



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

January 28, 2026 / 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. December 10, 2025 Regular Meeting
6. Unfinished Business
 - a.
 - b.
 - c.
7. New Business
 - a. 2026 Budget DRAFT
 - b. Retreat Scheduling
 - c. Report & Recommendation from Board Development RE: Kayla Billings Appointment
 - d. Sasawin MOU DRAFT
 - e. PetSmart Proposal
8. Communications
9. President's Report
10. Treasurer's Report
 - a. Treasurer's Report
 - b. November 2025 Financials
 - c. December 2025 Financials

11. Shelter Operations Reports

- a. Shelter Manager Report
- b. Behavioral Animal Care Coordinator Report
- c. Shelter Statistics

12. Committee Reports

- a. Board Development Committee Report (Steffanni)
- 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 (Steffani)

13. Public Comment

14. Board Comment

15. Closed Session to discuss personnel issues related to proposed budget

16. Adjournment

Next Board Meeting Date: 2/25/26 6pm, Cliffs-Eagle Mine Community Room, UPAWS



UPPER PENINSULA ANIMAL WELFARE SHELTER
BOARD OF DIRECTORS MEETING MINUTES
December 10, 2025 / 6pm / UPAWS Office Area

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

STAFF: Sarah Yeager

GUESTS: Kayla Billings, Reva Laituri, Jamie Rabe and Lindsey Moore (Representatives from Andrews Cooper and Pavlik PLC)

1. Call to Order/Attendance: The meeting was called to order by President Lynn Andronis at 6:03 pm.
2. Approval of Agenda: It was discussed to move the audit presentation up in the Agenda so Jamie and Lindsey could leave. *Andi made a motion to amend the Agenda as follows... To move #7.b. Andrews Cooper Pavlik PLA Presentation of Audited Financial Statements for 2024" to the next item on the Agenda. Motion seconded by Chris. All in favor and motion carried.*
3. Andrews Cooper Pavlik PLA Presentation of Audited Financial Statements for 2024: Lindsey and Jamie reviewed the current audit with us all and answered any questions we had. They explained the audit process and financial statements then reviewed the assets and investments. All in all, UPAWS was consistent and has had a good year! *Andi made a motion to accept the audit reports as presented, second by Dominic. All in favor and motion carried.*
4. Mission Moment: Steffani commented about the dogs currently enrolled in the Behavioral project with Julie and how impressed she is! Lynn also commented how nice it is to have a written report. Thank you, Julie, for continuing with this program!
5. Public Comment: Steffani introduced Kayla Billings as a potential new board member. Kayla has completed the interview process, attended tonight's meeting and is touring the shelter facility on Monday.
6. Approval of Minutes:
 - a. October 24, 2025 Board Meeting Minutes DRAFT: There is one correction to be made. Under "11.f. Policy & Bylaw Committee". It should change, as Leslie did email the report to Lynn on October 20th 2025 and it was inadvertently omitted. *Chris made a motion to accept the correction to the Minutes, second by Steffani. All in favor and motion carried.*
 - b. November 2, 2025 E-Vote to Approve Staff Bonus: On 10/29/25 at 2:45 pm, Lynn Andronis, UPAWS Board President, e-mailed to all members of the Board of Directors regarding a Report & Recommendation for Staff Bonuses. Motion was

made by Steffani Baker and seconded by Andi Goriesky to move to approve the recommendation. The President put the Motion to an e-vote on 10/31/25. The vote closed at 5 pm on 11/2/25. By a vote of 3 in favor (C. Danik, A. Goriesky, D. Andriacchi), 0 opposed, 1 abstention (S. Baker), the motion was approved.

- c. November 5, 2025 E-Vote for purchase of Surgical Center Equipment: On 10/29/25 at 2:45 pm, Lynn Andronis, UPAWS Board President, e-mailed to all members of the Board of Directors regarding a Report & Recommendation for the purchase of additional equipment for the Surgical Center. Motion was made by Dominic Andriacchi and seconded by Andi Goriesky to approve the recommendation. The President put the Motion to an e-vote on 1/1/25. The vote closed at 12 pm on 11/4/25. By a vote of 4 in favor (D. Andriacchi, S. Baker, C. Danik, A. Goriesky), 0 opposed, 0 abstention, the motion was approved.
- d. November 19, 2025 Special Meeting Minutes DRAFT: *Chris made a motion, seconded by Andi, to accept the meeting minutes. All in favor and motion carried.*

7. Unfinished Business:

- a. Municipal Contracts update: All contracts were sent to the remaining municipalities on 11/17/25.
- b. Legislative Updates:
 - i. HB 5208/5209 - Cat declaw ban - has been reintroduced to the House and has been referred to the House Agriculture Committee for consideration.
 - ii. HB 4254: Queenie's Law - (prohibits public institutions from using dogs in painful experiments) passed the House Regulatory Reform Committee and has now moved to the House Rules Committee.
 - iii. HB 4254: Queenie's Law - (prohibits public institutions from using dogs in painful experiments) passed the House Regulatory Reform Committee and has now moved to the House Rules Committee.
 - iv. HB 4220/4221- Telehealth Bills -The House Rules Committee passed and will now move to the House floor.

8. New Business:

- a. Board Meeting Dates for 2026: Discussion of future board meetings and whether to keep them scheduled for the 4th Wednesday of the month or move to the 4th Monday of the month. Most people in attendance were NOT in favor of Monday. We decided to leave the meetings scheduled for the 4th Wednesday of each month. In addition, there will not be a December 2026 meeting and we will resume our meetings in January each year. However, in order to take care of year-end business in a timely manner, we should start to discuss and plan for snowplowing contracts and staff bonuses in October of each year so they can be voted on by the November meeting.
- b. IRS Form 990: Chris explained the difference between the 2 reports (the audit and the 990) and expressed gratitude for our amazing accountants! *Motion was*

made by Dominic to approve the IRS 990 forms, seconded by Andi. All in favor and motion carried.

9. Communications: none

10. President's Report: No written report. Lynn reminded the board that the Annual Report will be due earlier than usual. We have been in discussion with SASAWIN (a non-profit that arranges a safe and temporary place for the animals of domestic abuse victims) regarding the MOU (Memorandum of Understanding) that expired in August. They had emailed a revised version that raised questions/concerns. Lynn and Sarah will communicate with Helen for a resolution.

11. Treasurer's Report: Chris submitted the written report. No additions or questions.

a. September 2025 Financials: No additions or questions. *Motion was made by Steffani, seconded by Andi, to accept these financials. All in favor and motion carried.*

b. October 2025 Financials: No additional comments or questions. *Motion was made by Andi, seconded by Steffani, to accept these financials. All in favor and motion carried.*

12. Shelter Operations Reports:

a. Shelter Manager Report: Written report submitted. Sarah reported that we are running our own lab work now! It's so nice to be able to do things "in house" and save money. 102 cats were spayed/neutered which saved us \$5901.36! Steffani asked if Sarah will continue to work in the Surgery Center and Sarah said YES! Megan has been a great addition also! Sarah presented a thorough and detailed report.

b. BACC (Behavioral Animal Care Coordinator): Reports for both October and November submitted. Julie was not present but 13 dogs have been in the "program" and Julie is doing a great job with the program and communicating with the new families afterwards. Thank you, Julie!

c. Shelter Statistics: Report for November submitted. Sarah asked if grooming and nail trims should be logged as "services" instead of donations. Lynn added that grooming charges, from the beginning, were listed as a donation; nail trims were always a service. There was a question on what people are typically donating for these services? Sarah will check with Ryan and we will discuss further at the next meeting.

13. Committee Reports:

a. Board Development Committee Report: Written report submitted. Steffani and the committee recently interviewed Kayla Billings, whom Stef introduced at the meeting. We will look forward to that future R & R.

b. Finance Committee Report: Written committee minutes submitted. Chris reported no additions, nor were there questions.

- c. Strategic Planning Committee Report: Chris reported that there was no meeting.
- d. Personnel Committee Report: Lynn reported that there was no meeting.
- e. Policy/Bylaw Committee Report: Minutes from November meeting submitted.
- f. Donor Development Committee Report: Written report submitted. Steffani had no additions, nor were there questions.
- g. CART (Community Animal Response Team) Report: No written report submitted. Cathy has communicated with Lynn and is forming her own LLC instead of partnering with UPAWS. Chris suggested we disable the committee and delete from future reports. We are hoping that Cathy will come to future board meetings to keep us informed.

14. Public Comment: Kayla expressed thanks for being considered for the board.

15. Board Comment: Andi brought up about board members providing meals and snacks for staff over the holidays. Board members will coordinate with Andi who can supply what & when. Sarah added that she had ordered some small gifts for the staff for Christmas. We currently have 16 staff members if anyone is interested.

16. Adjournment: Motion was made by Andi to adjourn the meeting, seconded by Chris. All in favor and motion carried. Meeting was adjourned at 7:35 pm.

Respectfully Submitted,

Counter-Signed,

Andi Goriesky, Secretary

Lynn Andronis, President

Next Board Meeting Date: Wednesday January 28, 2026, in the Cliffs-Eagle Mine Community Room, UPAWS

