



UPPER PENINSULA ANIMAL WELFARE SHELTER

BOARD OF DIRECTORS MEETING

August 27, 2025 / 6pm / Cliffs-Eagle Mine Community Room

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.	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.
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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. July 23, 2025 Board Meeting Minutes DRAFT
 - b. July 23, 2025 Organizational Meeting Minutes DRAFT
6. Unfinished Business
7. New Business
 - a.
 - b.
8. Communications
9. President's Report
10. Treasurer's Report
 - a. Treasurer's Report
 - b. June 2025 Financials
 - c. July 2025 Financials
11. Shelter Operations Reports
 - a. Shelter Manager Report
 - b. Monthly Report of Animal Behavioral Care Coordinator:
 - c. Shelter Statistics
12. Committee Reports
 - a. Board Development Committee Report

- b. Finance Committee Report (Chris)
 - c. Strategic Planning Committee Report (Chris)
 - d. Personnel Committee Report (Lynn)
 - e. Policy / Bylaw Committee Report
 - f. Donor Development Committee Report
 - g. CART (Community Animal Response Team) Report
- 13. Public Comment
 - 14. Board Comment
 - 15. Adjournment

Next Board Meeting Date: 09/24/25, 6pm, Cliffs-Eagle Mine Community Room, UPAWS



**UPPER PENINSULA ANIMAL WELFARE SHELTER
BOARD OF DIRECTORS MEETING MINUTES**
July 23, 2025 / 6pm / Cliffs-Eagle Mine Community Room

PRESENT: Dominic Andriacchi (virtual), Lynn Andronis, Steffani Baker (virtual), Chris Danik, Andi Goriesky, Brian Hummel

ABSENT: Carole Touchinski (excused)

STAFF: Julie Mahan, Ann Brownell

GUESTS: Reva Laituri

1. Call to Order/Attendance: Meeting was called to order at 6:07 pm.
2. Approval of Agenda: *Motion was made by Andi, seconded by Brian, to approve the Agenda as presented. Motion passed with unanimous consent.*
3. Mission Moment: None.
4. Public Comment: None.
5. Approval of Minutes:
 - a. May 28, 2025 Regular Meeting Minutes: *Motion was made by Andi, seconded by Chris, to approve the minutes as presented. Motion passed with unanimous consent.*
 - b. June 24, 2025 Annual Meeting Minutes: *Motion was made by Andi, seconded by Chris, to approve the minutes as presented. Motion passed with unanimous consent.*
 - c. June 25, 2025 Regular Meeting Minutes: *Motion was made by Andi, seconded by Steffani, to approve the minutes as presented. Motion passed with Dominic abstaining.*
6. Unfinished Business:
 - a. Rewording/Revision of Position Statement on Companion Animal Training: *Motion was made by Brian, seconded by Andi, to approve the revisions submitted for the position statement on companion animal training, with the following change. Replace "Because..." at the beginning of the last sentence with "We believe..." for more clarity. Motion passed with unanimous consent.*
7. New Business:
 - a. Report & Recommendation from Board Development RE: Reappointment of Andi Goriesky to the Board: A vote was conducted via secret ballot. Reva distributed, collected and tallied the ballots and Andi was re-elected to the board with a term expiring in 2028.
8. Communications: Andi spoke about people she has approached as potential board members and has emailed applications to them.
9. President's Report: Written report submitted.
10. Treasurer's Report:
 - a. Treasurer's Report: No written report was submitted as we are in the middle of our audit.

- b. June 2025 Financials: These financials will be submitted at our August meeting.

11. Shelter Operations Reports:

- a. Shelter Manager Report: Written report submitted.
- b. Monthly Report of Animal Behavioral Care Coordinator: Written report submitted. There was a question on the definition of “cooperative care”. As an example, Julie explained that it would refer to doing nail trims, or similar actions, without tying the animals down.
- c. Shelter Statistics: Submitted.

12. Committee Reports:

- a. Board Development Committee Report: This committee did not meet this month.
- b. Finance Committee Report: Meeting minutes submitted.
- c. Strategic Planning Committee Report: Meeting minutes submitted. Chris noted that he failed to update the progress sheet this month, but he will update it and will send an email when done.
- d. Personnel Committee Report: Meeting minutes submitted.
- e. Policy / Bylaw Committee Report: Meeting minutes submitted.
- f. Donor Development Committee Report: Steffani reported that there was no formal report as this committee met last night for the first time. She reported that this was a great introductory meeting for the members. Her biggest concern at this point is making sure the duties of this committee are what the board wants. Chris noted that it would be beneficial to have an audit on a communication plan for donors (for thank you letters, etc.). Steffani asked that any ideas or input should be emailed to her.
- g. CART (Community Animal Response Team) ad hoc Committee Report: Cathy was unable to attend this meeting. It was reported that she’s trying to get a meeting with Lynn and Brian to ensure compliance with UPAWS mission and policies. She would also like to meet with Andi. She is still working with MSU extension regarding the LADDER training set up for next month and attempting to increase enrollment for the training.

13. Public Comment: None.

14. Board Comment: As this was Brian’s last meeting, he publicly thanked everyone on the board and staff for past 5 years of his involvement with UPAWS. His intention is to take short hiatus for the next couple of months and come back as a committee member on Policy/Bylaw and Board Development. He will also stay involved through CART.

15. Adjournment: Motion was made by Andi, seconded by Steffani, to adjourn the meeting. Motion passed with unanimous consent. Meeting was adjourned at 6:40 pm.

