



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

March 25, 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. Feb Board Meeting Minutes DRAFT (held on 3/5/26)
 - b. March 5, 2026 Closed Session Meeting Minutes DRAFT
 - c. March 7, 2026 Special/Closed Meeting Minutes DRAFT
6. Unfinished Business
 - a. Update UPAWS Fees and concurrent Report and Recommendation
 - b. Review of Med App
 - c. Dog Treadmill update
7. New Business
 - a. Report & Recommendation from Strategic Planning Committee RE: Adopt New Mission, Vision, and Core Values
 - b. Report & Recommendation from Strategic Planning Committee RE: Adopt Strategic Plan
 - c. Report & Recommendation from Board Development RE: Appointment of Shane Place to a Board Vacancy
8. Communications
9. President's Report
10. Treasurer's Report
 - a. Treasurer's Report

- b. January 2026 Financials
- c. February 2026 Financials
- 11. Shelter Operations Reports
 - a. Shelter Manager Report
 - b. Behavioral Animal Care Coordinator Report
 - c. Shelter Statistics - New Format January & February 2026 Stats
- 12. Committee Reports
 - a. Board Development Committee Report (Steffani)
 - b. Finance Committee Report (Chris)
 - c. Strategic Planning Committee Report (Chris)
 - d. Personnel Committee Report (Lynn)
 - e. Policy / Bylaw Committee Report
 - f. Donor Development Ad Hoc Committee Report (Steffani)
- 13. Public Comment
- 14. Board Comment
- 15. Adjournment

Next Board Meeting Date: Wednesday, 4/22/26, 6pm, Cliffs-Eagle Mine Community Room,
UPAWS



UPPER PENINSULA ANIMAL WELFARE SHELTER
BOARD OF DIRECTORS MEETING MINUTES
THURSDAY MARCH 5TH 2026 6:00 PM EST
CLIFFS / EAGLE MINE COMMUNITY ROOM

Present: Andi Goriesky, Steffani Baker, Kayla Billings, Chris Danik and Lynn Andronis. Dominic Andriacchi was remote via Google meet.

Staff Present: Ann Brownell, Adde Lamon, Laura Rochefort, Megan Tarvas, Savannah Swim

Guest Present: Sandy Place, Shane Place, Reva Laituri and Cathy Ruprecht

1. Call to Order: The meeting was called to order by President Lynn at 6:07 pm
2. Approval of the Agenda: Lynn made one correction to the agenda that line item #15 will change to "Closed Session". *Motion to accept with changes made by Chris, second by Steffani, all in favor, motion carried.*
3. Mission Moment: none
4. Public Comment: Lynn welcomed potential new board member, Shane Place, and his wife, Sandy.
5. Approval of Minutes:
 - a. Jan 28, 2026 Meeting Minutes DRAFT: Draft was reviewed with no corrections or additions. *Steffani made a motion to accept, second by Chris, all in favor and motion carried.*
 - b. Jan 28 Closed Session Meeting Minutes DRAFT: Draft was reviewed with no corrections or additions. *Motion to accept by Andi, second by Kayla, all in favor and motion carried.*
6. Unfinished Business: Attached report from Sarah regarding appointment tracking of no shows, cancelled appointments, etc. that was requested by the Board last month. Thank you Sarah for getting this together!
7. New Business:
 - a. Report & Recommendation from Sarah RE: Updating UPAWS Fees: Much discussion followed between BOD and staff, including that this was implemented previously without board approval. Steffani commented that she does not agree with raising fees for senior animal adoptions. Many also disagreed with the raising of fees for our Community Spay & Neuter program. The general discussion was this is part of UPAWS mission to be affordable

and to control the population, thus limiting the number of strays, etc. Chris commented that this is something we can fundraise for in the future. Reva also commented that in the past the Board would be able to allocate funds towards this program. Andi commented that the microchip fees should stay the same and not increase as this is a vital tool to getting lost pets back to their families. Megan also commented that this is a great service and it encourages people and community members to use our services instead. Lynn commented that the Grooming Room should continue as “donation based” so we get people out to our shelter and to be affordable. Laura commented on nail trims prices and the fact that this is a service that the community appreciates, and Adde agreed that \$15 is reasonable. Kayla suggested we find a way to “streamline” the adoption process and everyone agreed. This will be a topic at our Board upcoming retreat. *Steffani made a motion that we table further discussion regarding fees until the Retreat, leaving prices as is until the next board meeting. Kayla second the motion, all in favor, motion carried.*

- b. Report & Recommendation from Sarah RE: UPAWS Credit Cards: Certain staff use the credit cards to purchase shelter supplies. This recommendation would revoke a staff member’s authorization. *Steffani made a motion to dismiss this R & R, second by Kayla, all in favor and motion carried.*
- c. Report & Recommendation from Sarah RE: Staff Purchasing Vet and Surgical Supplies: Chris commented that this is not an appropriate R & R for this matter. It was discussed and agreed that this should be a Personnel and Finance committee item. *Chris made the motion to remove this from further discussion, second by Steffani, all in favor and motion carried.*
- d. Report & Recommendation from Sarah RE: Updating Intake/Adoption Protocols: Many in attendance reviewed the recommendation. Megan commented that Lyme and Anaplasmosis are on the rise and this is something we should do at Intake. Adde also commented on the importance of this being offered. *Andi made the motion to accept this Report & Recommendation to include Snap 4DX testing for all dogs over the age of 6 months, prior to adoption. Cost of this test is \$20.85. Motion second by Chris, all in favor and motion carried.*
- e. Report & Recommendation from Sarah RE: Medication App Tracker/Log: This App would be used as a tracking log and provide a link for people to view when meds are administered. Chris asked the staff if they could elaborate on this vs the systems being used now. Megan offered that Pet Point only keeps track of the medication and how long the pet is on any particular medication. Adde reiterated that the staff still needs to remember to add all medications, dosages, etc. to the med chat and med cards. Questions were raised about the consistency of when “in the heat of the moment” and being busy, can things be forgotten? Savannah then added that the suggested app will send reminders when a medication is due. Adde also commented about not wanting another app on their personal cell phones for work use. *Andi*

made a motion to table this discussion to review the suggested R & R and review further at the next Board meeting, second by Kayla, all in favor motion carried.

