



**UPPER PENINSULA ANIMAL WELFARE SHELTER
BOARD OF DIRECTORS MEETING**

2/26/2025 6pm

Cliffs-Eagle Mine Community Room

<p>Mission: 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: 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 23, 2024 Closed Meeting Minutes
 - b. December 11, 2024 Regular Meeting Minutes
 - c. December 11, 2024 Closed Meeting Minutes
 - d. January 9, 2025 Special Meeting Minutes
 - e. January 9, 2025 Closed Meeting Minutes
 - f. January 12, 2025 Special Meeting Minutes
 - g. January 12, 2025 Closed Meeting Minutes
 - h. January 29, 2025 Regular Meeting Minutes
6. Unfinished Business
 - a. Trademark
 - b. Municipal Contract with local municipalities
 - c. Strategic Planning Agreement with Grow & Lead
7. New Business
 - a. Retreat Update
 - b. Report & Recommendation from Policy/Bylaw RE: Amendments
 - c. Proposal from Personnel Committee
8. Communications

9. President's Report

10. Treasurer's Report

- a. Treasurer's Report
- b. Month Year Financials
 - i. December 2024 Financials
 - ii. January 2025 Financials

11. Shelter Operations Reports

- a. Shelter Manager Report
- b. Shelter Statistics

12. Committee Reports

- a. Board Development Committee Report (Brian)
- b. Finance Committee Report (Chris)
- c. Strategic Planning Committee Report (Chris)
- d. Personnel Committee Report (Lynn)
- e. Policy / Bylaw Committee Report: Minutes submitted.
- f. Donor Development Ad Hoc Committee Report

13. Public Comment

14. Board Comment

15. Adjournment

Next Board Meeting Date: March 26, 2025, 6pm, Cliffs-Eagle Mine Community Room, UPAWS

**UPPER PENINSULA ANIMAL WELFARE SHELTER
BOARD OF DIRECTORS MEETING MINUTES
Wednesday, December 11, 2024 / 6 p.m. / Cliffs-Eagle Mine Community Room**

PRESENT: Lynn Andronis, Chris Danik, Andi Goriesky, Brian Hummel, Leslie Hurst, Carole Touchinski

ABSENT: None

STAFF: None

GUESTS: Dominic Andriacchi, Reva Laituri, Paul Nardi (Andrews, Hooper, Pavlic, PLC)

1. Call to Order/Attendance: Meeting called to order at 6:03 pm.
2. Approval of Agenda: *Motion was made by Chris, seconded by Carole, to approve the Agenda with the following change. Move "7A. 2023 Audited Financial Statement Board Report" to be discussed after "4A. Public Comment". Motion passed with unanimous consent.*
3. Mission Moment: Carole reported her gratitude with having a place to surrender two ferrets she received from a member of the public. Lynn introduced Dominic Andriacchi, a Board applicant who then shared a brief background.
4. Public Comment: None.
5. Approval of Minutes:
 - a. October 23, 2024 Regular Meeting: *Motion was made by Chris, seconded by Lynn, to table a review of these minutes to our January meeting. Motion carried. It was agreed that all comments/changes/corrections should be emailed to Carole by 1/15/25.*
 - b. E-Vote to Approve 2024-25 Snow Removal Contract: *On 11/12/24, Leslie Hurst, UPAWS Board President, e-mailed to all members of the Board of Directors the recommendation to approve the bid from Rick Garrow for snow removal over the 2024-2025 winter season. Brian made a motion, seconded by Andi, to hold an e-vote on this issue. The President put the motion to an e-vote on 11/12/24 at 4:12 pm. The vote closed on 11/14/24 at 4:30 pm. By a vote of 4 in favor (Lynn, Chris, Brian, Andi), 0 opposed, 1 abstain (Carole), and 0 absent, the motion was approved.*
 - c. E-Vote to Approve 2024 Staff Bonuses: *On 12/5/24, Leslie Hurst, UPAWS Board President, e-mailed to all members of the Board of Directors the Report & Recommendation to approve the 2024 Staff Holiday Bonuses as presented. Andi made a motion, seconded by Brian, to hold an e-vote on this issue. The President put the motion to an e-vote on 12/5/24 at 9:14 am. The vote closed on 12/7/24 at 9:15 am. By a vote of 5 in favor (Carole, Andi, Chris, Lynn, Brian), 0 opposed, 0 abstain, and 0 absent, the motion was approved.*
6. Unfinished Business:
 - a. Municipal Contracts (Leslie/Sarah): *Motion was made by Chris, seconded by Andi to approve the contract as presented. Motion passed, with Brian abstaining. County contract will now be presented to the Marquette County Commissioners for their approval and signature. In addition, another motion was made by Chris, seconded by Lynn, to authorize the same contract be sent to other municipalities in the County. Motion passed with unanimous consent.*
 - b. Trademark: Leslie reported that Wim wants additional items (examples of our usage of the logo) and that she will send those to him.
 - c. Report & Recommendations from Shelter Manager RE: Vestibule Keypad: After discussion, it was decided to table this issue to wait until grant money for security systems (through

- Homeland Security) is available. Brian will notify when grant opens up
- d. Active Horse Case: Per Andi, law enforcement in Delta County is not pursuing this case. Unless/until there is any action on this case, Sally's Fund will not be actively involved.
 - e. SOPs: SOPs are still being worked on; Sarah has put more into the completed file on the drive. Policy/Bylaw Committee does not need to formally approve, just review to ensure that they are following our Bylaws and Policies. Per Sarah, caregiver duties to be implemented by 1/1/25.

7. New Business:

- a. 2023 Audited Financial Statement Board Report, Paul Nardi, AHP: Paul reviewed our financial statement for 2023 as well as their report. He reported that 89% of our expenses is spent on our programs; per Paul, this is a great number for a non-profit. Expenses are down \$900,000 with a net of -\$92,000. *Chris made a motion, seconded to Andi to accept the audit. Motion passed with unanimous consent.*
- b. Report & Recommendations from Treasurer RE: 990: *Motion was made by Lynn, seconded by Brian, to approve the prepared 990. Motion passed with unanimous consent.*
- c. Report & Recommendations from Shelter Manager RE: Holiday Party: Per Chris, a Report & Recommendation on this issue was not needed since the expense was already included in our 2024 budget. Instead, an announcement was made that it will be held on 1/11/25 at UpNorth Lodge for sleigh rides and dinner. Although the bill will be paid in 2025, the expense will be shifted to 2024 financials.
- d. Report & Recommendations from Personnel Committee Re: Holiday Staff Bonuses: Discussion moved to Closed Session.
- e. Report & Recommendations from Finance Committee RE: Finance Policy: The last time this policy was reviewed/updated was 2013. *Motion was made by Brian, seconded by Lynn, to approve the Finance Policy presented. Motion passed with unanimous consent.*
- f. 2025 Board Meeting Schedule / New Board Meeting drive: The schedule for 2025 board meetings was reviewed and discussed. *Andi made a motion, seconded by Lynn, to set the 2025 schedule to meeting at 6 pm on the 4th Wednesday of the month. Motion passed with unanimous consent.* Deadline for reports will be 6 pm the Sunday prior to the meeting. Schedule will be put on the drive.

8. Communications: Chris reported that the A.P. Union #2178 (UAW) donated \$1,000 to UPAWS. He will send the info to Ann for a social media post.

9. President's Report: No written report.

10. Treasurer's Report:

- a. Treasurer's Report: Written report submitted.
- b. October 2024 Financials: *Andi made a motion, seconded by Brian, to accept the financials as presented. Motion passed with unanimous consent*

11. Shelter Operations Report(s):

- a. Report from the Shelter Manager: Written report submitted. Sarah added that we still have 2 active cruelty/neglect investigations.
- b. Stats: October YTD stats submitted.

12. Committee Reports:

- a. Board Development Committee Report: Written report submitted.

- b. Finance Committee Report: Written report submitted.
- c. Fundraising Committee Report: This is part of Shelter Report and will be deleted from this section in the future.
- d. Strategic Planning Committee Report: Written report submitted.
- e. Personnel Committee Report: No report.
- f. Policy / Bylaw Committee Report: No meeting.
- g. Donor Development (Ad Hoc): No meeting.
- h. Membership (Ad Hoc): Chris reported that there a that a new draft of meeting minutes will be posted on the drive for next month's meeting. He also indicated that the Trustee list needs to be updated.
- i. Companion Animal Training Methodologies(Ad Hoc): Per Lynn, no update.

13. Public Comment: None.

14. Board Comment: None.

15. Closed Session: To discuss Small Claims Affidavit and Claim and the Report & Recommendation from Personnel Committee.

- *Motion was made by Lynn, seconded by Andi, to move into closed session. Motion passed with unanimous consent. Moved into closed session at 8:15 pm.*
- *Motion made by Lynn, seconded by Andi to move into open session. Motion passed with unanimous consent. Moved into open session at 8:44 pm*

Lynn made a motion, seconded by Andi to approve Report and Recommendation from Personnel Committee regarding staff holiday bonuses. Motion passed with Carole abstaining.

16. Adjournment: *Motion made by Chris, seconded by Andi, to adjourn meeting. Motion passed with unanimous consent. Meeting adjourned at 8:46 pm*

Next Board Meeting Date: set for Wednesday, 1/29/25, 6 pm at the shelter.

Minutes compiled from notes taken
by 3 people present,

Counter-Signed

**UPPER PENINSULA ANIMAL WELFARE SHELTER
BOARD OF DIRECTORS
SPECIAL MEETING MINUTES
January 9, 2025**

Board Members In Attendance: Lynn Andronis, Chris Danik, Andi Goriesky, Brian Hummel, Leslie Hurst, Carole Touchinski

Staff: Sarah Evers

PREMEETING MOTION: *Motion was made by Carole, seconded by Chris, to waive the 48-hour meeting notice. Motion passed with unanimous consent.*

Call to Order: Meeting called to order by President Hurst at 6:03 pm.

Approval of Agenda: *Motion was made by Carole, seconded by Andi, to approve the agenda as presented. Motion passed with unanimous consent.*

Closed Session to Discuss:

Discussion and Review of GusGus History, Timeline & Adoption to E. Steele
Discussion & Review of E. Steele Small Claims Petition and Settlement
Action Plan on Key Findings

Motion was made by Carole, seconded by Andi, to move into closed session. Motion passed with unanimous consent. Board moved into Closed Session at 6:14 pm.

NOTE: Sarah left the meeting at 7:25 pm.

Motion was made by Lynn, seconded by Carole, to move into Open Session. Motion passed with unanimous consent. Board moved into open session at 8:31 pm.

Motion was made by Leslie, seconded by Carole, to move the day-to-day management of the Shelter Manager to the Vice President and designate the V.P. as Personnel Committee Chair immediately. Motion passed with unanimous consent.

Motion was made by Brian, seconded by Andi, to request that the President of the Board write an email to shelter staff and "cc" the Board. Motion passed with unanimous consent. Suggestions were made to make the email short, apologizing for any difficulties her FB comments may have created. Leslie will send the email tomorrow, Friday, 1/10/25.

Motion was made by Leslie, seconded by Andi, to re-schedule the next Board Meeting to January 29, 2025. Motion passed with unanimous consent.

Motion was made by Lynn, seconded by Andi, to adjourn the meeting. Motion passed with unanimous consent. Meeting adjourned at 8:34 pm.

Submitted,

Counter-Signed

Next meeting January 29th, 2025, 6:00 in the Cliffs room

UPAWS
Special Meeting
January 12, 2025

PRESENT: Lynn Andronis, Chris Danik, Andi Goriesky, Brian Hummel, Carole Touchinski

PREMEETING MOTION: *Motion was made by Carole, seconded by Chris, to waive the 48-hour meeting notice. Motion passed with unanimous consent.*

Motion was made by Andi, seconded by Brian, to move into Closed Session. Motion passed with unanimous consent.

Items to be Discussed:

Leslie's Resignation:

Vice President:

Customer Service Priority:

PSA:

Current Manager's Employment:

Motion was made by Carole, seconded by Chris, to move into open session. Motion passed with unanimous consent. Board moved into Open Session at 12:05 pm.

Motion was made by Andi, seconded by Brian, to respectfully accept Leslie's resignation letter, submitted on January 10th, 2025. Motion passed with Carole voting Nay.

Motion made by Chris, seconded by Andi, to appoint Lynn as President. Motion passed with unanimous consent.

Motion made by Carole, seconded by Andi, to appoint Brian as Vice President. Motion passed with unanimous consent.

Motion made by Brian, seconded by Andi, to instruct Personnel Committee to follow-up with issues and on the Shelter Manager's performance review/evaluation with a report back to the Board. Motion passed with unanimous consent.

Motion was made by Brian, seconded by Andi, to adjourn the meeting. Motion passed with unanimous consent. Meeting was adjourned at 12:19 pm.

Respectfully submitted

Counter-Signed

**Upper Peninsula Animal Shelter
Regular Meeting
Cliff's Meeting Room
January 29th, 2025
6:00 p.m.**

Meeting Called to Order at: 6:01 p.m.

1. **Board Members in Attendance:** Lynn Andronis, Brian Hummel, Carole Touchinski, Andi Gorieski, Chris Danik
Staff in Attendance: Addi Lamon, Animal Caregiver, and Sarah Evans, Shelter Manager
Public in Attendance: Reva Laituri, Kathy Ruprecht
2. **M/S/C (Carole/Brian) Approve the agenda as presented.**
3. **Mission Moment:** None
4. **Public Comment:** None
5. **Approval of Minutes:**
 - a. **October 23, 2024, Regular Meeting Minutes: M/S/C (Andi/Brian) Approve minutes.** We did not have who made the motion and who seconded the motion to move into Closed Session.
 - b. **October 23, 2024, Closed Meeting Minutes:** Not presented.
 - c. **Meeting minutes to be approved during the February 29th meeting:**
 - d. **October 23, 2024 Closed Meeting Minutes**
 - e. **December 11, 2024, Regular Meeting Minutes**
 - f. **December 11, 2024, Closed Meeting Minutes**
 - g. **January 9, 2025, Special Meeting Minutes**
 - h. **January 9, 2025, Closed meeting Minutes**
 - i. **January 12, 2025, Special Meeting Minutes**
 - j. **January 12, 2025, Closed Meeting Minutes**
6. **Unfinished Business**
 - a. **Assessment of Behavioral Training Methodologies for Position Statement:** Carole will Chair, Julie Mahan, Lynn will come but not lead. Julie may have a great deal of information about the Assessment of Behavioral Training Methodologies. We need to find out what training methods are out there in other shelters to help train positive behaviors in the animals.
 - b. **County Contract** – Lynn and Sarah will discuss and then move forward.