2026 Operating Budget - Upper Peninsula Animal Welfare Shelter (UPAWS) - DRAFT

	Annual	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Ordinary Income/Expense														
Income														
4000 · SHELTER REVENUE														
4005 · Pet Adoptions	\$ 110,000.00	\$ 9,166.67	\$ 9,166.67	\$ 9,166.66	\$ 9,166.67	\$ 9,166.67	\$ 9,166.66	\$ 9,166.67	\$ 9,166.67	\$ 9,166.66	\$ 9,166.67	\$ 9,166.67	\$ 9,166.66	\$ 110,000.00
4010 · Redeemed Animals	\$ 2,500.00	\$ 208.33	\$ 208.33	\$ 208.34	\$ 208.33	\$ 208.33	\$ 208.34	\$ 208.33	\$ 208.33	\$ 208.34	\$ 208.33	\$ 208.33	\$ 208.34	\$ 2,500.00
4012 · Boarding Fee	\$ 800.00	\$ 66.67	\$ 66.67	\$ 66.66	\$ 66.67	\$ 66.67	\$ 66.66	\$ 66.67	\$ 66.67	\$ 66.66	\$ 66.67	\$ 66.67	\$ 66.66	\$ 800.00
4015 · Vet/Optional Care	\$ 7,000.00	\$ 583.33	\$ 583.33	\$ 583.34	\$ 583.33	\$ 583.33	\$ 583.34	\$ 583.33	\$ 583.33	\$ 583.34	\$ 583.33	\$ 583.33	\$ 583.34	\$ 7,000.00
4017 · Dog Park	\$ 3,015.00	\$ 251.25	\$ 251.25	\$ 251.25	\$ 251.25	\$ 251.25	\$ 251.25	\$ 251.25	\$ 251.25	\$ 251.25	\$ 251.25	\$ 251.25	\$ 251.25	\$ 3,015.00
4018 · Rentals Revenue	\$ 1,000.00	\$ 83.33	\$ 83.33	\$ 83.34	\$ 83.33	\$ 83.33	\$ 83.34	\$ 83.33	\$ 83.33	\$ 83.34	\$ 83.33	\$ 83.33	\$ 83.34	\$ 1,000.00
4020 · Government Contracted Services	\$ 80,000.00	\$ 6,666.67	\$ 6,666.67	\$ 6,666.66	\$ 6,666.67	\$ 6,666.67	\$ 6,666.66	\$ 6,666.67	\$ 6,666.67	\$ 6,666.66	\$ 6,666.67	\$ 6,666.67	\$ 6,666.66	\$ 80,000.00
4030 · Dog License Revenue	\$ 500.00	\$ 41.67	\$ 41.67	\$ 41.66	\$ 41.67	\$ 41.67	\$ 41.66	\$ 41.67	\$ 41.67	\$ 41.66	\$ 41.67	\$ 41.67	\$ 41.66	\$ 500.00
4031 · Microchipping	\$ 1,200.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 1,200.00
4032 · Nail Clipping / Grooming	\$ 5,000.00	\$ 416.67	\$ 416.67	\$ 416.66	\$ 416.67	\$ 416.67	\$ 416.66	\$ 416.67	\$ 416.67	\$ 416.66	\$ 416.67	\$ 416.67	\$ 416.66	\$ 5,000.00
4033 · Community Spay/Neuter Revenue	\$ 8,000.00	\$ 666.67	\$ 666.67	\$ 666.66	\$ 666.67	\$ 666.67	\$ 666.66	\$ 666.67	\$ 666.67	\$ 666.66	\$ 666.67	\$ 666.67	\$ 666.66	\$ 8,000.00
4050 · Miscellaneous Services	\$ 1,000.00	\$ 83.33	\$ 83.33	\$ 83.34	\$ 83.33	\$ 83.33	\$ 83.34	\$ 83.33	\$ 83.33	\$ 83.34	\$ 83.33	\$ 83.33	\$ 83.34	\$ 1,000.00
4060 · Cremation Services Revenue	\$ 3,500.00	\$ 291.67	\$ 291.67	\$ 291.66	\$ 291.67	\$ 291.67	\$ 291.66	\$ 291.67	\$ 291.67	\$ 291.66	\$ 291.67	\$ 291.67	\$ 291.66	\$ 3,500.00
Total 4000 · SHELTER REVENUE	\$ 223,515.00	\$18,626.26	\$18,626.26	\$18,626.23	\$18,626.26	\$18,626.26	\$18,626.23	\$18,626.26	\$18,626.26	\$18,626.23	\$18,626.26	\$18,626.26	\$18,626.23	\$ 223,515.00
4100 · DIRECT PUBLIC SUPPORT														
4006 · Pet Care Sponsorship	\$ 1,700.00	\$ 141.67	\$ 141.67	\$ 141.66	\$ 141.67	\$ 141.67	\$ 141.66	\$ 141.67	\$ 141.67	\$ 141.66	\$ 141.67	\$ 141.67	\$ 141.66	\$ 1,700.00
4109 · Pink Lady	\$ 1,200.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 1,200.00
4110 · Donations	\$ 265,000.00	\$21,000.00	\$21,000.00	\$21,000.00	\$21,000.00	\$21,000.00	\$21,000.00	\$21,000.00	\$21,000.00	\$21,000.00	\$21,000.00	\$21,000.00	\$34,000.00	\$ 265,000.00
4125 · Donated Svcs/Material In Kind	\$ 33,000.00	\$ 2,750.00	\$ 2,750.00	\$ 2,750.00	\$ 2,750.00	\$ 2,750.00	\$ 2,750.00	\$ 2,750.00	\$ 2,750.00	\$ 2,750.00	\$ 2,750.00	\$ 2,750.00	\$ 2,750.00	\$ 33,000.00
4135 · Bequests	\$ 75,000.00	\$ 6,250.00	\$ 6,250.00	\$ 6,250.00	\$ 6,250.00	\$ 6,250.00	\$ 6,250.00	\$ 6,250.00	\$ 6,250.00	\$ 6,250.00	\$ 6,250.00	\$ 6,250.00	\$ 6,250.00	\$ 75,000.00
4188 · Naming Opportunities	\$ 75,000.00	\$ 6,250.00	\$ 6,250.00	\$ 6,250.00	\$ 6,250.00	\$ 6,250.00	\$ 6,250.00	\$ 6,250.00	\$ 6,250.00	\$ 6,250.00	\$ 6,250.00	\$ 6,250.00	\$ 6,250.00	\$ 75,000.00
Total 4100 · DIRECT PUBLIC SUPPORT	\$ 450,900.00	\$36,491.67	\$36,491.67	\$36,491.66	\$36,491.67	\$36,491.67	\$36,491.66	\$36,491.67	\$36,491.67	\$36,491.66	\$36,491.67	\$36,491.67	\$49,491.66	\$ 450,900.00
4156 · GRANT REVENUE														
4157 · General Grants	\$ 12,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 12,000.00
Total 4156 · GRANT REVENUE	\$ 12,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 12,000.00				
4200 · FUNDRAISING REVENUE														
4128 · Misc/3rd Party Fundraisers	\$ 10,000.00	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.37	\$ 10,000.00
4140 · Canisters	\$ 7,500.00	\$ 625.00	\$ 625.00	\$ 625.00	\$ 625.00	\$ 625.00	\$ 625.00	\$ 625.00	\$ 625.00	\$ 625.00	\$ 625.00	\$ 625.00	\$ 625.00	\$ 7,500.00
4143 · Tadychs Receipts	\$ 5,000.00	\$ 416.66	\$ 416.66	\$ 416.66	\$ 416.66	\$ 416.66	\$ 416.66	\$ 416.66	\$ 416.66	\$ 416.66	\$ 416.66	\$ 416.66	\$ 416.74	\$ 5,000.00
4144 · Cause for Paws	\$ 22,000.00	\$ -	\$10,000.00	\$12,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22,000.00
4147 · Strut Your Mutt	\$ 16,300.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 7,300.00	\$ -	\$ -	\$ -	\$ 16,300.00
4151 · Raise The Woof	\$ 11,200.00	\$ 9,200.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000.00	\$ 11,200.00
4170 · TUFT Golf Outing	\$ 33,400.00	\$ -	\$ -	\$ -	\$ -	\$10,000.00	\$10,000.00	\$13,400.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 33,400.00
4197 · Calendar	\$ 24,125.00	\$ -	\$ -	\$ -	\$ 5,000.00	\$ 1,500.00	\$ 2,500.00	\$13,125.00	\$ -	\$ -	\$ -	\$ 1,000.00	\$ 1,000.00	\$ 24,125.00
Total 4200 · FUNDRAISING REVENUE	\$ 129,525.00	\$11,074.99	\$11,874.99	\$13,874.99	\$ 6,874.99	\$13,374.99	\$17,374.99	\$31,399.99	\$ 4,874.99	\$ 9,174.99	\$ 1,874.99	\$ 2,874.99	\$ 4,875.11	\$ 129,525.00
4500 · OTHER Revenue														
4205 · Resale Items Revenue	\$ 40,000.00	\$ 3,333.33	\$ 3,333.33	\$ 3,333.33	\$ 3,333.33	\$ 3,333.33	\$ 3,333.33	\$ 3,333.33	\$ 3,333.33	\$ 3,333.33	\$ 3,333.33	\$ 3,333.33	\$ 3,333.37	\$ 40,000.00
4215 · Interest Revenue	\$ 71,000.00	\$ 5,916.67	\$ 5,916.67	\$ 5,916.66	\$ 5,916.67	\$ 5,916.67	\$ 5,916.66	\$ 5,916.67	\$ 5,916.67	\$ 5,916.66	\$ 5,916.67	\$ 5,916.67	\$ 5,916.66	\$ 71,000.00
4220 · Miscellaneous Revenue	\$ 1,000.00	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.37	\$ 1,000.00
4221 · Endowment Fund Earnings	\$ 25,500.00	\$ 2,125.00	\$ 2,125.00	\$ 2,125.00	\$ 2,125.00	\$ 2,125.00	\$ 2,125.00	\$ 2,125.00	\$ 2,125.00	\$ 2,125.00	\$ 2,125.00	\$ 2,125.00	\$ 2,125.00	\$ 25,500.00
4223 · MCCC B.Reider Fund Distribution	\$ 23,000.00					\$23,000.00								\$ 23,000.00
4227 · Distribution from Dixon Estate	DELETE													\$ -
Total 4500 · OTHER Revenue	\$ 160,500.00	\$11,458.33	\$11,458.33	\$11,458.32	\$11,458.33	\$34,458.33	\$11,458.32	\$11,458.33	\$11,458.33	\$11,458.32	\$11,458.33	\$11,458.33	\$11,458.40	\$ 160,500.00
Total Revenue	\$ 976,440.00	\$78,651.25	\$79,451.25	\$81,451.20	\$74,451.25	\$103,951.25	\$84,951.20	\$98,976.25	\$72,451.25	\$76,751.20	\$69,451.25	\$70,451.25	\$85,451.40	\$ 976,440.00
Expense														
5000 · Employee Expense														