- f. Report & Recommendation from Sarah RE: Intake protocol for Fecal Exams: Lynn and Chris both agreed that this should be an SOP and not the Report & Recommendation was dismissed.
 - g. Report & Recommendation from Sarah RE: Purchase of a Dog Treadmill: Along with the recommendation, the board was provided with attachments and prices. Ann did suggest that she would be happy to write a grant for this! Staff felt that this could be very beneficial in the long winter months or for rehabilitation of certain dogs. It was pointed out that this is also below the allocated amount for needing approval from the Board. Ann will investigate a grant, otherwise it is approved to order.
8. Communications: Letter from Cathy Ruprecht reporting that she is starting a new community program to assist with emergency response and removal and housing of animals in the event of an emergency or disaster. This program will be a stand-alone group with no affiliation with UPAWS. Cathy also offered that there are zoom meetings for this the last Wednesday of every month, just reach out to Cathy for the link.
9. President report: No written report submitted.
10. Treasurer report: No written report submitted.
- a. January 2026 and February 2026 Financials: Will be presented at our next meeting.
11. Shelter Operations Reports:
- a. Shelter Manager Report: Written report submitted. Lynn and others commented again how great it is to have the surgery center up and running a HUGE thank you to all of our volunteer veterinarians! It's also great that we are fully staffed.
 - b. Behavioral Animal Care Coordinator: Written report submitted for January.
 - c. Shelter Stats: January and February Reports will be presented at our next meeting.
12. Committee Reports:
- a. Board Development: Written report submitted. Steffani re-introduced Shane to the group and is hoping to present his R & R to fill a vacancy at the next Board meeting.
 - b. Finance Committee report: No written report submitted
 - c. Strategic Planning: No written report submitted. Chris did mention that we need additional board members to join committees.
 - d. Personnel Committee: No written report submitted.

- e. Policy By Laws: Written meeting minutes submitted.
 - f. Donor Development: Written report submitted.
13. Public Comment: Shane thanked the board and staff for welcoming he and his wife to the meeting. He also wanted to publicly commend Laura for her many years of commitment to UPAWS.
14. Board Comment: Andi wanted to thank the staff for attending tonight’s meeting and also for the hard work they do every day. Kayla commented and reiterated that the staffs’ opinions do matter. Lynn commented that our meetings are meant to be able to hear the public also and we don’t always follow “meeting etiquette”.
15. Closed Session: *Motion was made by Andi to go into Closed Session, second by Steffani, all in favor and motion carried at 7:32 pm*

Who made the motion to go out of closed session and at what time?

16. Adjournment: UNKNOWN

Respectfully Submitted.

Andi Goriesky
UPAWs Board Secretary

Counter-Signed

Lynn Andronis
President

Report & Recommendation from Board Retreat
RE: Fee Schedule for 2026

At its annual retreat, the Board reviewed the proposed Fee Schedule Update submitted at our meeting on 3/5/26, and agrees on the following: The Board recommends the following update to replace the Fee Schedule implemented on 1/1/26. This will replace the fee schedule listed in the Finance Policies.

DOG ADOPTIONS	\$250	Puppies (8 weeks - 11 months)
	\$150	Adults (1 yr - 7 yrs)
	\$55	Seniors (8+ years)
CAT ADOPTIONS	\$150	Kittens (8 weeks - 11 months)
	\$75	Adults (1 yr - 7 yrs)
	\$45	Seniors (8+ years)
NAIL TRIMS	\$15	
MICROCHIPS	\$35	
OWNER REQUESTED EUTH	\$30	
COMMUNITY SPAY/NEUTER	\$60	
GROOMING ROOM		Based on donation of their choice

UPAWS Strategic Planning Committee

Report & Recommendation: Adopt New Mission, Vision, and Core Values

As part of developing a new Strategic Plan for UPAWS, a retreat workshop was held with the Board of Directors and several staff members. Part of this workshop included reviewing our current mission and vision statements as well as identifying a set of core values for UPAWS. Through this collaboration, the following mission, vision and core values were constructed:

Mission

UPAWS champions the wellbeing of pets by providing safe shelter, promoting adoption, and fostering a compassionate community through education and supportive services.

Vision

A compassionate community where all pets are safe, cared for, and treated with respect.

Core Values

1. **Collaboration:** We work together with staff, volunteers, rescue partners, veterinarians, and the community to improve outcomes for animals. By sharing knowledge, resources, and responsibility, we can save more lives and provide better care than any one group could alone.
2. **Transparency:** We are open and honest about our policies, decisions, challenges, and outcomes. By clearly sharing how we operate and why we do what we do, we build trust, accountability, and informed community support.
3. **Empathy:** We approach every animal and every person with compassion, patience, and understanding. We recognize the emotional and physical needs of animals, and we honor the experiences of adopters, pet owners, volunteers, and staff—especially during difficult moments.
4. **No-Kill Philosophy:** We are committed to saving the lives of healthy and treatable animals through proactive programs, compassionate care, and strong community partnerships. We do not euthanize animals for space, time, or convenience, and we ensure humane outcomes when suffering cannot be alleviated.

The Strategic Planning committee recommends that the Board of Directors formally adopt the above mission, vision, and core value statements. If approved, these changes must be updated in the UPAWS Bylaws.

Respectfully Submitted,

Chris Danik
Strategic Planning Committee Chair

Upper Peninsula Animal Welfare Shelter (UPAWS) 2026 Strategic Plan

Mission: UPAWS champions the wellbeing of pets by providing safe shelter, promoting adoption, and fostering a compassionate community through education and supportive services.

Who We Serve: UPAWS serves pets and people primarily in Marquette County. It serves those from other areas as resources allow.

Programs: UPAWS offers a wide range of programs and services including:

- Adoption program
- Foster care and foster to adopt
- Nail trim service
- Grooming room
- Microchip service
- Community spay and neuter service
- Paws Park
- Food pantry
- End of life services
- Sally's Fund (equine care)

Goals for 2025-2028

1. Strengthen the skills and sustainability of UPAWS' leadership and workforce
2. Increase services for animals while deepening connections with people
3. Improve UPAWS' financial health and build long-term community confidence

Background and Context

Upper Peninsula Animal Welfare Shelter, commonly known as UPAWS, was incorporated in 1975 as Marquette County Humane Society and operated on Snowfield Road in Negaunee Township for over 40 years. In 2019, the organization held its grand opening for the current multi-purpose community animal center on 20 acres in Sands Township. The new facility has four times the space of the former facility, includes a barn for large animals, and has enabled huge advancements toward fulfilling the needs of pets and the community as a whole.