Respectfully submitted,

Counter-Signed,

Lynn Andronis, President

Next Board Meeting Date: 8/27/25, 6pm, Cliffs-Eagle Mine Community Room, UPAWS

UPPER PENINSULA ANIMAL WELFARE SHELTER
BOARD OF DIRECTORS ORGANIZATIONAL MEETING MINUTES
Wednesday, July 23, 2025

PRESENT: Dominic Andriacchi (virtual), Lynn Andronis, Steffani Baker (virtual), Chris Danik, Andi Goriesky

GUESTS: Brian Hummel, Reva Laituri

1. Call to Order/Attendance: Meeting was called to order at 6:53 pm.
2. Approval of Agenda: Chris made a motion, seconded by Andi, to approve the Agenda as presented. Motion passed with unanimous consent.
3. Election of Officers: With the following elections, a vote was then conducted by secret ballot. Reva and Brian distributed, collected, tallied the ballots and announced the results of the elections.
 - a. President: Andi nominated Lynn as President and Lynn accepted. Voting proceeded as indicated above and Lynn was elected as President.
 - b. Vice-President: Andi nominated Steffani as Vice-President and Steffani accepted. Voting proceeded as indicated above and Steffani was elected as Vice-President.
 - c. Secretary: Steffani nominated Andi as Secretary and Andi accepted. Voting proceeded as indicated above and Andi was elected as Secretary.
 - d. Treasurer: Lynn nominated Chris as Treasurer and Chris accepted. Voting proceeded as indicated above and Chris was elected as Treasurer.
4. Conflict of Interest Agreements: Conflict of Interest forms will be emailed to board members for their signatures.
5. Committee Chairs:
 - a. Personnel: As President, Lynn will chair this committee.
 - b. Finance: As Treasurer, Chris will chair this committee.
 - c. Board Development: As Vice-President, Steffani will chair this committee.
 - d. Strategic Planning: Chris will retain the chair of this committee.
 - e. Policy/Bylaw: At this point, this committee is unassigned.
 - f. Donor Development: Steffani offered to chair this committee.
 - g. CART (ad hoc): We expect that Cathy will want to continue to chair this committee as liaison.
6. Adjournment: Chris made a motion, seconded by Andi, to adjourn the meeting. Motion passed with unanimous consent. Meeting was adjourned at 7:08 pm.

Respectfully submitted,

Counter-Signed

UPAWS Treasurer's Report
August 2025

June 2025 Financial Reports:

The June 2025 financial reports are presented to the Board of Directors for acceptance after being reviewed and approved by the Finance Committee via email. A few notes from the treasurer:

- Overall revenue showing unfavorable variance.
- Misc/3rd party favorable variance includes a recent donation over \$5k from a Super One donation drive and \$1.8k from Party on the Patio at Up North Lodge.
- Favorable variance for RTW is due to some entries that should have been posted to CFP. A correction will be made for the July statements.
- Favorable variance in Employee Expenses due to vacant positions.
- Neon CRM license going to 6535 which is why that variance is so high. An adjusting entry was posted for July to keep that in software.

Respectfully submitted,
Chris Danik
Treasurer

Upper Peninsula Animal Welfare Shelter, Inc

Statement of Financial Position

As of June 30, 2025

	TOTAL	
	AS OF JUN 30, 2025	AS OF MAY 31, 2025 (PP)
ASSETS		
Current Assets		
Bank Accounts		
1000 Wells Fargo-Checking	0.00	0.00
1010 Nicolet Checking	59,643.44	44,268.07
1030 First Bank Money Market	428,228.42	426,196.31
1031 Sallys Fund Money Market	57,188.64	52,050.76
1070 PayPal account	3,914.65	70.38
1090 Cash in Drawer	333.78	333.78
Total Bank Accounts	\$549,308.93	\$522,919.30
Accounts Receivable		
1200 *Accounts Receivable	5,808.13	9,290.86
1524 Capital Campaign Pledges	500.00	600.00
Total Accounts Receivable	\$6,308.13	\$9,890.86
Other Current Assets		
1080 Petty Cash	400.00	400.00
1201 Inventory	6,109.51	6,121.71
1350 Fundraising Change Fund	300.00	300.00
1499 Undeposited Funds	0.00	0.00
1500 Stripe - Photo Contest	0.00	0.00
1510 Stripe - Strutt Your Mutt	0.00	0.00
1540 Allowance for Uncol Promises	0.00	0.00
1550 Discount-CC Pledges Receivable	0.00	0.00
1606 Allowance for Uncollectible A/R	0.00	0.00
1607 Employee loan	0.00	0.00
Total Other Current Assets	\$6,809.51	\$6,821.71
Total Current Assets	\$562,426.57	\$539,631.87
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 Improvments	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	-868,616.90	-857,391.94
Total Fixed Assets	\$2,944,203.15	\$2,955,428.11
Other Assets		
1074 WF Endowment Fund Investments	430,402.96	416,372.75
1078 Brokerage CDs at First Bank	250,495.00	250,029.50
1079 Sallys Fund Brokerage CDs	21,023.87	20,990.97