2026 Operating Budget - Upper Peninsula Animal Welfare Shelter (UPAWS) - DRAFT

	Annual	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
5129 · Employee Uniforms	\$ 1,000.00	\$ 83.33	\$ 83.33	\$ 83.34	\$ 83.33	\$ 83.33	\$ 83.34	\$ 83.33	\$ 83.33	\$ 83.34	\$ 83.33	\$ 83.33	\$ 83.34	\$ 1,000.00
5200 · Payroll Expenses	\$ 3,380.00	\$ 281.67	\$ 281.67	\$ 281.67	\$ 281.67	\$ 281.67	\$ 281.67	\$ 281.67	\$ 281.67	\$ 281.67	\$ 281.67	\$ 281.67	\$ 281.63	\$ 3,380.00
5201 · Wages & Salaries	\$ 483,776.02	\$36,444.31	\$36,444.31	\$36,444.31	\$54,666.46	\$36,444.31	\$36,444.31	\$36,444.31	\$36,444.31	\$36,444.31	\$54,666.46	\$46,444.31	\$36,444.31	\$ 483,776.02
5202 · Overtime	\$ 8,000.00	\$ 666.67	\$ 666.67	\$ 666.67	\$ 666.67	\$ 666.67	\$ 666.67	\$ 666.67	\$ 666.67	\$ 666.67	\$ 666.67	\$ 666.67	\$ 666.63	\$ 8,000.00
5203 · Bonuses	\$ 10,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000.00
5225 · Simple Plan Employer	\$ 2,539.68	\$ 211.64	\$ 211.64	\$ 211.64	\$ 211.64	\$ 211.64	\$ 211.64	\$ 211.64	\$ 211.64	\$ 211.64	\$ 211.64	\$ 211.64	\$ 211.64	\$ 2,539.68
5230 · Michigan Unemployment Payable	\$ 6,772.86	\$ 564.41	\$ 564.41	\$ 564.41	\$ 564.41	\$ 564.41	\$ 564.41	\$ 564.41	\$ 564.41	\$ 564.41	\$ 564.41	\$ 564.41	\$ 564.35	\$ 6,772.86
5235 · Employer Social Security	\$ 29,994.11	\$ 2,499.51	\$ 2,499.51	\$ 2,499.51	\$ 2,499.51	\$ 2,499.51	\$ 2,499.51	\$ 2,499.51	\$ 2,499.51	\$ 2,499.51	\$ 2,499.51	\$ 2,499.51	\$ 2,499.50	\$ 29,994.11
5240 · Employer Medicare	\$ 7,014.75	\$ 584.56	\$ 584.56	\$ 584.56	\$ 584.56	\$ 584.56	\$ 584.56	\$ 584.56	\$ 584.56	\$ 584.56	\$ 584.56	\$ 584.56	\$ 584.59	\$ 7,014.75
5245 · Worker's Compensation	\$ 3,438.00	\$ 286.50	\$ 286.50	\$ 286.50	\$ 286.50	\$ 286.50	\$ 286.50	\$ 286.50	\$ 286.50	\$ 286.50	\$ 286.50	\$ 286.50	\$ 286.50	\$ 3,438.00
5246 · Employee Relations	\$ 3,500.00	\$ 291.67	\$ 291.67	\$ 291.67	\$ 291.67	\$ 291.67	\$ 291.67	\$ 291.67	\$ 291.67	\$ 291.67	\$ 291.67	\$ 291.67	\$ 291.63	\$ 3,500.00
5250 · Employee Benefits	\$ 7,476.96	\$ 623.08	\$ 623.08	\$ 623.08	\$ 623.08	\$ 623.08	\$ 623.08	\$ 623.08	\$ 623.08	\$ 623.08	\$ 623.08	\$ 623.08	\$ 623.08	\$ 7,476.96
Total 5000 · Employee Expense	\$ 566,892.38	\$42,537.35	\$42,537.35	\$42,537.36	\$60,759.50	\$42,537.35	\$42,537.36	\$42,537.35	\$42,537.35	\$42,537.36	\$60,759.50	\$62,537.35	\$42,537.20	\$ 566,892.38
5500 · OPERATING EXPENSE														
5009 · Phone/Network Access	\$ 4,500.00	\$ 375.00	\$ 375.00	\$ 375.00	\$ 375.00	\$ 375.00	\$ 375.00	\$ 375.00	\$ 375.00	\$ 375.00	\$ 375.00	\$ 375.00	\$ 375.00	\$ 4,500.00
5011 · Merchant Service Fees	\$ 7,700.00	\$ 641.67	\$ 641.67	\$ 641.67	\$ 641.67	\$ 641.67	\$ 641.67	\$ 641.67	\$ 641.67	\$ 641.67	\$ 641.67	\$ 641.67	\$ 641.63	\$ 7,700.00
5012 · Bank Service Charges	\$ 5.00	\$ 0.42	\$ 0.42	\$ 0.42	\$ 0.42	\$ 0.42	\$ 0.42	\$ 0.42	\$ 0.42	\$ 0.42	\$ 0.42	\$ 0.42	\$ 0.38	\$ 5.00
5050 · Utilities	\$ 35,000.00	\$ 3,916.67	\$ 3,916.67	\$ 3,916.67	\$ 3,916.67	\$ 3,916.67	\$ 3,916.67	\$ 3,916.67	\$ 3,916.67	\$ 3,916.67	\$ 3,916.67	\$ 3,916.67	\$ 2,916.63	\$ 35,000.00
5100 · Cleaning Supplies	\$ 2,800.00	\$ 233.33	\$ 233.33	\$ 233.33	\$ 233.33	\$ 233.33	\$ 233.33	\$ 233.33	\$ 233.33	\$ 233.33	\$ 233.33	\$ 233.33	\$ 233.37	\$ 2,800.00
5102 · Animal Supplies/Equipment	\$ 5,000.00	\$ 416.67	\$ 416.67	\$ 416.67	\$ 416.67	\$ 416.67	\$ 416.67	\$ 416.67	\$ 416.67	\$ 416.67	\$ 416.67	\$ 416.67	\$ 416.63	\$ 5,000.00
5105 · Repairs/Maintenance	\$ 10,000.00	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.37	\$ 10,000.00
5106 · Garbage/Snow Removal	\$ 8,540.00	\$ 711.67	\$ 711.67	\$ 711.67	\$ 711.67	\$ 711.67	\$ 711.67	\$ 711.67	\$ 711.67	\$ 711.67	\$ 711.67	\$ 711.67	\$ 711.63	\$ 8,540.00
5115 · Office Supplies/Postage	\$ 7,000.00	\$ 583.33	\$ 583.33	\$ 583.33	\$ 583.33	\$ 583.33	\$ 583.33	\$ 583.33	\$ 583.33	\$ 583.33	\$ 583.33	\$ 583.33	\$ 583.37	\$ 7,000.00
5117 · Community Spay/Neuter Expense	\$ 10,000.00	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.37	\$ 10,000.00
5119 · Small Equipment	\$ 4,000.00	\$ 333.33	\$ 333.33	\$ 333.33	\$ 333.33	\$ 333.33	\$ 333.33	\$ 333.33	\$ 333.33	\$ 333.33	\$ 333.33	\$ 333.33	\$ 333.37	\$ 4,000.00
5120 · Building/Auto Insurance	\$ 39,000.00	\$ 3,250.00	\$ 3,250.00	\$ 3,250.00	\$ 3,250.00	\$ 3,250.00	\$ 3,250.00	\$ 3,250.00	\$ 3,250.00	\$ 3,250.00	\$ 3,250.00	\$ 3,250.00	\$ 3,250.00	\$ 39,000.00
5125 · Food	\$ 12,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 12,000.00
5127 · Microchips	\$ 6,000.00	\$ 275.00	\$ 275.00	\$ 275.00	\$ 275.00	\$ 275.00	\$ 275.00	\$ 275.00	\$ 275.00	\$ 275.00	\$ 275.00	\$ 275.00	\$ 275.00	\$ 6,000.00
5130 · Medical Supplies-Vaccines	\$ 20,000.00	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67	\$ 1,666.63	\$ 20,000.00
5135 · Vet Care	\$ 48,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 48,000.00
5140 · Spay & Neuter Expense	\$ 20,000.00	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67	\$ 1,666.67	\$ 1,666.63	\$ 20,000.00
5145 · Vehicle	\$ 1,500.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 1,500.00
5146 · Dog License Expense	\$ 250.00	\$ 20.83	\$ 20.83	\$ 20.83	\$ 20.83	\$ 20.83	\$ 20.83	\$ 20.83	\$ 20.83	\$ 20.83	\$ 20.83	\$ 20.83	\$ 20.87	\$ 250.00
5150 · Mileage	\$ 1,500.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 1,500.00
5160 · Depreciation	\$ 138,000.00	\$11,500.00	\$11,500.00	\$11,500.00	\$11,500.00	\$11,500.00	\$11,500.00	\$11,500.00	\$11,500.00	\$11,500.00	\$11,500.00	\$11,500.00	\$11,500.00	\$ 138,000.00
5165 · Cash over/short	\$ 200.00	\$ 16.67	\$ 16.67	\$ 16.67	\$ 16.67	\$ 16.67	\$ 16.67	\$ 16.67	\$ 16.67	\$ 16.67	\$ 16.67	\$ 16.67	\$ 16.63	\$ 200.00
5530 · Cremation Services Expense	\$ 4,200.00	\$ 350.00	\$ 350.00	\$ 350.00	\$ 350.00	\$ 350.00	\$ 350.00	\$ 350.00	\$ 350.00	\$ 350.00	\$ 350.00	\$ 350.00	\$ 350.00	\$ 4,200.00
6138 · Pink Lady Expense	\$ 2,000.00	\$ 166.66	\$ 166.67	\$ 166.67	\$ 166.66	\$ 166.66	\$ 166.67	\$ 166.66	\$ 166.67	\$ 166.67	\$ 166.66	\$ 166.67	\$ 166.67	\$ 2,000.00
6539 · Computer Software	\$ 9,200.00	\$ 766.67	\$ 766.67	\$ 766.67	\$ 766.67	\$ 766.67	\$ 766.67	\$ 766.67	\$ 766.67	\$ 766.67	\$ 766.67	\$ 766.67	\$ 766.63	\$ 9,200.00
6565 · IT Consulting	\$ 1,000.00	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.33	\$ 83.37	\$ 1,000.00
5149 · Vet Surgery Center	\$ 6,000.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 6,000.00
Total 5500 · OPERATING EXPENSE	\$ 403,395.00													\$ 403,395.00
5550 · GRANT EXPENSE														
5551 · General Grants	\$ 500.00	\$ 41.67	\$ 41.67	\$ 41.67	\$ 41.67	\$ 41.67	\$ 41.67	\$ 41.67	\$ 41.67	\$ 41.67	\$ 41.67	\$ 41.67	\$ 41.63	\$ 500.00
Total 5550 · GRANT EXPENSE	\$ 500.00													\$ 500.00
5600 · FUNDRAISING EXPENSE														
6307 · Calendar Expense	\$ 4,945.00	\$ -	\$ -	\$ -	\$ 300.00	\$ 500.00	\$ 500.00	\$ 2,445.00	\$ -	\$ -	\$ -	\$ 1,200.00	\$ -	\$ 4,945.00
6311 · Cause for Paws Expense	\$ 5,462.00	\$ -	\$ 1,000.00	\$ 2,000.00	\$ 2,462.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,462.00
6315 · Misc/3rd Party Fund Expense	\$ 1,400.00	\$ 116.67	\$ 116.67	\$ 116.67	\$ 116.67	\$ 116.67	\$ 116.67	\$ 116.67	\$ 116.67	\$ 116.67	\$ 116.67	\$ 116.67	\$ 116.63	\$ 1,400.00
6317 · Raise The Woof Expense	\$ 3,575.00	\$ 3,575.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,575.00

2026 Operating Budget - Upper Peninsula Animal Welfare Shelter (UPAWS) - DRAFT

	Annual	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
6324 · Miscellaneous Expenses	\$ 1,200.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 1,200.00
6330 · TUFT Golf Outing Expense	\$ 13,765.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,765.00	\$ 10,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,765.00
6550 · Strut Your Mutt Expense	\$ 2,860.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,860.00	\$ 500.00	\$ 500.00	\$ -	\$ -	\$ 2,860.00
6551 · Canisters Expense	\$ 250.00	\$ 20.83	\$ 20.83	\$ 20.83	\$ 20.83	\$ 20.83	\$ 20.83	\$ 20.83	\$ 20.83	\$ 20.83	\$ 20.83	\$ 20.83	\$ 20.87	\$ 250.00
Total 5600 · FUNDRAISING EXPENSE	\$ 33,457.00													\$ 33,457.00
6000 · OTHER EXPENSE														
5142 · Volunteer Program	\$ 1,500.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 1,500.00
6313 · Direct Solicitations	\$ 8,000.00	\$ 666.67	\$ 666.67	\$ 666.67	\$ 666.67	\$ 666.67	\$ 666.67	\$ 666.67	\$ 666.67	\$ 666.67	\$ 666.67	\$ 666.67	\$ 666.63	\$ 8,000.00
6503 · Community Outreach	\$ 2,200.00	\$ 183.33	\$ 183.33	\$ 183.33	\$ 183.33	\$ 183.33	\$ 183.33	\$ 183.33	\$ 183.33	\$ 183.33	\$ 183.33	\$ 183.33	\$ 183.37	\$ 2,200.00
6505 · Professional Fees	\$ 39,000.00	\$ 3,250.00	\$ 3,250.00	\$ 3,250.00	\$ 3,250.00	\$ 3,250.00	\$ 3,250.00	\$ 3,250.00	\$ 3,250.00	\$ 3,250.00	\$ 3,250.00	\$ 3,250.00	\$ 3,250.00	\$ 39,000.00
6510 · Publications	\$ 11,000.00	\$ 916.67	\$ 916.67	\$ 916.67	\$ 916.67	\$ 916.67	\$ 916.67	\$ 916.67	\$ 916.67	\$ 916.67	\$ 916.67	\$ 916.67	\$ 916.63	\$ 11,000.00
6515 · Promotions & Advertising	\$ 3,000.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 3,000.00
6525 · Resale Items Expense	\$ 29,000.00	\$ 2,416.66	\$ 2,416.66	\$ 2,416.66	\$ 2,416.66	\$ 2,416.66	\$ 2,416.66	\$ 2,416.66	\$ 2,416.66	\$ 2,416.66	\$ 2,416.66	\$ 2,416.66	\$ 2,416.74	\$ 29,000.00
6530 · Conferences / Training	\$ 4,000.00	\$ 333.33	\$ 333.33	\$ 333.33	\$ 333.33	\$ 333.33	\$ 333.33	\$ 333.33	\$ 333.33	\$ 333.33	\$ 333.33	\$ 333.33	\$ 333.37	\$ 4,000.00
6532 · Donor Development	\$ 1,500.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 1,500.00
6533 · Strategic Planning	DELETE													\$ -
6535 · Licenses, Dues, Permits & Fees	\$ 500.00	\$ 41.67	\$ 41.67	\$ 41.67	\$ 41.67	\$ 41.67	\$ 41.67	\$ 41.67	\$ 41.67	\$ 41.67	\$ 41.67	\$ 41.67	\$ 41.63	\$ 500.00
6540 · Miscellaneous Expense	\$ 2,000.00	\$ 166.67	\$ 166.67	\$ 166.67	\$ 166.67	\$ 166.67	\$ 166.67	\$ 166.67	\$ 166.67	\$ 166.67	\$ 166.67	\$ 166.67	\$ 166.63	\$ 2,000.00
6561 · Investment Expense	\$ 13,300.00	\$ 1,108.33	\$ 1,108.33	\$ 1,108.33	\$ 1,108.33	\$ 1,108.33	\$ 1,108.33	\$ 1,108.33	\$ 1,108.33	\$ 1,108.33	\$ 1,108.33	\$ 1,108.33	\$ 1,108.37	\$ 13,300.00
6688 · Naming Opportunity Expense	\$ 300.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 300.00
Total 6000 · OTHER EXPENSE	\$ 115,300.00													\$ 115,300.00
Total Expense	\$ 1,119,544.38													\$ 1,119,544.38
NET REVENUE (LOSS)	\$ (143,104.38)													
LESS DEPRECIATION	\$ 138,000.00													
NET REVENUE (LOSS) WITHOUT DEPRECIATION	\$ (5,104.38)													
USE OF FUND BALANCE / RESERVES	\$ 5,104.38													
BUDGET NET REVENUE (LOSS)	\$ -													

Report and Recommendation

Board Development

January 2026

It is with great pleasure that the committee unanimously recommends Kayla Billings to fill a current vacancy on our Board of Directors, with a term expiring in 2026. Kayla strongly aligns with our no-kill mission and demonstrates a genuine commitment to supporting and educating pet owners. She expressed enthusiasm for increased community involvement and a thoughtful compassion for the broader impact of our work. Additionally, the committee believes her professional background in banking will bring valuable insight and expertise to the board, and we highly recommend her appointment.

Her application will be posted to the drive for this month's meeting.