In recent years, the UPAWS Board of Directors conducted some pieces of strategic planning including a few stakeholder surveys, and a SWOT analysis in 2022. However, the organization had been working without a full strategic plan for many years. This year, the Board determined it was ready to embark on full-scale strategic planning. Within this context, UPAWS contracted with Grow & Lead to develop and conduct more extensive stakeholder surveys and to facilitate a strategic planning retreat.

Data Collection

Stakeholders shared their perspective and insight into UPAWS' services, events, culture, strengths and needs through anonymous online surveys. Four people completed a board member survey; 10 completed a staff survey, two completed a collaborative partners survey and 313 completed an extensive community survey.

A few highlights from data collection that indicate strengths of UPAWS:

- *Overall Perception*—89% of respondents described their overall perception of UPAWS as very positive (58%) or positive (31%).
- *Newsletters & Emails*—91% found UPAWS' outreach in newsletters or emails as very useful (52%) or somewhat useful (39%).
- *Services*—100% of respondents were highly or somewhat satisfied with the grooming room, microchip service and food pantry followed by 95% with the nail trim service and 92% with the spay and neuter service. The Paws Park had a lesser, but still high, satisfaction rate of 78%.
- *Adoption Program*—87% found the adoption program very or somewhat beneficial. 79% found it very or somewhat efficient. 92% found the customer service of the adoption program very or somewhat satisfactory.
- *Donations*—97% of respondents thought their donation was used effectively. 93% thought their donation was well recognized and appreciated.

The surveys additionally collected extensive feedback, both positive and negative, including suggestions, recommendations and stories of personal experience regarding UPAWS events, services, programs and donor relations. Full survey results were shared with participants prior to the strategic planning retreat and informed the conversation and planning process.

Strategic Planning Retreat

Retreat sessions were held September 3 and 4 in the UPAWS Community Room. During the first half-day session, Grow & Lead Manager of Nonprofit Success, Linda Remsburg, facilitated revisions of UPAWS' mission and vision statements, identification of core values, review of stakeholder survey data, a SWOT analysis and identification of areas of highest priority for action. Grow & Lead Director of Operations, Holly Michelin, assisted and took notes.

Retreat participants included Board President Lynn Andronis, Board Treasurer Chris Danik, Board Members Andi Gorieski and Dominic Andriacci, Shelter Manager Sarah Yeager, Community Outreach and Volunteer Coordinator Ann Brownell, Coordinator Kya Curtis, Shelter Support Specialist Ryan McLaren and Behavioral Animal Care Coordinator Specialist Julie Mahan.

Mission Revision

A new mission statement, which describes the purpose of the organization, was agreed upon following small and large group discussion and revisions of the former mission statement. New mission statement: *UPAWS champions the wellbeing of pets by providing safe shelter, promoting adoption, and fostering a compassionate community through education and supportive services.*

Vision Revision

A new vision statement describing the future the organization is working toward was also developed and agreed upon. New vision statement: *A compassionate community where all pets are safe, cared for, and treated with respect.*

Core Values

Core values are principles, attributes and beliefs which form the foundation on which an organization performs work and conducts itself. The group identified the following core values of UPAWS:

1. **Collaboration:** We work together with staff, volunteers, rescue partners, veterinarians, and the community to improve outcomes for animals. By sharing knowledge, resources, and responsibility, we can save more lives and provide better care than any one group could alone.
2. **Transparency:** We are open and honest about our policies, decisions, challenges, and outcomes. By clearly sharing how we operate and why we do what we do, we build trust, accountability, and informed community support.
3. **Empathy:** We approach every animal and every person with compassion, patience, and understanding. We recognize the emotional and physical needs of animals, and we honor the experiences of adopters, pet owners, volunteers, and staff—especially during difficult moments.
4. **No-Kill Philosophy:** We are committed to saving the lives of healthy and treatable animals through proactive programs, compassionate care, and strong community partnerships. We do not euthanize animals for space, time, or convenience, and we ensure humane outcomes when suffering cannot be alleviated.

SWOT Analysis: The group identified and discussed the following internal strengths and weaknesses of UPAWS and external opportunities and threats to UPAWS.

Strengths	Weaknesses
<ul style="list-style-type: none"> ● Community loves no-kill. Staff & board agree – it’s a strength that UPAWS is no-kill. ● Go above & beyond for every individual animal. High level of animal care. ● Adoption process & program. ● Adoption program is well-received by community (efficient). ● Don’t have competition. ● Barn – can take in horses / large animals ● Pay-it-forward mentality ● Volunteers: Large number, level of commitment, high level of care ● Staff: Level of commitment, high level of animal care, dependable ● Debt free ● Bequests ● Reputation & positive perception ● Generosity community support ● Successful askers 	<ul style="list-style-type: none"> ● Internal communication (from the staff perspective) ● Boundaries – lack of respect for other people’s time ● Lack of community’s awareness of services ● Closed off from community ● Perception of dishonesty/lack of transparency ● Lack of board retention & recruitment ● Lack of staff retention & recruitment ● Finances ● People expect us to fully vet every animal ● Question as to whether budget has been balanced in recent years ● Website ● Perception in community that you don’t need money ● Donor development ● Adoption appointments ● Solicitations – some feel they’re too many/often

<ul style="list-style-type: none"> • SOPs for the caregivers are done – written documentation • Foster to Adopt program – gets animals out of the shelter; community popularity; allows animals to be in a home while waiting to be spayed/neutered • Partnerships – vet clinics, World’s Best & Hill’s Science Diet (food & litter), other shelters • Social media presence • Strays program working well • Internal communication (from board perspective) 	<ul style="list-style-type: none"> • Perception of not providing enough info in animal bios • Not enough fosters – need to increase foster pool • Staff workload is too much (due to understaffing) • Weak onboarding & continued professional development • Burnout • Tough to hire – amount of work, type of work, draining, health & safety risks, not enough pay, lack of training; it’s a job of passion; misconception of what the job entails • Phones going unanswered
<p>Opportunities</p> <ul style="list-style-type: none"> • Could open more positions in volunteer program • NMU offers internships • Could have monthly or bimonthly animal care workshops for public—by vets, UPAWS staff, etc. • Could expand Community Room use • Could collaborate more with community – NMU, other shelters, hospitals, vets, etc. • Room to increase corporate sponsorships • Could provide continuing education for law enforcement, prosecutors, court system, etc. • Untapped grants – don’t rely on right now 	<p>Threats</p> <ul style="list-style-type: none"> • Negative social media/online reviews • Vet shortage • Workforce shortage • Current administration to diminish nonprofits, distrust them, etc. • Weak economic climate • Federal & State government impacts • Lack animal friendly housing • Misconceptions and lack of public education • Animal population increasing – breeding/multipliers • Costs – vet costs

Priorities

Based on the SWOT Analysis, the following priority areas for action were determined:

1. Workforce & Governance
 - a. Board Development
 - b. Staff Recruitment & Retention
 - c. Volunteer Engagement

2. Programs & Community
 - a. Community Spay & Neuter Program
 - b. Community Outreach and Communication
 - i. Hours, appointments, phone calls

3. Sustainability
 - a. Fundraising & Donor Relations
 - b. Community Collaborations & Partnerships
 - c. Reputation & Transparency

Goals

Based on the priorities, the following three-year goals (possibly five years with close review at three years) were developed along with action steps, one-year milestones and evaluation indicators for measuring progress.