Upper Peninsula Animal Welfare Shelter, Inc

Statement of Financial Position

As of June 30, 2025

	TOTAL	
	AS OF JUN 30, 2025	AS OF MAY 31, 2025 (PP)
1250 Thrivent Investment	0.00	0.00
1300 Bequest Receivable	0.00	0.00
1700 Beneficial Interest in MCCF	121,054.38	121,054.38
1702 Beneficial Interest-Dixon F B	649,300.93	630,566.31
9999 Point of Sale General Asset	0.00	0.00
Total Other Assets	\$1,472,277.14	\$1,439,013.91
TOTAL ASSETS	\$4,978,906.86	\$4,934,073.89
LIABILITIES AND EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
2001 *Accounts Payable	2,177.79	-1,883.41
Total Accounts Payable	\$2,177.79	\$ -1,883.41
Credit Cards		
2005 Nicolet Bank Cards	3,141.52	3,178.50
Total Credit Cards	\$3,141.52	\$3,178.50
Other Current Liabilities		
2000 Accounts Payable	0.00	0.00
2002 AP-New Shelter Retainage	0.00	0.00
2020 Accrued Payroll	10,697.62	10,697.62
2025 Accrued Benefits	21,097.08	21,097.08
2100 FUTA	0.00	0.00
2101 Federal Tax W/H Payable	914.15	1,170.15
2102 Medicare and SS Payable	2,174.36	2,735.82
2103 Michigan W/H Payable	1,181.97	1,731.28
2104 Suta Tax Payable	851.90	660.64
2107 Garnishment	0.00	0.00
2108 AFLAC pre-tax	0.00	0.00
2110 Direct Deposit Liabilities	0.00	0.00
2111 Simple Plan Payable	0.00	0.00
Total 2100 FUTA	5,122.38	6,297.89
2251 mBank Line of Credit	0.00	0.00
2520 Gift Certificates Outstanding	0.00	0.00
2550 Sales Tax Payable	0.00	0.00
POS Tax Agency Payable	0.00	0.00
Sales Tax Payable	0.00	0.00
Total POS Tax Agency Payable	0.00	0.00
Sales Tax Agency Payable	0.00	0.00
State of Michigan Payable	150.04	168.54
Sales Tax Payable	0.00	0.00

Upper Peninsula Animal Welfare Shelter, Inc

Statement of Financial Position

As of June 30, 2025

	TOTAL	
	AS OF JUN 30, 2025	AS OF MAY 31, 2025 (PP)
Total State of Michigan Payable	150.04	168.54
Total Other Current Liabilities	\$37,067.12	\$38,261.13
Total Current Liabilities	\$42,386.43	\$39,556.22
Long-Term Liabilities		
2300 Mortgage-New Shelter	0.00	0.00
Total Long-Term Liabilities	\$0.00	\$0.00
Total Liabilities	\$42,386.43	\$39,556.22
Equity		
3000 Opening Bal Equity	0.00	0.00
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
3900 Retained Earnings	3,425,572.16	3,425,572.16
Net Revenue	-109,927.18	-151,929.94
Total Equity	\$4,936,520.43	\$4,894,517.67
TOTAL LIABILITIES AND EQUITY	\$4,978,906.86	\$4,934,073.89

Upper Peninsula Animal Welfare Shelter, Inc

FY 2025 Budget to Actual

January - June, 2025

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Revenue				
4000 SHELTER REVENUE				
4005 Pet Adoptions	39,137.19	47,500.00	-8,362.81	82.39 %
4010 Redeemed Animals	1,935.00	2,250.00	-315.00	86.00 %
4012 Boarding Fee	210.00	1,750.00	-1,540.00	12.00 %
4015 Vet/Optional Care	3,386.45	2,750.00	636.45	123.14 %
4017 Dog Park	1,280.10	2,250.00	-969.90	56.89 %
4018 Rentals Revenue	170.00	1,250.00	-1,080.00	13.60 %
4020 Government Contracted Services	17,616.05	25,000.00	-7,383.95	70.46 %
4030 Dog License Revenue	76.00	200.00	-124.00	38.00 %
4031 Microchipping	457.00	1,000.00	-543.00	45.70 %
4032 Nail Clipping / Grooming	2,144.97	2,250.00	-105.03	95.33 %
4033 Community Spay/Neuter Revenue	4,138.00	2,500.00	1,638.00	165.52 %
4050 Miscellaneous Services	0.00	250.00	-250.00	0.00 %
4060 Cremation Services Revenue	894.00	1,500.00	-606.00	59.60 %
Total 4000 SHELTER REVENUE	71,444.76	90,450.00	-19,005.24	78.99 %
4100 DIRECT PUBLIC SUPPORT				
4006 Pet Care Sponsorship	169.20	5,000.00	-4,830.80	3.38 %
4109 Pink Lady	200.00	1,000.00	-800.00	20.00 %
4110 Donations	107,121.40	138,000.00	-30,878.60	77.62 %
4125 Donated Svs/Material In Kind	10,628.75	10,000.00	628.75	106.29 %
4126 In Kind Donations - Cleaning Supplies	73.00		73.00	
4127 In Kind Donations - Food	370.00		370.00	
4129 In Kind Donations - Animal Supplies/Equipment	166.00		166.00	
4135 Bequests		37,500.00	-37,500.00	
4188 Naming Opportunities		11,750.00	-11,750.00	
Total 4100 DIRECT PUBLIC SUPPORT	118,728.35	203,250.00	-84,521.65	58.41 %
4156 GRANT REVENUE				
4157 General Grants	835.00	7,500.00	-6,665.00	11.13 %
Total 4156 GRANT REVENUE	835.00	7,500.00	-6,665.00	11.13 %
4200 FUNDRAISING REVENUE				
4128 Misc/3rd Party Fundraisers	8,915.33	3,750.00	5,165.33	237.74 %
4140 Canisters	3,634.62	3,750.00	-115.38	96.92 %
4143 Tadychs Receipts		2,500.00	-2,500.00	
4144 Cause for Paws	11,200.00	17,950.00	-6,750.00	62.40 %
4147 Strut Your Mutt	500.00	4,000.00	-3,500.00	12.50 %
4151 Raise The Woof	10,949.15	6,610.00	4,339.15	165.65 %
4170 TUFT Golf Outing	13,550.00	10,000.00	3,550.00	135.50 %
4183 Rescue Raffle	0.00		0.00	
4197 Calendar	167.32	5,000.00	-4,832.68	3.35 %
Total 4200 FUNDRAISING REVENUE	48,916.42	53,560.00	-4,643.58	91.33 %
4500 OTHER Revenue				
4205 Resale Items Revenue	15,603.42	20,000.00	-4,396.58	78.02 %