Steffani Baker

Chair, Board Development

Memorandum of Understanding
Between
Upper Peninsula Animal Welfare Shelter (UPAWS)
and
Sasawin Safe Haven/Women's Center (Sasawin)

The Upper Peninsula Animal Welfare Shelter (UPAWS) and the Women's Center program Sasawin Safe Haven (Sasawin) hereby enter into this Memorandum of Understanding (MOU) for the purpose of ensuring necessary housing services of companion animals of residents currently staying at Harbor House of Marquette County or receiving services for domestic violence from the Women's Center of Marquette County. The owner of the animal will hereafter be referred to as Survivor (as in Domestic Violence Survivor). This agreement will be contingent upon available space at UPAWS. **The four Sasawin-dedicated kennels shall be available to house cats. UPAWS reserves the right to deny space to dogs.**

UPAWS agrees to care for pets that Sasawin is unable to find foster homes for on an immediate basis. Sasawin may transfer animals to UPAWS due to lack of available foster homes or the need for specialized care. UPAWS reserves the right to assess and deny any animal based on behavioral aggression or **undesirable behaviors**, as evidenced by but not limited to ____, ____, ____. While housed at UPAWS, each animal will be provided with a clean kennel/run, fresh water and food on a daily basis; special diets will be provided upon request. Dogs will be walked a minimum of two times per day.

If the animal requires emergency medical care, such as casting broken bones, X-rays, treatment of burns or lacerations, etc., the services will be provided by the veterinary practices in the Sasawin network and billed directly by the attending veterinary practice to Sasawin. **Sasawin will provide UPAWS with a complete list of their network of preferred veterinary practices.**

I. Fees/Costs:

- A. Sasawin agrees to pay and/or reimburse UPAWS for the following services:
1. Daily Housing Fee: UPAWS will provide the first five (5) days of housing at no cost to Sasawin. After five (5) days, the rate will be \$10.00 per day for dogs and \$5.00 per day for cats and pocket pets.
 2. Health Exam: Provided at actual cost.
 3. **Dietary/Prescription/Specialty Food: Provided at actual cost, if not immediately available, Sasawin will provide specialty food in the interim while an order for such food will be placed by Sasawin and may be pending. The specialty food will go with the animal when they are discharged from UPAWS.**
 4. Required canine vaccinations include distemper (CDV), parvovirus (CPV), adenovirus (CAV), and kennel cough will be provided at actual cost.
 5. Required feline vaccinations including FVCRP will be provided at actual cost.

II. Animal Care Requirements:

- A. Vaccinations and an intake medical examination will be provided to each animal from Sasawin Safe Haven. If an animal requires immediate medical care upon entry to UPAWS, or during their stay, due to injury or illness, as long

as this MOU is in place Sasawin Safe Haven will be informed as soon as possible. After being informed Sasawin will be responsible for transporting the animal to the veterinarian (if possible) and Sasawin will assume the cost of services provided by the veterinarian.

- B. Dogs and cats, 4 months of age and older, must be current on their rabies vaccinations. Rabies vaccinations are required. Sasawin is responsible for scheduling the required veterinary appointment, transporting the animal and the cost of the rabies vaccination.
- C. Animals will be neutered/spayed if possible, based on the decision of the Women's Center survivor who owns the animal. Survivors are eligible to apply for financial assistance from UPAWS in the same manner as the general public. If financial assistance is not available, either Sasawin or the survivor will be responsible for the cost.
- D. Dogs: Six weeks of age and older, must be current on their distemper, parvovirus, coronavirus, and kennel cough vaccinations. Cats, 6 weeks of age and older, must be current on their FVCRP vaccinations.
- E. To ensure the safety of UPAWS staff and animals and the survivor and their animal housed at UPAWS, the survivor may not visit their animal at UPAWS at any time. If the survivor calls or attempts to visit their animal the survivor will be directed back to Sasawin and the Women's Center.

Conditions of Agreement:

- I. A single Point of Contact (POC) will be established with UPAWS and Sasawin (Director of Animal Support Services) to ensure continuity of care for the animals being housed at UPAWS and to ensure transparency of communication.
- II. Pet(s) housed at UPAWS will be kept in a confidential area of the shelter and will not be viewable by the general public. Pet(s) will be housed for a maximum of 30 days with extensions possible. If no isolation kennels/runs are available, UPAWS will, to the extent possible, ensure that the pet is not viewable by the general public.
- III. If Sasawin requests that an animal be transferred to a different (out of area) animal shelter, Sasawin will be responsible for coordination of transport. UPAWS staff will be available to assist with facilitating communication between shelter facilities.
- IV. All situations are unique. UPAWS and Sasawin agree that each situation will be coordinated on a case-by-case basis to allow for flexibility and ensure the highest quality of care for the animals involved and the confidentiality and safety of the survivor.
- V. Sasawin will ask the survivor to complete a Sasawin Waiver Agreement prior to the animal being transferred to UPAWS. The original of the Waiver Agreement will be kept on file at Sasawin/Women's Center and a confidential copy will be provided to UPAWS. When the animal is under the care of UPAWS and according to the provisions set forth in this MOU, the confidentiality terms of the survivor's location at the Women's Center will remain in effect and such confidentiality will also remain with the animal(s). UPAWS is therefore not permitted to disclose information about the survivor or their animal(s) to any unauthorized persons. The name of the survivor in all verbal and written information from Sasawin/Women's Center and shared with UPAWS by the Women's Center will not be disclosed.
- VI. UPAWS is required to report animal abuse and cruelty to the appropriate law enforcement authorities, including and providing any veterinary records as a result of a survivor's animal being housed at UPAWS. These records may

be provided to law enforcement or the prosecutor's office. ~~for use in court. If animal abuse or cruelty charges arise related to UPAWS providing care for the survivor's animal(s) Sasawin agrees to release and discharge UPAWS from responsibility, including UPAWS' successors and assigns from any and all actions, causes of actions, claims and demands for, upon or by reason of any damages or injuries sustained in consequence of the receipt of housing and medication services. This release extends and and applies to all unknown, unforeseen, unanticipated and unsuspected injuries, damages, loss and liability and the consequences of them. This release however, does not extend to violations of the law and any injuries or suffering the survivor's animal(s) receive as a direct consequence of a violation of the law.~~

VII. If the survivor fails to retrieve their animal by the date established in the agreement with Sasawin or has failed to make arrangements for an extended stay with Sasawin, per the signed Sasawin Owner Consent Form, the survivor understands that Sasawin will make arrangements for the survivor to relinquish ownership to UPAWS and that UPAWS may place the animal for adoption, rescue, or transfer.

This MOU will constitute the entire agreement between the parties and supersedes all prior agreements, representations, and understandings of the parties, written or oral.

The MOU will be effective on _____ upon signature by all parties. The MOU will then continue and renew every two years from _____ unless canceled or revised in writing by either party at any time with 30 days notice to the other party.

Signature _____

Printed Name _____

UPAWS House President

Signature _____

Printed Name _____

Women's Center Executive Director

PetSmart Discussion
1/19/26
(Andi, Ann, Sarah, Lynn)

Initial Placement Issues

- Can't guarantee we have appropriate cats who are comfortable in retail space. There will be times when we have no appropriate cats
- Those appropriate (highly adoptable) cats typically get adopted quickly from shelter

Medical & Vaccination Compliance

- PetSmart requires rabies before placement. Young kittens may be available for adoption from our shelter, but cannot be given rabies unless they are 5 (?) months old, at minimum.
- Stipulate, in writing, cats that are not appropriate due to illness (what illnesses?)

Volunteer Coverage & Responsibilities

- Coverage cannot be guaranteed. Who then is responsible?
- Clarification on day-to-day responsibilities. Discrepancy between official manual and email. Per PetSmart Manual, shelter is responsible. Per email from the manager, PetSmart staff would handle.

Adoption Process & Authority

- Shelter currently utilizes appointments for potential adopters, PetSmart would not. Fair?
- DNA list checks and counseling must occur prior to finalization. This could only be done through access to PetPoint info. Only shelter staff have access.
- PetSmart is open much later in the day than shelter. Their staff would be unable to contact staff at shelter for any reason.
- Exactly where is the official adoption performed?
- Exit Exam is final step. Done at shelter when final paperwork is completed.
- Training in adoptions for PetSmart staff? Length?
- Above issues mean that cats can't go home same day.

Alternatives/Options

- Trial period? If successful, need actual data (numbers) to determine ongoing feasibility
- Scheduled adoption events. Participate with PetSmart's National Adoption event (3/23-3/29). What about other shelters in the area? Would require no appointments for that period. Fair?
- Shelter stops appointments. Significant operational shift.

The above issues/concerns will need to be discussed with PetSmart Manager. Consensus from the group was that it would not be feasible.

Statement of Financial Position

Upper Peninsula Animal Welfare Shelter, Inc
As of November 30, 2025

	TOTAL	
	As of November 30, 2025	As of November 30, 2024 (PY)
Assets		
Current Assets		
Bank Accounts		
1000 Wells Fargo-Checking	0.00	0.00
1010 Nicolet Checking	690,767.46	10,697.36
1030 First Bank Money Market	439,268.29	422,507.98
1031 Sallys Fund Money Market	66,605.80	43,605.47
1070 PayPal account	640.91	248.55
1090 Cash in Drawer	333.78	333.78
Total for Bank Accounts	\$1,197,616.24	\$477,393.14
Accounts Receivable		
1200 *Accounts Receivable	43,352.02	15,113.51
1524 Capital Campaign Pledges	500.00	1,700.00
Total for Accounts Receivable	\$43,852.02	\$16,813.51
Other Current Assets		
1080 Petty Cash	400.00	400.00
1201 Inventory	11,876.05	13,059.84
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 for Other Current Assets	\$12,576.05	\$13,759.84
Total for Current Assets	\$1,254,044.31	\$507,966.49

Statement of Financial Position

Upper Peninsula Animal Welfare Shelter, Inc
As of November 30, 2025

Distribution account	TOTAL	
	As of November 30, 2025	As of November 30, 2024 (PY)
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	17,310.40	11,787.61
1650 New Shelter-Furniture & Equip	94,464.04	94,464.04
1670 Accumulated Depreciation	-927,503.10	-787,855.68
Total for Fixed Assets	\$2,890,839.74	\$3,024,964.37

Statement of Financial Position

Upper Peninsula Animal Welfare Shelter, Inc
As of November 30, 2025

Distribution account	TOTAL	
	As of November 30, 2025	As of November 30, 2024 (PY)
Other Assets		
1074 WF Endowment Fund Investments	453,222.91	425,685.39
1078 Brokerage CDs at First Bank	250,556.50	300,978.50
1079 Sallys Fund Brokerage CDs	21,023.66	28,053.06
1250 Thrivent Investment	0.00	0.00
1300 Bequest Receivable	0.00	0.00
1700 Beneficial Interest in MCCF	121,054.38	114,272.32
1702 Beneficial Interest-Dixon F B	670,504.60	668,155.96
9999 Point of Sale General Asset	0.00	0.00
Total for Other Assets	\$1,516,362.05	\$1,537,145.23
Total for Assets	\$5,661,246.10	\$5,070,076.09
Liabilities and Equity		
Liabilities		
Current Liabilities		
Accounts Payable		
2001 *Accounts Payable	9,584.26	6,450.62
Total for Accounts Payable	\$9,584.26	\$6,450.62
Credit Cards		
2005 Nicolet Bank Cards	3,871.89	4,066.08
Total for Credit Cards	\$3,871.89	\$4,066.08
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	8,565.90
2025 Accrued Benefits	21,097.08	18,551.57
2100 FUTA	\$0.00	\$243.24
2101 Federal Tax W/H Payable	766.23	757.23

Statement of Financial Position

Upper Peninsula Animal Welfare Shelter, Inc
As of November 30, 2025

Distribution account	TOTAL	
	As of November 30, 2025	As of November 30, 2024 (PY)
2102 Medicare and SS Payable	2,655.54	2,357.72
2103 Michigan W/H Payable	1,712.14	1,118.36
2104 Suta Tax Payable	593.44	187.01
2107 Garnishment	0.00	0.00
2108 AFLAC pre-tax	0.00	0.00
2110 Direct Deposit Liabilities	0.00	422.88
2111 Simple Plan Payable	0.00	0.00