7. New Business

- a. **2025 Budget** – The 2025 budget will lead us into a \$24,000 deficit. Which can be made up through our investments. With the new fund-raising position, we hope to bring in additional dollars from direct fundraising and special events. Additionally, there have been some Personnel changes; see Treasurer’s Report.

M/S/C (Andi and Brian) accept the budget as presented.

- b. **Marquette County Emergency Shelter Plan** – Kathy has been very involved in disaster preparedness for the last year or so. The 2007 Plan was discussed for animals in shelters. Kathy spent some time studying what the new guidelines are from now and into the future. When a community is evacuated the pets must evacuate with the family.

Details that are for monitoring pets are very detailed down to how many garbage cans need to be in place. The American Red Cross would like people to co-locate with their pets. So, if people are in a gym the dogs will be on one side of the gym and cats on another side.

Detroit Michigan Humane staff have been trained to know how to rescue and process animals in an emergency. As a community, we don’t need to re-invent the wheel. There are communities who have already put this together. Fortunately, there are existing models that we can use.

Kathy has a “how to” guide to create a best practice county response team. Pets will come in on their own. What will the community do to ensure these pets are taken care of. Kathy is putting the structure together – so the group can begin planning.

There is a lot of training that goes into this process. It is a lot of work. We have sample guidelines, etc. Kathy has relationships with other shelters who can help. One thing that does need to happen is the community must appoint someone to be a community disaster preparedness educator.

Brian agrees with Kathy. He would like a UPAWS representative on this unified team or task force. It is a little like flying the plane while building it. Brian can not be objective as his employment role conflicts with his role with UPAWS. There is an advantage to having this outlined in the form of an MOU; the group can receive disaster assistance funds. It is important that UPAWS take a strong role in building and implementing this process in case of a disaster. There is a minimal commitment of ten hours for in-depth conversations. The community

will need people who are trained and qualified to do this work. Community based people who can build relationships with our first responders, for example, will be key. Carole, Lynn and Andi are interested in becoming members of the committee. Carole is also interested in the community disaster preparedness educator part of the work as she has experience educating groups of people and a great deal of experience with public presentations.

We just need a core team to get things going. It was suggested that the board members visit the website Napacorp.org. They are gold standard in this type of work. The Red Cross will be there for the people. They will not work with the animals.

The team that we are talking about today will be there for the pets. Addi would be added to the group. We will expect a doodle poll from Brian to set up the first meeting.

- c. **UPAWS 50th Anniversary (9/5/2025) Party/Celebration.** In the past, this celebration was designed to bring the community to UPAWS; however, attendance was quite limited.
 - i. \$5,000 Reynolds grant to support the event. Carole will get the grant application to Nic. Everyone should be putting their thoughts together about how we want this event to look.

d. Committee Chair Assignments

- i. Chris will serve as the Finance Committee Chair – he needs members, Carole will sit on the Finance Committee
- ii. Lynn will serve as the Personnel Committee Chair
- iii. Chris will serve as the Donor Development Chair, Carole will assist.
- iv. Brian will serve as the Board Development Chair, Carole will assist.
- v. Chris will Chair the Strategic Planning Committee, Carole will assist.
- vi. Lynn will Chair the Bylaws Committee
- vii. Carole will Chair the new Crisis committee.
- viii. Carole will Chair the ad hoc committee on Animal Training Methodologies for a Position Statement.

- e. **Retreat Topics** – No Kill 101 that the Board should look at.
 - i. What do we want to accomplish in 2025
 - ii. Discuss the strategic plan
 - iii. Search under google drive and search under retreat. You should be able to find a 2024 and a 2025 plan.

- iv. Chris put the 2025 document into the retreat folder on the drive.
- v. A little bit of time to talk about having UPAWS involved in the County Plan.
- vi. Retreat will be held from 9 to 3. The Shelter Manager will attend the whole event. We will be meeting at Select Reality.
- vii. Taco Bar

f. Report and Recommendation from Donor Development Chair RE: Future of the Committee. Working with GLYCD, with a focus on Amy, herself, working with us on strategic planning.

g. Report and Recommendation: GLCYD Contract for Strategic Planning Services
GLCYD gave us two options to choose from, option 2 is more in-depth.
M/S/C (Carole/Andi) move to have GLCYD in the amount of \$3,750. Carole asked Chris to request Amy, representing GLCYD, self-assign to facilitate the strategic planning process.

h. Report and Recommendation: From the Membership Ad-Hoc Committee
The recommendations should be turned over to Nic. With the expectation that Nic will refine and implement a donor membership plan
Anne – sponsorships for animals. They get recognition, and the link goes to them.
In looking at the donor membership plan, it seems like a big jump for each level of membership. Does the UPAWS Board want the donor membership levels to take such large leaps? What are the possible benefits to the donors? Should donors be able to pay for their membership over time? This is not going to be implemented on February 1st. Any suggested changes would have to come back to the board.

M/S/C (Andi/Carole) discuss R and R with Nic for further discussion.

8. Communications: None

9. President's Report: Written report submitted.

10. Treasurer's Report

Treasurer's Report submitted

November 2024 Financials – Presented

M/S/C (Carole, Brian) to accept the November Financials

December 2024 Financials – not submitted.

- a. Any questions for Chris – none

11. Shelter Operations Report

a. Shelter Manager Report

- Holiday Store went well.
- Spay day – UPAWS is starting to get applications. The applications are sorted by income.
- Successful applicants need to be on some sort of public assistance. Applicants could show a bridge card or some other type of proof.
- UPAWS needs to step – up the PR planning. It is important that the community receive constant messages about the wonderful things that the organization is doing. We need much more on social media and cross platforms. There is only so much we can do with the website. We could tie in volunteer recognition to this effort by having a volunteer of the week.
- Anne – we have been getting a lot of volunteers in. Doubling up on dog walking times. Many of the volunteers are NMU students. Why is there an increase in volunteers now? Is it feasible for UPAWS to survey the NMU students to find out if they are volunteering as part of a class or other NMU program?

b. Shelter Statistics

December stats submitted with Y-T-D numbers.

12. Committee Reports

a. Board Development Committee Report (Lynn)

Revised Board Member Application is on the website. There is also a 2025 renewal application. Dominic will be experiencing his interview within the next couple of weeks.

Andi has a friend who may be filling out a Board Member application as we speak. If, as board members, we know someone who could contribute to the board we should ask them to apply.

b. Finance Committee Report (Chris)

Written report submitted.

c. Fundraising Committee Report – Shelter Manager Report including fundraising committee report. Disband.

d. Strategic Planning Committee Report (Chris): Written report submitted

Any addition. Hearing none

- e. **Personnel Committee Report (Lynn)**
No report for this month
- f. **Policy/Bylaw Committee Report (Lynn)**
Met on the 20th
- g. **Donor Development Ad Hoc Committee Report:** Move forward with a goal to transition duties/responsibilities.
- h. **Membership Ad Hoc Committee Report (Chris)**
Disband.
- i. **Companion Animal Training Methodologies Ad Hoc Committee Report (Carole)**
Carole will be getting this group together. An oral report will be offered at the February 29th meeting.

13. Public Comment

- a. Caregivers are paid about three dollars less than others. The caregivers have a physically demanding and sometimes dangerous position at UPAWS. Consider, caregivers are outside in difficult temperatures. The explanation is that it is not in the budget. We lost 3 caregivers in the last month due to the low pay rate. Training costs are high. If caregivers were paid 'fairly' they might stay at UPAWS. The UPAWS board has tried to do bonuses and parties and such as an appreciation. However, the Board has received little feedback from the staff.

Carole asked the question whether UPAWS has ever completed an annual analysis of the cost of staff turnover. Additionally, everyone leaving their position should get an exit interview. In order to receive their last paycheck this must be completed.

The shelter manager will begin the process of implementing an exit interview process during 2025. If the person walks out without meeting with the shelter manager, an exit interview will be sent to that employee. High turnover rate is a chronic problem with animal shelters. The UPAWS Board has said very vague things about the 2025 budget. Staff have been listened to in some respect. Caregivers can be promoted to Coordinators under the right circumstances. However, the level of work, although different work, seems to be the same. There is some logic in starting people at the same wage and then cross training those who show commitment and promise; this will help with overall staffing of the shelter.

Has UPAWS researched other shelters like ours and compared pay rates for their staff?

14. Board Comment

- a. Horse is no longer here she went to her new home. She gave birth to a stillborn foal the day before she was picked up. She belongs to an 11-year-old girl.

- b. President's final comment. It has been a little crazy over the past couple weeks. Lynn is an eternal optimist. She is trying to get on top of things. It is about animals, nothing more or nothing less.

15. Adjournment

M/S/C (Andi/Carole) adjourn at 7:56 p.m.

Next Board Meeting Date: 02/29/2025, 6pm, Cliffs-Eagle Mine Community Room, UPAWS

Submitted,

Counter-signed



P.O. Box 692
Marquette, MI 49855

glcyd.org | 906.228.8919

AGREEMENT FOR SERVICES

Date February 19, 2025

Client
 Organization Name UPAWS
 Address 815 S. State Hwy 553
 Gwinn, MI 49841

Contact
 Name/Title Chris Danik, Board Member
 E-mail cdanik@upaws.org
 Phone (906) 475-6661

Purpose Strategic Planning Facilitation

Service Timeframe April-December, 2025

Amount \$3,600 + \$150 Grow & Lead membership renewal: **\$3,750**

Invoicing Schedule Client will be billed half the contract amount upon start date. The remaining balance will be billed near the end of the service period.

Scope of Services

- Consult with Client to review data needs, training needs, etc. to prepare Client for an effective strategic planning session(s). This may include attending board meetings or additional meetings with Strategic Planning Committee.
- Consult with Client to review materials and agenda prior to session
- Facilitate stakeholder feedback online surveys
- Facilitate strategic planning of up to 8 hours (*see methodology on next page*). This can be a single session, two half-day sessions or multiple sessions.
- Provide notes from the strategic planning
- Provide ideas for a strategic plan format, implementation and progress tracking
- Follow-up with Client within six months of planning session to confirm implementation

<u>Type of Activity</u>	<u>Cost/Hr</u>	<u>Total Cost</u>
Prep & Consulting time pre-event	\$90	\$2,700
Time during events & Post-event consulting	\$90	\$1,305
Travel time	\$75	\$0
Additional Costs		
Travel - mileage /lodging / incidentals		\$25
Supplies		\$0
Total cost before discounts		\$4,030
<i>Estimated total number of hours</i>		45



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Strategic Planning Methodology*

Phase 1: Data Gathering and Research

- Grow & Lead and Client will work together to gather and synthesize the following information:
 - Demographics
 - Trends in your industry to assess how they may affect services/clients
 - Program and services information
 - Financials
- Grow & Lead will online surveys to gain stakeholder feedback.

Phase 2: Planning Session(s)

- Introduction to strategic planning & setting expectations
- Mission & Vision review
- Review data gathered in Phase 1
- Review progress-to-date on current strategic plan
- SWOT exercise
- Identify key issues & themes
- Develop goals and objectives

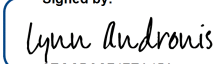
Phase 3: Post-session Strategic Plan Development

- Determine resources needed to accomplish goals & objectives
- Draft actionable strategic framework
- Discuss accountability & progress tracking methods
- Draft a dashboard for tracking progress

*Methodology may be customized to customer needs

Additional Terms and Signatures


Any deviations from this Agreement purpose must be agreed to and approved by the parties listed below. Client is responsible for providing appropriate meeting space, refreshments/food, and supplies.

Signed by:

 2FCDD2C747FA45A...

 Lynn Andronis
 UPAWS (Upper Peninsula Animal Welfare Shelter)

 2/25/2025

 Date

DocuSigned by:

 78A2A646F8A0474...

 Amy Quinn, CEO
 Grow & Lead: Community and Youth Development

 2/19/2025

 Date

Policy & Bylaws Committee
Report & Recommendation
February 15, 2025

The Policy & Bylaws Committee recommends that the board adopt the attached updated version of the Upper Peninsula Animal Shelter Bylaws, which was last amended March 28, 2022. Changes are indicated in **green**. Upon Board approval, it will become effective immediately (February 26, 2025). A summary of the recommended updates follows:

Overall Document - Converted to Google Document. Format follows recently updated Finance Policy. Suggest adding Policy Document Guidelines when reviewing and updating the Board Policies & Procedures. This guideline should include a consistent method of noting amendments. Currently various methods are used across documents.

Article 7: Board Membership

(p. 5) Section A. Number and Term of Office: Add “full” to “consecutive three year terms. Add *“Filling an unexpired term does not count toward term limits.”* (moved from B.). Grammar correction *“using a secret ballot”*.

(p. 5) Section B. Vacancies: Reworded to be more concise and eliminate redundancy. Change the last sentence to *“A candidate must receive the affirmative vote of two-thirds (2/3) of the Directors to be appointed.”*

Section E. Resignation and Removal of Board Members

(p. 6) Item b. Remove *“then in office”* at the end of paragraph.

(p. 6) Item c. Change *“three”* to *“two”* and add *“within a 12-month period”*

(p. 6) Item d. Remove. The committee feels it is redundant with Item b, 2nd sentence.

Article 8: Board Officers

Section A. Election of Officers: change to *“Election/Removal of Officers”*.

(p. 6) Item b: Consolidate details of organizational meeting to Article 9 - Meetings, D.

Organizational Meeting, add 2/3 vote and append Item c to read: *“All Officers will be elected at an Organizational meeting for a term of one (1) year by the affirmative vote of two-thirds (2/3) of the Directors. Any Director choosing to be nominated for a Board Officer position must have been a Board member for the preceding twelve months, unless there are no other eligible or interested candidates.”*

(p. 7) New Item c: *“Any officer may be removed with cause by the affirmative vote of two-thirds (2/3) of the Directors at any regular or special meeting of the Board of Directors.”*

(p. 7) Item d: Change *“of any Officer”* to *“as an Officer”*.

Article 9: Meetings

(p. 9) Section D. Organization Meeting: Add *“of the Board of Directors”* to the first sentence.

Move & rephrase *“who shall serve a term of one (1) year; as elected by the Board of Directors”* to Article 8, section A.b. Add *“If less than a quorum of the Directors is in attendance, the*

meeting shall not be required. Officer elections can be taken up at any later regular or special meeting.”