Goal 1: Strengthen the skills and sustainability of UPAWS' leadership and workforce

Board Development— Recruit and retain additional board members with skills, qualities and diversity that are most needed for long-term success of UPAWS (to be led by Board Development Committee)

Action Steps

1. Use board composition matrix to identify current strengths and gaps for targeted recruitment
2. Provide board training (potentially with Grow & Lead) to clarify roles and responsibilities of serving on a board
3. Explore new ways to find board members
 - a. Consider posting board openings on Yoopers United online volunteer-matching platform
 - b. Consider asking each board member to identify two potential board members
4. Review and revise onboarding process, including application, timeline, etc.
5. Review term limits and revise if needed
6. Conduct exit interviews and/or annual board survey
7. Implement a consent agenda to streamline meetings
8. Standardize board committee procedures

One-year milestone

- Three additional board members
- Enhanced board calendar
- Board responsibilities presentation

Evaluation

- Exit interviews
- Annual board survey

Staff Recruitment and Retention—Recruit and retain staff at a level that alleviates burnout while operating at capacity for care

Action Steps

1. Clarify board vs. staff roles
2. Review job descriptions, staffing numbers and pay scales
3. Review/update organizational chart
4. Implement annual staff survey
5. Implement staff exit interviews
6. Ask accountant to identify staff turn-over baseline rate and continue to track rate
7. Implement training program
8. Document procedures to retain institutional knowledge (Staff)
 - a. Create Standard Operating Procedures for internal operations and fundraisers
9. Implement weekly staff check-ins with shelter manager
10. Review and document process for shelter manager's annual review
11. Explore adding a marketing position/role/department

One-year milestones

- Organizational chart up to date
- Annual staff survey implemented
- Weekly staff/manager check-ins established
- Manager's annual review conducted
- Approved SOPs in published format on Drive, printed where appropriate, and fully implemented with dedicated staff review time

Evaluation

- Staff survey
- Staff exit interviews
- Staff turn-over rate
- Manager annual review
- SOP logs

Volunteer Engagement— Expand the number of volunteers and volunteer roles

Action Steps

1. Develop a marketing plan for the foster program that includes community outreach (Led by Ann and Shelter Manager)
2. Integrate Volgistics (volunteer management software) into Neon (CRM)
3. Look into training by Neon
4. Develop and post volunteer position descriptions
5. Explore posting volunteer opportunities on Yoopers United

One-year milestones

- Volunteer info in Neon
- Marketing plan created for foster program
- New descriptions posted on website

Evaluation

- Number of new positions and volunteers

Goal 2: Increase services for animals while deepening connections with people

Community Spay and Neuter Program—Increase the number of community spay and neuters done annually

Action Steps:

1. Appeal to Sands Township for permission to do them at UPAWS surgery center
2. Nikki to brainstorm and present 1-3 ideas to the board for a dedicated fundraiser for community spay and neuter program

One-year milestones

- Appeal process in motion
- Fundraiser ideas presented

Evaluation

- Number of community spay and neuters completed

Community Outreach and Communication—Make it easier for community members to connect with UPAWS

Action Steps:

1. Explore having volunteer(s) to answer phone during open hours
2. Include phone call protocol in SOPs for the front
3. Identify tools that staff members need to return calls
 - a. Monitor whether incoming vet techs alleviate the problem
4. Seek staff input regarding expanding hours and appointments through staff survey and one-on-one check-ins with Shelter Manager
5. Increase outreach to other service organizations

One-year milestone

- Above action steps complete
- Implement community education program
- Complete 1 service organization presentation

Evaluation

- Phone logs

Goal 3: Improve UPAWS' financial health and build long-term community confidence

Fundraising and Donor Relations

Action Steps

1. Define, give direction to, and expand Development Committee
2. Develop a formal fund development plan
 - a. Develop SOPS around donor development
3. Reevaluate membership program

One-year milestones

- Ensure policies and bylaws reflect the new committee structure
- Consider 5 major donor asks
- Consider fostering 2-3 corporate relationships

Evaluation

- Number of asks and corporate relationships

Community Collaborations and Partnerships

Action steps

1. Look into NMU internships—particularly in marketing.
 - a. Student Leader Fellowship Program—Students do a 100-hour internship with a nonprofit.
 - b. Superior Edge
 - c. College of Business
2. Contact other shelters to explore opportunities for partnering

One-year milestones

- NMU internship explored
- Partner with one other organization for an offsite adoption event

Evaluation

- Plans for internship underway
- Number of new partnerships with other shelters

Reputation and Transparency

Action Steps

1. Revamp website—remove or update outdated info and make site more user friendly
2. Provide more info about UPAWS to public
 - a. Staff spotlight in newsletter/Facebook (2 per year)
 - b. Add more about the whys and hows of UPAWS (For example, explain rationale for appointments)
 - c. Implement additional adoption follow-up to get more success stories to share (minimum of 1-2 per month)
3. Participate in an additional 1-2 community events annually
4. Explore shifting some staffing responsibilities for community outreach

One-year milestones

- Staff spotlight in newsletter/Facebook
- Minimum of one success story per month on social media
- Participation in at least one additional community event

Evaluation

- Number of staff spotlights shared
- Number of success stories shared
- Number of additional community events that UPAWS participated in

Report and Recommendation
Board Development
February 2026

It is with great pleasure that the committee unanimously recommends Shane to fill a current vacancy on the Board of Directors.

Shane's alignment with UPAWS' no-kill mission, combined with his firsthand knowledge of the facility from his previous role in maintenance, positions him to bring valuable operational insight to the Board. His understanding of building systems and adherence to Standard Operating Procedures reflect a commitment to safety, structure, and organizational accountability — all critical components of effective governance oversight.