Statement of Financial Position

Upper Peninsula Animal Welfare Shelter, Inc
As of November 30, 2025

Distribution account	TOTAL	
	As of November 30, 2025	As of November 30, 2024 (PY)
Total for 2100 FUTA	\$5,727.35	\$5,086.44
2251 mBank Line of Credit	0.00	0.00
2520 Gift Certificates Outstanding	0.00	0.00
2550 Sales Tax Payable	0.00	792.95
POS Tax Agency Payable	\$0.00	\$0.00
Sales Tax Payable	0.00	68.07
Total for POS Tax Agency Payable	\$0.00	\$68.07
Sales Tax Agency Payable	0.00	0.00
State of Michigan Payable	\$471.01	-\$4,495.51
Sales Tax Payable	0.00	3,945.99
Total for State of Michigan Payable	\$471.01	-\$549.52
Total for Other Current Liabilities	\$37,993.06	\$32,515.41
Total for Current Liabilities	\$51,449.21	\$43,032.11
Long-term Liabilities		
2300 Mortgage-New Shelter	0.00	0.00
Total for Long-term Liabilities	\$0.00	\$0.00
Total for Liabilities	\$51,449.21	\$43,032.11
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	3,562,970.07
Net Income	563,349.28	-156,801.54
Total for Equity	\$5,609,796.89	\$5,027,043.98
Total for Liabilities and Equity	\$5,661,246.10	\$5,070,076.09

Upper Peninsula Animal Welfare Shelter, Inc

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

January - November, 2025

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Revenue				
4000 SHELTER REVENUE				
4005 Pet Adoptions	82,779.02	87,083.33	-4,304.31	95.06 %
4010 Redeemed Animals	2,450.00	4,125.00	-1,675.00	59.39 %
4012 Boarding Fee	460.00	3,208.33	-2,748.33	14.34 %
4015 Vet/Optional Care	6,869.68	5,041.67	1,828.01	136.26 %
4017 Dog Park	2,374.30	4,125.00	-1,750.70	57.56 %
4018 Rentals Revenue	500.00	2,291.67	-1,791.67	21.82 %
4020 Government Contracted Services	126,021.05	45,833.33	80,187.72	274.96 %
4030 Dog License Revenue	84.00	366.67	-282.67	22.91 %
4031 Microchipping	1,057.00	1,833.33	-776.33	57.65 %
4032 Nail Clipping / Grooming	4,453.79	4,125.00	328.79	107.97 %
4033 Community Spay/Neuter Revenue	4,678.00	4,583.33	94.67	102.07 %
4050 Miscellaneous Services	90.00	458.33	-368.33	19.64 %
4060 Cremation Services Revenue	2,887.88	2,750.00	137.88	105.01 %
Total 4000 SHELTER REVENUE	234,704.72	165,824.99	68,879.73	141.54 %
4100 DIRECT PUBLIC SUPPORT				
4006 Pet Care Sponsorship	1,258.23	9,166.67	-7,908.44	13.73 %
4109 Pink Lady	425.00	1,833.33	-1,408.33	23.18 %
4110 Donations	236,845.47	253,000.00	-16,154.53	93.61 %
4125 Donated Svs/Material In Kind	14,366.13	18,333.33	-3,967.20	78.36 %
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	584.66		584.66	
4130 In Kind Donation - Community Spay/Neuter	3,321.13		3,321.13	
4131 In Kind Donation - Cremation Services	156.00		156.00	
4135 Bequests	671,978.81	68,750.00	603,228.81	977.42 %
4188 Naming Opportunities	350.00	21,541.67	-21,191.67	1.62 %
Total 4100 DIRECT PUBLIC SUPPORT	929,738.43	372,625.00	557,113.43	249.51 %
4156 GRANT REVENUE				
4157 General Grants	835.00	13,750.00	-12,915.00	6.07 %
Total 4156 GRANT REVENUE	835.00	13,750.00	-12,915.00	6.07 %
4200 FUNDRAISING REVENUE				
4128 Misc/3rd Party Fundraisers	10,745.66	6,875.00	3,870.66	156.30 %
4140 Canisters	7,360.51	6,875.00	485.51	107.06 %
4143 Tadychs Receipts		4,583.33	-4,583.33	
4144 Cause for Paws	18,805.15	17,950.00	855.15	104.76 %
4147 Strut Your Mutt	5,793.00	18,000.00	-12,207.00	32.18 %
4151 Raise The Woof	5,196.38	6,610.00	-1,413.62	78.61 %
4170 TUFT Golf Outing	25,085.00	29,973.00	-4,888.00	83.69 %
4183 Rescue Raffle	0.00		0.00	
4197 Calendar	19,273.07	23,000.00	-3,726.93	83.80 %
Total 4200 FUNDRAISING REVENUE	92,258.77	113,866.33	-21,607.56	81.02 %

Upper Peninsula Animal Welfare Shelter, Inc

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

January - November, 2025

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
4500 OTHER Revenue				
4205 Resale Items Revenue	36,386.81	36,666.67	-279.86	99.24 %
4215 Interest Revenue	29,663.52	28,691.67	971.85	103.39 %
4220 Miscellaneous Revenue	47,797.05	916.67	46,880.38	5,214.20 %
4221 Endowment Fund Earnings	5,166.51	21,500.00	-16,333.49	24.03 %
4223 MCCF B.Reider Fund Distribution	23,042.09	20,400.00	2,642.09	112.95 %
4227 Distribution from Dixon Estate	2,066.98	9,000.00	-6,933.02	22.97 %
Total 4500 OTHER Revenue	144,122.96	117,175.01	26,947.95	123.00 %
Total Revenue	\$1,401,659.88	\$783,241.33	\$618,418.55	178.96 %
GROSS PROFIT	\$1,401,659.88	\$783,241.33	\$618,418.55	178.96 %
Expenditures				
5000 Employee Expense				
5129 Employee Uniforms	642.79	916.67	-273.88	70.12 %
5200 Payroll Expenses	1,900.00	1,824.00	76.00	104.17 %
5201 Wages & Salaries	370,791.41	396,090.48	-25,299.07	93.61 %
5202 Overtime	7,373.15	7,384.62	-11.47	99.84 %
5203 Bonuses	9,236.55	9,166.67	69.88	100.76 %
5225 Simple Plan Employer	2,254.17	2,307.71	-53.54	97.68 %
5230 Michigan Unemployment Payable	3,506.44	5,630.77	-2,124.33	62.27 %
5235 Employer Social Security	24,018.88	24,557.63	-538.75	97.81 %
5240 Employer Medicare	5,617.31	5,743.31	-126.00	97.81 %
5245 Worker's Compensation	2,674.00	4,033.33	-1,359.33	66.30 %
5246 Employee Relations	2,251.82	3,208.33	-956.51	70.19 %
5248 Health Ben / Dental / Vision (deleted)	0.00		0.00	
5250 Employee Benefits	5,727.88	13,475.00	-7,747.12	42.51 %
Total 5000 Employee Expense	435,994.40	474,338.52	-38,344.12	91.92 %
5500 OPERATING EXPENSE				
5009 Phone/Network Access	4,404.50	3,758.33	646.17	117.19 %
5011 Merchant Service Fees	6,501.86	6,416.67	85.19	101.33 %
5012 Bank Service Charges		45.83	-45.83	
5050 Utilities	31,127.85	34,833.33	-3,705.48	89.36 %
5100 Cleaning Supplies	2,680.75	4,583.33	-1,902.58	58.49 %
5102 Animal Supplies/Equipment	2,347.82	5,500.00	-3,152.18	42.69 %
5105 Repairs/Maintenance	7,082.00	11,916.67	-4,834.67	59.43 %
5106 Garbage/Snow Removal	7,882.55	6,500.00	1,382.55	121.27 %
5115 Office Supplies/Postage	6,442.35	5,500.00	942.35	117.13 %
5117 Community Spay/Neuter Expense	8,976.13	6,416.67	2,559.46	139.89 %
5119 Small Equipment	2,680.42	2,750.00	-69.58	97.47 %
5120 Building/Auto Insurance	37,990.44	34,000.00	3,990.44	111.74 %
5125 Food	13,629.12	9,166.67	4,462.45	148.68 %
5127 Microchips	3,145.00	3,025.00	120.00	103.97 %
5130 Medical Supplies-Vaccines	20,026.66	18,333.33	1,693.33	109.24 %
5135 Vet Care	41,993.22	38,500.00	3,493.22	109.07 %

Upper Peninsula Animal Welfare Shelter, Inc

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

January - November, 2025

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
5140 Spay & Neuter Expense	23,731.53	27,500.00	-3,768.47	86.30 %
5145 Vehicle	836.90	1,375.00	-538.10	60.87 %
5146 Dog License Expense	74.00	366.67	-292.67	20.18 %
5149 Vet Surgery Center	5,250.21	3,208.33	2,041.88	163.64 %
5150 Mileage	1,291.29	1,833.33	-542.04	70.43 %
5160 Depreciation	126,235.96	126,500.00	-264.04	99.79 %
5165 Cash over/short	368.50	91.67	276.83	401.99 %
5530 Cremation Services Expense	3,586.19	3,666.67	-80.48	97.81 %
6138 Pink Lady Expense		1,833.33	-1,833.33	
6539 Computer Software	8,714.44	6,416.67	2,297.77	135.81 %
6565 IT Consulting	859.38	2,475.00	-1,615.62	34.72 %
Total 5500 OPERATING EXPENSE	367,859.07	366,512.50	1,346.57	100.37 %
5550 GRANT EXPENSE				
5551 General Grants		458.33	-458.33	
Total 5550 GRANT EXPENSE		458.33	-458.33	
5600 FUNDRAISING EXPENSE				
6307 Calendar Expense	1,976.48	4,600.00	-2,623.52	42.97 %
6311 Cause for Paws Expense	6,896.49	7,435.00	-538.51	92.76 %
6315 Misc/3rd Party Fund Expense	1,538.16	366.67	1,171.49	419.49 %
6317 Raise The Woof Expense	1,605.99	2,075.00	-469.01	77.40 %
6324 Miscellaneous Expenses	1,031.12	916.67	114.45	112.49 %
6330 TUFT Golf Outing Expense	13,219.87	13,000.00	219.87	101.69 %
6550 Strut Your Mutt Expense	2,168.27	2,750.00	-581.73	78.85 %
6551 Canisters Expense		229.17	-229.17	
Total 5600 FUNDRAISING EXPENSE	28,436.38	31,372.51	-2,936.13	90.64 %
6000 OTHER EXPENSE				
5142 Volunteer Program	1,061.63	1,100.00	-38.37	96.51 %
6313 Direct Solicitations	5,483.62	10,800.00	-5,316.38	50.77 %
6503 Community Outreach	1,142.99	1,833.33	-690.34	62.35 %
6504 Memorial Bricks/Tiles (deleted)	15.88		15.88	
6505 Professional Fees	34,396.30	23,466.67	10,929.63	146.58 %
6510 Publications	5,350.75	10,000.00	-4,649.25	53.51 %
6511 Pet Promotion Expense (deleted)	0.00		0.00	
6515 Promotions & Advertising	2,023.95	2,566.67	-542.72	78.86 %
6525 Resale Items Expense	21,679.75	26,000.00	-4,320.25	83.38 %
6530 Conferences / Training	369.95	3,666.67	-3,296.72	10.09 %
6532 Donor Development	643.61	916.67	-273.06	70.21 %
6533 Strategic Planning	1,950.00	3,300.00	-1,350.00	59.09 %
6535 Licenses, Dues, Permits & Fees	325.00	458.33	-133.33	70.91 %
6540 Miscellaneous Expense	1,291.09	1,833.33	-542.24	70.42 %
6561 Investment Expense	19,981.27	6,875.00	13,106.27	290.64 %
6688 Naming Opportunity Expense	284.47	275.00	9.47	103.44 %
Total 6000 OTHER EXPENSE	96,000.26	93,091.67	2,908.59	103.12 %

Upper Peninsula Animal Welfare Shelter, Inc

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

January - November, 2025

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Total Expenditures	\$928,290.11	\$965,773.53	\$ -37,483.42	96.12 %
NET OPERATING REVENUE	\$473,369.77	\$ -182,532.20	\$655,901.97	-259.33 %
Other Revenue				
4300 Unrealized Gain/Loss	79,461.80		79,461.80	
4400 RESTRICTED REVENUE				
7400 SALLY'S FUND				
4218 Sally's Fund Revenue	13,918.00		13,918.00	
6518 Sally's Fund Expense	-3,400.29		-3,400.29	
Total 7400 SALLY'S FUND	10,517.71		10,517.71	
Total 4400 RESTRICTED REVENUE	10,517.71		10,517.71	
Total Other Revenue	\$89,979.51	\$0.00	\$89,979.51	0.00%
NET OTHER REVENUE	\$89,979.51	\$0.00	\$89,979.51	0.00%
NET REVENUE	\$563,349.28	\$ -182,532.20	\$745,881.48	-308.63 %

