



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

March 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. February 26, 2025 Regular Meeting Minutes
 - b.
6. Unfinished Business
 - a. Trademark and Service Mark application
 - b. Municipal Contracts
 - c. Declawing Educational Opportunities
 - d. Marquette County Emergency Shelter Plan
7. New Business
 - a. Sands Township SUP
 - b. 2025 Interim Strategic Plan
 - c. Report & Recommendation from Policy/Bylaws RE Amendments to Bylaws.
 - d. Report & Recommendation from Board Development RE: Dominic Andriacchi for board membership
 - e. Report & Recommendation from Board Development RE: Steffanie Baker for board membership
8. Communications
9. President's Report
10. Treasurer's Report

- a. Treasurer's Report
- b. Month Year Financials
- 11. Shelter Operations Reports
 - a. Shelter Manager Report
 - b. Shelter Statistics
- 12. Committee Reports
 - a. Board Development Committee Report (Chris)
 - b. Finance Committee Report (Chris)
 - c. Strategic Planning Committee Report (Chris)
 - d. Personnel Committee Report (Lynn)
 - e. Policy / Bylaw Committee Report (Lynn/Leslie)
 - f. Donor Development Ad Hoc Committee Report
 - g. Assessment of Companion Animal Training Methodologies Ad Hoc Committee (Carole)
- 13. Public Comment
- 14. Board Comment
- 15. Adjournment

Next Board Meeting Date: April 23, 2025, 6pm, Cliffs-Eagle Mine Community Room, UPAWS

**UPAWS
Board Meeting
Cliffs Meeting Room
February 26, 2025**

In Attendance: Lynn Andronis, Brian Hummel, Carole Touchinkski

Virtual: Andi Gorieski. and Chris Danak

Staff: Ann, Sarah, Addie,

Community Members: Riva, Stephanie Baker

Call meeting to order at 6:00

1. Approval of the Agenda

Approve the agenda as presented motion made by Carole and seconded by Brian. All were in consensus.

Mission moment: None

Public Comment: Addie is glad to have continuing discussions throughout the month. Many caregivers were sick causing a little backup in staffing.

Minutes to Approve

October 23rd closed meeting minutes:

Approve the minutes as presented approved by Carole and supported by Andi – all in consensus.

December 11, regular meeting minutes

Approve the minutes as amended as Sarah was virtual motion made by Brian and seconded by Andi. All in consensus.

December 11, Closed meeting minutes:

Approve the minutes as presented motion made by Carole and seconded by Brian. – All in support

January 9, 2025, Special Meeting Minutes

Approve the minutes as presented motion made by Brian and supported by Andi – All in support.

January 9th closed meeting

Approve the closed meeting minutes as presented. Motion made by Brian and seconded by Andi – All in support.

January 12th Special Meeting

Approve the Special Meeting minutes as presented. The motion made by Brian and seconded by Carole. All in support.

January 12th Closed meeting

Approval of the January 12th closed meeting minutes. Motion by Brian and supported by Carole. All in consensus.

January 29th Regular Meeting: Sarah's last name is not spelled correctly, Addi is Addie, Brian issue M/S/C is not consistent with our traditional format for the minutes. The Board agreed that they are bothered by the M/S/C format and would like the minutes presented differently. The 'crisis' team should be called the Community, Animal Response Team CART

Approve the January 29th meeting as amended. Motion made by Andi and seconded by Brian – All in support.

2. **Trademark** – Whim needed a sample of how we use the logo, letterhead, envelopes and swag. Lynn has collected the information and will ensure it gets to Whim by next week. .
3. **Approach Governmental Agencies re: rates per night for dogs and cats and small animals.** Lynn will put together a letter by the end of next week. The letter will be sent to all involved governmental agencies now that Marquette has agreed.
4. **Strategic Planning Agreement:** Lynn signed and sent it back. The signed agreement is in the drive. Grow and lead offers three free consulting hours during the year that we can take advantage of. Chris will get together with Amy and Linda. Linda will be our main contact.
5. **Annual Retreat** – we were looking for 2025 goals, memorial garden, UPAWS must put some concentrated effort into establishing the Cliff's Meeting room into a viable rental space, flower bed around the sign in the spring. We will get perennials for free. We need to act on the signage on the highway. Some of the trees need to come down to make the sign much more visible from much further away.
6. **Revision of Bylaws** – This is a process that has been actively worked on for about ten months. All board members received detailed information with a coversheet that outlined the changes.

Motion was made by Chris and seconded by Carole to accept the bylaw revisions as presented. All were in consensus.

7. **Personnel Committee:** UPAWS has a need to get the vet center up and running as soon as practical. Additionally, UPAWS does need to have the Animal Behaviorist staff person hired and up and running under his/her new job description as soon as possible. Brian noticed that the information that Sarah put together did not have all the line items necessary; this will be corrected and brought back to the February meeting.

If UPAWS does the spays and neuters here on site, the organization will save about \$15,000 dollars per year. By taking this action, UPAWS is decreasing the overall budget deficit by about \$4,000 in year one.

The personnel committee has moved forward with drafting the position descriptions for the Animal Behaviorist as well as the individual who will oversee the vet area. Neither of these are finalized yet. The Personnel committee has the job descriptions as appendices; ,therefore, the job descriptions do not have to be reviewed and approved by the full board.

The Board will expect an R and R next month to present the data and identify the deficit. This R and R will not have the equity issue in place.

Carole asked if there was any resolution to the pay disparity issues that the Board has been discussing for several months. It was decided by the Board to keep the pay disparity as an unfinished item on the agenda. Moving forward, the Board will discuss the pay disparity every month until the Board resolves the disparity issue.

The Board's business at this time was to accept or reject some or all the Personnel Committees recommendations. The motion was made by Carole and supported by Brian to accept the recommendations from the personnel committee. The Personnel Committee was thanked for their attention to detail on these issues.

To concretize its importance an additional motion was made by Brian and supported by Carole to keep the pay disparity issue on the agenda until it is resolved. All supported this motion.

President's Report – The President reports that she has been extraordinarily busy with committee work and spearheading some work at the shelter. The President would have liked to put together a list of items that need to be cleared up; however, she simply could not get to it this month. It is hoped that the list will be made available during the next meeting.

Treasurer's Report – Chris reported, that between the report and the comments that came up in finance committee, all line items are fairly reflected. The bottom line for public support in 2024 was down significantly. Carole mentioned that it is historically consistent with election years. Due to so much money going into campaigns, individual contributions to nonprofits tend to go down overall.

Andi motioned to accept December 2024 financials, and Brian supported this motion. – All were in consensus/

Andi made a motion to accept the January financials and Carole Supported. – All were in support.

Shelter Manager's Report – Sarah reported that she conducted an interview today to fill an open position.

Shelter Stats – Lynn presented the shelter statistics for the month of January. A discussion took place about the data. The data gives us very good information about the animals on a month-to-month basis, however, it would bring the data alive a bit more if we also compared January 2025 data to a rolling five-year average of January data. This would apply to annual data as well. It could bring to the board some insights that we are not currently

aware of. Sarah vehemently disagreed. She posed the questions centered around surveying everyone in Marquette County about the data and this would not be possible. The Board agreed that surveying everyone in Marquette County would not be likely to occur. However, if the data brought up something the Board wanted to know more about, we could actually conduct a random sample survey and/or conduct focus groups. The first step is to look at the data to see if it tells us anything we don't already know. Carole will complete one of the comparisons for the next meeting. It most likely will be the rolling five-year average number to start with. Then the Board can take a deeper dive and during the following month (April) look at the rolling five-year monthly average.