His ability to engage positively with the public strengthens UPAWS' role in the community and supports ongoing education of pet owners. With a history of leadership and a collaborative, solution-focused approach, Shane contributes to a culture of teamwork and forward progress. His demonstrated initiative — including taking personal responsibility to improve Paws Park prior to employment — reflects the type of proactive stewardship that supports the organization's long-term sustainability.

For these reasons, the committee believes Shane will be a meaningful asset to the Board and confidently recommends his appointment.

Steffani Baker

Chair, Board Development

Statement of Financial Position

Upper Peninsula Animal Welfare Shelter, Inc
As of January 31, 2026

Distribution account	TOTAL	
	As of January 31, 2026	As of January 31, 2025 (PY)
Assets		
Current Assets		
Bank Accounts		
1000 Wells Fargo-Checking	0.00	0.00
1010 Nicolet Checking	258,166.14	106,052.95
1030 First Bank Money Market	948,030.03	396,640.54
1031 Sallys Fund Money Market	60,461.10	50,957.48
1070 PayPal account	6,228.54	311.38
1090 Cash in Drawer	333.78	333.78
Total for Bank Accounts	\$1,273,219.59	\$554,296.13
Accounts Receivable		
1200 *Accounts Receivable	32,287.00	11,490.28
1524 Capital Campaign Pledges	650.00	1,350.00
Total for Accounts Receivable	\$32,937.00	\$12,840.28
Other Current Assets		
1080 Petty Cash	400.00	400.00
1201 Inventory	8,471.57	5,914.92
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	\$9,171.57	\$6,614.92
Total for Current Assets	\$1,315,328.16	\$573,751.33
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	20,202.40	14,679.61
1650 New Shelter-Furniture & Equip	96,293.04	96,293.04

Statement of Financial Position

Upper Peninsula Animal Welfare Shelter, Inc
As of January 31, 2026

Distribution account	TOTAL	
	As of January 31, 2026	As of January 31, 2025 (PY)
1670 Accumulated Depreciation	-951,129.10	-813,166.10
Total for Fixed Assets	\$2,871,934.74	\$3,004,374.95
Other Assets		
1074 WF Endowment Fund Investments	459,271.41	421,103.75
1078 Brokerage CDs at First Bank	250,347.50	301,295.90
1079 Sallys Fund Brokerage CDs	27,984.39	21,081.62
1700 Beneficial Interest in MCCF	121,054.38	121,054.38
1702 Beneficial Interest-Dixon F B	636,906.21	631,795.20
9999 Point of Sale General Asset	0.00	0.00
Total for Other Assets	\$1,495,563.89	\$1,496,330.85
Total for Assets	\$5,682,826.79	\$5,074,457.13
Liabilities and Equity		
Liabilities		
Current Liabilities		
Accounts Payable		
2001 *Accounts Payable	4,982.79	2,082.66
Total for Accounts Payable	\$4,982.79	\$2,082.66
Credit Cards		
2005 Nicolet Bank Cards	5,226.13	5,161.99
Total for Credit Cards	\$5,226.13	\$5,161.99
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	0.00
2102 Medicare and SS Payable	0.00	0.00
2103 Michigan W/H Payable	1,289.85	1,127.66
2104 Suta Tax Payable	534.18	552.94
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 January 31, 2026

Distribution account	TOTAL	
	As of January 31, 2026	As of January 31, 2025 (PY)
Total for 2100 FUTA	\$1,824.03	\$1,680.60
2550 Sales Tax Payable	\$0.00	\$0.00
State of Michigan Payable	\$178.22	\$123.31
Sales Tax Payable	0.00	0.00
Total for State of Michigan Payable	\$178.22	\$123.31
Total for 2550 Sales Tax Payable	\$178.22	\$123.31
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	\$33,796.95	\$33,598.61
Total for Current Liabilities	\$44,005.87	\$40,843.26
Total for Liabilities	\$44,005.87	\$40,843.26
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	3,993,849.13	3,429,619.16
Net Income	24,096.34	-16,880.74
Total for Equity	\$5,638,820.92	\$5,033,613.87
Total for Liabilities and Equity	\$5,682,826.79	\$5,074,457.13

Upper Peninsula Animal Welfare Shelter, Inc

Budget vs. Actuals: UPAWS 2026 Budget - FY26 P&L

January 2026

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Revenue				
4000 SHELTER REVENUE				
4005 Pet Adoptions	8,332.50	9,166.67	-834.17	90.90 %
4010 Redeemed Animals		208.33	-208.33	
4012 Boarding Fee		66.67	-66.67	
4015 Vet/Optional Care	448.94	583.33	-134.39	76.96 %
4017 Dog Park	40.00	251.25	-211.25	15.92 %
4018 Rentals Revenue	50.00	83.33	-33.33	60.00 %
4020 Government Contracted Services	4,802.00	6,666.67	-1,864.67	72.03 %
4030 Dog License Revenue		41.67	-41.67	
4031 Microchipping	25.00	100.00	-75.00	25.00 %
4032 Nail Clipping / Grooming	585.00	416.67	168.33	140.40 %
4033 Community Spay/Neuter Revenue	60.00	666.67	-606.67	9.00 %
4050 Miscellaneous Services		83.33	-83.33	
4060 Cremation Services Revenue	446.25	291.67	154.58	153.00 %
Total 4000 SHELTER REVENUE	14,789.69	18,626.26	-3,836.57	79.40 %
4100 DIRECT PUBLIC SUPPORT				
4006 Pet Care Sponsorship	1,565.83	141.67	1,424.16	1,105.27 %
4109 Pink Lady	25.00	100.00	-75.00	25.00 %
4110 Donations	58,910.79	21,000.00	37,910.79	280.53 %
4125 Donated Svcs/Material In Kind	3,515.19	2,750.00	765.19	127.83 %
4131 In Kind Donation - Cremation Services	98.00		98.00	
4135 Bequests		6,250.00	-6,250.00	
4188 Naming Opportunities		6,250.00	-6,250.00	
Total 4100 DIRECT PUBLIC SUPPORT	64,114.81	36,491.67	27,623.14	175.70 %
4156 GRANT REVENUE				
4157 General Grants		1,000.00	-1,000.00	
Total 4156 GRANT REVENUE		1,000.00	-1,000.00	
4200 FUNDRAISING REVENUE				
4128 Misc/3rd Party Fundraisers		833.33	-833.33	
4140 Canisters	458.23	625.00	-166.77	73.32 %
4143 Tadychs Receipts		416.67	-416.67	
4144 Cause for Paws	1,500.00	0.00	1,500.00	
4147 Strut Your Mutt	1,500.00	0.00	1,500.00	
4151 Raise The Woof	7,811.97	9,200.00	-1,388.03	84.91 %
4170 TUFT Golf Outing	1,500.00	0.00	1,500.00	
4197 Calendar		0.00	0.00	
Total 4200 FUNDRAISING REVENUE	12,770.20	11,075.00	1,695.20	115.31 %
4500 OTHER Revenue				
4205 Resale Items Revenue	2,971.52	3,333.33	-361.81	89.15 %
4215 Interest Revenue	1,950.55	5,916.67	-3,966.12	32.97 %
4220 Miscellaneous Revenue	165.49	83.33	82.16	198.60 %
4221 Endowment Fund Earnings		2,125.00	-2,125.00	