(p. 10) Section H. Voting: Remove 3rd sentence. *“The vote of a majority of the Directors present at any meeting at which there is a quorum shall be the acts of the Board, except as a larger vote may be required by the laws of the State of Michigan, these Bylaws or the Articles of Incorporation.”*

Article 10: Board Protocols

(p. 11) Section B. Committees

Item a.i. Add *“(The Vice President shall serve as Chairperson)”*

Item a.iii. Remove *“Fundraising”*

Article 12: Amendments

(p. 14) Update from 10 days to 7 days to be consistent with Board Policies & Procedures.

“These Bylaws may be amended, altered, restated, changed, added to, repealed or temporarily suspended at any regular or special meeting by the affirmative vote of not less than two-thirds vote of the entire Board, provided written notice of the proposed amendment was provided to all Board members at least seven (7) calendar days prior to the meeting.”



Bylaws

Upper Peninsula Animal Welfare Shelter, Inc

Board of Directors
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UPPER PENINSULA ANIMAL WELFARE SHELTER, INC.

Article 1: NAME

The name of the Corporation is Upper Peninsula Animal Welfare Shelter, Inc. ("UPAWS").

Article 2: VISION STATEMENT

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.

Article 3: MISSION STATEMENT

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.

Article 4: OFFICE AND AGENT

UPAWS shall have its principal place of business in Marquette County, Michigan. The President of the UPAWS Board of Directors shall be authorized to serve as the agent for the purpose of receiving official communications on behalf of the Corporation (UPAWS).

Article 5: PURPOSES

- A. The purpose of UPAWS shall be to support the attainment of excellence in all animal welfare services:
 - a. To provide awareness and education on care and responsible treatment of domestic animals.
 - b. To humanely provide for and protect homeless, neglected, and/or abused domestic animals.
 - c. To provide high quality shelter, medical, and adoption services for domestic animals.
 - d. To receive and administer funds and to operate within the meaning of Section 501(c)(3) of the Internal Revenue Code.
 - e. To acquire, own, dispose of and deal with real and personal property and interests therein and to apply gifts, grants, bequests and devises and the proceeds thereof in furtherance of the purposes of the corporation.
 - f. To do such things and perform such acts to accomplish its purposes

as the Board of Directors may determine to be appropriate and are not prohibited by Section 501(c)(3) of the Code, with all the power conferred on nonprofit corporations under the laws of the State of Michigan.

Article 6: BOARD DUTIES AND POWERS

- A. The business and affairs of UPAWS shall be managed by a Board of Directors, which shall serve as the governing body of UPAWS. The Board of Directors shall meet as often as necessary to conduct the business of UPAWS, but at least six (6) times per year.
- B. Powers: The Board of Directors shall have charge, control and management of the business, property, personnel, affairs and funds of UPAWS and shall have the power and authority to do and perform all acts and functions permitted for an organization described in Section 501(c)(3) of the Code consistent with these Bylaws, the Articles of Incorporation or the laws of the State of Michigan. In addition to and not in limitation of all powers, express or implied, the Board of Directors shall have the power to borrow or raise money for corporate purposes, to issue bonds, notes or debentures, to secure such obligations by mortgage or other lien upon any and all of the property of UPAWS if it is in the best interests of UPAWS and in furtherance of its purposes.
- C. The Board of Directors shall manage the general affairs and business of the Board of Directors and shall have and shall uphold their fiduciary duty to both the Board of Directors and UPAWS. Members of the Board shall in all cases act as a Board, regularly convened, by a majority vote, and they may adopt such rules and regulations for the conduct of their meetings and the management of the Board of Directors as they may deem proper, not inconsistent with the By-Laws of the Board of Directors and applicable law of the State of Michigan.
- D. A Board member shall perform his/her duties as a Board member in good faith, in a manner the Board member believes to be in the best interests of the Board of Directors, and with such care as an ordinarily prudent person would use under similar circumstances in a like position. In performing such duties a Board member shall be entitled to rely on factual information, opinions, reports or statements, including financial statements and other financial data, in each case prepared or presented by:
 - a. one or more Directors of the Board of Directors or employees of UPAWS whom the Board of Directors reasonably believes to be reliable and competent in the matters presented; or
 - b. legal counsel, public accountants or other persons as to matters which the Board reasonably believes to be within such persons professional or expert competence; or
 - c. a Committee of the Board upon which the Board member may or may not serve, duly designated in accordance with a provision of the By-Laws or in such Committee the Board member reasonably

believes to merit confidence and the Board member shall be considered to be acting in good faith.

- E. Execution of Conveyances, Mortgages and Contracts: The Board of Directors may in any instance designate one or more officers, agents or employees to execute any contract, conveyance, mortgage or other instrument on behalf of UPAWS, and such authority may be general or confined to specific transactions.

Article 7: BOARD MEMBERSHIP

- A. Number and Term of Office: The Board of Directors shall consist of no less than five (5) and no more than twelve (12) persons. In the event of an increase in the number of elected Directors serving, terms shall be established so that the terms of approximately one-third (1/3) of the Directors expire each year. Directors may be elected for no more than two (2) full consecutive three year terms, at which point the Director must be off the Board for one (1) year to become eligible for nomination to a vacant Board position. ~~Filling an unexpired term does not count toward term limits.~~

Directors shall serve for three (3) year terms. The Board shall fill expiring terms at their regular July meeting. Each individual nominated shall be voted on by the Board ~~using a secret~~ using secret ballot. Re-elected Directors shall begin their term of office after Board elections at the July meeting. Any existing Director not eligible for re-election or not re-nominated shall end their term of office upon the completion of the election process.

- B. Vacancies: ~~Whenever any vacancy shall occur in the Board of Directors by death, resignation, removal or otherwise, the vacancy shall~~ ~~may be filled in accordance with the following procedure.~~ ~~by the majority vote of the Directors at earliest convenience of the Board of Directors. Any Director so appointed shall serve for the unexpired portion of the term of the vacated position and the incomplete term does not count towards term limits.~~ Upon a Board member vacancy, the Board Development Committee shall request applications for potential new Board members. ~~to serve for the unexpired portion of the term of the vacated position.~~ The Board Development Committee shall review and interview potential Board member candidates during its regular committee meetings or a special meeting. Nominations to fill a vacant position shall be forwarded by the Board Development Committee at least seven (7) calendar days prior to the Regular monthly meeting. Appointments will be voted on by the Board using a secret ballot. ~~Upon two-thirds (2/3) majority vote of the Directors, the Board shall confirm or deny the appointment. A candidate must receive the affirmative vote of two-thirds (2/3) of the Directors to be appointed.¶~~

- C. Qualifications of Board Members: At least two Board members shall possess a significant level of experience and expertise in animal welfare services to guide the management of the UPAWS Shelter and the adequacy of such experience shall be determined by vote of the Board of Directors. Employees of UPAWS shall not serve as Board members.

- D. Ex-Officio Members: Any individual or organization interested in supporting

the purposes of UPAWS may become a Member of the Board of Directors by such means as the Board of Directors determines is required for appointing Ex-Officio Members from time to time. Such individuals or organizations may be recognized or granted benefits in such form as the Board of Directors shall prescribe from time to time. No property or voting right shall be vested in any Ex-Officio Member, directly or indirectly. There is no limitation on the number of Ex-Officio Members authorized.

E. Resignation and Removal of Board Members:

- a. Any Board members may resign at any time by giving written notice to the President of the Board, and such resignation shall be effective on the date specified in the notice. If by reason of resignation or removal the number of Board members is less than a quorum necessary to manage the Board of Directors, the Board shall take such action as may be necessary to establish a quorum, including naming interim Board members.
- b. If removal of any Board member is based upon any publicly made accusation of misconduct or wrongdoing on the part of the Board member, s/he shall be given an opportunity to answer to any such accusation before the Board at a meeting held for that purpose. The decision to remove or not to remove any Board member with cause shall be determined at such regular or special meeting of the Board of Directors by the affirmative vote of two-thirds (2/3) of the Directors. ~~then in office.~~
- c. Any Board member who is absent from ~~three~~ two consecutive UPAWS Board meetings ~~within a 12-month period~~ without notification to the Board President, shall be removed as a member of the UPAWS Board of Directors.
- d. ~~Any Officer may be removed with cause by the affirmative vote of two-thirds (2/3) of the Directors then in office at any regular or special meeting of the Board of Directors.~~

Article 8: BOARD OFFICERS

A. Election/~~Removal~~ of Officers

- a. The Officers of the Board shall consist of a President, Vice President, Secretary and Treasurer who shall perform the duties as outlined within Article 8 of the UPAWS Bylaws.
- b. ~~The Organizational Meeting shall be held within ten (10) calendar days after the July monthly meeting. All Officers will shall be elected for a term of one (1) year by the affirmative vote of two-thirds (2/3) of the Board of Directors for a term of one (1) year (or until their successors have been elected) by the Board of Directors at an its Organizational meeting. If less than a quorum of the Directors is in attendance for an Organizational meeting of the Board of Directors, the holding of such Organizational meeting shall not be required and matters which might have been taken up at the Organizational~~

~~meeting may be taken up at any later regular, special or Organizational meeting or by consent resolution.~~ Any Director choosing to be nominated for a Board Officer position must have been a Board member for the preceding twelve months, unless there are no other eligible or interested candidates.

- c. Any Officer may be removed with cause by the affirmative vote of two-thirds (2/3) of the Directors at any regular or special meeting of the Board of Directors
- d. In the event of the death, resignation, removal or other inability to serve ~~as an Officer of any Officer~~, the Board of Directors shall elect a successor who shall serve until the expiration of the normal term of such Officer or until his or her successor shall be elected.

B. President Duties

- a. To serve as the executive officer for UPAWS, and, as such, under the direction of the Board of Directors, shall have power, on behalf of the Board of Directors, to perform all acts, execute and deliver all documents and take all steps that the President may deem necessary or desirable in order to effectuate the actions and policies of the Board.
- b. To coordinate with the Directors to develop an agenda and preside at official meetings of the Board.
- c. To represent the Board of Directors at meetings throughout the State, and as deemed necessary, and to report back to the Board of Directors about such meetings.

C. Vice-President Duties

- a. The Vice President will act in the capacity of the President in absence of the President.
- b. To represent the President, when requested, at meetings, and to report back to the Board of Directors about such meetings.
- c. To perform other duties as may be assigned by the President or Board of Directors.

D. Secretary Duties

- a. In the absence of the President and Vice-President, the Secretary shall serve as the Acting President.
- b. Will receive and attend to all correspondence of the Board of Directors and have custody of all documents belonging to UPAWS (except as otherwise provided in these bylaws).
- c. Secretary will ensure that minutes are taken at all Board of Directors meetings, will review the minutes, file and report the minutes as

required.

- d. Will ensure that all meeting notices are duly given in accordance with these bylaws and the Board Policies and Procedures.
- e. To assist in formulating meeting agendas.
- f. To perform other duties as may be assigned by the President or Board of Directors.

E. Treasurer Duties

- a. The Treasurer shall have charge of the funds of UPAWS, except for such funds as the Board of Directors may designate.
- b. Will ensure that an accounting system is maintained which will give a true and accurate accounting of the financial transactions of UPAWS and that all funds received by the Treasurer and/or UPAWS shall immediately be deposited in a depository designated by the Board of Directors.
- c. Will provide financial reports on a monthly basis, or as requested by the Board of Directors, of activities and the financial condition of UPAWS.
- d. To perform other duties as may be assigned by the President or Board of Directors.

Article 9: MEETINGS

A. Types of Meetings

The Board of Directors may, upon the call of the President or as otherwise provided, conduct meetings for the purpose of carrying out the business of the Board of Directors, including an Annual Meeting, regular monthly meeting, Organizational Meeting, special meetings, and such other meetings or modes of transaction of business as shall be reasonably necessary to conduct the business of the Board of Directors.

B. Annual Meeting

- a. The Board of Directors shall conduct its Annual Meeting in adherence to Article 10 of the UPAWS Bylaws.
- b. The Board of Directors shall conduct its Annual Meeting for the purposes of presentation of the Annual Report, review of the activities of UPAWS Board of Directors and staff during the prior year, and to transact such other business as is normal or customary for a similar board, organized for similar purposes.
- c. The Annual Meeting shall be conducted on the second Tuesday in June of each year at a time and place to be set by the Board of

Directors. The meeting shall be held for the benefit of the community and will include a presentation of the Annual Report. Public notice shall be given at least two weeks prior to the date of meeting.

- d. The Annual Meeting shall include a scheduled period of time for community participation.

C. Regular Monthly Meeting

- a. The Board of Directors shall conduct a regular monthly meeting to be held on a day and at a time as agreed upon by the majority of the Board of Directors.
- b. The meetings shall be held at a location as agreed upon by a majority of the Board of Directors Board members.
- c. The President may designate other locations, dates, or times for the monthly meeting upon at least three (3) calendar days notice to members prior to the date of the meeting. Any change of location will be posted at the regular meeting place.

D. Organizational Meeting: An Organizational Meeting of the Board of Directors shall be held at a place, date and time as determined by the Board within ten (10) calendar days after the July monthly meeting for the purposes of election of all Officers. ~~who shall serve a term of one (1) year; as elected by the Board of Directors.~~ If less than a quorum of the Directors is in attendance, the meeting shall not be required. Officer elections can be taken up at any later regular or special meeting.

E. Special Meetings: Special meetings of the Board of Directors may be called by the President of the Board of Directors or upon the request of two (2) or more Board members (with a minimum of at least 48 hours notice) and upon telephonic and electronic (email) notice to members, but the President must designate a record of the date, time and fact of notice to each member at their duly recorded telephone numbers. Notices of special meetings shall state the purpose or purposes of the meeting, and no business may be conducted at a special meeting except the business specified in the notice of the meeting. Notice of any meeting of the Board may be waived in writing before or after the meeting.

F. Closed Session: The Board, at any meeting, and at the discretion of the President or a majority of the Board members present, may go into closed session to discuss matters confidential in nature, including but not limited to personnel and legal issues. The Board, at its discretion, may invite others to remain in attendance for the closed session. Formal motions and subsequent voting must be conducted in open session. The time of the beginning and end of closed sessions shall be reflected in the minutes from the meeting.

G. Quorum: At a meeting of the Board of Directors, a majority of the voting members of the Board (more than 50% of the Board members) shall

constitute a quorum for the transaction of business. Meetings shall only be official when a quorum is present. No Board of Directors action shall be taken by participation of less than a majority of voting members of the Board of Directors.