Written Report for Board development – Brian did not need to add anything to the report. He will be taking over leadership of board development. Stephanie Baker has applied to be on the Board. She is in the audience today. She is an insurance agent in Harvey. Currently she has 4 dogs from UPAWS. The board development committee met and interviewed Dominic and will come up with a recommendation.

Strategic Planning Committee – The report is on the drive; Board members will find some short-term goals. An agreement with Grow and Lead has been signed for a formal strategic planning process. The long-term plan (2030) may change because of the new staffing pattern as well as items that might come out of the strategic planning process.

Personnel Committee – No written report. Meeting on March 3rd and hope to finalize the job descriptions.

Policy and Bylaw – Minutes were submitted by this committee. If there are any questions Brian and Lynn can try to answer them. The group needs to work on new policies as they relate to the changes in the personnel policy.

Donor Development Ad Hoc Committee. The plan has been to turn over the donor development completely to Nic. Chris has an idea-list to put together for Nic. However, best practice is that the fund development staff must work with a fund development committee. This committee is made up of Board and community members who have interest in UPAWS; this will potentially support Nic's work. With having a fund development staff it is the perfect opportunity to put together a committed committee for Nic to work with and call on.

Public Comment – Addie, thank you for being a board members as it is a hard thing to do.

There are a lot of things that the Board has a desire to do but things tend to move slowly. Never underestimate the amount of respect the Board has for the staff. Shelter workers experience a lot of compassion fatigue. The board could look into compassion fatigue and see what we might be able to do to help remedy some of the fatigue.

Thanks to the Board for looking at the pay gap and taking it seriously. The President expressed the Boards support for the staff and looking at the equity in the pay structure.

There is a line between the board and the staff. The Board must respect that line as well as the staff. It is a good thing for the staff to understand what the Board does. It may seem like

things are moving slowly. However, the Board is moving as fast as it possibly can. Staff appreciate that the issues of pay structure have a permanent place on the agenda as we move forward.

Brian took a moment to recognize the staff. He indicated that it shows a lot of commitment and passion that the staff have for the animals to come to a Board meeting on their own time

Community Animal Response Team. Now known as CART. Brian will get the doodle poll out mid-March to bring the group together.

Brian has a conflict with the March Meeting Date – March Meeting is on the 16th.

Motion was made by Carole and supported by Brian to adjourn the meeting at 7:17 All were in support.

Respectfully Submitted.

Carole L. Touchinski

Date

UPAWS Strategic Planning Committee

Report & Recommendation: Adopt Interim Strategic Plan

The Strategic Planning Committee recommends that the UPAWS Board of Directors adopt the 2025 Interim Strategic Plan. This plan provides a framework to accomplish key initiatives identified over the last couple of years and to build momentum for the long-term strategic plan to be adopted towards the end of the year. Updates and progress on goals and objectives identified in this plan will be provided to the Board of Directors from the Strategic Planning committee in its monthly report.

Adopting this interim plan allows the entire organization to align priorities and collaborate on accomplishing a shared set of goals. This interim plan was drafted using a combination of items discussed at the board retreat and a prior SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis completed in 2024. The long-term strategic plan will take into account a much more broad set of feedback from various stakeholder groups.

Respectfully Submitted,

Chris Danik
Strategic Planning Committee Chair



Upper Peninsula Animal Welfare Shelter

2025 Interim Strategic Plan

As we look ahead to the future of the Upper Peninsula Animal Welfare Shelter (UPAWS), this 2025 Interim Strategic Plan outlines our immediate priorities and actionable goals for the short term. Our focus is on creating a solid foundation for continued growth and improvement in the coming years, while addressing current needs and challenges. This plan sets clear, achievable objectives that will enhance our operations, support the well-being of the animals in our care, and strengthen our community outreach and partnerships. By focusing on these short-term goals, we aim to make meaningful progress towards our long-term vision, ensuring a sustainable and positive impact for both the animals we serve and the communities that support us.

Efficient and Streamlined Operations

Theme #1

Operations are crucial to the success of an animal shelter, as they ensure smooth and efficient management of resources, staff, and animal care. Well-organized operations help in maintaining a safe and welcoming environment for animals, improving adoption processes, streamlining medical care, and ensuring proper care for all animals. Effective operations also foster community engagement, enabling fundraising, volunteer coordination, and outreach programs that support the shelter's mission. A well-run operation is key to meeting the needs of both the animals and the community it serves.

Goal #1: Finalize Standard Operating Procedures

Developing Standard Operating Procedures (SOPs) is essential for ensuring consistency, efficiency, and quality in any organization. SOPs provide clear guidelines for employees to follow, helping to minimize errors, improve productivity, and maintain safety and compliance. In an animal shelter, well-defined SOPs ensure that animals receive the same high level of care, regardless of the staff member on duty, and that all operations—from intake and medical treatment to adoption and volunteer management—are carried out smoothly. By standardizing processes, SOPs also help with training new staff, improving communication, and fostering accountability, ultimately leading to better outcomes for the animals and the shelter.

#	Objective	Success Criteria	Due	Responsible
1.1.1	Develop the structural framework for Standard Operating Procedures (SOPs) including where and how the final versions are posted, how updates are made, and identify the titles of SOPs to be completed in the following categories: Operations, Vet Center, and Finance Tasks.	Completed Plan	April 2025	Sarah Evers
1.1.2	Complete UPAWS Operations SOPs identified in the framework.	Completed SOPs	August 2025	Sarah Evers, Ryan McLaren, Laura Rochefort
1.1.3	Complete Vet Center SOPs identified in the framework.	Completed SOPs	June 2025	Sarah Evers, Laura Rochefort
1.1.4	Complete Finance SOPs identified in the framework.	Completed SOPs	June 2025	Sarah Evers, Chris Danik

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Goal #2: Centralize Communications

Effective communication is vital to the success of our animal shelter, as it ensures that all stakeholders—staff, volunteers, donors, partners, and the community—are aligned in their mission to support the well-being of animals. To enhance collaboration and improve our operational efficiency, we recognize the need to centralize and standardize communication across all channels. By creating a unified system for sharing information, updates, and resources, we aim to foster clearer, more consistent interactions that strengthen relationships and improve our ability to respond to the needs of animals and people alike. This approach will help us work more cohesively and efficiently, ensuring that everyone is well-informed and actively contributing to our shared goals.

#	Objective	Success Criteria	Due	Responsible
1.2.1	Evaluate or transition the current Board Calendar to be a global UPAWS calendar and evaluate use of room calendars to facilitate sharing information between the staff and Board. Define what should be posted and integrate into existing SOPs.	Report to Strategic Planning Committee	April 2025	Ryan McLaren
1.2.2	Review board and committee procedures to identify when board members or committee chairs need to post meeting details.	Report to Strategic Planning Committee	October 2025	Lynn Andronis, Brian Hummel

Goal #3: Finalize Fundraising Transition

As our animal shelter continues to grow and evolve, it is essential that we adapt our approach to fundraising in a way that maximizes efficiency and fosters long-term sustainability. To better align our resources and strengthen our fundraising efforts, we have made the decision to transition the responsibilities of the board-level fundraising committee to a dedicated staff function. This change will empower our team to more effectively manage day-to-day fundraising activities, while allowing the board to focus on strategic oversight and long-term vision. By centralizing fundraising within our staff, we aim to enhance our ability to engage donors, streamline operations, and ensure consistent, impactful support for our mission to improve the lives of animals in need.