Upper Peninsula Animal Welfare Shelter, Inc

Budget vs. Actuals: UPAWS 2026 Budget - FY26 P&L

January 2026

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
4223 MCCF B.Reider Fund Distribution		0.00	0.00	
Total 4500 OTHER Revenue	5,087.56	11,458.33	-6,370.77	44.40 %
Total Revenue	\$96,762.26	\$78,651.26	\$18,111.00	123.03 %
GROSS PROFIT	\$96,762.26	\$78,651.26	\$18,111.00	123.03 %
Expenditures				
5000 Employee Expense				
5129 Employee Uniforms	61.51	83.33	-21.82	73.81 %
5200 Payroll Expenses	170.00	281.67	-111.67	60.35 %
5201 Wages & Salaries	31,187.25	36,444.31	-5,257.06	85.58 %
5202 Overtime	2,052.66	666.67	1,385.99	307.90 %
5203 Bonuses		0.00	0.00	
5225 Simple Plan Employer	186.09	211.64	-25.55	87.93 %
5230 Michigan Unemployment Payable	534.18	564.41	-30.23	94.64 %
5235 Employer Social Security	2,060.87	2,499.51	-438.64	82.45 %
5240 Employer Medicare	481.97	584.56	-102.59	82.45 %
5245 Worker's Compensation	290.00	286.50	3.50	101.22 %
5246 Employee Relations	64.00	291.67	-227.67	21.94 %
5250 Employee Benefits	495.34	623.08	-127.74	79.50 %
Total 5000 Employee Expense	37,583.87	42,537.35	-4,953.48	88.35 %
5500 OPERATING EXPENSE				
5009 Phone/Network Access	367.51	375.00	-7.49	98.00 %
5011 Merchant Service Fees	911.09	641.67	269.42	141.99 %
5012 Bank Service Charges		0.42	-0.42	
5050 Utilities	3,986.14	2,916.67	1,069.47	136.67 %
5100 Cleaning Supplies	1,146.26	233.33	912.93	491.26 %
5102 Animal Supplies/Equipment	490.79	416.67	74.12	117.79 %
5105 Repairs/Maintenance	436.47	833.33	-396.86	52.38 %
5106 Garbage/Snow Removal	1,289.42	711.67	577.75	181.18 %
5115 Office Supplies/Postage	435.18	583.33	-148.15	74.60 %
5117 Community Spay/Neuter Expense	638.07	833.33	-195.26	76.57 %
5119 Small Equipment		333.33	-333.33	
5120 Building/Auto Insurance	839.17	3,250.00	-2,410.83	25.82 %
5125 Food	2,354.53	1,000.00	1,354.53	235.45 %
5127 Microchips	38.08	500.00	-461.92	7.62 %
5130 Medical Supplies-Vaccines	1,616.31	1,666.67	-50.36	96.98 %
5135 Vet Care	2,541.05	4,000.00	-1,458.95	63.53 %
5140 Spay & Neuter Expense	1,120.24	1,666.67	-546.43	67.21 %
5145 Vehicle	90.44	125.00	-34.56	72.35 %
5146 Dog License Expense		20.83	-20.83	
5149 Vet Surgery Center	926.04	500.00	426.04	185.21 %
5150 Mileage	72.65	125.00	-52.35	58.12 %
5160 Depreciation	11,476.00	11,500.00	-24.00	99.79 %
5165 Cash over/short	-0.60	16.67	-17.27	-3.60 %

Upper Peninsula Animal Welfare Shelter, Inc

Budget vs. Actuals: UPAWS 2026 Budget - FY26 P&L

January 2026

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
5530 Cremation Services Expense	383.80	350.00	33.80	109.66 %
6138 Pink Lady Expense		166.67	-166.67	
6539 Computer Software	479.60	766.67	-287.07	62.56 %
6565 IT Consulting		83.33	-83.33	
Total 5500 OPERATING EXPENSE	31,638.24	33,616.26	-1,978.02	94.12 %
5550 GRANT EXPENSE				
5551 General Grants		41.67	-41.67	
Total 5550 GRANT EXPENSE		41.67	-41.67	
5600 FUNDRAISING EXPENSE				
6307 Calendar Expense		0.00	0.00	
6311 Cause for Paws Expense		0.00	0.00	
6315 Misc/3rd Party Fund Expense		116.67	-116.67	
6317 Raise The Woof Expense	2,358.91	3,575.00	-1,216.09	65.98 %
6324 Miscellaneous Expenses		100.00	-100.00	
6330 TUFT Golf Outing Expense		0.00	0.00	
6550 Strut Your Mutt Expense		0.00	0.00	
6551 Canisters Expense		20.83	-20.83	
Total 5600 FUNDRAISING EXPENSE	2,358.91	3,812.50	-1,453.59	61.87 %
6000 OTHER EXPENSE				
5142 Volunteer Program	46.35	125.00	-78.65	37.08 %
6313 Direct Solicitations		666.67	-666.67	
6503 Community Outreach	127.77	183.33	-55.56	69.69 %
6505 Professional Fees	1,815.00	3,250.00	-1,435.00	55.85 %
6510 Publications	5,384.66	916.67	4,467.99	587.42 %
6515 Promotions & Advertising	182.75	250.00	-67.25	73.10 %
6525 Resale Items Expense	2,115.85	2,416.67	-300.82	87.55 %
6530 Conferences / Training		333.33	-333.33	
6532 Donor Development		125.00	-125.00	
6535 Licenses, Dues, Permits & Fees	1,144.65	41.67	1,102.98	2,746.94 %
6540 Miscellaneous Expense		166.67	-166.67	
6561 Investment Expense	471.91	1,108.33	-636.42	42.58 %
6688 Naming Opportunity Expense		25.00	-25.00	
Total 6000 OTHER EXPENSE	11,288.94	9,608.34	1,680.60	117.49 %
Total Expenditures	\$82,869.96	\$89,616.12	\$ -6,746.16	92.47 %
NET OPERATING REVENUE	\$13,892.30	\$ -10,964.86	\$24,857.16	-126.70 %
Other Revenue				
4300 Unrealized Gain/Loss	7,204.04		7,204.04	
4400 RESTRICTED REVENUE				
7400 SALLY'S FUND				
4218 Sally's Fund Revenue	3,000.00		3,000.00	
Total 7400 SALLY'S FUND	3,000.00		3,000.00	
Total 4400 RESTRICTED REVENUE	3,000.00		3,000.00	