- H. Voting: At a meeting of the Board of Directors, each Board member has one vote. The majority vote of the Board members present and constituting a quorum shall constitute the decision of the Board. ~~The vote of a majority of the Directors present at any meeting at which there is a quorum shall be the acts of the Board, except as a larger vote may be required by the laws of the State of Michigan, these Bylaws or the Articles of Incorporation.~~ If a Director abstains from a vote, their presence shall not count toward the determination of whether a quorum is present. Ordinary voting shall take place by voice vote or raised hands. If confidentiality is required, a paper ballot shall be provided. Proxy and absentee voting is prohibited in all circumstances.
- I. Voting by Email: Email voting is permitted under the following conditions: All Directors must receive the email setting forth the proposal. The proposal may be in the form of a consent resolution document attached to the email or it may be described in the text of the email. A proposal may be adopted by email voting only if Directors provide a clear “yes or no” response, without modifying the proposal in any way or casting any doubt on their support of the proposal. The proposal email and, if applicable, consent resolution, and every email response shall be printed and maintained with the official minutes of the Board of Directors.
- J. Meeting Options: Members of the Board of Directors or any committee designated by the Board may participate in a meeting of the Board or committee by means of a conference telephone call or similar communications equipment by which all persons participating in the meeting can hear each other at the same time and participation by such means shall constitute presence in person at the meeting. Any action required or permitted to be taken at a meeting of the Board of Directors may be taken without a meeting by written consent or Resolution setting forth the action taken, signed by all the Board members and such written consent shall have the same effect as a unanimous vote taken at a duly called meeting.
- K. Actions without a Meeting: Any action by the Board of Directors may be taken without a meeting if all members of the Board of Directors individually or collectively consent in writing to this action. Such written consent or consents shall be filed with the minutes of the proceedings of the Board of Directors through the Secretary. Written consent may be conveyed electronically.
- L. Presumption of Assent: A Board member who is present at a meeting of the Board of Directors at which action on any corporate matter is taken shall be presumed to have assented to the action taken, unless such dissent shall be entered in the minutes of the meeting or unless the Board member shall file a written dissent to such action with the person acting as the Secretary of the meeting before the adjournment thereof or shall forward such dissent by registered mail to the President of the Board of Directors immediately after the adjournment of the meeting. Such right to dissent shall not apply to

a Board member who voted in favor of such action.

Article 10: BOARD PROTOCOLS

- A. **Manner of Decision-Making:** The UPAWS Board of Directors shall adhere to The Standard Code of Parliamentary Procedure (commonly referred to as Sturgis). All matters shall be fully discussed and a reasonable attempt shall be made to secure unanimous agreement but the final decision will be by majority vote. The President will not vote except in the case of a tie-vote.
- B. **Committees:** The Board of Directors may establish such standing or special committees from time to time as it shall deem appropriate and shall define the powers and responsibilities of such committees. The President shall confirm or appoint committee Chairpersons. It shall be the responsibility of each chairperson to fill the committee. All committees must consist of a minimum of 4 members, including the Chairperson.
- a. **Standing Committees:** The President may Chair any standing committee(s) and shall serve as an ex-officio member of all remaining committees. Standing Committees shall consist of:
 - i. Board Development (The Vice President shall serve as Chairperson)
 - ii. Finance (The Treasurer shall serve as Chairperson)
 - iii. Fundraising
 - iv. Strategic Planning
 - v. Policy/Bylaw
 - vi. Personnel (The President shall serve as Chairperson)
 - b. **Special Committees:** Special committees may be appointed by the President or the Board of Directors. Any special committee shall be dissolved as soon as it has fulfilled its function.
- C. **Chain of Command:** Board Members shall follow the UPAWS Personnel Policies and Procedures under Chain of Command when concerns, complaints or issues, which need to be resolved, are brought to their attention by an employee. Individual complaints should not be brought to the Board of Directors, as a body or individually, until the steps in the Chain of Command have been exhausted. Board Members shall direct employees to the appropriate individual for addressing concerns, complaints or related issues.
- D. **Conflict or Duality of Interest:** Board members shall observe all appropriate standards and regulations designated to avoid conflicts of interest. At all meetings of the Board of Directors, any Director having a relevant ownership interest in any contracts or other arrangements being considered by the Board of Directors shall disclose the conflict or duality of interest and excuse him/herself during the deliberation. Volunteer activities with other charities may also be considered a conflict or duality of interest, depending upon the circumstances. Any Director having a relationship with another

charitable organization with which contracts or other arrangements are being considered by the Board of Directors shall disclose the relationship and ask the remaining directors to determine whether a conflict or duality of interest shall prevent the Director from participating in the discussion and/or vote regarding the issue. The remaining Directors shall consider the extent of the relationship between the Director and the charitable organization and the likelihood that the type of contract or arrangement being considered would benefit the Director. All Directors shall complete and submit a conflict of interest form at the annual appointment meeting.

- E. Liability of Board Members: The Board shall maintain Directors/Officers Liability Insurance to protect Directors and Officers in the event of any actual or alleged error, misstatement, omission, misleading statement, or breach of duty. Directors shall have neither responsibility nor authority with respect to corporate affairs and shall not be liable for its debts, liabilities or obligations. A Board member shall not be personally liable for monetary damages for breach of fiduciary duty as a Board member unless;
 - a. The Board member has breached or failed to perform the duties of the Board member's office as provided in the Articles of Incorporation, and
 - b. The breach or failure to perform constitutes willful misconduct or recklessness.

- F. Compensation, Reimbursement, Per Diem: Board Members shall receive no compensation for their services on the Board of Directors. Board members shall not be eligible for reimbursement except as authorized by the Board of Directors. Per Diem and reimbursement for travel expenses may be paid for any travel required to attend business of UPAWS per the policies applicable to employees of UPAWS. The Board of Directors may provide for reasonable compensation to a Board Member for services which are beyond the scope of his or her duties as a Board Member.

- G. Order of Business: The normal order of business of the Board of Directors, which may be varied by a motion duly adopted by the Board of Directors, shall be:
 - a. Call to Order / Attendance

- b. Public Comment
- c. Approval of the Agenda
- d. Approval of the Meeting Minutes of the previous Meeting
- e. Unfinished business
- f. New business
- g. Communications
- h. President's Report
- i. Treasurer's Report
- j. Executive Director's Report
- k. Committee Reports
- l. Public Comment
- m. Board Comment
- n. Adjournment


Article 11: ANNUAL REPORT

- A. The Board of Directors shall ensure the preparation and distribution of an Annual Report of the operations and activities of UPAWS the fiscal year preceding the Annual Meeting. The Board of Directors shall review, adopt, and if necessary, revise the report for submittal to the community within 14 calendar days prior to the Annual Meeting.
- B. The Annual Report shall identify:
 - a. A summary of the activities of the prior fiscal year;
 - b. The financial condition of UPAWS;
 - c. The condition of the Shelter facility;
 - d. A summary of the services provided;
 - e. Any significant problems and accomplishments; and
 - f. Plans for the future.

Article 12: AMENDMENTS

These Bylaws may be amended, altered, restated, changed, added to, repealed or temporarily suspended at any regular or special meeting by the affirmative vote of not less than two-thirds vote of the entire Board, provided written notice of the proposed amendment was provided to all Board members at least ~~seven (7) ten-~~ ~~(10)~~ **seven (7)** calendar days prior to the meeting. The Bylaws, as amended, will receive final approval by the Board of Directors.

Article 13: CERTIFICATION

I, , as President of the UPAWS Board of Directors hereby certify that at a duly called meeting of the Board of Directors, held on ~~February 26, 2025~~ ~~March 28, 2022~~ **February 26, 2025**; the Board of Directors adopted by consensus the foregoing By-Laws, a quorum being present.

Proposal from Personnel Committee

Over the past month, the Personnel Committee has met to review all current job descriptions and associated costs. In addition, we also reviewed two previously proposed job descriptions and their related costs. After this review, it was determined that the best course of action for overall operational efficiency was to alter some of the descriptions as well as add positions. This restructuring will allow us to better serve our animals and our community and move UPAWS forward by offering more community services and using the Vet Center as designed.

- Shelter Support Specialist – New position. This person would function as a Coordinator (when needed) but also replace the Maintenance person. Job Description has been proposed.
- Coordinator (FT) – Current position. Duties remain the same as listed in the previous job description.
- Vet Tech – Reduced to PT from FT: Hire a PT vet tech to organize and maintain the Vet Center. (See draft of revised job description.) This person would be able to assist with in-house spays/neuters to eliminate the need to drive our animals to and from outside vet clinics for their surgeries. Not only would this decrease our expenses for these surgeries, but it would significantly reduce stress for our animals. In addition, with this addition of this position, we would be able to take advantage of multiple vets in the area who have offered to volunteer in the Center taking care of our animals.
- Animal Behavioral Care Coordinator – New title for an existing position with a slight wage increase. This would formalize the duties/responsibilities of a staff member to ensure that animals requiring some intervention obtain the needed attention. Job description has been proposed.

Once the Vet Center is fully operational, we have an opportunity for another revenue stream. Not only would our spay/neuter expenses be reduced by 50% (this would reduce our expense by **\$15,000**) but we would also be able to offer services to our community's animals and their owners. Merely by hosting rabies and microchip clinics, we would be able to increase revenue by over **\$3,500** with an added expense for these two items of \$1206.

To summarize:

<p>Expenses would increase</p> <ul style="list-style-type: none"> ● 17,869 for Wages, etc. ● \$1,206 for Supplies for clinics ● \$19,075 TOTAL INCREASE <p>Expenses would <i>decrease</i></p> <ul style="list-style-type: none"> ● \$34,000 (vet care, S/N expense, etc) ● -\$34,000 TOTAL DECREASE <p>-\$14,925 IN SAVINGS</p>	<p>Opportunity for Revenue</p> <ul style="list-style-type: none"> ● \$3,500 for clinics (microchip/rabies/Nail Trims) <p>\$3,500 TOTAL ADDITIONAL REVENUE</p>
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Bottom line is that we would be able to provide better care for our animals and utilize our Vet Center as we had planned since opening our shelter in January, 2019....6 long years ago.

Personnel Committee

UPAWS Treasurer's Report February 2025

Activities Since Last Report:

- Nothing significant to report

December 2024 Financial Reports:

The December 2024 financial reports are presented to the Board of Directors for acceptance after being reviewed by the Finance Committee via email.

- Checking balance is up due to an influx of donations at the end of the year and a transfer from the \$30,000 Money Market account.
- Overall revenue shows an unfavorable variance with the strongest in direct public support and fundraising revenue.
- The Reider distribution (4223) was recorded in 2025.
- Note that any items we budget for that are transfers between UPAWS assets (endowment fund, Dixon fund, MCCF) will likely not show as revenue as these transactions would be an equivalent increase and decrease to accounts on our books. For example, if we receive a \$20,000 distribution from the Dixon fund, it's really a transfer from the Dixon balance (1702) to checking (1010). I am working with the accountant to get a separate report showing these activities.
- Overall expense has about a \$20,000 favorable variance which helps offset some of the revenue variance.

January 2025 Financial Reports:

The January 2025 financial reports are presented to the Board of Directors for acceptance after being reviewed by the Finance Committee via email.

- The January reports will look a little different as I am trying to use canned reports to make generation easy. The biggest change is in the YTD Budget to Actual report. The former variation showed the current month budget vs actual, a YTD budget to actual, and the annual budget. I'm replacing this with two reports: a YTD budget vs actual and a statement of activities to show the current month revenue and expense. What you won't see is the total annual budget but you can refer back to the budget spreadsheet.
- As always, a single month is hard to gauge financial performance but both revenue expenses are pretty close to budgeted amounts. As mentioned above, the Reider distribution was for 2024.

Respectfully submitted,
Chris Danik
Treasurer

Upper Peninsula Animal Welfare Shelter, Inc

Statement of Financial Position Comparison

As of December 31, 2024

	Total		
	As of Dec 31, 2024	As of Dec 31, 2023 (PY)	Change
ASSETS			
Current Assets			
Bank Accounts			
1010 Nicolet Checking	73,673.12	105,331.60	-31,658.48
1030 First Bank Money Market	397,805.42	479,403.41	-81,597.99
1031 Sallys Fund Money Market	51,224.12	28,815.78	22,408.34
1070 PayPal account	325.35	639.09	-313.74
1090 Cash in Drawer	333.78	333.78	0.00
Total Bank Accounts	\$ 523,361.79	\$ 614,523.66	-\$ 91,161.87
Accounts Receivable			
1200 *Accounts Receivable	27,616.59	24,326.58	3,290.01
1524 Capital Campaign Pledges	1,500.00	3,750.00	-2,250.00
Total Accounts Receivable	\$ 29,116.59	\$ 28,076.58	\$ 1,040.01
Other Current Assets			
1080 Petty Cash	400.00	400.00	0.00
1201 Inventory	8,536.37	6,171.29	2,365.08
1350 Fundraising Change Fund	300.00	300.00	0.00
1499 Undeposited Funds	3,519.01	3,783.60	-264.59
Total Other Current Assets	\$ 12,755.38	\$ 10,654.89	\$ 2,100.49
Total Current Assets	\$ 565,233.76	\$ 653,255.13	-\$ 88,021.37
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	11,787.61	0.00
1650 New Shelter-Furniture & Equip	94,464.04	94,464.04	0.00
1670 Accumulated Depreciation	-801,267.14	-661,355.68	-139,911.46
Total Fixed Assets	\$ 3,011,552.91	\$ 3,151,464.37	-\$ 139,911.46
Other Assets			
1074 WF Endowment Fund Investments	410,929.51	372,450.89	38,478.62
1078 Brokerage CDs at First Bank	301,295.90	300,959.50	336.40
1079 Sallys Fund Brokerage CDs	21,081.62	28,013.86	-6,932.24
1700 Beneficial Interest in MCCF	114,272.32	114,272.32	0.00
1702 Beneficial Interest-Dixon F B	633,568.86	612,672.65	20,896.21
Total Other Assets	\$ 1,481,148.21	\$ 1,428,369.22	\$ 52,778.99
TOTAL ASSETS	\$ 5,057,934.88	\$ 5,233,088.72	-\$ 175,153.84
LIABILITIES AND EQUITY			

Liabilities

Current Liabilities

Accounts Payable

2001 *Accounts Payable	5,094.78	12,438.36	-7,343.58
Total Accounts Payable	\$ 5,094.78	\$ 12,438.36	-\$ 7,343.58