#	Objective	Success Criteria	Due	Responsible
1.3.1	Review and complete changes to UPAWS board policies and bylaws to remove the Fundraising Committee as a board function.	Report & Recommendation for Policy & Bylaw Changes	June 2025	Policy and Bylaw Committee
1.3.2	Dissolve the ad-hoc Donor Development committee by investigating and documenting any unfinished items or ideas generated during the implementation of NeonCRM to be implemented by a staff member. Evaluate any outstanding items and the need for a board level committee.	Report & Recommendation to Dissolve the Donor Development Committee	August 2025	Donor Development Committee Lynn Andronis Ryan McLaren
1.3.3	Continue review of membership structure and benefits offered to members. Developed recommendation for a new membership program.	Report & Recommendation to Update Memberships	June 2025	Nic Conroy
1.3.4	Increase the number of annual UPAWS members.	Increase Memberships by 20%	December 2025	Nic Conroy

Increase Community Outreach

Theme #2

Goal #1: Develop Educational Program

To strengthen our mission and ensure the long-term success of our animal shelter, it is essential that we foster a culture of continuous learning and knowledge sharing. Developing a comprehensive education program will provide valuable opportunities for our board, staff, and the community to deepen their understanding of animal welfare, shelter operations, and best practices in care. By enhancing the knowledge and skills of all stakeholders, we can improve decision-making, strengthen engagement, and create a more informed and empowered community dedicated to the well-being of animals and make UPAWS the premier information source regarding animal welfare to Marquette County. This program will serve as a foundation for collaboration, growth, and positive change, ensuring we remain at the forefront of animal welfare initiatives.

#	Objective	Success Criteria	Due	Responsible
2.1.1	Develop and present topics relating to UPAWS financial operations including budgeting, financial statements, and planned giving options at a regular monthly board meeting.	Delivered Presentation	September 2025	Finance Committee
2.1.2	Develop and present topics relating to UPAWS shelter operations and procedures including adoption and stray procedures at a regular monthly board meeting.	Delivered Presentation	June 2025	Sarah Evers
2.1.3	Develop and present topics relating to the responsibilities and expectations of a UPAWS board member at a regular monthly board meeting.	Delivered Presentation	August 2025	Lynn Andronis
2.1.4	Develop a community education program for 2026 that include topics such as spay & neuter importance, stray management, general animal education, fear-free behavior, or agility training.	Schedule and Topics Defined for 2026 calendar year	December 2025	Ann Brownell, Sarah Evers, Julie Mahan

Goal #2: Grow Community Outreach

To enhance our impact and broaden our reach, it is crucial that we expand our outreach to other local organizations. By building stronger partnerships and collaborating with community groups, businesses, and other nonprofits, we can leverage shared resources, knowledge, and support to create a more unified approach to animal welfare. Strengthening these relationships will not only increase awareness of our mission but also open up new opportunities for joint initiatives, fundraising, and advocacy. Together, we can create a more connected and resilient community, ensuring that our efforts to improve the lives of animals are amplified and sustained for years to come.

#	Objective	Success Criteria	Due	Responsible
2.2.1	Define a list of service organizations and develop a relationship. Investigate membership options with the organization.	Completed List of Organizations and Membership Fees	April 2025	Ann Brownell
2.2.2	Attend and/or present at other service club organization meetings.	Attend and/or present at 3 Meetings	December 2025	Ann Brownell
2.2.3	Develop programs for vaccine and microchip clinics and grow community spay & neuter program.	Report to Strategic Planning Committee	June 2025	Sarah Evers
2.2.4	Identify and implement 5 of new specialized volunteer opportunities.	5 New Volunteer Positions Identified	July 2025	Sarah Evers, Ann Brownell

Plan for the Future

Theme #3

As an animal shelter dedicated to providing care and support for animals in need, it is essential that we plan for the future to ensure the continued well-being of both the animals we serve and the community we support. With the growing demand for shelter services, evolving animal welfare needs, and changing environmental factors, we must adopt a forward-thinking approach to remain effective and sustainable. By strategically planning for the future, we can expand our capacity, enhance our resources, and implement innovative solutions that will allow us to provide the highest standard of care while working toward a long-term impact on animal welfare. This proactive approach will help us navigate challenges, embrace opportunities, and ensure that our shelter remains a vital resource for years to come.

Goal #1: Develop a Plan to 2030

To ensure the continued success and growth of our animal shelter, it is essential that we develop a clear, strategic plan for 2030. By looking ahead, we can better anticipate future challenges and opportunities in animal care, shelter operations, and community engagement. A forward-focused plan will help us align our resources, set measurable goals, and create a sustainable path forward that strengthens our mission and maximizes our impact. With a vision for the next decade, we will be better equipped to adapt to changing needs, expand our services, and create a lasting positive influence on the lives of animals and the community we serve.

#	Objective	Success Criteria	Due	Responsible
3.1.1	Engage Grow and Lead (GLCYD) for consulting services to build a new long term strategic plan.	Signed Contract with GLCYD	February 2025	Strategic Planning
3.1.2	Hold retreat(s) and gather data through surveys or other relevant methods.	Compiled Data	October 2025	Strategic Planning
3.1.3	Complete and publish a long term strategic plan for UPAWS.	Published Strategic Plan	December 2025	Board

Goal #2: Grow the Endowment Fund

A strong and sustainable endowment fund is vital to ensuring the long-term financial health and independence of UPAWS. To secure our ability to provide consistent care and support for animals in need, we are committed to growing our endowment fund, originally established in 2008. By expanding this fund, we will create a stable source of income that will allow us to plan for the future with confidence, support innovative programs, and respond to unforeseen challenges. This goal will not only strengthen our financial foundation but also demonstrate our dedication to long-term sustainability and the continued success of our mission.

#	Objective	Success Criteria	Due	Responsible
3.2.1	Revive the trust committee by appointing three members as required by the Irrevocable Trust Agreement.	Completed Report & Recommendation for appointing new members.	April 2025	Chris Danik
3.2.2	Develop a comprehensive solicitation program to solicit funds for the endowment fund.	Solicitation materials and content for the website	June 2025	Finance Committee Nic Conroy
3.2.3	Raise \$5,000 for the Endowment Fund.	\$5,000 of new contributions added to the endowment fund.	December 2025	Nic Conroy

Goal #3: Evaluate Maintenance Needs

As we strive to maintain a high standard of care for the animals we serve, it is essential that we take a proactive approach to the long-term maintenance and planning of our facilities and equipment. By considering the full lifespan of our assets and anticipating future needs, we can ensure that our shelter remains efficient, safe, and equipped to handle the demands of tomorrow. Effective capital project planning will allow us to make informed decisions about investments, maintenance schedules, and upgrades, ensuring that our resources are used responsibly and that we continue to provide the best possible care for animals, both now and in the future.