Upper Peninsula Animal Welfare Shelter, Inc

FY 2025 Budget to Actual

January - June, 2025

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
4215 Interest Revenue	14,946.39	15,650.00	-703.61	95.50 %
4220 Miscellaneous Revenue	41,601.70	500.00	41,101.70	8,320.34 %
4221 Endowment Fund Earnings	5,166.51	14,000.00	-8,833.49	36.90 %
4223 MCCF B.Reider Fund Distribution	23,042.09	20,400.00	2,642.09	112.95 %
4227 Distribution from Dixon Estate		3,000.00	-3,000.00	
Uncategorized Revenue	1,300.83		1,300.83	
Total 4500 OTHER Revenue	101,660.94	73,550.00	28,110.94	138.22 %
Total Revenue	\$341,585.47	\$428,310.00	\$ -86,724.53	79.75 %
GROSS PROFIT	\$341,585.47	\$428,310.00	\$ -86,724.53	79.75 %
Expenditures				
5000 Employee Expense				
5129 Employee Uniforms	358.83	500.00	-141.17	71.77 %
5200 Payroll Expenses	985.00	988.00	-3.00	99.70 %
5201 Wages & Salaries	195,274.66	214,549.01	-19,274.35	91.02 %
5202 Overtime	3,289.56	4,000.00	-710.44	82.24 %
5203 Bonuses	825.00	5,000.00	-4,175.00	16.50 %
5225 Simple Plan Employer	1,227.43	1,250.01	-22.58	98.19 %
5230 Michigan Unemployment Payable	2,475.90	3,050.00	-574.10	81.18 %
5235 Employer Social Security	12,362.12	13,302.05	-939.93	92.93 %
5240 Employer Medicare	2,891.13	3,110.96	-219.83	92.93 %
5245 Worker's Compensation	1,404.00	2,200.00	-796.00	63.82 %
5246 Employee Relations	1,812.61	1,750.00	62.61	103.58 %
5248 Health Ben / Dental / Vision (deleted)	0.00		0.00	
5250 Employee Benefits	1,857.26	7,350.00	-5,492.74	25.27 %
Total 5000 Employee Expense	224,763.50	257,050.03	-32,286.53	87.44 %
5500 OPERATING EXPENSE				
5009 Phone/Network Access	2,653.26	2,050.00	603.26	129.43 %
5011 Merchant Service Fees	3,503.31	3,500.00	3.31	100.09 %
5012 Bank Service Charges		25.00	-25.00	
5050 Utilities	20,402.62	19,000.00	1,402.62	107.38 %
5100 Cleaning Supplies	2,274.13	2,500.00	-225.87	90.97 %
5102 Animal Supplies/Equipment	1,619.02	3,000.00	-1,380.98	53.97 %
5105 Repairs/Maintenance	4,123.47	6,500.00	-2,376.53	63.44 %
5106 Garbage/Snow Removal	6,433.14	5,250.00	1,183.14	122.54 %
5115 Office Supplies/Postage	3,211.50	3,000.00	211.50	107.05 %
5117 Community Spay/Neuter Expense	4,698.06	3,500.00	1,198.06	134.23 %
5119 Small Equipment	2,145.42	1,500.00	645.42	143.03 %
5120 Building/Auto Insurance	31,886.53	29,000.00	2,886.53	109.95 %
5125 Food	9,302.52	5,000.00	4,302.52	186.05 %
5127 Microchips		1,650.00	-1,650.00	
5130 Medical Supplies-Vaccines	10,583.04	10,000.00	583.04	105.83 %
5135 Vet Care	20,544.51	21,000.00	-455.49	97.83 %
5140 Spay & Neuter Expense	11,919.87	15,000.00	-3,080.13	79.47 %