Credit Cards

2005 Nicolet Bank Cards	2,750.43	2,927.16	-176.73
Total Credit Cards	\$ 2,750.43	\$ 2,927.16	-\$ 176.73

Other Current Liabilities

2020 Accrued Payroll	8,565.90	8,565.90	0.00
2025 Accrued Benefits	18,551.57	18,551.57	0.00
2100 FUTA	0.00	243.24	-243.24
2101 Federal Tax W/H Payable	923.23	851.23	72.00
2102 Medicare and SS Payable	2,567.80	2,259.86	307.94
2103 Michigan W/H Payable	1,436.36	2,431.90	-995.54
2104 Suta Tax Payable	268.00	351.00	-83.00

Total 2100 FUTA	\$ 5,195.39	\$ 6,137.23	-\$ 941.84
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2550 Sales Tax Payable	678.64	792.95	-114.31
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POS Tax Agency Payable	0.00	0.00	0.00
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Sales Tax Payable	0.00	68.07	-68.07
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Total POS Tax Agency Payable	\$ 0.00	\$ 68.07	-\$ 68.07
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State of Michigan Payable	0.00	-4,184.03	4,184.03
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Sales Tax Payable	0.00	3,945.99	-3,945.99
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Total State of Michigan Payable	\$ 0.00	-\$ 238.04	\$ 238.04
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Total Other Current Liabilities	\$ 32,991.50	\$ 33,877.68	-\$ 886.18
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Total Current Liabilities	\$ 40,836.71	\$ 49,243.20	-\$ 8,406.49
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Total Liabilities	\$ 40,836.71	\$ 49,243.20	-\$ 8,406.49
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Equity

3001 Beg Net Assets Temp Restricted	1,230,388.00	1,230,388.00	0.00
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3002 Beg net Assets Perm Restricted	294,517.00	294,517.00	0.00
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3040 Beg net Assets Unrestricted	95,970.45	95,970.45	0.00
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3900 Retained Earnings	3,563,809.39	3,654,843.35	-91,033.96
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Net Revenue	-167,586.67	-91,873.28	-75,713.39
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Total Equity	\$ 5,017,098.17	\$ 5,183,845.52	-\$ 166,747.35
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TOTAL LIABILITIES AND EQUITY	\$ 5,057,934.88	\$ 5,233,088.72	-\$ 175,153.84
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Upper Peninsula Animal Welfare Shelter, Inc

YTD Budget vs. Actual

December 2024

	Dec 2024	Budget	YTD Actual	YTD Budget	Annual Budget
Revenue					
4000 SHELTER REVENUE			\$ -	\$ -	\$ -
4005 Pet Adoptions	\$ 10,030.19	\$ 7,500.00	\$ 108,456.90	\$ 90,000.00	\$ 90,000.00
4010 Redeemed Animals	\$ 50.00	\$ 375.00	\$ 2,254.98	\$ 4,500.00	\$ 4,500.00
4012 Boarding Fee		\$ 333.33	\$ 1,709.20	\$ 4,000.00	\$ 4,000.00
4015 Vet/Optional Care	\$ 827.35	\$ 166.66	\$ 6,398.65	\$ 2,000.00	\$ 2,000.00
4017 Dog Park	\$ 120.00	\$ 333.33	\$ 2,995.13	\$ 4,000.00	\$ 4,000.00
4018 Rentals Revenue	\$ (50.00)	\$ 208.33	\$ 265.00	\$ 2,500.00	\$ 2,500.00
4020 Government Contracted Services		\$ 4,583.33	\$ 27,069.75	\$ 55,000.00	\$ 55,000.00
4030 Dog License Revenue		\$ 33.33	\$ 284.00	\$ 400.00	\$ 400.00
4031 Microchipping	\$ 60.00	\$ 166.66	\$ 891.65	\$ 2,000.00	\$ 2,000.00
4032 Nail Clipping / Grooming	\$ 205.00	\$ 350.00	\$ 4,023.97	\$ 4,200.00	\$ 4,200.00
4033 Community Spay/Neuter Revenue		\$ 416.66	\$ 3,474.98	\$ 5,000.00	\$ 5,000.00
4050 Miscellaneous Services		\$ 50.00	\$ 120.00	\$ 600.00	\$ 600.00
4060 Cremation Services Revenue	\$ 130.00	\$ 166.66	\$ 4,656.70	\$ 2,000.00	\$ 2,000.00
Total 4000 SHELTER REVENUE	\$ 11,372.54	\$ 14,683.29	\$ 162,600.91	\$ 176,200.00	\$ 176,200.00
4100 DIRECT PUBLIC SUPPORT			\$ -	\$ -	\$ -
4006 Pet Care Sponsorship	\$ 191.37	\$ 1,000.00	\$ 1,155.61	\$ 12,000.00	\$ 12,000.00
4008 Pet Promotion Sponsorship (deleted)		\$ 41.66	\$ -	\$ 500.00	\$ 500.00
4109 Pink Lady	\$ 100.00	\$ 166.66	\$ 905.00	\$ 2,000.00	\$ 2,000.00
4110 Donations	\$ 62,138.36	\$ 23,166.66	\$ 269,424.14	\$ 285,000.00	\$ 285,000.00
4120 Special Gifts (deleted)			\$ -	\$ -	\$ -
4123 Memorial Bricks/Tiles (deleted)	\$ 125.00	\$ 250.00	\$ 125.00	\$ 3,000.00	\$ 3,000.00
4125 Donated Svs/Material In Kind	\$ 1,736.00	\$ 1,666.66	\$ 14,463.00	\$ 20,000.00	\$ 20,000.00
4135 Bequests		\$ 6,250.00	\$ 64,828.33	\$ 75,000.00	\$ 75,000.00
4188 Naming Opportunities		\$ 2,500.00	\$ -	\$ 30,000.00	\$ 30,000.00
Total 4100 DIRECT PUBLIC SUPPORT	\$ 64,290.73	\$ 35,041.64	\$ 350,901.08	\$ 427,500.00	\$ 427,500.00
4156 GRANT REVENUE			\$ -	\$ -	\$ -
4157 General Grants		\$ 1,250.00	\$ 653.00	\$ 15,000.00	\$ 15,000.00
Total 4156 GRANT REVENUE	\$ -	\$ 1,250.00	\$ 653.00	\$ 15,000.00	\$ 15,000.00
4200 FUNDRAISING REVENUE			\$ -	\$ -	\$ -
4128 Misc/3rd Party Fundraisers	\$ 2,084.80	\$ 533.33	\$ 12,023.44	\$ 6,400.00	\$ 6,400.00
4140 Canisters	\$ 616.29	\$ 575.00	\$ 7,787.29	\$ 6,900.00	\$ 6,900.00
4143 Tadychs Receipts		\$ -	\$ -	\$ 7,200.00	\$ 7,200.00
4144 Cause for Paws	\$ 620.00	\$ -	\$ 11,703.50	\$ 26,600.00	\$ 26,600.00
4147 Strut Your Mutt	\$ 500.00	\$ -	\$ 9,259.34	\$ 20,550.00	\$ 20,550.00
4151 Raise The Woof	\$ 1,865.00	\$ -	\$ 4,785.60	\$ 6,800.00	\$ 6,800.00
4170 TUFT Golf Outing	\$ 500.00	\$ -	\$ 28,963.00	\$ 26,408.00	\$ 26,408.00
4197 Calendar	\$ 401.00	\$ 2,175.00	\$ 21,327.44	\$ 33,100.00	\$ 33,100.00

Total 4200 FUNDRAISING REVENUE	\$ 6,587.09	\$ 3,283.33	\$ 95,849.61	\$ 133,958.00	\$ 133,958.00
4500 OTHER Revenue	\$ 6.00		\$ 12.00	\$ -	\$ -
4205 Resale Items Revenue	\$ 11,675.76	\$ 3,333.33	\$ 42,786.58	\$ 40,000.00	\$ 40,000.00
4215 Interest Revenue	\$ 6,958.68	\$ 3,666.66	\$ 46,250.84	\$ 44,000.00	\$ 44,000.00
4220 Miscellaneous Revenue	\$ 18,791.62	\$ 83.33	\$ 37,261.50	\$ 1,000.00	\$ 1,000.00
4221 Endowment Fund Earnings		\$ 416.66	\$ -	\$ 5,000.00	\$ 5,000.00
4223 MCCF B.Reider Fund Distribution		\$ 1,750.00	\$ -	\$ 21,000.00	\$ 21,000.00
4227 Distribution from Dixon Estate	\$ -	\$ 2,583.33	\$ -	\$ 31,000.00	\$ 31,000.00
Total 4500 OTHER Revenue	\$ 37,432.06	\$ 11,833.31	\$ 126,310.92	\$ 142,000.00	\$ 142,000.00
46000 Merchandise Sales (deleted)			\$ (9.49)	\$ -	\$ -
Total Revenue	\$ 119,682.42	\$ 66,091.57	\$ 736,306.03	\$ 894,658.00	\$ 894,658.00
Gross Profit	\$ 119,682.42	\$ 66,091.57	\$ 736,306.03	\$ 894,658.00	\$ 894,658.00
Expenditures					
5000 Employee Expense			\$ -	\$ -	\$ -
5129 Employee Uniforms	\$ 271.33	\$ 83.33	\$ 599.49	\$ 1,000.00	\$ 1,000.00
5200 Payroll Expenses	\$ 140.00	\$ 16.66	\$ 1,724.00	\$ 200.00	\$ 200.00
5201 Wages & Salaries	\$ 30,665.06	\$ 31,263.45	\$ 380,335.87	\$ 406,422.33	\$ 406,422.33
5202 Overtime	\$ 781.24	\$ 666.66	\$ 7,222.35	\$ 8,000.00	\$ 8,000.00
5203 Bonuses	\$ 5,975.00	\$ 1,166.66	\$ 8,125.00	\$ 14,000.00	\$ 14,000.00
5225 Simple Plan Employer	\$ 224.12	\$ 225.00	\$ 2,388.26	\$ 2,700.00	\$ 2,700.00
5230 Michigan Unemployment Payable	\$ 80.99	\$ 491.13	\$ 2,156.00	\$ 5,893.12	\$ 5,893.12
5235 Employer Social Security	\$ 2,320.13	\$ 2,099.83	\$ 24,532.35	\$ 25,198.18	\$ 25,198.18
5240 Employer Medicare	\$ 542.62	\$ 474.26	\$ 5,737.41	\$ 5,689.91	\$ 5,689.91
5245 Worker's Compensation	\$ 254.00	\$ 366.66	\$ 3,720.00	\$ 4,400.00	\$ 4,400.00
5246 Employee Relations		\$ 416.66	\$ 1,680.70	\$ 5,000.00	\$ 5,000.00
5248 Health Ben / Dental / Vision (deleted)	\$ 87.93	\$ 366.66	\$ 3,532.96	\$ 4,400.00	\$ 4,400.00
5250 Employee Benefits			\$ 8,095.56	\$ -	\$ -
Total 5000 Employee Expense	\$ 41,342.42	\$ 37,636.96	\$ 449,849.95	\$ 482,903.54	\$ 482,903.54
5500 OPERATING EXPENSE			\$ -	\$ -	\$ -
5009 Phone/Network Access	\$ 362.72	\$ 358.33	\$ 4,423.02	\$ 4,300.00	\$ 4,300.00
5011 Merchant Service Fees	\$ (206.55)	\$ 500.00	\$ 7,770.48	\$ 6,000.00	\$ 6,000.00
5012 Bank Service Charges		\$ 4.16	\$ -	\$ 50.00	\$ 50.00
5050 Utilities	\$ 3,620.57	\$ 3,166.66	\$ 33,693.47	\$ 38,000.00	\$ 38,000.00
5100 Cleaning Supplies	\$ 175.50	\$ 500.00	\$ 2,497.19	\$ 6,000.00	\$ 6,000.00
5102 Animal Supplies/Equipment	\$ 404.39	\$ 500.00	\$ 13,859.78	\$ 6,000.00	\$ 6,000.00
5105 Repairs/Maintenance	\$ 1,061.11	\$ 1,083.33	\$ 11,182.60	\$ 13,000.00	\$ 13,000.00
5106 Garbage/Snow Removal	\$ 1,042.59	\$ 625.00	\$ 7,472.98	\$ 7,500.00	\$ 7,500.00
5115 Office Supplies/Postage	\$ 336.13	\$ 500.00	\$ 6,783.65	\$ 6,000.00	\$ 6,000.00
5116 Postage (deleted)			\$ -	\$ -	\$ -
5117 Community Spay/Neuter Expense	\$ 684.49	\$ 583.33	\$ 6,665.06	\$ 7,000.00	\$ 7,000.00
5119 Small Equipment		\$ 416.66	\$ -	\$ 5,000.00	\$ 5,000.00
5120 Building/Auto Insurance		\$ 2,916.66	\$ 35,510.51	\$ 35,000.00	\$ 35,000.00
5125 Food	\$ 1,708.25	\$ 1,000.00	\$ 11,420.49	\$ 12,000.00	\$ 12,000.00