#	Objective	Success Criteria	Due	Responsible
3.3.1	Evaluate wildfire protection opportunity on UPAWS property.	Report to Strategic Planning Committee	June 2025	Brian Hummel, Sarah Evers
3.3.2	Develop inventory of capital equipment and identify upcoming long-term capital improvement projects.	Inventory List	July 2025	Finance Committee
3.3.3	Identify property beautification projects and develop standard annual procedures and governance guidelines.	Report to Strategic Planning Committee	April 2025	Sarah Evers

Policy & Bylaws Committee
Report & Recommendation
March 19, 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 February 26, 2025. Changes are indicated in **green** and are minor consistency updates that came to light as we conducted a final review before publicizing. Upon Board approval, it will become effective immediately (March 26, 2025). A summary of the recommended updates follows:

Overall Document - Updated the outline numbering to a more common scheme (upper case letter, number, lower case letter).

Article 4: Office and Agent / Article 7: Board Membership / Article 10: Board Protocols - Remove "UPAWS" preceding "Board of Directors" to be consistent with other "Board of Directors" throughout the document.

Article 8: Board Officers

Section C. Vice President Duties - Begin each with "Will" or "To"

Section D. Secretary Duties - Begin each with "Will" or "To"

Section E. Treasurer Duties - Begin each with "Will" or "To"

Article 10: Board Protocols

Section G. Order of Business

Update Item 4: *"the Meeting Minutes of the previous Meeting"* with *"draft Meeting Minutes of all previous meetings"*

Update item 10: *"Executive Director's"* with *"Shelter Operations Report"*

Add optional item 14. Closed Session and renumber last item to 15..



Bylaws

Upper Peninsula Animal
Welfare Shelter, Inc.

Board of Directors Bylaws

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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

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 Bylaws 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:

1. 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
 2. legal counsel, public accountants or other persons as to matters which the Board reasonably believes to be within such person's professional or expert competence; or
 3. a Committee of the Board upon which the Board member may or may not serve, duly designated in accordance with a provision of the Bylaws 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 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: Upon a Board member vacancy, the Board Development Committee shall request applications for potential new Board members. 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. 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:
 - 1. 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.
 - 2. 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.

3. Any Board member who is absent from 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.

Article 8: Board Officers

A. Election/Removal of Officers

1. 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.
2. All Officers will be elected for a term of one (1) year by the affirmative vote of two-thirds (2/3) of the Board of Directors at an Organizational meeting. 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.
3. 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.
4. In the event of the death, resignation, removal or other inability to serve as an 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

1. 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.

2. 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.
3. Will provide financial reports on a monthly basis, or as requested by the Board of Directors, of activities and the financial condition of UPAWS.
4. 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

1. The Board of Directors shall conduct its Annual Meeting in adherence to Article 10 of the UPAWS Bylaws.
2. 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.
3. 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.

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

C. Regular Monthly Meeting

1. 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.
2. The meetings shall be held at a location as agreed upon by a majority of the Board of Directors Board members.
3. 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. 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. 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.
 - 1. **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:
 - a. Board Development (The Vice President shall serve as Chairperson)
 - b. Finance (The Treasurer shall serve as Chairperson)
 - c. Strategic Planning
 - d. Policy/Bylaw
 - e. Personnel (The President shall serve as Chairperson)

2. 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;
1. 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

2. 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:
1. Call to Order / Attendance
 2. Public Comment
 3. Approval of the Agenda
 4. Approval of ~~draft Meeting Minutes of all previous meetings~~ ~~the Meeting Minutes of the previous Meeting~~ *Shelter Operations*
 5. Unfinished business
 6. New business
 7. Communications
 8. President's Report
 9. Treasurer's Report
 10. ~~Executive Director's Report~~ *Shelter Operations*
 11. Committee Reports
 12. Public Comment
 13. Board Comment
 14. *Closed Session (if needed)*

15. 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:
1. A summary of the activities of the prior fiscal year;
 2. The financial condition of UPAWS;
 3. The condition of the Shelter facility;
 4. A summary of the services provided;
 5. Any significant problems and accomplishments; and
 6. 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 (2/3) 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. 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~~, **March 26**, 2025; the Board of Directors adopted by consensus the foregoing Bylaws, a quorum being present.

Report and Recommendation #1
Board Development
March 2025

It is with great pleasure that the committee unanimously recommends Dominic Andriacchi to fill a current position on our board, with term expiring in 2026. Based on his professional accomplishments and current involvement within the community, the committee believes he will be a valuable addition to our board and we highly recommend his appointment.

His application has been posted to the drive for this month's meeting.

Brian Hummel
Chair, Board Development

Report and Recommendation #2
Board Development
March 2025

It is with great pleasure that the committee unanimously recommends Steffani Baker to fill a current position on our board, with term expiring in 2027. Based on her previous experience with UPAWS and current involvement within the community, the committee believes she will be a valuable addition to our board and we highly recommend her appointment.

Her application has been posted to the drive for this month's meeting.

Brian Hummel
Chair, Board Development

PRESIDENT'S REPORT
March, 2025

Again, this has been a busy month for us tying up loose ends and moving towards completion of projects that we have been working on.

Couple of updates:

1. Sarah and I were able to sit down and review her evaluation face-to-face. She had some questions with statements in the review and I will discuss those questions with Personnel Committee at our next scheduled meeting. I will also alter the written evaluation, indicating a more exact timeline in that process.
2. Although I have not set up on-going, scheduled communication with Sarah on a regular basis, we do have regular communication either with "messages", emails, or phone calls.
3. Stepped in, at Sarah's request, to speak with a staff member who had recently sent a letter of resignation. The goal was to listen and be assured that, moving forward, customer service would not be affected.
4. All relevant paperwork regarding our Trademark and Service Mark request was properly notarized and returned to Wim for completion. Check request was made for payment.
5. Ongoing discussion with Sands Township Zoning Administrator regarding the opening of our Vet Center...finally, after 6 long years. Received a reply for which I need clarification; will contact Sands Township for that clarification.
6. Municipal Contracts – in progress
7. Attended meetings of Policy/Bylaw Committee, Strategic Planning and Board Development Meeting.

Respectfully submitted,

Lynn Andronis

**UPAWS Treasurer's Report
March 2025**

Activities Since Last Report:

- Nothing significant to report

February 2025 Financial Reports:

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

- Direct Public Support still showing an unfavorable variance. This is a slower time of the year for donations.
- TUFT is showing \$3,308, but that is actually from a receivable last year.
- Utilities are always a bit higher in the winter due to the propane consumption.
- Small Equipment and Computer Software are showing an unfavorable variance due to large one-time purchases including new laptops for the front desk as well as annual Sling Scheduling and Quickbooks licenses. This will even out over the year.
- Donor Development over budget due to purchase of envelopes, thank you cards, and honorarium cards. This will even out over the year.