Statement of Activity

Upper Peninsula Animal Welfare Shelter, Inc
November 2025

Distribution account	Total
Income	
4000 SHELTER REVENUE	
4005 Pet Adoptions	9,205.41
4010 Redeemed Animals	125.00
4015 Vet/Optional Care	300.00
4017 Dog Park	126.84
4018 Rentals Revenue	100.00
4020 Government Contracted Services	18,335.00
4031 Microchipping	100.00
4032 Nail Clipping / Grooming	380.00
4060 Cremation Services Revenue	611.00
Total for 4000 SHELTER REVENUE	\$29,283.25
4100 DIRECT PUBLIC SUPPORT	
4006 Pet Care Sponsorship	366.56
4109 Pink Lady	25.00
4110 Donations	41,397.28
4125 Donated Svs/Material In Kind	541.00
4130 In Kind Donation - Community Spay/Neuter	43.30
4131 In Kind Donation - Cremation Services	107.00
4135 Bequests	200,000.00
4188 Naming Opportunities	350.00
Total for 4100 DIRECT PUBLIC SUPPORT	\$242,830.14
4200 FUNDRAISING REVENUE	
4140 Canisters	635.06
4147 Strut Your Mutt	1,000.00
4151 Raise The Woof	614.38
4197 Calendar	300.00
Total for 4200 FUNDRAISING REVENUE	\$2,549.44
4500 OTHER Revenue	

Statement of Activity

Upper Peninsula Animal Welfare Shelter, Inc
November 2025

Distribution account	Total
4205 Resale Items Revenue	8,123.07
4215 Interest Revenue	1,841.48
4220 Miscellaneous Revenue	656.08
Total for 4500 OTHER Revenue	\$10,620.63
Total for Income	\$285,283.46
Gross Profit	\$285,283.46

Statement of Activity

Upper Peninsula Animal Welfare Shelter, Inc
November 2025

Distribution account	Total
Expenses	
5000 Employee Expense	
5200 Payroll Expenses	185.00
5201 Wages & Salaries	35,265.43
5202 Overtime	399.61
5203 Bonuses	7,511.55
5225 Simple Plan Employer	218.94
5230 Michigan Unemployment Payable	238.91
5235 Employer Social Security	2,676.97
5240 Employer Medicare	626.05
5246 Employee Relations	222.02
5250 Employee Benefits	72.46
Total for 5000 Employee Expense	\$47,416.94
5500 OPERATING EXPENSE	
5009 Phone/Network Access	425.01
5011 Merchant Service Fees	758.46
5050 Utilities	2,539.23
5100 Cleaning Supplies	133.24
5102 Animal Supplies/Equipment	30.83
5105 Repairs/Maintenance	575.78
5106 Garbage/Snow Removal	290.01
5115 Office Supplies/Postage	207.47
5120 Building/Auto Insurance	810.44
5125 Food	909.43
5130 Medical Supplies-Vaccines	1,330.27
5135 Vet Care	1,702.05
5140 Spay & Neuter Expense	1,140.53
5145 Vehicle	38.03
5149 Vet Surgery Center	1,875.54

Statement of Activity

Upper Peninsula Animal Welfare Shelter, Inc
November 2025

Distribution account	Total
5150 Mileage	95.41
5160 Depreciation	13,986.36
5165 Cash over/short	9.46
5530 Cremation Services Expense	210.80
6539 Computer Software	1,200.00
Total for 5500 OPERATING EXPENSE	\$28,268.35
5600 FUNDRAISING EXPENSE	
6307 Calendar Expense	1,968.28
Total for 5600 FUNDRAISING EXPENSE	\$1,968.28

Statement of Activity

Upper Peninsula Animal Welfare Shelter, Inc
November 2025

Distribution account	Total
6000 OTHER EXPENSE	
5142 Volunteer Program	40.00
6313 Direct Solicitations	5,483.62
6503 Community Outreach	95.80
6505 Professional Fees	1,265.00
6515 Promotions & Advertising	26.22
6525 Resale Items Expense	-1,346.06
6532 Donor Development	320.25
6540 Miscellaneous Expense	152.12
6561 Investment Expense	111.71
6688 Naming Opportunity Expense	48.97
Total for 6000 OTHER EXPENSE	\$6,197.63
Total for Expenses	\$83,851.20
Net Operating Income	\$201,432.26
Other Income	
4300 Unrealized Gain/Loss	2,498.92
4400 RESTRICTED REVENUE	
7400 SALLY'S FUND	
4218 Sally's Fund Revenue	500.00
Total for 7400 SALLY'S FUND	\$500.00
Total for 4400 RESTRICTED REVENUE	\$500.00
Total for Other Income	\$2,998.92
Net Other Income	\$2,998.92
Net Income	\$204,431.18

Upper Peninsula Animal Welfare Shelter

Days Cash On Hand as of November 2025

	Cash Less Restricted Funds*	Annual Expense	Daily Expense	Days Cash on Hand	
2025	\$1,175,062.46	\$904,905.02	\$2,479.19	474	(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.

Statement of Financial Position

Upper Peninsula Animal Welfare Shelter, Inc
As of December 31, 2025

	TOTAL	
	As of December 31, 2025	As of December 31, 2024 (PY)
Assets		
Current Assets		
Bank Accounts		
1000 Wells Fargo-Checking	0.00	0.00
1010 Nicolet Checking	199,001.81	101,017.73
1030 First Bank Money Market	944,714.41	397,805.42
1031 Sallys Fund Money Market	74,218.71	51,224.12
1070 PayPal account	368.49	325.35
1090 Cash in Drawer	333.78	333.78
Total for Bank Accounts	\$1,218,637.20	\$550,706.40
Accounts Receivable		
1200 *Accounts Receivable	45,818.42	27,616.59
1524 Capital Campaign Pledges	650.00	1,500.00
Total for Accounts Receivable	\$46,468.42	\$29,116.59
Other Current Assets		
1080 Petty Cash	400.00	400.00
1201 Inventory	8,206.21	8,536.37
1350 Fundraising Change Fund	300.00	300.00
1499 Undeposited Funds	0.00	3,519.01
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 for Other Current Assets	\$8,906.21	\$12,755.38
Total for Current Assets	\$1,274,011.83	\$592,578.37

Statement of Financial Position

Upper Peninsula Animal Welfare Shelter, Inc
As of December 31, 2025

Distribution account	TOTAL	
	As of December 31, 2025	As of December 31, 2024 (PY)
Fixed Assets		
1610 Land - 84 Snowfield Road (deleted)	0.00	0.00
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	17,310.40	11,787.61
1650 New Shelter-Furniture & Equip	94,464.04	94,464.04

Statement of Financial Position

Upper Peninsula Animal Welfare Shelter, Inc
As of December 31, 2025

Distribution account	TOTAL	
	As of December 31, 2025	As of December 31, 2024 (PY)
1670 Accumulated Depreciation	-938,979.10	-801,267.14
Total for Fixed Assets	\$2,879,363.74	\$3,011,552.91
Other Assets		
1001 Putnam Mutual Funds (deleted)	0.00	0.00
1074 WF Endowment Fund Investments	453,051.80	410,929.51
1078 Brokerage CDs at First Bank	250,753.50	301,295.90
1079 Sallys Fund Brokerage CDs	14,029.26	21,081.62
1700 Beneficial Interest in MCCF	121,054.38	121,054.38
1702 Beneficial Interest-Dixon F B	659,744.10	633,568.86
9999 Point of Sale General Asset	0.00	0.00
Total for Other Assets	\$1,498,633.04	\$1,487,930.27
Total for Assets	\$5,652,008.61	\$5,092,061.55
Liabilities and Equity		
Liabilities		
Current Liabilities		
Accounts Payable		
2001 *Accounts Payable	2,427.31	5,194.78
Total for Accounts Payable	\$2,427.31	\$5,194.78
Credit Cards		
2005 Nicolet Bank Cards	3,914.93	2,750.43
Total for Credit Cards	\$3,914.93	\$2,750.43
Other Current Liabilities		
2000 Accounts Payable	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	0.00	923.23

Statement of Financial Position

Upper Peninsula Animal Welfare Shelter, Inc
As of December 31, 2025

Distribution account	TOTAL	
	As of December 31, 2025	As of December 31, 2024 (PY)
2102 Medicare and SS Payable	0.00	2,567.80
2103 Michigan W/H Payable	1,606.33	1,436.36
2104 Suta Tax Payable	751.00	268.00
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

Statement of Financial Position

Upper Peninsula Animal Welfare Shelter, Inc
As of December 31, 2025

Distribution account	TOTAL	
	As of December 31, 2025	As of December 31, 2024 (PY)
Total for 2100 FUTA	\$2,357.33	\$5,195.39
2550 Sales Tax Payable	\$0.00	\$678.64
State of Michigan Payable	\$666.76	\$0.00
Sales Tax Payable	0.00	0.00
Total for State of Michigan Payable	\$666.76	\$0.00
Total for 2550 Sales Tax Payable	\$666.76	\$678.64
POS Tax Agency Payable	\$0.00	\$0.00
Sales Tax Payable	0.00	0.00
Total for POS Tax Agency Payable	\$0.00	\$0.00
Sales Tax Agency Payable	0.00	0.00
Total for Other Current Liabilities	\$34,818.79	\$37,668.73
Total for Current Liabilities	\$41,161.03	\$45,613.94
Long-term Liabilities		
2300 Mortgage-New Shelter (deleted)	0.00	0.00
Total for Liabilities	\$41,161.03	\$45,613.94
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	3,563,809.39
Net Income	564,399.97	-138,237.23
Total for Equity	\$5,610,847.58	\$5,046,447.61
Total for Liabilities and Equity	\$5,652,008.61	\$5,092,061.55

Upper Peninsula Animal Welfare Shelter, Inc

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

January - December 2025

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Revenue				
4000 SHELTER REVENUE				
4005 Pet Adoptions	90,154.72	95,000.00	-4,845.28	94.90 %
4010 Redeemed Animals	2,550.00	4,500.00	-1,950.00	56.67 %
4012 Boarding Fee	460.00	3,500.00	-3,040.00	13.14 %
4015 Vet/Optional Care	7,193.79	5,500.00	1,693.79	130.80 %
4017 Dog Park	2,626.14	4,500.00	-1,873.86	58.36 %
4018 Rentals Revenue	550.00	2,500.00	-1,950.00	22.00 %
4020 Government Contracted Services	146,174.55	50,000.00	96,174.55	292.35 %
4030 Dog License Revenue	152.00	400.00	-248.00	38.00 %
4031 Microchipping	1,057.00	2,000.00	-943.00	52.85 %
4032 Nail Clipping / Grooming	4,831.79	4,500.00	331.79	107.37 %
4033 Community Spay/Neuter Revenue	4,678.00	5,000.00	-322.00	93.56 %
4050 Miscellaneous Services	90.00	500.00	-410.00	18.00 %
4060 Cremation Services Revenue	3,128.05	3,000.00	128.05	104.27 %
Total 4000 SHELTER REVENUE	263,646.04	180,900.00	82,746.04	145.74 %
4100 DIRECT PUBLIC SUPPORT				
4006 Pet Care Sponsorship	1,598.97	10,000.00	-8,401.03	15.99 %
4109 Pink Lady	450.00	2,000.00	-1,550.00	22.50 %
4110 Donations	279,378.65	290,000.00	-10,621.35	96.34 %
4125 Donated Svs/Material In Kind	16,722.31	20,000.00	-3,277.69	83.61 %
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	13,584.66		13,584.66	
4130 In Kind Donation - Community Spay/Neuter	4,314.13		4,314.13	
4131 In Kind Donation - Cremation Services	156.00		156.00	
4135 Bequests	671,978.81	75,000.00	596,978.81	895.97 %
4188 Naming Opportunities	400.00	23,500.00	-23,100.00	1.70 %
Total 4100 DIRECT PUBLIC SUPPORT	989,036.53	420,500.00	568,536.53	235.20 %
4156 GRANT REVENUE				
4157 General Grants	835.00	15,000.00	-14,165.00	5.57 %
Total 4156 GRANT REVENUE	835.00	15,000.00	-14,165.00	5.57 %
4200 FUNDRAISING REVENUE				
4128 Misc/3rd Party Fundraisers	11,995.66	7,500.00	4,495.66	159.94 %
4140 Canisters	8,026.95	7,500.00	526.95	107.03 %
4143 Tadychs Receipts		5,000.00	-5,000.00	
4144 Cause for Paws	19,305.15	17,950.00	1,355.15	107.55 %
4147 Strut Your Mutt	6,293.00	18,000.00	-11,707.00	34.96 %
4151 Raise The Woof	7,578.46	6,610.00	968.46	114.65 %
4170 TUFT Golf Outing	25,585.00	29,973.00	-4,388.00	85.36 %
4183 Rescue Raffle (deleted)	0.00		0.00	
4197 Calendar	19,765.07	24,100.00	-4,334.93	82.01 %
Total 4200 FUNDRAISING REVENUE	98,549.29	116,633.00	-18,083.71	84.50 %