Upper Peninsula Animal Welfare Shelter, Inc

FY 2025 Budget to Actual

January - June, 2025

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
5145 Vehicle	418.43	750.00	-331.57	55.79 %
5146 Dog License Expense	74.00	200.00	-126.00	37.00 %
5149 Vet Surgery Center	2,438.60	1,750.00	688.60	139.35 %
5150 Mileage	771.89	1,000.00	-228.11	77.19 %
5160 Depreciation	67,349.76	69,000.00	-1,650.24	97.61 %
5165 Cash over/short	72.59	50.00	22.59	145.18 %
5530 Cremation Services Expense	1,707.49	2,000.00	-292.51	85.37 %
6138 Pink Lady Expense		1,000.00	-1,000.00	
6539 Computer Software	3,203.05	3,500.00	-296.95	91.52 %
6565 IT Consulting		1,350.00	-1,350.00	
Total 5500 OPERATING EXPENSE	211,336.21	212,075.00	-738.79	99.65 %
5550 GRANT EXPENSE				
5551 General Grants		250.00	-250.00	
Total 5550 GRANT EXPENSE		250.00	-250.00	
5600 FUNDRAISING EXPENSE				
6307 Calendar Expense	8.20	300.00	-291.80	2.73 %
6311 Cause for Paws Expense	5,859.71	7,435.00	-1,575.29	78.81 %
6315 Misc/3rd Party Fund Expense	199.36	200.00	-0.64	99.68 %
6317 Raise The Woof Expense	1,605.99	2,075.00	-469.01	77.40 %
6324 Miscellaneous Expenses	160.37	500.00	-339.63	32.07 %
6330 TUFT Golf Outing Expense	300.00	3,000.00	-2,700.00	10.00 %
6550 Strut Your Mutt Expense		500.00	-500.00	
6551 Canisters Expense		125.00	-125.00	
Total 5600 FUNDRAISING EXPENSE	8,133.63	14,135.00	-6,001.37	57.54 %
6000 OTHER EXPENSE				
5142 Volunteer Program	731.94	600.00	131.94	121.99 %
6313 Direct Solicitations		5,400.00	-5,400.00	
6503 Community Outreach	395.20	1,000.00	-604.80	39.52 %
6505 Professional Fees	12,095.00	12,800.00	-705.00	94.49 %
6510 Publications	109.00	5,000.00	-4,891.00	2.18 %
6511 Pet Promotion Expense (deleted)	0.00		0.00	
6515 Promotions & Advertising	1,161.86	1,400.00	-238.14	82.99 %
6525 Resale Items Expense	11,280.43	12,000.00	-719.57	94.00 %
6530 Conferences / Training	20.00	2,000.00	-1,980.00	1.00 %
6532 Donor Development	828.75	500.00	328.75	165.75 %
6533 Strategic Planning	1,950.00	1,800.00	150.00	108.33 %
6535 Licenses, Dues, Permits & Fees	1,790.90	250.00	1,540.90	716.36 %
6540 Miscellaneous Expense	247.89	1,000.00	-752.11	24.79 %
6561 Investment Expense	13,051.41	3,750.00	9,301.41	348.04 %
6688 Naming Opportunity Expense		150.00	-150.00	
Uncategorized Expenditure	167.22		167.22	
Total 6000 OTHER EXPENSE	43,829.60	47,650.00	-3,820.40	91.98 %

Upper Peninsula Animal Welfare Shelter, Inc

FY 2025 Budget to Actual

January - June, 2025

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Total Expenditures	\$488,062.94	\$531,160.03	\$ -43,097.09	91.89 %
NET OPERATING REVENUE	\$ -146,477.47	\$ -102,850.03	\$ -43,627.44	142.42 %
Other Revenue				
4300 Unrealized Gain/Loss	34,334.33		34,334.33	
4400 RESTRICTED REVENUE				
7400 SALLY'S FUND				
4218 Sally's Fund Revenue	3,421.25		3,421.25	
6518 Sally's Fund Expense	-1,205.29		-1,205.29	
Total 7400 SALLY'S FUND	2,215.96		2,215.96	
Total 4400 RESTRICTED REVENUE	2,215.96		2,215.96	
Total Other Revenue	\$36,550.29	\$0.00	\$36,550.29	0.00%
NET OTHER REVENUE	\$36,550.29	\$0.00	\$36,550.29	0.00%
NET REVENUE	\$ -109,927.18	\$ -102,850.03	\$ -7,077.15	106.88 %

Upper Peninsula Animal Welfare Shelter, Inc

Statement of Activity

June 2025

	TOTAL
Revenue	
4000 SHELTER REVENUE	
4005 Pet Adoptions	5,874.64
4010 Redeemed Animals	175.00
4012 Boarding Fee	150.00
4015 Vet/Optional Care	494.13
4017 Dog Park	187.51
4030 Dog License Revenue	8.00
4031 Microchipping	125.00
4032 Nail Clipping / Grooming	380.00
Total 4000 SHELTER REVENUE	7,394.28
4100 DIRECT PUBLIC SUPPORT	
4006 Pet Care Sponsorship	45.70
4109 Pink Lady	25.00
4110 Donations	27,975.62
4125 Donated Svs/Material In Kind	3,634.00
Total 4100 DIRECT PUBLIC SUPPORT	31,680.32
4200 FUNDRAISING REVENUE	
4128 Misc/3rd Party Fundraisers	2,171.00
4140 Canisters	639.83
4151 Raise The Woof	
4170 TUFT Golf Outing	5,742.00
4197 Calendar	100.32
Total 4200 FUNDRAISING REVENUE	8,653.15
4500 OTHER Revenue	
4205 Resale Items Revenue	2,331.18
4215 Interest Revenue	3,329.98
4220 Miscellaneous Revenue	36,477.30
Total 4500 OTHER Revenue	42,138.46
Total Revenue	\$89,866.21
GROSS PROFIT	\$89,866.21
Expenditures	
5000 Employee Expense	
5200 Payroll Expenses	145.00
5201 Wages & Salaries	29,369.33
5202 Overtime	945.26
5203 Bonuses	825.00
5225 Simple Plan Employer	183.24
5230 Michigan Unemployment Payable	191.26
5235 Employer Social Security	1,930.65
5240 Employer Medicare	451.52