Respectfully submitted,
Chris Danik
Treasurer

Statement of Financial Position Comparison

Upper Peninsula Animal Welfare Shelter, Inc

As of February 28, 2025

DISTRIBUTION ACCOUNT	TOTAL	
	AS OF FEBRUARY 28, 2025	AS OF FEBRUARY 29, 2024 (PY)
Assets		
Current Assets		
Bank Accounts		
1000 Wells Fargo-Checking		
1010 Nicolet Checking	\$78,478.83	\$92,819.12
1030 First Bank Money Market	\$399,056.44	\$535,875.26
1031 Sallys Fund Money Market	\$51,141.04	\$36,340.54
1070 PayPal account	\$56.43	\$341.36
1090 Cash in Drawer	\$333.78	\$333.78
Total for Bank Accounts	\$529,066.52	\$665,710.06
Accounts Receivable		
1200 *Accounts Receivable	\$5,333.93	\$2,154.40
1524 Capital Campaign Pledges	\$1,150.00	\$3,850.00
Total for Accounts Receivable	\$6,483.93	\$6,004.40
Other Current Assets		
1080 Petty Cash	\$400.00	\$400.00
1201 Inventory	\$5,313.09	\$9,733.79
1350 Fundraising Change Fund	\$300.00	\$300.00
1499 Undeposited Funds		
1500 Stripe - Photo Contest		
1510 Stripe - Strutt Your Mutt		
1540 Allowance for Uncol Promises		
1550 Discount-CC Pledges Receivable		
1606 Allowance for Uncollectible A/R		
1607 Employee loan		
Total for Other Current Assets	\$6,013.09	\$10,433.79
Total for Current Assets	\$541,563.54	\$682,148.25
Fixed Assets		
1611 Land - County Rd 553	\$20,586.75	\$20,586.75
1615 Buildings	\$3,632,714.80	\$3,632,714.80
1640 Vehicles	\$32,649.00	\$32,649.00
1643 Land Improvements	\$20,617.85	\$20,617.85
1645 Office & Kennel Equipment	\$11,787.61	\$11,787.61
1650 New Shelter-Furniture & Equip	\$94,464.04	\$94,464.04
1670 Accumulated Depreciation	-\$823,717.06	-\$684,355.68
Total for Fixed Assets	\$2,989,102.99	\$3,128,464.37
Other Assets		
1074 WF Endowment Fund Investments	\$418,214.76	\$382,497.89

Statement of Financial Position Comparison

Upper Peninsula Animal Welfare Shelter, Inc

As of February 28, 2025

DISTRIBUTION ACCOUNT	TOTAL	
	AS OF FEBRUARY 28, 2025	AS OF FEBRUARY 29, 2024 (PY)
1078 Brokerage CDs at First Bank	\$300,509.00	\$250,959.50
1079 Sallys Fund Brokerage CDs	\$21,028.14	\$21,013.86
1250 Thrivent Investment		
1300 Bequest Receivable		
1700 Beneficial Interest in MCCF	\$114,272.32	\$114,272.32
1702 Beneficial Interest-Dixon F B	\$631,795.20	\$610,707.65
9999 Point of Sale General Asset		
Total for Other Assets	\$1,485,819.42	\$1,379,451.22
Total for Assets	\$5,016,485.95	\$5,190,063.84
Liabilities and Equity		
Liabilities		
Current Liabilities		
Accounts Payable		
2001 *Accounts Payable	\$1,724.24	\$8,221.01
Total for Accounts Payable	\$1,724.24	\$8,221.01
Credit Cards		
2005 Nicolet Bank Cards	\$2,612.74	\$4,045.92
Total for Credit Cards	\$2,612.74	\$4,045.92
Other Current Liabilities		
2000 Accounts Payable		
2002 AP-New Shelter Retainage		
2020 Accrued Payroll	\$8,565.90	\$8,565.90
2025 Accrued Benefits	\$18,551.57	\$18,551.57
2100 FUTA	0	\$243.24
2101 Federal Tax W/H Payable		
2102 Medicare and SS Payable		
2103 Michigan W/H Payable	\$1,077.78	\$1,103.37
2104 Suta Tax Payable	\$1,083.76	\$666.41
2107 Garnishment		
2108 AFLAC pre-tax		
2110 Direct Deposit Liabilities		
2111 Simple Plan Payable		
Total for 2100 FUTA	\$2,161.54	\$2,013.02
2251 mBank Line of Credit		
2520 Gift Certificates Outstanding		
2550 Sales Tax Payable		\$792.95
POS Tax Agency Payable	0	0
Sales Tax Payable		\$68.07

Statement of Financial Position Comparison

Upper Peninsula Animal Welfare Shelter, Inc

As of February 28, 2025

DISTRIBUTION ACCOUNT	TOTAL	
	AS OF FEBRUARY 28, 2025	AS OF FEBRUARY 29, 2024 (PY)
Total for POS Tax Agency Payable	0	\$68.07
Sales Tax Agency Payable		
State of Michigan Payable	\$150.31	-\$4,666.18
Sales Tax Payable		\$3,945.99
Total for State of Michigan Payable	\$150.31	-\$720.19
Total for Other Current Liabilities	\$29,429.32	\$29,271.32
Total for Current Liabilities	\$33,766.30	\$41,538.25
Long-term Liabilities		
2300 Mortgage-New Shelter		
Total for Long-term Liabilities	0	0
Total for Liabilities	\$33,766.30	\$41,538.25
Equity		
3900 Retained Earnings	\$3,396,222.72	\$3,562,970.07
Net Income	-\$34,378.52	-\$35,319.93
3000 Opening Bal Equity		
3001 Beg Net Assets Temp Restricted	\$1,230,388.00	\$1,230,388.00
3002 Beg net Assets Perm Restricted	\$294,517.00	\$294,517.00
3040 Beg net Assets Unrestricted	\$95,970.45	\$95,970.45
Total for Equity	\$4,982,719.65	\$5,148,525.59
Total for Liabilities and Equity	\$5,016,485.95	\$5,190,063.84

Statement of Activity

Upper Peninsula Animal Welfare Shelter, Inc

February 2025

DISTRIBUTION ACCOUNT	TOTAL
Income	
4000 SHELTER REVENUE	0
4005 Pet Adoptions	\$8,726.69
4010 Redeemed Animals	\$175.00
4015 Vet/Optional Care	\$708.26
4017 Dog Park	\$205.00
4018 Rentals Revenue	
4030 Dog License Revenue	\$8.00
4031 Microchipping	\$50.00
4032 Nail Clipping / Grooming	\$265.00
4033 Community Spay/Neuter Revenue	\$2,530.00
4050 Miscellaneous Services	\$30.00
4060 Cremation Services Revenue	\$258.00
Total for 4000 SHELTER REVENUE	\$12,955.95
4100 DIRECT PUBLIC SUPPORT	0
4006 Pet Care Sponsorship	\$50.70
4109 Pink Lady	\$25.00
4110 Donations	\$6,184.12
4125 Donated Svcs/Material In Kind	\$463.00
Total for 4100 DIRECT PUBLIC SUPPORT	\$6,722.82
4156 GRANT REVENUE	0
4157 General Grants	\$835.00
Total for 4156 GRANT REVENUE	\$835.00
4200 FUNDRAISING REVENUE	0
4128 Misc/3rd Party Fundraisers	\$335.44
4140 Canisters	\$719.35
4144 Cause for Paws	\$795.00
4151 Raise The Woof	\$1,120.50
Total for 4200 FUNDRAISING REVENUE	\$2,970.29
4500 OTHER Revenue	0
4205 Resale Items Revenue	\$2,701.48
4215 Interest Revenue	\$2,048.69
4220 Miscellaneous Revenue	\$569.16
Total for 4500 OTHER Revenue	\$5,319.33
Total for Income	\$28,803.39
Cost of Goods Sold	
Gross Profit	\$28,803.39