Upper Peninsula Animal Welfare Shelter, Inc

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

January - December 2025

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
4500 OTHER Revenue	278.50		278.50	
4205 Resale Items Revenue	47,620.58	40,000.00	7,620.58	119.05 %
4215 Interest Revenue	36,157.99	31,300.00	4,857.99	115.52 %
4220 Miscellaneous Revenue	71,474.72	1,000.00	70,474.72	7,147.47 %
4221 Endowment Fund Earnings	5,166.51	23,000.00	-17,833.49	22.46 %
4223 MCCF B.Reider Fund Distribution	23,042.09	20,400.00	2,642.09	112.95 %
4227 Distribution from Dixon Estate	2,066.98	31,500.00	-29,433.02	6.56 %
Total 4500 OTHER Revenue	185,807.37	147,200.00	38,607.37	126.23 %
Total Revenue	\$1,537,874.23	\$880,233.00	\$657,641.23	174.71 %
GROSS PROFIT	\$1,537,874.23	\$880,233.00	\$657,641.23	174.71 %
Expenditures				
5000 Employee Expense				
5129 Employee Uniforms	642.79	1,000.00	-357.21	64.28 %
5200 Payroll Expenses	2,085.10	1,976.00	109.10	105.52 %
5201 Wages & Salaries	404,179.71	429,098.02	-24,918.31	94.19 %
5202 Overtime	8,623.61	8,000.00	623.61	107.80 %
5203 Bonuses	15,286.55	10,000.00	5,286.55	152.87 %
5225 Simple Plan Employer	2,473.88	2,500.00	-26.12	98.96 %
5230 Michigan Unemployment Payable	3,663.90	6,100.00	-2,436.10	60.06 %
5235 Employer Social Security	26,541.58	26,604.08	-62.50	99.77 %
5240 Employer Medicare	6,207.30	6,221.92	-14.62	99.77 %
5245 Worker's Compensation	931.00	4,400.00	-3,469.00	21.16 %
5246 Employee Relations	2,651.82	3,500.00	-848.18	75.77 %
5248 Health Ben / Dental / Vision (deleted)	0.00		0.00	
5250 Employee Benefits	6,281.02	14,700.00	-8,418.98	42.73 %
Total 5000 Employee Expense	479,568.26	514,100.02	-34,531.76	93.28 %
5500 OPERATING EXPENSE				
5009 Phone/Network Access	4,714.51	4,100.00	614.51	114.99 %
5011 Merchant Service Fees	7,534.40	7,000.00	534.40	107.63 %
5012 Bank Service Charges		50.00	-50.00	
5050 Utilities	34,356.61	38,000.00	-3,643.39	90.41 %
5100 Cleaning Supplies	2,921.97	5,000.00	-2,078.03	58.44 %
5102 Animal Supplies/Equipment	24,348.87	6,000.00	18,348.87	405.81 %
5105 Repairs/Maintenance	7,963.87	13,000.00	-5,036.13	61.26 %
5106 Garbage/Snow Removal	8,973.49	7,500.00	1,473.49	119.65 %
5115 Office Supplies/Postage	7,163.38	6,000.00	1,163.38	119.39 %
5117 Community Spay/Neuter Expense	10,343.13	7,000.00	3,343.13	147.76 %
5119 Small Equipment	2,680.42	3,000.00	-319.58	89.35 %
5120 Building/Auto Insurance	38,800.88	35,000.00	3,800.88	110.86 %
5125 Food	15,268.33	10,000.00	5,268.33	152.68 %
5127 Microchips	3,145.00	3,300.00	-155.00	95.30 %
5130 Medical Supplies-Vaccines	22,890.99	20,000.00	2,890.99	114.45 %
5135 Vet Care	57,059.26	42,000.00	15,059.26	135.86 %

Upper Peninsula Animal Welfare Shelter, Inc

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

January - December 2025

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
5140 Spay & Neuter Expense	25,449.58	30,000.00	-4,550.42	84.83 %
5145 Vehicle	877.35	1,500.00	-622.65	58.49 %
5146 Dog License Expense	74.00	400.00	-326.00	18.50 %
5149 Vet Surgery Center	6,568.21	3,500.00	3,068.21	187.66 %
5150 Mileage	1,384.81	2,000.00	-615.19	69.24 %
5160 Depreciation	137,711.96	138,000.00	-288.04	99.79 %
5165 Cash over/short	373.57	100.00	273.57	373.57 %
5530 Cremation Services Expense	4,160.54	4,000.00	160.54	104.01 %
6138 Pink Lady Expense		2,000.00	-2,000.00	
6539 Computer Software	9,314.04	7,000.00	2,314.04	133.06 %
6565 IT Consulting	859.38	2,700.00	-1,840.62	31.83 %
Total 5500 OPERATING EXPENSE	434,938.55	398,150.00	36,788.55	109.24 %
5550 GRANT EXPENSE				
5551 General Grants		500.00	-500.00	
Total 5550 GRANT EXPENSE		500.00	-500.00	
5600 FUNDRAISING EXPENSE				
6307 Calendar Expense	1,976.48	4,945.00	-2,968.52	39.97 %
6311 Cause for Paws Expense	6,896.49	7,435.00	-538.51	92.76 %
6315 Misc/3rd Party Fund Expense	1,538.16	400.00	1,138.16	384.54 %
6317 Raise The Woof Expense	1,661.09	2,075.00	-413.91	80.05 %
6324 Miscellaneous Expenses	1,031.12	1,000.00	31.12	103.11 %
6330 TUFT Golf Outing Expense	13,219.87	13,000.00	219.87	101.69 %
6550 Strut Your Mutt Expense	2,168.27	2,750.00	-581.73	78.85 %
6551 Canisters Expense		250.00	-250.00	
Total 5600 FUNDRAISING EXPENSE	28,491.48	31,855.00	-3,363.52	89.44 %
6000 OTHER EXPENSE				
5142 Volunteer Program	1,101.63	1,200.00	-98.37	91.80 %
6313 Direct Solicitations	5,483.62	10,800.00	-5,316.38	50.77 %
6503 Community Outreach	1,293.10	2,000.00	-706.90	64.66 %
6504 Memorial Bricks/Tiles (deleted)	15.88		15.88	
6505 Professional Fees	36,791.30	25,600.00	11,191.30	143.72 %
6510 Publications	5,350.75	10,000.00	-4,649.25	53.51 %
6511 Pet Promotion Expense (deleted)	0.00		0.00	
6515 Promotions & Advertising	2,033.95	2,800.00	-766.05	72.64 %
6525 Resale Items Expense	28,153.57	27,000.00	1,153.57	104.27 %
6530 Conferences / Training	369.95	4,000.00	-3,630.05	9.25 %
6532 Donor Development	877.94	1,000.00	-122.06	87.79 %
6533 Strategic Planning	3,750.00	3,600.00	150.00	104.17 %
6535 Licenses, Dues, Permits & Fees	325.00	500.00	-175.00	65.00 %
6540 Miscellaneous Expense	1,326.59	2,000.00	-673.41	66.33 %
6561 Investment Expense	19,672.53	7,500.00	12,172.53	262.30 %
6688 Naming Opportunity Expense	284.47	300.00	-15.53	94.82 %
Total 6000 OTHER EXPENSE	106,830.28	98,300.00	8,530.28	108.68 %

Upper Peninsula Animal Welfare Shelter, Inc

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

January - December 2025

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Total Expenditures	\$1,049,828.57	\$1,042,905.02	\$6,923.55	100.66 %
NET OPERATING REVENUE	\$488,045.66	\$ -162,672.02	\$650,717.68	-300.02 %
Other Revenue				
4300 Unrealized Gain/Loss	59,083.85		59,083.85	
4310 Realized Loss/Gain LT Invstmnt	6,243.25		6,243.25	
4400 RESTRICTED REVENUE				
7400 SALLY'S FUND				
4218 Sally's Fund Revenue	14,427.50		14,427.50	
6518 Sally's Fund Expense	-3,400.29		-3,400.29	
Total 7400 SALLY'S FUND	11,027.21		11,027.21	
Total 4400 RESTRICTED REVENUE	11,027.21		11,027.21	
Total Other Revenue	\$76,354.31	\$0.00	\$76,354.31	0.00%
NET OTHER REVENUE	\$76,354.31	\$0.00	\$76,354.31	0.00%
NET REVENUE	\$564,399.97	\$ -162,672.02	\$727,071.99	-346.96 %

Statement of Activity

Upper Peninsula Animal Welfare Shelter, Inc
December 2025

Distribution account	Total
Income	
4000 SHELTER REVENUE	
4005 Pet Adoptions	7,375.70
4010 Redeemed Animals	100.00
4015 Vet/Optional Care	324.11
4017 Dog Park	251.84
4018 Rentals Revenue	50.00
4020 Government Contracted Services	9,487.50
4030 Dog License Revenue	68.00
4032 Nail Clipping / Grooming	378.00
4060 Cremation Services Revenue	240.17
Total for 4000 SHELTER REVENUE	\$18,275.32
4100 DIRECT PUBLIC SUPPORT	
4006 Pet Care Sponsorship	340.74
4109 Pink Lady	25.00
4110 Donations	67,533.18
4125 Donated Svs/Material In Kind	2,356.18
4129 In Kind Donations - Animal Supplies/Equipment	13,000.00
4130 In Kind Donation - Community Spay/Neuter	993.00
4188 Naming Opportunities	50.00
Total for 4100 DIRECT PUBLIC SUPPORT	\$84,298.10
4156 GRANT REVENUE	
4157 General Grants	-25,000.00
Total for 4156 GRANT REVENUE	-\$25,000.00
4200 FUNDRAISING REVENUE	
4128 Misc/3rd Party Fundraisers	1,250.00
4140 Canisters	666.44
4144 Cause for Paws	500.00
4147 Strut Your Mutt	500.00

Statement of Activity

Upper Peninsula Animal Welfare Shelter, Inc
December 2025

Distribution account	Total
4151 Raise The Woof	2,382.08
4170 TUFT Golf Outing	500.00
4197 Calendar	492.00
Total for 4200 FUNDRAISING REVENUE	\$6,290.52
4500 OTHER Revenue	\$278.50
4205 Resale Items Revenue	11,233.77
4215 Interest Revenue	8,185.19

Statement of Activity

Upper Peninsula Animal Welfare Shelter, Inc
December 2025

Distribution account	Total
4220 Miscellaneous Revenue	23,627.67
Total for 4500 OTHER Revenue	\$43,325.13
Total for Income	\$127,189.07
Gross Profit	\$127,189.07
Expenses	
5000 Employee Expense	
5200 Payroll Expenses	185.10
5201 Wages & Salaries	33,388.30
5202 Overtime	1,250.46
5203 Bonuses	6,050.00
5225 Simple Plan Employer	219.71
5230 Michigan Unemployment Payable	157.46
5235 Employer Social Security	2,522.70
5240 Employer Medicare	589.99
5245 Worker's Compensation	-1,743.00
5246 Employee Relations	400.00
5250 Employee Benefits	553.14
Total for 5000 Employee Expense	\$43,573.86
5500 OPERATING EXPENSE	
5009 Phone/Network Access	310.01
5011 Merchant Service Fees	1,132.54
5050 Utilities	3,228.76
5100 Cleaning Supplies	241.22
5102 Animal Supplies/Equipment	22,001.05
5105 Repairs/Maintenance	881.87
5106 Garbage/Snow Removal	1,090.94
5115 Office Supplies/Postage	721.03
5117 Community Spay/Neuter Expense	1,367.00

Statement of Activity

Upper Peninsula Animal Welfare Shelter, Inc
December 2025

Distribution account	Total
5120 Building/Auto Insurance	810.44
5125 Food	1,639.21
5130 Medical Supplies-Vaccines	2,864.33
5135 Vet Care	15,066.04
5140 Spay & Neuter Expense	1,718.05
5145 Vehicle	40.45
5149 Vet Surgery Center	1,318.00
5150 Mileage	93.52
5160 Depreciation	11,476.00
5165 Cash over/short	5.07

Statement of Activity

Upper Peninsula Animal Welfare Shelter, Inc
December 2025

Distribution account	Total
5530 Cremation Services Expense	574.35
6539 Computer Software	599.60
Total for 5500 OPERATING EXPENSE	\$67,179.48
5600 FUNDRAISING EXPENSE	
6317 Raise The Woof Expense	55.10
Total for 5600 FUNDRAISING EXPENSE	\$55.10
6000 OTHER EXPENSE	
5142 Volunteer Program	40.00
6503 Community Outreach	150.11
6505 Professional Fees	2,395.00
6515 Promotions & Advertising	10.00
6525 Resale Items Expense	6,473.82
6532 Donor Development	234.33
6533 Strategic Planning	1,800.00
6540 Miscellaneous Expense	35.50
6561 Investment Expense	1,952.41
Total for 6000 OTHER EXPENSE	\$13,091.17
Total for Expenses	\$123,899.61
Net Operating Income	\$3,289.46
Other Income	
4300 Unrealized Gain/Loss	-20,377.95
4310 Realized Loss/Gain LT Invstmnt	6,243.25
4400 RESTRICTED REVENUE	
7400 SALLY'S FUND	
4218 Sally's Fund Revenue	509.50
Total for 7400 SALLY'S FUND	\$509.50
Total for 4400 RESTRICTED REVENUE	\$509.50
Total for Other Income	-\$13,625.20

Statement of Activity

Upper Peninsula Animal Welfare Shelter, Inc
December 2025

Distribution account	Total
Net Other Income	-\$13,625.20
Net Income	-\$10,335.74

Upper Peninsula Animal Welfare Shelter

Days Cash On Hand as of December 2025

	Cash Less Restricted Funds*	Annual Expense	Daily Expense	Days Cash on Hand	
2025	\$1,190,936.91	\$904,905.02	\$2,479.19	480	(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.