5127 Microchips		\$ 275.00	\$ 6,371.99	\$ 3,300.00	\$ 3,300.00
5130 Medical Supplies-Vaccines	\$ 1,112.03	\$ 1,250.00	\$ 18,075.97	\$ 22,000.00	\$ 22,000.00
5135 Vet Care	\$ 873.50	\$ 3,750.00	\$ 41,521.70	\$ 45,000.00	\$ 45,000.00
5140 Spay & Neuter Expense	\$ 987.50	\$ 2,750.00	\$ 41,211.19	\$ 33,000.00	\$ 33,000.00
5145 Vehicle	\$ 138.35	\$ 125.00	\$ 2,372.03	\$ 1,500.00	\$ 1,500.00
5146 Dog License Expense		\$ 37.50	\$ 110.00	\$ 450.00	\$ 450.00
5150 Mileage	\$ 243.21	\$ 83.33	\$ 1,732.86	\$ 1,000.00	\$ 1,000.00
5160 Depreciation	\$ 13,411.46	\$ 11,703.05	\$ 139,911.46	\$ 140,436.60	\$ 140,436.60
5165 Cash over/short	\$ 4.69	\$ 8.33	\$ 65.88	\$ 100.00	\$ 100.00
5530 Cremation Services Expense	\$ 554.70	\$ 250.00	\$ 5,756.10	\$ 3,000.00	\$ 3,000.00
6138 Pink Lady Expense		\$ 166.66	\$ 4,866.03	\$ 2,000.00	\$ 2,000.00
6539 Computer Software	\$ 575.30	\$ 583.33	\$ 6,228.98	\$ 7,000.00	\$ 7,000.00
6565 IT Consulting	\$ 361.45	\$ 225.00	\$ 2,614.45	\$ 2,700.00	\$ 2,700.00
Total 5500 OPERATING EXPENSE	\$ 27,451.39	\$ 33,361.33	\$ 412,117.87	\$ 407,336.60	\$ 407,336.60
5550 GRANT EXPENSE			\$ -	\$ -	\$ -
5551 General Grants		\$ 83.33	\$ -	\$ 1,000.00	\$ 1,000.00
Total 5550 GRANT EXPENSE	\$ -	\$ 83.33	\$ -	\$ 1,000.00	\$ 1,000.00
5600 FUNDRAISING EXPENSE			\$ -	\$ -	\$ -
6307 Calendar Expense	\$ 1,436.00	\$ -	\$ 2,360.98	\$ 4,850.00	\$ 4,850.00
6311 Cause for Paws Expense	\$ 35.86	\$ -	\$ 5,304.60	\$ 5,580.00	\$ 5,580.00
6315 Misc/3rd Party Fund Expense		\$ 8.33	\$ 530.92	\$ 100.00	\$ 100.00
6317 Raise The Woof Expense	\$ 35.86	\$ -	\$ 1,554.28	\$ 1,800.00	\$ 1,800.00
6324 Miscellaneous Expenses	\$ 50.00		\$ 900.17	\$ -	\$ -
6330 TUFT Golf Outing Expense	\$ 35.85	\$ -	\$ 12,004.44	\$ 10,107.00	\$ 10,107.00
6550 Strut Your Mutt Expense	\$ 35.85	\$ -	\$ 1,567.74	\$ 3,636.00	\$ 3,636.00
6551 Canisters Expense		\$ 20.83	\$ 265.50	\$ 250.00	\$ 250.00
Total 5600 FUNDRAISING EXPENSE	\$ 1,629.42	\$ 29.16	\$ 24,488.63	\$ 26,323.00	\$ 26,323.00
6000 OTHER EXPENSE			\$ -	\$ -	\$ -
5142 Volunteer Program	\$ 40.00	\$ 100.00	\$ 822.25	\$ 1,200.00	\$ 1,200.00
6313 Direct Solicitations		\$ 900.00	\$ 5,155.96	\$ 10,800.00	\$ 10,800.00
6503 Community Outreach	\$ 114.71	\$ 166.66	\$ 976.02	\$ 2,000.00	\$ 2,000.00
6504 Memorial Bricks/Tiles (deleted)		\$ 166.66	\$ -	\$ 2,000.00	\$ 2,000.00
6505 Professional Fees	\$ 4,020.00	\$ 2,333.33	\$ 29,444.27	\$ 28,000.00	\$ 28,000.00
6510 Publications	\$ 5,312.39	\$ 833.33	\$ 10,756.16	\$ 10,000.00	\$ 10,000.00
6511 Pet Promotion Expense	\$ 129.36	\$ 150.00	\$ 1,119.31	\$ 1,800.00	\$ 1,800.00
6515 Promotions & Advertising	\$ 75.84	\$ 83.33	\$ 917.01	\$ 1,000.00	\$ 1,000.00
6525 Resale Items Expense	\$ 6,608.04	\$ 1,666.66	\$ 26,241.03	\$ 20,000.00	\$ 20,000.00
6530 Conferences / Training	\$ 20.00	\$ 333.33	\$ 4,574.58	\$ 4,000.00	\$ 4,000.00
6532 Donor Development	\$ 234.33	\$ 83.33	\$ 543.07	\$ 1,000.00	\$ 1,000.00
6533 Strategic Planning		\$ 83.33	\$ -	\$ 1,000.00	\$ 1,000.00
6535 Licenses, Dues, Permits & Fees		\$ 100.00	\$ 2,053.88	\$ 1,200.00	\$ 1,200.00
6540 Miscellaneous Expense		\$ 166.66	\$ 1,743.66	\$ 2,000.00	\$ 2,000.00
6561 Investment Expense	\$ 1,921.65	\$ 1,333.33	\$ 13,183.85	\$ 16,000.00	\$ 16,000.00

6688 Naming Opportunity Expense		\$ 50.00	\$ -	\$ 600.00	\$ 600.00
Total 6000 OTHER EXPENSE	\$ 18,476.32	\$ 8,549.95	\$ 97,531.05	\$ 102,600.00	\$ 102,600.00
Total Expenditures	\$ 88,899.55	\$ 79,660.73	\$ 983,987.50	\$ 1,020,163.14	\$ 1,020,163.14
Net Operating Revenue	\$ 30,782.87	\$ (13,569.16)	\$ (247,681.47)	\$ (125,505.14)	\$ (125,505.14)
Other Revenue					
4226 Change in Value-Dixon Trust	\$ (13,520.54)		\$ 43,244.81	\$ -	\$ -
4300 Unrealized Gain/Loss	\$ (27,746.03)		\$ 20,722.69	\$ -	\$ -
4400 RESTRICTED REVENUE			\$ -	\$ -	\$ -
7300 New Shelter			\$ -	\$ -	\$ -
4219 New Shelter Revenue			\$ 500.00	\$ -	\$ -
Total 7300 New Shelter	\$ -	\$ -	\$ 500.00	\$ -	\$ -
7400 SALLY'S FUND			\$ -	\$ -	\$ -
4218 Sally's Fund Revenue	\$ 500.00		\$ 24,052.48	\$ -	\$ -
6518 Sally's Fund Expense	\$ (801.43)		\$ (8,425.18)	\$ -	\$ -
Total 7400 SALLY'S FUND	\$ (301.43)	\$ -	\$ 15,627.30	\$ -	\$ -
Total 4400 RESTRICTED REVENUE	\$ (301.43)	\$ -	\$ 16,127.30	\$ -	\$ -
Total Other Revenue	\$ (41,568.00)	\$ -	\$ 80,094.80	\$ -	\$ -
Net Other Revenue	\$ (41,568.00)	\$ -	\$ 80,094.80	\$ -	\$ -
Net Revenue	\$ (10,785.13)	\$ (13,569.16)	\$ (167,586.67)	\$ (125,505.14)	\$ (125,505.14)

Upper Peninsula Animal Welfare Shelter

Days Cash On Hand as of December 2024

	Cash Less Restricted Funds*	Annual Expense	Daily Expense	Days Cash on Hand	
2024	\$500,454.26	\$872,726.54	\$2,391.03	209	(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, Inc

Statement of Financial Position Comparison

As of January 31, 2025

	TOTAL		
	AS OF JAN 31, 2025	AS OF JAN 31, 2024 (PY)	CHANGE
ASSETS			
Current Assets			
Bank Accounts			
1000 Wells Fargo-Checking	0.00	0.00	0.00
1010 Nicolet Checking	105,952.95	99,303.47	6,649.48
1030 First Bank Money Market	396,640.54	482,682.62	-86,042.08
1031 Sallys Fund Money Market	50,957.48	36,141.06	14,816.42
1070 PayPal account	311.38	406.96	-95.58
1090 Cash in Drawer	333.78	333.78	0.00
Total Bank Accounts	\$554,196.13	\$618,867.89	\$ -64,671.76
Accounts Receivable			
1200 *Accounts Receivable	11,490.28	22,158.02	-10,667.74
1524 Capital Campaign Pledges	1,350.00	4,050.00	-2,700.00
Total Accounts Receivable	\$12,840.28	\$26,208.02	\$ -13,367.74
Other Current Assets			
1080 Petty Cash	400.00	400.00	0.00
1201 Inventory	5,914.92	8,796.94	-2,882.02
1350 Fundraising Change Fund	300.00	300.00	0.00
1499 Undeposited Funds	0.00	0.00	0.00
1500 Stripe - Photo Contest	0.00	0.00	0.00
1510 Stripe - Strutt Your Mutt	0.00	0.00	0.00
1540 Allowance for Uncol Promises	0.00	0.00	0.00
1550 Discount-CC Pledges Receivable	0.00	0.00	0.00
1606 Allowance for Uncollectible A/R	0.00	0.00	0.00
1607 Employee loan	0.00	0.00	0.00
Total Other Current Assets	\$6,614.92	\$9,496.94	\$ -2,882.02
Total Current Assets	\$573,651.33	\$654,572.85	\$ -80,921.52
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	11,787.61	0.00
1650 New Shelter-Furniture & Equip	94,464.04	94,464.04	0.00
1670 Accumulated Depreciation	-812,492.10	-672,855.68	-139,636.42
Total Fixed Assets	\$3,000,327.95	\$3,139,964.37	\$ -139,636.42
Other Assets			
1074 WF Endowment Fund Investments	421,103.75	372,450.89	48,652.86
1078 Brokerage CDs at First Bank	301,295.90	300,959.50	336.40
1079 Sallys Fund Brokerage CDs	21,081.62	21,013.86	67.76

Upper Peninsula Animal Welfare Shelter, Inc

Statement of Financial Position Comparison

As of January 31, 2025

	TOTAL		
	AS OF JAN 31, 2025	AS OF JAN 31, 2024 (PY)	CHANGE
1250 Thrivent Investment	0.00	0.00	0.00
1300 Bequest Receivable	0.00	0.00	0.00
1700 Beneficial Interest in MCCF	114,272.32	114,272.32	0.00
1702 Beneficial Interest-Dixon F B	631,795.20	610,707.65	21,087.55
9999 Point of Sale General Asset	0.00	0.00	0.00
Total Other Assets	\$1,489,548.79	\$1,419,404.22	\$70,144.57
TOTAL ASSETS	\$5,063,528.07	\$5,213,941.44	\$ -150,413.37
LIABILITIES AND EQUITY			
Liabilities			
Current Liabilities			
Accounts Payable			
2001 *Accounts Payable	1,982.66	13,156.32	-11,173.66
Total Accounts Payable	\$1,982.66	\$13,156.32	\$ -11,173.66
Credit Cards			
2005 Nicolet Bank Cards	5,161.99	5,080.89	81.10
Total Credit Cards	\$5,161.99	\$5,080.89	\$81.10
Other Current Liabilities			
2000 Accounts Payable	0.00	0.00	0.00
2002 AP-New Shelter Retainage	0.00	0.00	0.00
2020 Accrued Payroll	8,565.90	8,565.90	0.00
2025 Accrued Benefits	18,551.57	18,551.57	0.00
2100 FUTA	0.00	243.24	-243.24
2101 Federal Tax W/H Payable	0.00	0.00	0.00
2102 Medicare and SS Payable	0.00	0.00	0.00
2103 Michigan W/H Payable	1,127.66	1,076.56	51.10
2104 Suta Tax Payable	552.94	335.86	217.08
2107 Garnishment	0.00	0.00	0.00
2108 AFLAC pre-tax	0.00	0.00	0.00
2110 Direct Deposit Liabilities	0.00	0.00	0.00
2111 Simple Plan Payable	0.00	0.00	0.00
Total 2100 FUTA	1,680.60	1,655.66	24.94
2251 mBank Line of Credit	0.00	0.00	0.00
2520 Gift Certificates Outstanding	0.00	0.00	0.00
2550 Sales Tax Payable	0.00	792.95	-792.95
POS Tax Agency Payable	0.00	0.00	0.00
Sales Tax Payable	0.00	68.07	-68.07
Total POS Tax Agency Payable	0.00	68.07	-68.07
Sales Tax Agency Payable	0.00	0.00	0.00
State of Michigan Payable	123.31	-4,685.56	4,808.87
Sales Tax Payable	0.00	3,945.99	-3,945.99

Upper Peninsula Animal Welfare Shelter, Inc

Statement of Financial Position Comparison

As of January 31, 2025

	TOTAL		
	AS OF JAN 31, 2025	AS OF JAN 31, 2024 (PY)	CHANGE
Total State of Michigan Payable	123.31	-739.57	862.88
Total Other Current Liabilities	\$28,921.38	\$28,894.58	\$26.80
Total Current Liabilities	\$36,066.03	\$47,131.79	\$ -11,065.76
Long-Term Liabilities			
2300 Mortgage-New Shelter	0.00	0.00	0.00
Total Long-Term Liabilities	\$0.00	\$0.00	\$0.00
Total Liabilities	\$36,066.03	\$47,131.79	\$ -11,065.76
Equity			
3000 Opening Bal Equity	0.00	0.00	0.00
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	3,396,222.72	3,562,970.07	-166,747.35
Net Revenue	10,363.87	-17,035.87	27,399.74
Total Equity	\$5,027,462.04	\$5,166,809.65	\$ -139,347.61
TOTAL LIABILITIES AND EQUITY	\$5,063,528.07	\$5,213,941.44	\$ -150,413.37

Upper Peninsula Animal Welfare Shelter, Inc

Statement of Activity

January 2025

	TOTAL
Revenue	
4000 SHELTER REVENUE	
4005 Pet Adoptions	5,384.09
4010 Redeemed Animals	150.00
4012 Boarding Fee	50.00
4015 Vet/Optional Care	168.00
4018 Rentals Revenue	0.00
4031 Microchipping	100.00
4032 Nail Clipping / Grooming	415.00
4033 Community Spay/Neuter Revenue	5,801.34
4050 Miscellaneous Services	-30.00
4060 Cremation Services Revenue	130.00
Total 4000 SHELTER REVENUE	12,168.43
4100 DIRECT PUBLIC SUPPORT	
4006 Pet Care Sponsorship	10.70
4109 Pink Lady	25.00
4110 Donations	29,315.76
4125 Donated Svs/Material In Kind	1,562.00
Total 4100 DIRECT PUBLIC SUPPORT	30,913.46
4200 FUNDRAISING REVENUE	
4128 Misc/3rd Party Fundraisers	1,135.69
4140 Canisters	558.87
4144 Cause for Paws	500.00
4147 Strut Your Mutt	500.00
4151 Raise The Woof	4,582.00
4170 TUFT Golf Outing	3,808.00
4183 Rescue Raffle	0.00
4197 Calendar	62.00
Total 4200 FUNDRAISING REVENUE	11,146.56
4500 OTHER Revenue	
4205 Resale Items Revenue	2,007.27
4215 Interest Revenue	-1,137.90
4220 Miscellaneous Revenue	-1,521.48
4223 MCCF B.Reider Fund Distribution	22,249.27
Total 4500 OTHER Revenue	21,597.16
Resale Items Revenue (deleted)	0.00
Total Revenue	\$75,825.61
GROSS PROFIT	\$75,825.61