Statement of Activity

Upper Peninsula Animal Welfare Shelter, Inc

February 2025

DISTRIBUTION ACCOUNT	TOTAL
Expenses	
5000 Employee Expense	0
5200 Payroll Expenses	\$145.00
5201 Wages & Salaries	\$29,228.89
5202 Overtime	\$261.72
5225 Simple Plan Employer	\$193.62
5230 Michigan Unemployment Payable	\$530.82
5235 Employer Social Security	\$1,828.40
5240 Employer Medicare	\$427.62
5245 Worker's Compensation	\$234.00
5250 Employee Benefits	\$475.04
Total for 5000 Employee Expense	\$33,325.11
5500 OPERATING EXPENSE	0
5009 Phone/Network Access	\$362.71
5011 Merchant Service Fees	\$531.35
5050 Utilities	\$4,613.32
5100 Cleaning Supplies	\$170.85
5102 Animal Supplies/Equipment	\$72.57
5105 Repairs/Maintenance	\$334.99
5106 Garbage/Snow Removal	\$1,065.94
5115 Office Supplies/Postage	\$442.48
5117 Community Spay/Neuter Expense	\$325.00
5125 Food	\$707.80
5130 Medical Supplies-Vaccines	\$3,473.68
5135 Vet Care	\$2,158.22
5140 Spay & Neuter Expense	\$2,291.97
5145 Vehicle	\$90.89
5150 Mileage	\$223.72
5160 Depreciation	\$11,224.96
5165 Cash over/short	-\$4.33
5530 Cremation Services Expense	\$117.60
6539 Computer Software	\$942.50
Total for 5500 OPERATING EXPENSE	\$29,146.22
5600 FUNDRAISING EXPENSE	0
6311 Cause for Paws Expense	\$200.00
6330 TUFT Golf Outing Expense	\$250.00
Total for 5600 FUNDRAISING EXPENSE	\$450.00
6000 OTHER EXPENSE	0
5142 Volunteer Program	\$86.17
6503 Community Outreach	\$46.17
6505 Professional Fees	\$3,245.00
6515 Promotions & Advertising	\$87.98

Statement of Activity

Upper Peninsula Animal Welfare Shelter, Inc

February 2025

DISTRIBUTION ACCOUNT	TOTAL
6525 Resale Items Expense	\$1,194.73
6533 Strategic Planning	\$1,950.00
6561 Investment Expense	\$288.46
Total for 6000 OTHER EXPENSE	\$6,898.51
Total for Expenses	\$69,819.84
Net Operating Income	-\$41,016.45
Other Income	
4300 Unrealized Gain/Loss	-\$3,403.30
4400 RESTRICTED REVENUE	0
7400 SALLY'S FUND	0
4218 Sally's Fund Revenue	\$500.00
6518 Sally's Fund Expense	-\$822.64
Total for 7400 SALLY'S FUND	-\$322.64
Total for 4400 RESTRICTED REVENUE	-\$322.64
Total for Other Income	-\$3,725.94
Other Expenses	
Net Other Income	-\$3,725.94
Net Income	-\$44,742.39

Upper Peninsula Animal Welfare Shelter, Inc

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

January - February, 2025

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Revenue				
4000 SHELTER REVENUE				
4005 Pet Adoptions	14,110.78	15,833.33	-1,722.55	89.12 %
4010 Redeemed Animals	325.00	750.00	-425.00	43.33 %
4012 Boarding Fee	50.00	583.33	-533.33	8.57 %
4015 Vet/Optional Care	876.26	916.67	-40.41	95.59 %
4017 Dog Park	205.00	750.00	-545.00	27.33 %
4018 Rentals Revenue	0.00	416.67	-416.67	0.00 %
4020 Government Contracted Services		8,333.33	-8,333.33	
4030 Dog License Revenue	8.00	66.67	-58.67	12.00 %
4031 Microchipping	150.00	333.33	-183.33	45.00 %
4032 Nail Clipping / Grooming	680.00	750.00	-70.00	90.67 %
4033 Community Spay/Neuter Revenue	8,331.34	833.33	7,498.01	999.76 %
4050 Miscellaneous Services	0.00	83.33	-83.33	0.00 %
4060 Cremation Services Revenue	388.00	500.00	-112.00	77.60 %
Total 4000 SHELTER REVENUE	25,124.38	30,149.99	-5,025.61	83.33 %
4100 DIRECT PUBLIC SUPPORT				
4006 Pet Care Sponsorship	61.40	1,666.67	-1,605.27	3.68 %
4109 Pink Lady	50.00	333.33	-283.33	15.00 %
4110 Donations	35,499.88	46,000.00	-10,500.12	77.17 %
4125 Donated Svs/Material In Kind	2,025.00	3,333.33	-1,308.33	60.75 %
4135 Bequests		12,500.00	-12,500.00	
4188 Naming Opportunities		3,916.67	-3,916.67	
Total 4100 DIRECT PUBLIC SUPPORT	37,636.28	67,750.00	-30,113.72	55.55 %
4156 GRANT REVENUE				
4157 General Grants	835.00	2,500.00	-1,665.00	33.40 %
Total 4156 GRANT REVENUE	835.00	2,500.00	-1,665.00	33.40 %
4200 FUNDRAISING REVENUE				
4128 Misc/3rd Party Fundraisers	1,471.13	1,250.00	221.13	117.69 %
4140 Canisters	1,278.22	1,250.00	28.22	102.26 %
4143 Tadychs Receipts		833.33	-833.33	
4144 Cause for Paws	1,295.00	8,000.00	-6,705.00	16.19 %
4147 Strut Your Mutt	500.00	0.00	500.00	
4151 Raise The Woof	5,702.50	6,610.00	-907.50	86.27 %
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	14,116.85	17,943.33	-3,826.48	78.67 %
4500 OTHER Revenue				
4205 Resale Items Revenue	4,708.75	6,666.67	-1,957.92	70.63 %
4215 Interest Revenue	910.79	5,216.67	-4,305.88	17.46 %
4220 Miscellaneous Revenue	-952.32	166.67	-1,118.99	-571.38 %
4221 Endowment Fund Earnings		3,000.00	-3,000.00	