Upper Peninsula Animal Welfare Shelter, Inc

Statement of Activity

June 2025

	TOTAL
5245 Worker's Compensation	234.00
5246 Employee Relations	58.84
5250 Employee Benefits	263.14
Total 5000 Employee Expense	34,597.24
5500 OPERATING EXPENSE	
5009 Phone/Network Access	362.71
5011 Merchant Service Fees	490.14
5050 Utilities	6,206.75
5100 Cleaning Supplies	731.69
5102 Animal Supplies/Equipment	822.45
5105 Repairs/Maintenance	972.06
5106 Garbage/Snow Removal	263.06
5115 Office Supplies/Postage	296.47
5117 Community Spay/Neuter Expense	627.00
5120 Building/Auto Insurance	810.44
5125 Food	2,792.94
5130 Medical Supplies-Vaccines	1,507.87
5135 Vet Care	3,327.38
5140 Spay & Neuter Expense	1,390.00
5145 Vehicle	82.29
5150 Mileage	93.52
5160 Depreciation	11,224.96
5165 Cash over/short	-6.49
5530 Cremation Services Expense	513.82
6539 Computer Software	120.00
Total 5500 OPERATING EXPENSE	32,629.06
5600 FUNDRAISING EXPENSE	
6317 Raise The Woof Expense	400.00
6324 Miscellaneous Expenses	143.43
Total 5600 FUNDRAISING EXPENSE	543.43
6000 OTHER EXPENSE	
5142 Volunteer Program	207.84
6503 Community Outreach	234.00
6505 Professional Fees	3,350.00
6510 Publications	109.00
6515 Promotions & Advertising	700.67
6525 Resale Items Expense	751.68
6532 Donor Development	174.00
6535 Licenses, Dues, Permits & Fees	455.30
6540 Miscellaneous Expense	17.00
6561 Investment Expense	5,659.85

Upper Peninsula Animal Welfare Shelter, Inc

Statement of Activity

June 2025

	TOTAL
Uncategorized Expenditure	167.22
Total 6000 OTHER EXPENSE	11,826.56
Total Expenditures	\$79,596.29
NET OPERATING REVENUE	\$10,269.92
Other Revenue	
4300 Unrealized Gain/Loss	31,211.59
4400 RESTRICTED REVENUE	
7400 SALLY'S FUND	
4218 Sally's Fund Revenue	521.25
Total 7400 SALLY'S FUND	521.25
Total 4400 RESTRICTED REVENUE	521.25
Total Other Revenue	\$31,732.84
NET OTHER REVENUE	\$31,732.84
NET REVENUE	\$42,002.76

Upper Peninsula Animal Welfare Shelter

Days Cash On Hand as of June 2025

	Cash Less Restricted Funds*	Annual Expense	Daily Expense	Days Cash on Hand	
2025	\$498,628.42	\$904,905.02	\$2,479.19	201	(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

Feburary 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

Current Month Financials For Formula (Do not Print)

Checking	59,643.44
Money Market	428,228.42
A/R (less capital campaign)	5,808.13
Petty Cash	400.00
FR Change Fund	300.00
Paypal	3,914.65
Square	0.00
Cash in Drawer	333.78
Undeposited Funds	

August Shelter Update

- We are teaming up with the Michigan Pet Alliance and hosting one of their regional workshops at UPAWS. The workshop is scheduled for October 5th and is open to anyone in the shelter community. There will be talks on expanding a barn buddy program and the afternoon will be spent learning about general shelter care, triage in emergency situations and how to expand on shelter partner programs.
- I am so excited to announce that we hired 4 new caregivers and are officially back to full staff! Hannah, Abby, Madison and Ellie are doing a wonderful job and slowly becoming part of the team. Welcome ladies!
- The memorial bridge was installed in the memorial garden. It is a beautiful piece of work donated by Stephen and Sarah LaCrosse and Tom and Amy Van Ess in loving memory of Dusty, Buddy, Sophie, Stanley, Zoe and Cinder. Stephen and Sarah lost their dog unexpectedly a few months ago so they wanted to do something to honor him. I am working on a plaque to place on the bridge to show their support. We will be relaunching the memorial stones along with launching the pet tags soon
- Nikki Swensen is on board as our new Fundraising Coordinator and she had hit the ground running. She is busy planning Strut Your Mutt with the help of Steffani and Lynn along with looking ahead to the 50th Anniversary Party. Here is her update:
 - Strut Your Mutt: All marketing is in process, shirts ordered, soliciting sponsors, vendors, raffles and volunteers is in process. Date set for September 13, 2025.
 - 50th Anniversary for UPAWS: Tentative date of Sunday, October 12th, 2025. Open house and tours to the public. Door prizes, food trucks, & cake. Asking the board for historical things to bring to the event, old photo albums, etc.
- Ann put together a wonderful newsletter that hit peoples mailboxes a couple weeks ago. We are already seeing the donations coming in, which we can not thank people enough for. Great job Ann on another newsletter
- UPAWS had booths at both Blueberry Fest and the Marquette County Fair. It's always nice to get out of the shelter and talk to people about all the great work the shelter is doing for the animals of Marquette County. We raised \$980 at Blueberry Fest and \$279 at the fair.
- Attached is Julie's monthly report on animal behavior

Monthly Report Behavioral Animal Care Coordinator
July

Statistics

No. of dogs adopted/gone into foster-to-adopt in July	11
No. of adopters contacted	11
No. of adopters giving feedback	11
No. of adopters mentioning some issues and receiving post adoption training support	2 (potty issues and not eating well, running off when getting the chance)
No. of returned adoptions	0

Dogs in on a specific training/management plan: 3

1	• Excitability • Barking • Cooperative care
2	• Extreme leash pulling
3 (court case)	• Overstimulation with grabbing due to frustration