Upper Peninsula Animal Welfare Shelter, Inc

Statement of Activity

January 2025

	TOTAL
Expenditures	
5000 Employee Expense	
5200 Payroll Expenses	165.00
5201 Wages & Salaries	29,677.94
5202 Overtime	1,079.81
5225 Simple Plan Employer	186.70
5230 Michigan Unemployment Payable	552.94
5235 Employer Social Security	1,907.00
5240 Employer Medicare	445.97
5245 Worker's Compensation	468.00
5246 Employee Relations	1,293.23
5248 Health Ben / Dental / Vision (deleted)	0.00
5250 Employee Benefits	602.33
Total 5000 Employee Expense	36,378.92
5500 OPERATING EXPENSE	
5009 Phone/Network Access	362.71
5011 Merchant Service Fees	452.98
5050 Utilities	3,758.18
5100 Cleaning Supplies	341.00
5102 Animal Supplies/Equipment	304.00
5105 Repairs/Maintenance	201.84
5106 Garbage/Snow Removal	1,132.32
5115 Office Supplies/Postage	517.34
5119 Small Equipment	2,145.42
5120 Building/Auto Insurance	2,442.75
5125 Food	1,378.75
5130 Medical Supplies-Vaccines	1,712.14
5135 Vet Care	3,243.61
5140 Spay & Neuter Expense	2,225.00
5145 Vehicle	104.47
5150 Mileage	93.52
5160 Depreciation	11,224.96
5530 Cremation Services Expense	237.45
6539 Computer Software	745.30
Total 5500 OPERATING EXPENSE	32,623.74
5600 FUNDRAISING EXPENSE	
6307 Calendar Expense	8.20
6311 Cause for Paws Expense	1,930.93
6317 Raise The Woof Expense	1,205.99
6324 Miscellaneous Expenses	16.94
Total 5600 FUNDRAISING EXPENSE	3,162.06

Upper Peninsula Animal Welfare Shelter, Inc

Statement of Activity

January 2025

	TOTAL
6000 OTHER EXPENSE	
5142 Volunteer Program	75.00
6503 Community Outreach	57.39
6511 Pet Promotion Expense (deleted)	0.00
6515 Promotions & Advertising	252.51
6525 Resale Items Expense	3,468.97
6530 Conferences / Training	20.00
6532 Donor Development	654.75
6540 Miscellaneous Expense	10.19
6561 Investment Expense	1,322.47
Total 6000 OTHER EXPENSE	5,861.28
Total Expenditures	\$78,026.00
NET OPERATING REVENUE	\$ -2,200.39
Other Revenue	
4300 Unrealized Gain/Loss	10,956.91
4400 RESTRICTED REVENUE	
7400 SALLY'S FUND	
4218 Sally's Fund Revenue	1,900.00
6518 Sally's Fund Expense	-292.65
Total 7400 SALLY'S FUND	1,607.35
Total 4400 RESTRICTED REVENUE	1,607.35
Total Other Revenue	\$12,564.26
NET OTHER REVENUE	\$12,564.26
NET REVENUE	\$10,363.87

Upper Peninsula Animal Welfare Shelter, Inc

Budget vs. Actuals: UPAWS 2025 Budget - FY25 P&L

January 2025

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Revenue				
4000 SHELTER REVENUE				
4005 Pet Adoptions	5,384.09	7,916.66	-2,532.57	68.01 %
4010 Redeemed Animals	150.00	375.00	-225.00	40.00 %
4012 Boarding Fee	50.00	291.66	-241.66	17.14 %
4015 Vet/Optional Care	168.00	458.34	-290.34	36.65 %
4017 Dog Park		375.00	-375.00	
4018 Rentals Revenue	0.00	208.34	-208.34	0.00 %
4020 Government Contracted Services		4,166.66	-4,166.66	
4030 Dog License Revenue		33.34	-33.34	
4031 Microchipping	100.00	166.66	-66.66	60.00 %
4032 Nail Clipping / Grooming	415.00	375.00	40.00	110.67 %
4033 Community Spay/Neuter Revenue	5,801.34	416.66	5,384.68	1,392.34 %
4050 Miscellaneous Services	-30.00	41.66	-71.66	-72.01 %
4060 Cremation Services Revenue	130.00	250.00	-120.00	52.00 %
Total 4000 SHELTER REVENUE	12,168.43	15,074.98	-2,906.55	80.72 %
4100 DIRECT PUBLIC SUPPORT				
4006 Pet Care Sponsorship	10.70	833.34	-822.64	1.28 %
4109 Pink Lady	25.00	166.66	-141.66	15.00 %
4110 Donations	29,315.76	23,000.00	6,315.76	127.46 %
4125 Donated Svs/Material In Kind	1,562.00	1,666.66	-104.66	93.72 %
4135 Bequests		6,250.00	-6,250.00	
4188 Naming Opportunities		1,958.34	-1,958.34	
Total 4100 DIRECT PUBLIC SUPPORT	30,913.46	33,875.00	-2,961.54	91.26 %
4156 GRANT REVENUE				
4157 General Grants		1,250.00	-1,250.00	
Total 4156 GRANT REVENUE		1,250.00	-1,250.00	
4200 FUNDRAISING REVENUE				
4128 Misc/3rd Party Fundraisers	1,135.69	625.00	510.69	181.71 %
4140 Canisters	558.87	625.00	-66.13	89.42 %
4143 Tadychs Receipts		416.66	-416.66	
4144 Cause for Paws	500.00	4,000.00	-3,500.00	12.50 %
4147 Strut Your Mutt	500.00	0.00	500.00	
4151 Raise The Woof	4,582.00	6,610.00	-2,028.00	69.32 %
4170 TUFT Golf Outing	3,808.00	0.00	3,808.00	
4183 Rescue Raffle	0.00		0.00	
4197 Calendar	62.00	0.00	62.00	
Total 4200 FUNDRAISING REVENUE	11,146.56	12,276.66	-1,130.10	90.79 %
4500 OTHER Revenue				
4205 Resale Items Revenue	2,007.27	3,333.34	-1,326.07	60.22 %
4215 Interest Revenue	-1,137.90	2,608.34	-3,746.24	-43.63 %
4220 Miscellaneous Revenue	-1,521.48	83.34	-1,604.82	-1,825.63 %
4221 Endowment Fund Earnings		1,500.00	-1,500.00	

Upper Peninsula Animal Welfare Shelter, Inc

Budget vs. Actuals: UPAWS 2025 Budget - FY25 P&L

January 2025

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
4223 MCCF B.Reider Fund Distribution	22,249.27	0.00	22,249.27	
4227 Distribution from Dixon Estate		0.00	0.00	
Total 4500 OTHER Revenue	21,597.16	7,525.02	14,072.14	287.00 %
Resale Items Revenue (deleted)	0.00		0.00	
Total Revenue	\$75,825.61	\$70,001.66	\$5,823.95	108.32 %
GROSS PROFIT	\$75,825.61	\$70,001.66	\$5,823.95	108.32 %
Expenditures				
5000 Employee Expense				
5129 Employee Uniforms		83.34	-83.34	
5200 Payroll Expenses	165.00	152.00	13.00	108.55 %
5201 Wages & Salaries	29,677.94	33,007.54	-3,329.60	89.91 %
5202 Overtime	1,079.81	615.39	464.42	175.47 %
5203 Bonuses		833.34	-833.34	
5225 Simple Plan Employer	186.70	192.31	-5.61	97.08 %
5230 Michigan Unemployment Payable	552.94	469.23	83.71	117.84 %
5235 Employer Social Security	1,907.00	2,046.47	-139.47	93.18 %
5240 Employer Medicare	445.97	478.61	-32.64	93.18 %
5245 Worker's Compensation	468.00	366.66	101.34	127.64 %
5246 Employee Relations	1,293.23	291.66	1,001.57	443.40 %
5248 Health Ben / Dental / Vision (deleted)	0.00		0.00	
5250 Employee Benefits	602.33	1,225.00	-622.67	49.17 %
Total 5000 Employee Expense	36,378.92	39,761.55	-3,382.63	91.49 %
5500 OPERATING EXPENSE				
5009 Phone/Network Access	362.71	341.66	21.05	106.16 %
5011 Merchant Service Fees	452.98	583.34	-130.36	77.65 %
5012 Bank Service Charges		4.16	-4.16	
5050 Utilities	3,758.18	3,166.66	591.52	118.68 %
5100 Cleaning Supplies	341.00	416.66	-75.66	81.84 %
5102 Animal Supplies/Equipment	304.00	500.00	-196.00	60.80 %
5105 Repairs/Maintenance	201.84	1,083.34	-881.50	18.63 %
5106 Garbage/Snow Removal	1,132.32	1,000.00	132.32	113.23 %
5115 Office Supplies/Postage	517.34	500.00	17.34	103.47 %
5117 Community Spay/Neuter Expense		583.34	-583.34	
5119 Small Equipment	2,145.42	250.00	1,895.42	858.17 %
5120 Building/Auto Insurance	2,442.75	1,000.00	1,442.75	244.28 %
5125 Food	1,378.75	833.34	545.41	165.45 %
5127 Microchips		275.00	-275.00	
5130 Medical Supplies-Vaccines	1,712.14	1,666.66	45.48	102.73 %
5135 Vet Care	3,243.61	3,500.00	-256.39	92.67 %
5140 Spay & Neuter Expense	2,225.00	2,500.00	-275.00	89.00 %
5145 Vehicle	104.47	125.00	-20.53	83.58 %
5146 Dog License Expense		33.34	-33.34	
5149 Vet Surgery Center		291.66	-291.66	

Upper Peninsula Animal Welfare Shelter, Inc

Budget vs. Actuals: UPAWS 2025 Budget - FY25 P&L

January 2025

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
5150 Mileage	93.52	166.66	-73.14	56.11 %
5160 Depreciation	11,224.96	11,500.00	-275.04	97.61 %
5165 Cash over/short		8.34	-8.34	
5530 Cremation Services Expense	237.45	333.34	-95.89	71.23 %
6138 Pink Lady Expense		166.66	-166.66	
6539 Computer Software	745.30	583.34	161.96	127.76 %
6565 IT Consulting		225.00	-225.00	
Total 5500 OPERATING EXPENSE	32,623.74	31,637.50	986.24	103.12 %
5550 GRANT EXPENSE				
5551 General Grants		41.66	-41.66	
Total 5550 GRANT EXPENSE		41.66	-41.66	
5600 FUNDRAISING EXPENSE				
6307 Calendar Expense	8.20	0.00	8.20	
6311 Cause for Paws Expense	1,930.93	0.00	1,930.93	
6315 Misc/3rd Party Fund Expense		33.34	-33.34	
6317 Raise The Woof Expense	1,205.99	2,075.00	-869.01	58.12 %
6324 Miscellaneous Expenses	16.94	83.34	-66.40	20.33 %
6330 TUFT Golf Outing Expense		0.00	0.00	
6550 Strut Your Mutt Expense		0.00	0.00	
6551 Canisters Expense		20.84	-20.84	
Total 5600 FUNDRAISING EXPENSE	3,162.06	2,212.52	949.54	142.92 %
6000 OTHER EXPENSE				
5142 Volunteer Program	75.00	100.00	-25.00	75.00 %
6313 Direct Solicitations		0.00	0.00	
6503 Community Outreach	57.39	166.66	-109.27	34.44 %
6505 Professional Fees		2,133.34	-2,133.34	
6510 Publications		0.00	0.00	
6511 Pet Promotion Expense (deleted)	0.00		0.00	
6515 Promotions & Advertising	252.51	233.34	19.17	108.22 %
6525 Resale Items Expense	3,468.97	2,000.00	1,468.97	173.45 %
6530 Conferences / Training	20.00	333.34	-313.34	6.00 %
6532 Donor Development	654.75	83.34	571.41	785.64 %
6533 Strategic Planning		300.00	-300.00	
6535 Licenses, Dues, Permits & Fees		41.66	-41.66	
6540 Miscellaneous Expense	10.19	166.66	-156.47	6.11 %
6561 Investment Expense	1,322.47	625.00	697.47	211.60 %
6688 Naming Opportunity Expense		25.00	-25.00	
Total 6000 OTHER EXPENSE	5,861.28	6,208.34	-347.06	94.41 %
Total Expenditures	\$78,026.00	\$79,861.57	\$ -1,835.57	97.70 %
NET OPERATING REVENUE	\$ -2,200.39	\$ -9,859.91	\$7,659.52	22.32 %
Other Revenue				
4300 Unrealized Gain/Loss	10,956.91		10,956.91	

Upper Peninsula Animal Welfare Shelter, Inc

Budget vs. Actuals: UPAWS 2025 Budget - FY25 P&L

January 2025

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
4400 RESTRICTED REVENUE				
7400 SALLY'S FUND				
4218 Sally's Fund Revenue	1,900.00		1,900.00	
6518 Sally's Fund Expense	-292.65		-292.65	
Total 7400 SALLY'S FUND	1,607.35		1,607.35	
Total 4400 RESTRICTED REVENUE	1,607.35		1,607.35	
Total Other Revenue	\$12,564.26	\$0.00	\$12,564.26	0.00%
NET OTHER REVENUE	\$12,564.26	\$0.00	\$12,564.26	0.00%
NET REVENUE	\$10,363.87	\$ -9,859.91	\$20,223.78	-105.11 %

Upper Peninsula Animal Welfare Shelter

Days Cash On Hand as of January 2025

	Cash Less Restricted Funds*	Annual Expense	Daily Expense	Days Cash on Hand	
2025	\$515,428.93	\$904,905.02	\$2,479.19	208	(Year to Date)
2024	\$500,454.26	\$872,726.54	\$2,391.03	209	
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.

February Shelter Update

- With Megan and Cathy leaving us for greener pastures, it left us short 2 caregivers. I am happy to report those positions have been filled by 2 really great ladies who started this past week and 2 weeks ago
- Michelle gave her 2 weeks notice last week. This job just isn't working out for her anymore and that is something we all can relate too. I wish her the best in wherever life takes her. That does mean we have to hire a new full time coordinator, but I have interviews set up for next Wednesday
- We teamed up with the Antrim County Animal Control in a transfer of 18 cats to UPAWS. They were at capacity and reached out for help so we are happy to be able to provide it. I am happy to report that as of now, all 18 cats have been adopted!
- Things are moving along with the Cause for Paws fundraising night. Nic is hard at work reaching out for donations and sponsorships. He was also spotted on multiple TV interviews this past week.
- Texas Roadhouse did a fundraising night for us on February 24th. They donated 10% of sales when people showed them the flyer from Facebook. We don't have totals yet but I am hoping for a great turnout! Some staff were even seen enjoying dinner!
- Big changes are coming to UPAWS and I am so excited to be a part of it. I want to thank the personnel and finance committee along with the board for their willingness to listen to me and grow my ideas for the future. It really is a wonderful thing when we can all work together towards a brighter future for UPAWS. Thank you all again!