Upper Peninsula Animal Welfare Shelter, Inc

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

January - February, 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	26,916.49	15,050.01	11,866.48	178.85 %
Resale Items Revenue (deleted)	0.00		0.00	
Total Revenue	\$104,629.00	\$133,393.33	\$ -28,764.33	78.44 %
GROSS PROFIT	\$104,629.00	\$133,393.33	\$ -28,764.33	78.44 %
Expenditures				
5000 Employee Expense				
5129 Employee Uniforms		166.67	-166.67	
5200 Payroll Expenses	310.00	304.00	6.00	101.97 %
5201 Wages & Salaries	58,906.83	66,015.08	-7,108.25	89.23 %
5202 Overtime	1,341.53	1,230.77	110.76	109.00 %
5203 Bonuses		1,666.67	-1,666.67	
5225 Simple Plan Employer	380.32	384.62	-4.30	98.88 %
5230 Michigan Unemployment Payable	1,083.76	938.46	145.30	115.48 %
5235 Employer Social Security	3,735.40	4,092.94	-357.54	91.26 %
5240 Employer Medicare	873.59	957.22	-83.63	91.26 %
5245 Worker's Compensation	702.00	733.33	-31.33	95.73 %
5246 Employee Relations	1,293.23	583.33	709.90	221.70 %
5248 Health Ben / Dental / Vision (deleted)	0.00		0.00	
5250 Employee Benefits	1,077.37	2,450.00	-1,372.63	43.97 %
Total 5000 Employee Expense	69,704.03	79,523.09	-9,819.06	87.65 %
5500 OPERATING EXPENSE				
5009 Phone/Network Access	725.42	683.33	42.09	106.16 %
5011 Merchant Service Fees	984.33	1,166.67	-182.34	84.37 %
5012 Bank Service Charges		8.33	-8.33	
5050 Utilities	8,371.50	6,333.33	2,038.17	132.18 %
5100 Cleaning Supplies	511.85	833.33	-321.48	61.42 %
5102 Animal Supplies/Equipment	376.57	1,000.00	-623.43	37.66 %
5105 Repairs/Maintenance	536.83	2,166.67	-1,629.84	24.78 %
5106 Garbage/Snow Removal	2,198.26	2,000.00	198.26	109.91 %
5115 Office Supplies/Postage	959.82	1,000.00	-40.18	95.98 %
5117 Community Spay/Neuter Expense	325.00	1,166.67	-841.67	27.86 %
5119 Small Equipment	2,145.42	500.00	1,645.42	429.08 %
5120 Building/Auto Insurance	2,442.75	2,000.00	442.75	122.14 %
5125 Food	2,086.55	1,666.67	419.88	125.19 %
5127 Microchips		550.00	-550.00	
5130 Medical Supplies-Vaccines	5,185.82	3,333.33	1,852.49	155.57 %
5135 Vet Care	5,401.83	7,000.00	-1,598.17	77.17 %
5140 Spay & Neuter Expense	4,516.97	5,000.00	-483.03	90.34 %
5145 Vehicle	195.36	250.00	-54.64	78.14 %
5146 Dog License Expense		66.67	-66.67	
5149 Vet Surgery Center		583.33	-583.33	

Upper Peninsula Animal Welfare Shelter, Inc

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

January - February, 2025

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
5150 Mileage	317.24	333.33	-16.09	95.17 %
5160 Depreciation	22,449.92	23,000.00	-550.08	97.61 %
5165 Cash over/short	-4.33	16.67	-21.00	-25.97 %
5530 Cremation Services Expense	355.05	666.67	-311.62	53.26 %
6138 Pink Lady Expense		333.33	-333.33	
6539 Computer Software	1,687.80	1,166.67	521.13	144.67 %
6565 IT Consulting		450.00	-450.00	
Total 5500 OPERATING EXPENSE	61,769.96	63,275.00	-1,505.04	97.62 %
5550 GRANT EXPENSE				
5551 General Grants		83.33	-83.33	
Total 5550 GRANT EXPENSE		83.33	-83.33	
5600 FUNDRAISING EXPENSE				
6307 Calendar Expense	8.20	0.00	8.20	
6311 Cause for Paws Expense	2,130.93	2,000.00	130.93	106.55 %
6315 Misc/3rd Party Fund Expense		66.67	-66.67	
6317 Raise The Woof Expense	1,205.99	2,075.00	-869.01	58.12 %
6324 Miscellaneous Expenses	16.94	166.67	-149.73	10.16 %
6330 TUFT Golf Outing Expense	250.00	0.00	250.00	
6550 Strut Your Mutt Expense		0.00	0.00	
6551 Canisters Expense		41.67	-41.67	
Total 5600 FUNDRAISING EXPENSE	3,612.06	4,350.01	-737.95	83.04 %
6000 OTHER EXPENSE				
5142 Volunteer Program	161.17	200.00	-38.83	80.59 %
6313 Direct Solicitations		0.00	0.00	
6503 Community Outreach	103.56	333.33	-229.77	31.07 %
6505 Professional Fees	3,245.00	4,266.67	-1,021.67	76.05 %
6510 Publications		0.00	0.00	
6511 Pet Promotion Expense (deleted)	0.00		0.00	
6515 Promotions & Advertising	340.49	466.67	-126.18	72.96 %
6525 Resale Items Expense	4,663.70	4,000.00	663.70	116.59 %
6530 Conferences / Training	20.00	666.67	-646.67	3.00 %
6532 Donor Development	654.75	166.67	488.08	392.84 %
6533 Strategic Planning	1,950.00	600.00	1,350.00	325.00 %
6535 Licenses, Dues, Permits & Fees		83.33	-83.33	
6540 Miscellaneous Expense	10.19	333.33	-323.14	3.06 %
6561 Investment Expense	1,610.93	1,250.00	360.93	128.87 %
6688 Naming Opportunity Expense		50.00	-50.00	
Total 6000 OTHER EXPENSE	12,759.79	12,416.67	343.12	102.76 %
Total Expenditures	\$147,845.84	\$159,648.10	\$ -11,802.26	92.61 %
NET OPERATING REVENUE	\$ -43,216.84	\$ -26,254.77	\$ -16,962.07	164.61 %
Other Revenue				
4300 Unrealized Gain/Loss	7,553.61		7,553.61	

Upper Peninsula Animal Welfare Shelter, Inc

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

January - February, 2025

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
4400 RESTRICTED REVENUE				
7400 SALLY'S FUND				
4218 Sally's Fund Revenue	2,400.00		2,400.00	
6518 Sally's Fund Expense	-1,115.29		-1,115.29	
Total 7400 SALLY'S FUND	1,284.71		1,284.71	
Total 4400 RESTRICTED REVENUE	1,284.71		1,284.71	
Total Other Revenue	\$8,838.32	\$0.00	\$8,838.32	0.00%
NET OTHER REVENUE	\$8,838.32	\$0.00	\$8,838.32	0.00%
NET REVENUE	\$ -34,378.52	\$ -26,254.77	\$ -8,123.75	130.94 %

Upper Peninsula Animal Welfare Shelter

Days Cash On Hand as of February 2025

	Cash Less Restricted Funds*	Annual Expense	Daily Expense	Days Cash on Hand	
2025	\$483,959.41	\$904,905.02	\$2,479.19	195	(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.

March Shelter Update

- Laura organized another big cat surgery day on March 4th with the UP Vet in Manistique where they were able to spay and neuter 18 cats. Well done Laura on another successful surgery day!
- The new coordinator started this month! Her name is Amara and she is fitting in perfectly! Congratulations Amara for joining the UPAWS team
- The Cause for Paws Gala is progressing smoothly with 4 event sponsors, which is new for this year's event. Big thank you to Nic and the Fundraising Committee for all their hard work
- Texas Roadhouse held a fundraising event for us in February where they raised \$477.00 for the shelter. A special thanks to Mandy from Texas Roadhouse Marquette for organizing the event
- Julie and Ryan both accepted their new positions with UPAWS as the Behavioral Animal Care Coordinator and Shelter Support Specialist respectively. They have both jumped into their new roles and are doing great!

