesday at 6 would be more manageable. We should discuss possibly changing location/date/time/method of our monthly meetings.

Review of various documents that were initially examined at last month's meeting with an eye toward assessing/updating/revising. These included: board application with addendum sheet, board renewal application and a posting for our website. (Note: We also need to ensure that the application is download-able from our website once we have finalized the documents.)

We still need to review the "Recruitment Notice for FB" document, distributed at last month's meeting.

Interview Questions to possibly being added:

- Where did you hear of board/committee openings?
- Level of education?

Lynn will update the list on the drive that lists members of committees. DONE

No-Kill Power Point was reviewed. There have been some changes made to the equation. We will discuss these changes at our next meeting.

From Reva's Email

- Presentations (Ann or Nic?)
- Advisory Board

NEXT MEETING IS THURSDAY, 11/14 AT 5 PM. I WILL SET IT UP SO THAT YOU CAN ATTEND EITHER IN PERSON OR VIRTUALLY.

Submitted,

Lynn Andronis
Committee Chair

UPAWS Finance Committee Minutes

Meeting Date: Monday, October 21st, 2024 at 5:00pm

Meeting Location: Google Meet

Present: Chris Danik (Chair), Jill Compton, Leslie Hurst, Cole Zyburt

New Business

- **Review August 2024 Financial Reports:** No significant discussion occurred. **It was moved by Jill and seconded by Cole to recommend that the Board of Directors approve the August 2024 financial reports. The motion passed unanimously.**
- **Review September 2024 Financial Reports:** No significant discussion occurred. **It was moved by Jill and seconded by Cole to recommend that the Board of Directors approve the September 2024 financial reports. The motion passed unanimously.**

Old Business

- **Review of Planned Giving Flyer:** Cole will deliver the final copy with comments to Leslie. The committee is done reviewing the flyer. Leslie will modify as necessary. Leslie and Cole will work together to build some language to be used in the Newsletter reminding donors about mandatory distributions.
- **Endowment Fund Updates:** Reviewed additional comments from Tami (legal counsel). The next steps are to make an R&R to the board to appoint new trustees. Chris will reach out to some prior Finance Committee members about serving as trustees. Cole will draft a first version of a spending or investment policy to be reviewed at the next meeting.
- **Financial Policy Revisions:** Chris provided the committee with a final draft after adjusting formatting. The committee reviewed several items. This version is ready for review by the board and staff. Chris needs to work with Sarah to fill in the list of insurance policies. The goal would be to submit an R&R to the board to adopt this version of the policies at the November board meeting.

The meeting adjourned at 5:37pm

Next Meeting: Tuesday, November 19th, 2024 at 5:00pm on Google Meet

UPAWS Strategic Planning Committee Minutes

Meeting Date: Friday, October 18th, 2024 at 12:00pm

Meeting Location: Crossroads Restaurant

Present: Chris Danik (Chair), Lynn Andronis, Sarah Evers, Brian Hummel

Excused: Carole Touchinski

- Status of Strategic Planning: Committee last met about a year ago. A SWOT analysis was conducted with the board earlier this spring.
- Next Steps: Contact Grow & Lead to see if they can help us with the long-term strategic plan. Chris brought up the idea of a short-term “interim” strategic plan to have some goals in place prior to our long-term plan being developed. Brian noted that some municipalities are going as far out as 30 years in the long-term plans to help in capital asset replacement plans.
- Lynn brought the idea forward that our short-term or “interim” goals could be included on the board agenda each month to help keep us on track.
- The committee decided that the current SWOT analysis could be used to help us develop our “interim” strategic plan but the board should review them prior to the November board meeting for further discussion. Consideration should be given to the fact that fundraising is shifting from a board committee to a staff position.
- The committee decided to meet regularly on the third Thursday of each month at 12pm with locations to be determined each month.

The meeting adjourned at 12:37pm

Next Meeting: TBD (Chris has a conflict with the third Friday in November)

Respectfully submitted,

Chris Danik

Strategic Planning Committee Chair