January 2025		DOGS		CATS		OTHER	TOTAL	
	In Shelter	9		15		1	25	
	In Foster	32	0 in true foster	40	0 in true foster	4	76	
	TOTAL Beginning Count	41		55		5	101	
INTAKE		DOGS	PUPS <5 mos.	CATS	KITS <5 mos.	OTHER	TOTAL	YTD
	Owner Surrender	7	0	13	7	3	30	30
	Returned Adoption	3	0	1	0	0	4	4
	Stray (from Police, Public and Shelter Pickup)	14	0	9	3	0	26	26
	Born in Care	0	0	0	0	0	0	0
	Transferred from Other Shelters	1	0	11	12	0	24	24
	Special Hold/Service In	0	0	0	0	0	0	0
	Seized/Custody (Cruelty & Neglect)	0	0	0	0	0	0	0
	Total Intakes	25	0	34	22	3	84	84

OUTCOMES

Adoptions (shelter, foster home or special event)	23	0	29	5	2	59	59
Total Adoptions YTD	23	0	29	5	2	59	
Returned to Owner	8	0	4	0	0	12	12
Transferred to Rescue Groups/Shelters	1	0	0	0	0	1	1
Total Live Outcomes	32	0	33	5	2	72	72
EUTHANIZED/DEATHS/MISSING/STOLEN							
Dangerous	0	0	0	0	0	0	0
Dying	1	0	1	0	0	0	0
Animal's Name and Reason							
TOTAL ANIMALS EUTHANIZED	1	0	1	0	0	2	2
			Philomena-osteosarcoma				
				Gigi-tumor			
Died at shelter/foster home - Unknown	1	0	0	0	0	1	1
Missing/Stolen/Escaped	0	0	0	0	0	0	0
Animal's Name and Reason			Stella-kidney failure				
Total Euth/Died/Other Outcomes	2	0	1	0	0	3	3
In Shelter	10		25		2	37	
In Foster	22	1 in true foster	47	0 in true foster	4	73	
TOTAL Ending Count (per formula)	32		72		6	110	
TOTAL Ending Count (per report)	32		72		6		
SAVE RATE (Intake- Euthanasia Outcome)/Intake						97.6%	97.6%
ASPCA Live Release Rate (Live Outcomes/ Intake)						85.7%	85.7%

OTHER INFO

	Dogs	Cats
Avg. Length of Stay	68.0	56.0
Monthly Return Rate (returns/adoptions)	13%	3%

Board Development Committee
Meeting Minutes
2/13/25

PRESENT: Lynn Andronis, Brian Hummel, Reva Laituri, Crystal Swanson

NOTED: Brian, as VP, is the chair of this committee at this point. Lynn will “run” this meeting but Brian will be in “charge” after today.

Currently, we have 7 vacant positions (1 expires in 2025, 2 expire in 2026, 3 expire in 2027).

We will discuss possibly changing location/date/time/method of our monthly meetings in order to accommodate an additional member. Ongoing

Applications Received

- Marla B – not done as of yet.
- Dominic Andriacchi, Jr. – Interview scheduled to immediately follow this meeting.
- Steffani Baker application - Received 2/10/25. Application shared with members via email. She has been invited to attend our February Board Meeting (2/26/25)

Potential applicants

- Nancy S. was brought up as a possibility. No update
- Diana M. was brought up as a possibility.

YouTube video at our next Retreat: No Kill 101 by Nathan Winograd. Video was reviewed at the Board’s Retreat on 2/8. <https://www.youtube.com/watch?v=JCTt5JppNA8> Per comments, this video was well received at the retreat. Brian suggested making it an ongoing part of our yearly retreat.

Revisions in Board Applications (both regular and renewal): Revisions were approved at last month’s meeting. Have sent it to Chris to do his “magic” with it so we can post on website (with the ability to download or fill in). Once we finalize recruitment outreach, the application will be on website. Lynn to advise Board and post both on the drive. UNKNOWN STATUS AT THIS TIME. LYNN WILL CHECK WITH CHRIS FOR UPDATE.

Review of the “Recruitment Notice”: Once all the pieces (including the above) are finalized and in place, we will post to our website with links to application.

Review draft of Interview Questions/Discussion: New format for the interview questions was reviewed and will be used at tonight’s interview with Dominic Andriacchi.

Application Packet Inclusions:

- Cover letter – to include “addendum stuff” and expectations (revise language to be more inclusive of “regular” people); Lynn still needs to draft.
- Application

Outreach: Discussion around how other nonprofits get board members. We will reach out to the following groups. NO UPDATE ON RESPONSES FROM THE GROUPS LISTED BELOW.

- RSVP (Brian)
- Grow N Lead (Lynn)
- NMU Volunteer Groups (e.g., Pre-Vet Club)
- Superior Edge (part of NMU; class taken for credit through the Center for Student Enrichment)

Board Evaluation: Brian suggested a timeline for distribution of this document. Send the evaluation to individual board members in the Fall (October?); responses would be due in December; January would be the time for this committee to consolidate the responses into one final document; presented at the February retreat.

Pending:

- From Reva’s Email
 - Advisory Board

FROM LAST MONTH’S MEETING.....Request was made to have all documents regarding this committee’s work sent out by Chair a week ahead of scheduled meeting to give members enough time to review material. I APOLOGIZE. THIS WASN’T DONE.

NEXT MEETING IS SCHEDULED FOR 3/13/25, 5 pm at the shelter.

At the end of this meeting, we interviewed Dominic Andriacchi. Crystal will check references. Once the references are done, we can set up a virtual meeting to discuss any forward movement. **(NOTE: The board needs 7 days notice for any nomination. If we decide to nominate Dominic, the R&R needs to be posted to the board no later than 2/19 at 6 pm.)**.

Submitted,

Lynn Andronis

UPAWS Finance Committee Minutes

Meeting Date: February 2025

Meeting Location: N/A

The committee did not meet this month. However, the December 2024 financial reports, January 2025 financial reports, and a proposal from the personnel committee was sent to the committee to review via email. Below are a few additional comments from email discussion. Anything after this report is written will be given as a verbal update at the board meeting.

- Government Contracted Services due to less activity this year. December invoices are not included in the December reports.
- Misc Revenue includes some entries for dividends and interest from some of the investment accounts.
- 5102 has an unfavorable variance due to vet center supply purchase. There is a favorable variance in 5130 which is where we amended the budget for the vet center purchases.
- \$4,995.34 was mistakenly posted to 4033. This was a distribution from the MCCF agency fund.
- Employee relations will likely go over budget for the year due to the 2024 staff holiday party. The auditor advised against accruing this expense since the party took place in 2025.

Respectfully submitted,
Chris Danik
Finance Committee Chair

UPAWS Strategic Planning Committee Minutes

Meeting Date: Friday, February 21st, 2024 at 12:00pm

Meeting Location: Google Meet

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

Excused: Lynn Andronis, Carole Touchinski

- The agreement for services with GLCYD was forwarded to Lynn for signature and a check was cut. The committee decided to set a target of having the long term plan done by the end of the year. Chris will check with GLCYD to see if this is a feasible timeline.
- The committee continued to develop objectives under the proposed goals in the interim strategic plan. These objectives are in a draft format available for review at any time. If anyone does look at the list on the drive, please know that nothing is set in stone and there are likely conversations going on between the employees or board members that may be responsible for the task. If anyone has feedback, please discuss with any member of Strategic Planning to bring to the committee for discussion.

The meeting adjourned at 1:07pm

Next Meeting: Friday, March 14th and Friday, March 21st at 12:00pm via Google Meet

Respectfully submitted,

Chris Danik

Strategic Planning Committee Chair

POLICY & BYLAWS COMMITTEE MEETING
MINUTES
January 20, 2024, 6:30pm, Linda's House

Attendees: Lynn Andronis, Leslie Hurst, Christine Larson, Linda Roncaglione
Excused: Brian Hummel

- Reviewed July 2024 Minutes (they were presented at the July 24, 2024 Board Meeting)
- Final review of proposed changes to Bylaws. Will not meet the 10 day notice for board meeting so Leslie will prepare R&R for Feb. board meeting. Questioned why Bylaws need 10 day notice but Policies & Procedures need 7 day notice - should these be the same? Proposed changes include approvals by majority (50%+1) vote vs $\frac{2}{3}$ vote throughout Bylaws for consistency but the committee will deliberate on this more. When the board membership is small, a $\frac{2}{3}$ approval can be difficult. Board actions by majority vote; board membership (removal, addition, officers) by $\frac{2}{3}$?
- Reconciled 3/23/23 board approved updates (attached) to the Board Policies and Procedures with Linda's redlined document & notes and Leslie's notes. Leslie will convert the word version to a google document, making these updates, along with the committee's July proposal (attached). Lynn suggested receiving approval on Bylaws updates before recommending updates to P&P, which all agreed makes sense - Bylaws should drive the Policies & Procedures.
- Discussed format of documents. Finance Policies were recently updated. Document is a google document, P&B will do the same. Leslie will convert both Bylaws and Board Policy & Procedure documents to google docs using the word versions Ann created for us from the pdf versions. Committee should develop a SOP for document format, updates and distribution. Leslie will post Personnel and Finance policies to P&B Committee drive for reference. Need to have editable versions but non-editable for distribution. Also discussed various methods for tracking changes:
 - Jill from Finance recommends archiving documents with a cover sheet indicating effective dates.
 - Finance Policy has "Approved *date*" in footer
 - Bylaws has "Amended *date*" on the cover page
 - P&P doesn't indicate
 - Personnel has "(Amended by Board action *date*)" at end of paragraph that was changed, wording is inconsistent.
- SOP Review - Tabled.
- Next Meeting Monday, February 10, 2025 6:30pm-7:30pm, Linda's House

3/2/23 Committee Meeting:

Committee reviewed and discussed the draft edits to the revised Board Policy 10.0 Board Appointed Committees and Board Policy 16.0 Board of Directors Officer Description of Duties. Committee reached agreement on proposed revisions and policies will be forwarded to the Board as a Report & Recommendation for the March 27th regular Board meeting agenda.

Discussion on revisions to the Board Policy 4.0 Board of Director's Financial Oversight. Committee reached consensus on draft language related to signatory on contracts and dollar threshold for Board approval process. Draft policy will be forwarded to Chris, Board Treasurer, for Finance Committee review and discussion.

3/27/23 Board Meeting:

- a. Report & Recommendation from Policy & Bylaw Committee RE: UPAWS Board of Directors Policy: 10.0 Board Appointed Committees
 - There was discussion amongst the board regarding the proposed changes. Regarding the proposed insertion of Paragraphs a. and b. under Board Development Committee, Hailey said that the language should say "the Board Vice President" (not the Committee Chair) "shall have the ability. . .," so that only the Board Vice President has the ability to delegate responsibilities, not whomever is the current designee. Hailey said that that change should be made throughout, as the proposed language is also proposed to be inserted under the Finance Committee and Personnel Committee. Lynn made a motion to send it back to the committee to make the changes we have discussed and bring it back for a vote. Hailey seconded. Motion unanimously approved.
- b. Report & Recommendation from Policy & Bylaw Committee RE: UPAWS Board of Directors Policy: 16.0 Board of Directors: Officer Description of Duties
 - There was discussion amongst the board about the proposed changes. Hailey suggested deleting proposed paragraph C. Chris suggested changing proposed paragraph B to "annual audit, annual audited financial statements, and 990 preparation" instead of "annual financial statement audit" and "serves" to "serve." Lynn made a motion to accept the proposal with the suggested changes, Brian seconded, motion passed unanimously.

UPAWS Policy & Bylaw Committee

Report & Recommendation: Amend UPAWS Board Policy & Procedures

Board members will adhere to the following deadlines to provide adequate time for members to be fully informed in advance of the monthly Board meetings:

- a. All agenda ~~items~~ documents are to be posted to the Google drive ~~by 5:00 pm on the Friday~~ at least 72 hours prior to the Board meeting. Documents not for the “public packet” will be noted in the document title as “NOT FOR PUBLIC VIEW”. Documents not uploaded by this deadline will be tabled to the next | regularly scheduled monthly Board meeting. Exceptions can be made by the Board President. ~~Documents not for the “public packet” will be noted in the document title as “NOT FOR PUBLIC VIEW”.~~
- b. The Board President will post the meeting agenda and public packet ~~will be posted by the President to the Google drive at least 48 hours prior~~ ~~no later than 5:00 pm on the Saturday prior to to the regular-~~ ~~monthly~~ Board meeting.
- c. ~~Documents not for the “public packet” will be noted in the document title as “not for public view”.~~
- cd. The Volunteer Community Outreach Coordinator ~~The public packet will be compiled no later than 5:00 pm on the Sunday prior to the Board meeting and posted~~ will post the public packet to the UPAWS website no later than 12:00 noon on the ~~day~~ ~~Monday~~ of the Board meeting.

POLICY & BYLAWS COMMITTEE MEETING
MINUTES
February 10, 2024, 6:30-8pm, Linda's House

Attendees: Lynn Andronis, Brian Hummel, Leslie Hurst, Christine Larson, Linda Roncaglione

- Approved January Minutes [P&B Meeting Minutes Jan 2025](#)
- Reviewed bylaw document conversion and R&R for Feb board meeting. Leslie will make updates by 2/11/24 for committee review by 2/14/25 4pm so it can be posted to the Feb board meeting folder by 2/16/25 6pm. Discussion points included:
 - Board approval does not need to be consistently by majority or $\frac{2}{3}$ vote. It is dependent on the type of approval. Approvals of board membership (approving, denying, vacancy filling, removal, officers) should be $\frac{2}{3}$ vote. Other actions can be by majority vote.
 - Notice of bylaw report & recommendations should be 7 days (vs 10 days). This is consistent with policies & procedures and other board notifications (e.g. board development notices). Lynn felt this change had been approved in the past but Leslie has not found a record of it.
 - Board attendance at board meetings without notification.
 - Details of an organizational meeting should be under Article 9 meetings (vs Article 8: Board Officers, A. Election of Officers, b.).
 - More concise and non-repetitive wording in various articles (board membership, board offices).
- Leslie questioned why the Membership Report & Recommendation was approved by the Board at the January meeting without a review by Policy & Bylaw.
- Did not have time to review Policies and Procedures conversion and updates from 3/22/22 and July 2024 meeting. Leslie is still formatting and updating and will send a draft next week.
- Did not have time to review the SOP review plan.
- Next Meeting Monday, March 17, 2025 6:30pm-8:00pm, Linda's House