Upper Peninsula Animal Welfare Shelter, Inc

Budget vs. Actuals: UPAWS 2026 Budget - FY26 P&L

January 2026

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Total Other Revenue	\$10,204.04	\$0.00	\$10,204.04	0.00%
NET OTHER REVENUE	\$10,204.04	\$0.00	\$10,204.04	0.00%
NET REVENUE	\$24,096.34	\$ -10,964.86	\$35,061.20	-219.76 %

Statement of Activity

Upper Peninsula Animal Welfare Shelter, Inc
January 2026

Distribution account	Total
Income	
4000 SHELTER REVENUE	
4005 Pet Adoptions	8,332.50
4015 Vet/Optional Care	448.94
4017 Dog Park	40.00
4018 Rentals Revenue	50.00
4020 Government Contracted Services	4,802.00
4031 Microchipping	25.00
4032 Nail Clipping / Grooming	585.00
4033 Community Spay/Neuter Revenue	60.00
4060 Cremation Services Revenue	446.25
Total for 4000 SHELTER REVENUE	\$14,789.69
4100 DIRECT PUBLIC SUPPORT	
4006 Pet Care Sponsorship	1,565.83
4109 Pink Lady	25.00
4110 Donations	58,910.79
4125 Donated Svs/Material In Kind	3,515.19
4131 In Kind Donation - Cremation Services	98.00
Total for 4100 DIRECT PUBLIC SUPPORT	\$64,114.81
4200 FUNDRAISING REVENUE	
4140 Canisters	458.23
4144 Cause for Paws	1,500.00
4147 Strut Your Mutt	1,500.00
4151 Raise The Woof	7,811.97
4170 TUFT Golf Outing	1,500.00
Total for 4200 FUNDRAISING REVENUE	\$12,770.20
4500 OTHER Revenue	
4205 Resale Items Revenue	2,971.52
4215 Interest Revenue	1,950.55
4220 Miscellaneous Revenue	165.49
Total for 4500 OTHER Revenue	\$5,087.56
Total for Income	\$96,762.26
Gross Profit	
\$96,762.26	
Expenses	
5000 Employee Expense	
5129 Employee Uniforms	61.51
5200 Payroll Expenses	170.00

Statement of Financial Position

Upper Peninsula Animal Welfare Shelter, Inc
As of February 28, 2026

Distribution account	TOTAL	
	As of February 28, 2026	As of February 28, 2025 (PY)
Assets		
Current Assets		
Bank Accounts		
1000 Wells Fargo-Checking	0.00	0.00
1010 Nicolet Checking	221,682.27	78,578.83
1030 First Bank Money Market	950,995.29	402,447.23
1031 Sallys Fund Money Market	60,677.18	51,141.04
1032 Dixon Fund Money Market	680,106.83	
1070 PayPal account	308.68	56.43
1090 Cash in Drawer	333.78	333.78
Total for Bank Accounts	\$1,914,104.03	\$532,557.31
Accounts Receivable		
1200 *Accounts Receivable	23,333.00	5,383.93
1524 Capital Campaign Pledges	650.00	1,050.00
Total for Accounts Receivable	\$23,983.00	\$6,433.93
Other Current Assets		
1080 Petty Cash	400.00	400.00
1201 Inventory	8,920.56	5,313.09
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	\$9,620.56	\$6,013.09
Total for Current Assets	\$1,947,707.59	\$545,004.33
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	20,202.40	14,679.61

Statement of Financial Position

Upper Peninsula Animal Welfare Shelter, Inc
As of February 28, 2026

Distribution account	TOTAL	
	As of February 28, 2026	As of February 28, 2025 (PY)
1650 New Shelter-Furniture & Equip	96,293.04	96,293.04
1670 Accumulated Depreciation	-962,605.10	-824,391.06
Total for Fixed Assets	\$2,860,458.74	\$2,993,149.99
Other Assets		
1074 WF Endowment Fund Investments	464,978.80	418,214.76
1078 Brokerage CDs at First Bank	250,263.50	300,509.00
1079 Sallys Fund Brokerage CDs	27,975.22	21,028.14
1700 Beneficial Interest in MCCF	121,054.38	121,054.38
1702 Beneficial Interest-Dixon F B	0.00	631,795.20
9999 Point of Sale General Asset	0.00	0.00
Total for Other Assets	\$864,271.90	\$1,492,601.48
Total for Assets	\$5,672,438.23	\$5,030,755.80
Liabilities and Equity		
Liabilities		
Current Liabilities		
Accounts Payable		
2001 *Accounts Payable	0.00	1,824.24
Total for Accounts Payable	\$0.00	\$1,824.24
Credit Cards		
2005 Nicolet Bank Cards	2,117.63	2,612.74
Total for Credit Cards	\$2,117.63	\$2,612.74
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	0.00
2102 Medicare and SS Payable	0.00	0.00
2103 Michigan W/H Payable	1,307.92	1,077.78
2104 Suta Tax Payable	1,073.33	1,083.76
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 February 28, 2026

Distribution account	TOTAL	
	As of February 28, 2026	As of February 28, 2025 (PY)
Total for 2100 FUTA	\$2,381.25	\$2,161.54
2550 Sales Tax Payable	\$0.00	\$0.00
State of Michigan Payable	\$149.92	\$150.31
Sales Tax Payable	0.00	0.00
Total for State of Michigan Payable	\$149.92	\$150.31
Total for 2550 Sales Tax Payable	\$149.92	\$150.31
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	\$34,325.87	\$34,106.55
Total for Current Liabilities	\$36,443.50	\$38,543.53
Total for Liabilities	\$36,443.50	\$38,543.53
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	3,993,849.13	3,429,619.16
Net Income	21,270.15	-58,282.34
Total for Equity	\$5,635,994.73	\$4,992,212.27
Total for Liabilities and Equity	\$5,672,438.23	\$5,030,755.80