July 2025 (complete)	DOGS		CATS		OTHER	TOTAL	
In Shelter	30		73		6	109	
In Foster	15	0 in true foster	60	in true foster	1	76	
TOTAL Beginning Count	45		133		7	185	
INTAKE	DOGS	PUPS <5 mos.	CATS	KITS <5 mos.	OTHER	TOTAL	YTD
Owner Surrender	2	2	14	3	7	28	297
Returned Adoption	0	0	1	0	0	1	12
Stray (from Police, Public and Shelter Pickup)	15	0	11	17	0	43	203
Born in Care	0	0	0	7	0	7	36
Transferred from Other Shelters	0	0	2	0	0	2	47
Special Hold/Service In	0	0	1	0	0	1	12
Seized/Custody (Cruelty & Neglect)	0	0	0	0	0	0	49
Total Intakes	17	2	29	27	7	82	656

OUTCOMES

Adoptions (shelter, foster home or special event)	12	0	23	7	6	48	429
Total Adoptions YTD	105	8	184	57	75	429	
Returned to Owner	12	0	3	0	0	15	95
Transferred to Rescue Groups/Shelters	0	0	0	0	0	0	8
Total Live Outcomes	24	0	26	7	6	63	532
EUTHANIZED/DEATHS/MISSING/STOLEN							
Dangerous	0	0	0	0	0	0	3
Dying	0	0	0	0	0	0	4
Animal's Name and Reason							
TOTAL ANIMALS EUTHANIZED	0	0	0	0	0	0	7
Died at shelter/foster home - Unknown	0	0	0	1	0	1	6
Missing/Stolen/Escaped	0	0	0	0	0	0	4
Animal's Name and Reason				UFO-immature			
Total Euth/Died/Other Outcomes	0	0	0	1	0	1	15
In Shelter	23		68		7	98	
In Foster	17	3 in true foster	87	3 in true foster	1	105	
TOTAL Ending Count (per formula)	40		155		8	203	
TOTAL Ending Count (per report)	40		155		8	203	
SAVE RATE (Intake- Euthanasia Outcome)/Intake						100.0%	98.9%
ASPCA Live Release Rate (Live Outcomes/ Intake)						76.8%	81.1%

OTHER INFO

	Dogs	Cats
Avg. Length of Stay		
Monthly Return Rate (returns/adoptions)	0%	3%

still trouble accessing report

July 2025 - CLINIC SERVICES	DOGS	CATS	OTHER	TOTAL	YTD
Owner Requested Euthanasia	1	0	1	2	4
Bite Hold (for Owner)	0	0	0	0	0
Spay/Day	0	0	0	0	44
Community Spay/Neuter (Spay It Forward)	0	1	0	1	2
Microchipping	2	0	0	2	10
Domestic Violence	0	0	0	0	0
Pending Investigation	0	0	0	0	0
Boarding	0	1	0	1	1
Dog Park Permits	7	0	0	7	12
Service - Home 2 Home	0	0	0	0	0
Service - Nailtrims	0	0	0	0	70
Service - Dog Licenses	1	0	0	1	3
Service - Cremation Services	0	1	3	4	9
Total	11	3	4	18	155

UPAWS Finance Committee Minutes

August 2025

Meeting Location: N/A

Present: Chris Danik (Chair), Jill Compton, Kathy Leone, Cole Zyburt

Excused: Leslie Hurst

New Business

- **Welcome New Member:** The committee welcomed (back) Kathy Leone as a new member to the UPAWS Finance Committee. The committee discussed the status of current projects.
- **Review June 2025 Financial Reports:** The June reports were not available by the Finance Committee meeting this month. We are in the middle of gathering documentation for the 2024 financial audit.

Old Business

- **Finance Policy Updates & Investment Policy Statement:** The committee discussed the additional Investment Policy Statement and Gift Acceptance Policy. Jill and Chris will meet to propose updates to the Insurance sections.

The meeting adjourned at 5:39pm

Next Meeting: Tuesday, August 26th at 5pm via Google Meet

UPAWS Strategic Planning Committee Minutes

Meeting Date: Monday, August 18th, 2025 at 12:00pm

Meeting Location: Google Meet

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

- The surveys were scheduled to close yesterday (Sunday the 17th). We received 313 community responses, but only three from the board survey, and six from the staff survey. Linda will keep the staff and board surveys open through the week to see if we can get some more responses. Sarah mentioned that there may have been some confusion among those that received multiple links. Lynn will resend the survey link to the board. Sarah notified the staff that they are different surveys.
- Sarah offered to coordinate dinner orders for the retreat that is scheduled for September 3rd and 4th. The first day will include key staff and board members. The second day will be the board and Sarah.
- The committee reviewed the interim plan progress tracker.

The meeting adjourned at 12:43pm

Next Meeting: Friday, September 19th at 12pm via Google Meet

Respectfully submitted,

Chris Danik

Strategic Planning Committee Chair

UPAWS 2025 Interim Strategic Plan Progress Tracker

Efficient and Streamlined Operations - Goal #1: Finalize Standard Operating Procedures

#	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
Complete	Create a new shared drive that will be the central repository for all current versions of all bylaws, policies, and procedures. Sarah has binders ready to print the SOPs as they are ready to be physically accessible.			
1.1.2	Complete UPAWS Operations SOPs identified in the framework.	Completed SOPs	August 2025	Sarah Evers, Ryan McLaren, Laura Rochefort
On Track	Caregiver SOPs are in binders and complete. Still working on others.			
1.1.3	Complete Vet Center SOPs identified in the framework.	Completed SOPs	June 2025	Sarah Evers, Laura Rochefort
On Track	Not started, but will see more movement now that we've hired a vet tech.			
1.1.4	Complete Finance SOPs identified in the framework.	Completed SOPs	June 2025	Sarah Evers, Chris Danik
On Track	Identified a list of SOPs but not written yet.			