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	199,001.81
Money Market	944,714.41
A/R (less capital campaign)	45,818.42
Petty Cash	400.00
FR Change Fund	300.00
Paypal	368.49
Square	0.00
Cash in Drawer	<u>333.78</u>
Undeposited Funds	

January Shelter Update

- The UPAWS Holiday Store was a great success again this year. Thanks to Ann's hard work, the store generated \$3,814.91 in profit for the shelter animals. Thanks Ann for all you do for the shelter!
- The final humane case going through the courts was settled this month, with the shelter gaining custody of 13 dogs
- The shelter assisted the state police in a situation in Skandia where we took in 26 puppies and adult dogs. The 12 week old puppies are all in foster to adopt homes. Megan and her family are caring for the 3 week old puppies and the adult dogs are going through the intake process, with some of them already into foster to adopt homes.
- Three cat surgery days were held with our volunteer vets Dr. Jen, Dr. Nyberg, and Dr. Pesola. In total, they spayed 20 females and neutered 21 males. I can not thank them enough for donating their time in helping shelter animals! Dr. Lara is up next with a cat neuter day on February 17th.
- Fundraising Update
 - Platinum Partners Update for 2026.
 - Four signed up for another year and four NEW partners.
 - Coleman Baker Agency, Farm Bureau Insurance
 - Mares z Doats (not paid)
 - Select Realty, Andi Goresky
 - Iron Range, Tri Cor Insurance
 - Servpro of the Upper Peninsula
 - J.P. Electric
 - Nicole National Bank
 - The UPAWS Raise the Woof Comedy event at UP North Lodge was a huge success.
 - Event Revenue was at \$11,700
 - Event Expenses at \$3,374
 - Net Revenue is at \$8,337
 - With 2K in inkind donations.
 - Loved the Up North Lodge for the venue and would like to utilize that venue again for 2027. New ideas would be to change the layout to fit more people to increase revenue.
 - Next event is Hazel's Beer Release at Kognisjon Bryggeri, February 14th, Valentines day! 6-9 PM with live music by the Daydreamers. Dinner special from Third Street Grill and complimentary dessert.

Respectfully submitted

Sarah Yeager, LVT
Shelter Manager

Monthly Report Behavioral Animal Care Coordinator
December 2025

Statistics

No. of dogs adopted/gone into foster-to-adopt	13 (2 returned and adopted out again)
No. of adopters contacted	11
No. of adopters giving feedback	9 (1 adopter returned dog before I contacted them, 1 filled out the Petszel survey, 1 adopted 2 dogs)
No. of adopters mentioning some issues and receiving post adoption training support	2 (guarding adopter towards other dog in home when on couch, potty issues)
No. of returned adoptions	
- under 2 months in home	2 (guarding adopter, barking)
- Under a year in home	0

Dogs on a specific behavior modification, training or management plan: 9

1 Gam	<ul style="list-style-type: none"> Anxiety, lack of confidence
2 Roa (Court)	<ul style="list-style-type: none"> FAS,
3 Rub (Court)	<ul style="list-style-type: none"> FAS, some basic training
4 Ren (Court)	<ul style="list-style-type: none"> FAS, some basic training
5 Ding	<ul style="list-style-type: none"> Fear, can't be touched
6 Ber	<ul style="list-style-type: none"> Fear, can't be touched
7 Bor	<ul style="list-style-type: none"> Fear/shut down
8 Lil G	<ul style="list-style-type: none"> Shut down, history of abuse
9 Or	<ul style="list-style-type: none"> Impulse control, basic manners

December 2025 (incomplete)		DOGS		CATS		OTHER	TOTAL	
In Shelter		20		65		12	97	
In Foster		48	8 in true foster	152	12 in true foster	3	203	
TOTAL Beginning Count		68		217		15	300	
INTAKE		DOGS	PUPS <5 mos.	CATS	KITS <5 mos.	OTHER	TOTAL	YTD
Owner Surrender		1	0	6	0	5	12	484
Returned Adoption		0	0	0	0	0	0	14
Stray (from Police, Public and Shelter Pickup)		7	0	13	0	0	20	347
Born in Care		0	0	0	0	1	1	39
Transferred from Other Shelters		0	0	0	0	0	0	46
Special Hold/Service In		0	0	0	0	0	0	23
Seized/Custody (Cruelty & Neglect)		0	0	0	0	0	0	78
Total Intakes		8	0	19	0	6	33	1113

OUTCOMES

Adoptions (shelter, foster home or special event)		12	0	41	25	11	89	750
Total Adoptions YTD		157	13	323	134	123	750	
Returned to Owner		5	0	3	0	0	8	152
Transferred to Rescue Groups/Shelters		0	0	0	0	0	0	8
Total Live Outcomes		17	0	44	25	11	97	910
EUTHANIZED/DEATHS/MISSING/STOLEN								
Dangerous		0	0	0	0	0	0	4
Dying		0	0	0	0	0	0	6
Animal's Name and Reason								
TOTAL ANIMALS EUTHANIZED		0	0	0	0	0	0	10
Died at shelter/foster home - Unknown		0	0	0	1	0	1	10
Missing/Stolen/Escaped		0	0	0	0	0	0	3
Animal's Name and Reason								
Total Euth/Died/Other Outcomes		0	0	0	1	0	1	23
In Shelter		0		0		0	0	
In Foster		0	in true foster	0	in true foster	0	0	
TOTAL Ending Count (per formula)		59		166		10	235	
TOTAL Ending Count (per report)		59		166		10	235	
SAVE RATE (Intake- Euthanasia Outcome)/Intake							100.0%	99.1%
ASPCA Live Release Rate (Live Outcomes/ Intake)							293.9%	81.8%

OTHER INFO

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

still trouble accessing report

Board Development Committee – Board Report

Date: January 13, 2026

Time: 1:30 PM

Location: Google Meets

Attendees: Crystal Swanson, Reva Laituri, Lynn Andronis, Steffani Baker

The Board Development Committee unanimously voted to recommend **Kayla Billings** for appointment to the UPAWS Board of Directors, with filling a term ending in 2026. The motion was made by Crystal and seconded by Lynn, passing with a unanimous affirmative vote to present formal recommendation to the Board of Directors for vote at the January Board meeting. Required materials, including the recommendation rationale and application (not included in the public packet), were distributed to the prior to the meeting via email. Upon appointment, the Committee Chair will provide direct mentorship to support onboarding.

The committee continues progress on core committee documents and recruitment materials, including updates to existing documents and development of new resources such as the Board Development Manual and Board Welcome Packet. Reva and Crystal have provided feedback to documents that will be updated by Steff and given back to committee for review. Outreach efforts remain steady, with follow-up underway for another prospective board candidate. Additionally, the committee will begin work on a board recruitment trifold brochure to increase visibility, with a draft expected by the February meeting.

Next Meeting: February 9, 2026 – Peter White Library, Dandelion Room

Board Development Committee – Board Report

Date: December 8, 2026

Time: 12:00 PM

Location: Peter White Public Library – Dandelion Room

Attendees: Crystal Swanson, Reva Laituri, Steffani Baker

Guest: Kayla Billings

The Board Development Committee did not conduct regular committee business during its December meeting. Instead, the meeting was dedicated to a board member interview with prospective candidate for the UPAWS Board of Directors **Kayla Billings**.

UPAWS Finance Committee Minutes

Meeting Date: Monday, January 19th, 2025 at 5:00pm

Meeting Location: Google Meet

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

Excused: Jill Compton, Kathy Leone

New Business

- **Review November / December Financial Reports**: The reports were not ready from the accountant. The committee will review by email if they are received before the board meeting.
- **2026 Budget**: The committee reviewed the proposed 2026 budget. Leslie asked if the budget had worked in any increases for staff. Chris noted that the budget accounted for required increases due to the minimum wage, but the Personnel Committee is still discussing a more “across the board” increase. The committee will continue to review independently and ask questions via email. The budget will be presented to the board for approval this month.
- **Long Term / Capital Planning**: The committee reviewed the document that Kathy put together. This discussion was tabled for the next meeting.

Old Business

- **Investment Policy Statement**: The committee continued to discuss potential investment strategies and how it relates to some of the long term / capital planning.
- **Gift Designations / Pink Lady**: Tabled to next meeting.

The meeting adjourned at 6:00pm

Next Meeting: Thursday, February 19th via Google Meet

UPAWS Strategic Planning Committee Minutes

Meeting Date: Monday, January 26th, 2025 at 12:00pm

Meeting Location: Google Meet

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

- The committee reviewed the 2025 Interim Strategic Plan and moved any unfinished items into the draft of the long term strategic plan that was developed with GLCYD.
- Lynn asked about keeping the items on the board agenda to monitor. The committee looked at a sample dashboard provided by GLCYD and worked on adapting a similar version to our strategic plan. This will be what Strategic Planning provides as its monthly report.
- The committee discussed what is outstanding to fully adopt this plan. The committee agreed to provide the entire plan, including the proposed revised mission statement, vision statement, and core values as a single R&R. The core values still need to be finalized prior to submission. Policy & Bylaw will need to propose the appropriate adjustments if the new statements are adopted.
- The committee will present a final version of the strategic plan at the February board meeting. **Board members should review the [current draft](#) and propose any changes prior to the meeting next month.**

The meeting adjourned at 12:56pm

Next Meeting: Friday, February 20th at 12pm via Google Meet

Respectfully submitted,

Chris Danik

Strategic Planning Committee Chair

Personnel Committee Meeting Minutes
1/12/26

PRESENT: Lynn Andronis, Chris Danik, Deb LaMere

Meeting originally scheduled for 1/5/26 was rescheduled to this date.

The following items were deferred to our February meeting in order to allow adequate time to review Sarah's long overdue evaluation.

- Staffing Levels
- Wages Review
- Personnel Policies

Submitted,

Lynn Andronis

Donor Development Committee – Board Report

Date: Dec 14, 2025

Time: 12:00 PM

Location: Google Meets

The Donor Development Committee met on December 14, 2025, to review year-end donor engagement, prospect activity, and priorities for 2026. The committee discussed Christmas card outreach responsibility for Platinum Partners and other shelter supporters. A confidentiality agreement for donor privacy was reviewed and approved for committee use – each member will sign the agreement and kept on file for committee records. Updates were provided on donor tracking in Neon, with agreement that all committee members will have individual logins to improve consistency and reporting. Current platinum partners were reviewed, and several additional businesses were identified as prospective partners for future outreach.

The committee discussed new and ongoing donor prospects. Looking ahead to 2026, priorities include completing the Donor Development Committee Handbook, formalizing a donor lifecycle and stewardship plan, drafting a solicitation plan, and establishing committee goals and future budget needs. The committee also discussed reducing duplication between Neon and spreadsheet tracking, with a goal of improved system alignment by July 2026.