Respectfully submitted,

Sarah Evers, LVT, CVT
Shelter Manager

February 2025		DOGS		CATS		OTHER	TOTAL	
	In Shelter	10		25		2	37	
	In Foster	22	0 in true foster	47	0 in true foster	4	73	
	TOTAL Beginning Count	32		72		6	110	
INTAKE		DOGS	PUPS <5 mos.	CATS	KITS <5 mos.	OTHER	TOTAL	YTD
	Owner Surrender	9	4	12	3	35	63	93
	Returned Adoption	0	0	0	0	0	0	4
	Stray (from Police, Public and Shelter Pickup)	6	0	8	0	0	14	40
	Born in Care	0	0	0	0	0	0	0
	Transferred from Other Shelters	1	1	17	0	0	19	43
	Special Hold/Service In	0	0	0	0	0	0	0
	Seized/Custody (Cruelty & Neglect)	0	0	0	0	0	0	0
	Total Intakes	16	5	37	3	35	96	180

OUTCOMES

Adoptions (shelter, foster home or special event)	20	1	42	19	20	102	161
Total Adoptions YTD	43	1	71	24	22	161	
Returned to Owner	3	0	1	0	0	4	16
Transferred to Rescue Groups/Shelters	1	0	5	0	1	7	8
Total Live Outcomes	24	1	48	19	21	113	185
EUTHANIZED/DEATHS/MISSING/STOLEN							
Dangerous	0	0	0	0	0	0	0
Dying	0	0	0	0	1	1	3
Animal's Name and Reason					Yin-med severe		
TOTAL ANIMALS EUTHANIZED	0	0	0	0	1	1	3
Died at shelter/foster home - Unknown	0	0	0	0	0	0	1
Missing/Stolen/Escaped	0	0	0	0	0	0	0
Animal's Name and Reason							
Total Euth/Died/Other Outcomes	0	0	0	0	1	1	4
In Shelter	12		20		16	48	
In Foster	16	in true foster	25	0 in true foster	3	44	
TOTAL Ending Count (per formula)	28		45		19	92	
TOTAL Ending Count (per report)	28		45		19		
SAVE RATE (Intake- Euthanasia Outcome)/Intake						99.0%	98.3%
ASPCA Live Release Rate (Live Outcomes/ Intake)						117.7%	102.8%

OTHER INFO

	Dogs	Cats
Avg. Length of Stay	95.5	49.3
Monthly Return Rate (returns/adoptions)	0%	0%

UPAWS Finance Committee Minutes

Meeting Date: Thursday, March 20th, 2025 at 5:00pm

Meeting Location: The Trestle

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

New Business

- **Review February 2025 Financial Reports**: No significant discussion occurred. The committee agreed to forward the financial reports to the board for acceptance.

- **Brainstorming**: The committee spent the majority of the meeting in a retreat style brainstorming session to discuss thoughts or ideas relating to the financial side of UPAWS.
 - Jill noted that when she has served on other finance committees, a physical binder is provided to make it easier to compare financials between multiple years.
 - The committee discussed doing some cost analysis on services to ensure that services have an appropriate cost. For example, adoptions could include an analysis of vet expenditures, food, labor, etc. Staff could be polled to determine which animals they spend the most time with. The analysis shouldn't require a bunch of extra work and could focus on a short period of time that could reasonably be extrapolated. This could also result in being able to break down what percentage of a service is covered by fees compared to how much donations cover and help inform our constituents where their dollars in either donations or service fees go. Comparing this work between periods of time can also help in the budgeting process. Chris will compile some data readily available and the committee will review next month and determine if we will need any additional data collection.
 - Jill recommended that UPAWS look into an energy audit now that we have been in the new building for a while. Insulation vendors, SEMCO, or UPPCO could provide us with some options.
 - The committee discussed the recent changes to fundraising efforts and is pleased with the progress that the Fundraising Coordinator is making. The committee would like to emphasize the importance of continuing to ensure that the CRM is being populated and the appropriate documentation is being created and updated.
 - The committee asked that the memo line be populated in bills to provide a short justification for the expense on the Bills and Applied payments report (previously known as the check detail report).
 - The committee discussed the most recent position changes and the ability to hire a LVT. The committee discussed that if we are unable to hire an LVT, UPAWS could cover the licensure cost and the employee would be expected to stay at UPAWS for a certain period of time.

- The committee discussed the status of the first bank accounts that are a combination of money market and CDs. The board originally approved of a ladder for both the UPAWS and Sally's Fund accounts that would hold an equal amount 6, 12, 18, and 24 months out. Money Market and CD rates have been so close that the committee has opted to hold the balance in the money market account for greater flexibility. The committee discussed the process of handling maturity dates to determine whether or not to reinvest. Cole volunteered to maintain a spreadsheet with maturity dates so the committee can be prepared well in advance of a maturity date to discuss future direction.

Old Business

- **Investment & Spending Policy**: Cole provided an initial draft of an investment / spending policy. The committee will review it and make comments prior to the next meeting.

The meeting adjourned at 6:25pm

Next Meeting: Wednesday, April 9th, 2025 at 5:00pm on Google Meet

UPAWS Strategic Planning Committee Minutes

Meeting Date: Friday, March 14th, 2025 at 12:00pm

Meeting Location: Google Meet

Present: Chris Danik (Chair), Lynn Andronis, Brian Hummel, Carole Touchinski

Excused: Sarah Evers

- 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 1:04pm

Next Meeting: Friday, March 21st via Google Meet

Respectfully submitted,

Chris Danik

Strategic Planning Committee Chair

UPAWS Strategic Planning Committee Minutes

Meeting Date: Friday, March 21st, 2025 at 12:00pm

Meeting Location: Google Meet

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

Guest: Linda Remsburg (GLCYD)

Excused: Carole Touchinski

- Linda Remsburg from GLCYD presented and discussed the process of building our long term strategic plan.
 - First step is data collection via surveys. Linda will provide some sample questions for the committee to use in building our own surveys. Different surveys will be developed for each group of stakeholders. The data will need to be compiled prior to the retreat.
 - Data also needed are financials, statistics, and other information on programs and services.
 - The board will need to decide on the dates and format of the retreat. It can be one or two days. If it's split, they should be held closely together. At least the first part should include key staff. The committee discussed potentially a Friday night with staff and board and finalizing everything as a board on a Saturday morning. Part of the retreat will include reviewing our mission, vision, and identifying core values.
 - Linda offered to attend the board meeting prior to the retreat to give a 15 minute presentation on what to expect at the retreat.
 - Optimal timeline is data collection in May and the retreat in June. Plan would be ready well in advance of December which could help if additional resources need to be considered for the budgeting process.
- The committee finalized the draft interim strategic plan that should guide UPAWS through the end of the year. It will be presented to the board via R&R for approval.

The meeting adjourned at 1:26pm

Next Meeting: Friday, April 18th via Google Meet

Respectfully submitted,

Chris Danik

Strategic Planning Committee Chair

Personnel Committee Meeting
3/3/25

PRESENT: Sarah Evers, Chris Danik, Lynn Andronis, Deb LaMere (excused)

Reviewed and finalized Job Descriptions for Veterinary Assistant, Shelter Support Specialist and Behavioral Animal Care Coordinator. It is our opinion that written job descriptions are under the purview of the Personnel Committee as they are not an official part of our Personnel Policies. The foregoing job descriptions have, as of this date, been approved by this committee. The “Wages/Rates” section in the policies will need to be updated.

Earned Sick Time Act: Deb will review and report back to committee. Sarah will order the required posters for the shelter. We will review ramifications and changes at our April meeting.

2025 Budget – review expenses associated with Employee to discuss increases. We need to define what we would like to “see”; Chris will run the numbers.

Reviewed Sarah’s evaluation on 2/27/25 – In the face-to-face review, Sarah had questions requiring some clarification. Those questions will be addressed at the committee level when next we meet.

We will begin to review the Personnel Policies at our next meeting since the last activity of this project was done one year ago.

Lynn

Next meeting (virtual) scheduled for 4/7/25, at Noon.