Efficient and Streamlined Operations - Goal #2: Centralize Communications

#	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
Not Started	Ryan and Sarah will discuss and update for next month.			
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
Not Started				

Efficient and Streamlined Operations - Goal #3: Finalize Fundraising Transition

#	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
On Track	References to the committee have been removed from the bylaws as of the last version presented for approval. Policy & Bylaw committee is working on removing the references from the policies.			
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
On Track	The board motioned to move Donor Development to a standing committee after losing our fundraising coordinator. Policy & Bylaw working on adding to bylaws and policies			
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	November 2025	Sarah Evers
Not Started	Moved responsibility to Sarah and pushed out the original deadline due to the loss of the Fundraising Coordinator. A Report & Recommendation will need to be presented and approved due to the language in the Board Policies.			
1.3.4	Increase the number of annual UPAWS members.	Increase Memberships by 20%	December 2025	Sarah Evers
Delayed	Decided not to pursue for FY 2025 since 1.3.3 needed to be pushed back. Active membership recruiting will start in 2026.			

Increase Community Outreach - Goal #1: Develop Educational Program

#	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
Not Started				
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
Complete	UPAWS Fact Sheet delivered at July board meeting.			
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

Not Started				
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
Not Started				

Increase Community Outreach - Goal #2: Grow Community Outreach

#	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
Not Started	Sarah will ask Ann to develop this list.			
2.2.2	Attend and/or present at other service club organization meetings.	Attend and/or present at 3 Meetings	December 2025	Ann Brownell
Not Started				
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
Not Started	Pending the operation of the vent center			
2.2.4	Identify and implement 5 of new specialized volunteer opportunities.	5 New Volunteer Positions Identified	July 2025	Sarah Evers, Ann Brownell
Not Started				

Plan for the Future - Goal #1: Develop a Plan to 2030

#	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
Complete				
3.1.2	Hold retreat(s) and gather data through surveys or other relevant methods.	Compiled Data	October 2025	Strategic Planning
On Track	Retreat scheduled for September and the data collection is complete.			
3.1.3	Complete and publish a long term strategic plan for UPAWS.	Published Strategic Plan	December 2025	Board
Not Started				

Plan for the Future - Goal #2: Grow the Endowment Fund

#	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
Complete	The board appointed new Trustees in June of 2025.			
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 Donor Development
Not Started	Updated responsibility to new Donor Development committee.			
3.2.3	Raise \$5,000 for the Endowment Fund.	\$5,000 of new contributions added to the endowment fund.	December 2025	Donor Development
Not Started	Updated responsibility to new Donor Development committee.			

Plan for the Future - Goal #3: Evaluate Maintenance Needs

#	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
Not Started				
3.3.2	Develop inventory of capital equipment and identify upcoming long-term capital improvement projects.	Inventory List	July 2025	Finance Committee
Not Started				
3.3.3	Identify property beautification projects and develop standard annual procedures and governance guidelines.	Report to Strategic Planning Committee	April 2025	Sarah Evers
On Track	Sarah is coordinating work on grass and flowers. James will build flower bed by sign after tree is down by sign. BLP looking at tree by the road. Working on removing weeds from memorial garden walk. Sarah will work with Linda on the memorial garden for this year.			

Personnel Committee Meeting Minutes
8/4/25

Present: Lynn Andronis, Chris Danik, Sarah Evers, Deb LaMere

Staffing Levels: Fundraising Coordinator (Nicole Dewald) starts on 8/12, Caregivers Hannah (starts today) and Madison (starts Thursday). Lealand is on leave of unknown length.

Wages Review:

We should come to a decision on what we would recommend to the Finance Committee regarding wages.

Employee Assistance Program Renewal: Review of info on alternatives to our current Employee Assistance Program. Currently, we have a contract with E.A. Group. There are a few alternatives which we need to investigate. Northstar (now ESI) charges \$2/month/employee. Total Care is another option. Deb will investigate those two. Lynn will investigate the Calm app.

Personnel Policies:

Review what was done last year and move on from that point. That version is on the drive under this link.

<https://docs.google.com/document/d/1HdZp19xgeZiyUt4VwlbSHQ1ZkHbLwXE8/edit?usp=sharing&ouid=100144401154965637898&rtpof=true&sd=true> Designated as “homework” for our next meeting.

REMINDER FOR FUTURE DISCUSSIONS: “Wages/Rates” section in the policies needs to be updated.

Additionally, we need to carefully review the PTO policy wording, which Deb will send for our review for related to the Earned Sick Time Act. **Per Lynn, this has not been done yet.**

Bequests Discussion

Final resolution of how bequests will be handled in the future.

Sarah’s Review/Evaluation: Since August is Sarah’s anniversary month, we need to begin this process. It was decided to obtain input via surveys from a few groups (board, staff, volunteers). Sarah will be asked to complete a self-evaluation. There was some discussion about using a shorter form than the longer version we have used in the past. Lynn will look for the form and send to committee members for their review.

Our next meeting is Monday, 9/8/25, same time, same place.

Submitted by Lynn Andronis, Chairperson