Upper Peninsula Animal Welfare Shelter, Inc

Budget vs. Actuals: UPAWS 2026 Budget - FY26 P&L

February 2026

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Revenue				
4000 SHELTER REVENUE				
4005 Pet Adoptions	6,938.43	110,000.00	-103,061.57	6.31 %
4010 Redeemed Animals		2,500.00	-2,500.00	
4012 Boarding Fee		800.00	-800.00	
4015 Vet/Optional Care	706.25	7,000.00	-6,293.75	10.09 %
4017 Dog Park		3,015.00	-3,015.00	
4018 Rentals Revenue		1,000.00	-1,000.00	
4020 Government Contracted Services	651.50	80,000.00	-79,348.50	0.81 %
4030 Dog License Revenue	8.00	500.00	-492.00	1.60 %
4031 Microchipping	60.00	1,200.00	-1,140.00	5.00 %
4032 Nail Clipping / Grooming	510.00	5,000.00	-4,490.00	10.20 %
4033 Community Spay/Neuter Revenue	200.00	8,000.00	-7,800.00	2.50 %
4050 Miscellaneous Services		1,000.00	-1,000.00	
4060 Cremation Services Revenue	195.53	3,500.00	-3,304.47	5.59 %
Total 4000 SHELTER REVENUE	9,269.71	223,515.00	-214,245.29	4.15 %
4100 DIRECT PUBLIC SUPPORT				
4006 Pet Care Sponsorship	99.61	1,700.00	-1,600.39	5.86 %
4109 Pink Lady	45.00	1,200.00	-1,155.00	3.75 %
4110 Donations	6,700.52	265,000.00	-258,299.48	2.53 %
4125 Donated Svcs/Material In Kind	1,459.47	33,000.00	-31,540.53	4.42 %
4130 In Kind Donation - Community Spay/Neuter	313.00		313.00	
4131 In Kind Donation - Cremation Services	49.00		49.00	
4135 Bequests		75,000.00	-75,000.00	
4188 Naming Opportunities		75,000.00	-75,000.00	
Total 4100 DIRECT PUBLIC SUPPORT	8,666.60	450,900.00	-442,233.40	1.92 %
4156 GRANT REVENUE				
4157 General Grants		12,000.00	-12,000.00	
Total 4156 GRANT REVENUE		12,000.00	-12,000.00	
4200 FUNDRAISING REVENUE				
4128 Misc/3rd Party Fundraisers	365.00	10,000.00	-9,635.00	3.65 %
4140 Canisters	465.39	7,500.00	-7,034.61	6.21 %
4143 Tadychs Receipts		5,000.00	-5,000.00	
4144 Cause for Paws	1,693.28	22,000.00	-20,306.72	7.70 %
4147 Strut Your Mutt		16,300.00	-16,300.00	
4151 Raise The Woof		11,200.00	-11,200.00	
4170 TUFT Golf Outing		33,400.00	-33,400.00	
4197 Calendar		24,125.00	-24,125.00	
Total 4200 FUNDRAISING REVENUE	2,523.67	129,525.00	-127,001.33	1.95 %
4500 OTHER Revenue				
4205 Resale Items Revenue	2,505.47	40,000.00	-37,494.53	6.26 %
4215 Interest Revenue	3,798.34	71,000.00	-67,201.66	5.35 %
4220 Miscellaneous Revenue	565.88	1,000.00	-434.12	56.59 %

Upper Peninsula Animal Welfare Shelter, Inc

Budget vs. Actuals: UPAWS 2026 Budget - FY26 P&L

February 2026

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
4221 Endowment Fund Earnings		25,500.00	-25,500.00	
4223 MCCF B.Reider Fund Distribution		23,000.00	-23,000.00	
Total 4500 OTHER Revenue	6,869.69	160,500.00	-153,630.31	4.28 %
Total Revenue	\$27,329.67	\$976,440.00	\$ -949,110.33	2.80 %
GROSS PROFIT	\$27,329.67	\$976,440.00	\$ -949,110.33	2.80 %
Expenditures				
5000 Employee Expense				
5129 Employee Uniforms	77.12	1,000.00	-922.88	7.71 %
5200 Payroll Expenses	160.00	3,380.00	-3,220.00	4.73 %
5201 Wages & Salaries	33,492.60	483,776.02	-450,283.42	6.92 %
5202 Overtime	203.02	8,000.00	-7,796.98	2.54 %
5203 Bonuses		10,000.00	-10,000.00	
5225 Simple Plan Employer	183.37	2,539.68	-2,356.31	7.22 %
5230 Michigan Unemployment Payable	539.15	6,772.86	-6,233.71	7.96 %
5235 Employer Social Security	2,089.14	29,994.11	-27,904.97	6.97 %
5240 Employer Medicare	488.59	7,014.75	-6,526.16	6.97 %
5245 Worker's Compensation	290.00	3,438.00	-3,148.00	8.44 %
5246 Employee Relations	185.00	3,500.00	-3,315.00	5.29 %
5250 Employee Benefits	304.66	7,476.96	-7,172.30	4.07 %
Total 5000 Employee Expense	38,012.65	566,892.38	-528,879.73	6.71 %
5500 OPERATING EXPENSE				
5009 Phone/Network Access	428.03	4,500.00	-4,071.97	9.51 %
5011 Merchant Service Fees	524.96	7,700.00	-7,175.04	6.82 %
5012 Bank Service Charges		5.00	-5.00	
5050 Utilities	4,298.86	35,000.00	-30,701.14	12.28 %
5100 Cleaning Supplies	140.00	2,800.00	-2,660.00	5.00 %
5102 Animal Supplies/Equipment	2,435.56	5,000.00	-2,564.44	48.71 %
5105 Repairs/Maintenance	105.97	10,000.00	-9,894.03	1.06 %
5106 Garbage/Snow Removal	1,846.47	8,540.00	-6,693.53	21.62 %
5115 Office Supplies/Postage	177.90	7,000.00	-6,822.10	2.54 %
5117 Community Spay/Neuter Expense		10,000.00	-10,000.00	
5119 Small Equipment		4,000.00	-4,000.00	
5120 Building/Auto Insurance	838.44	39,000.00	-38,161.56	2.15 %
5125 Food	2,029.50	12,000.00	-9,970.50	16.91 %
5127 Microchips		6,000.00	-6,000.00	
5130 Medical Supplies-Vaccines	4,240.35	20,000.00	-15,759.65	21.20 %
5135 Vet Care	460.52	48,000.00	-47,539.48	0.96 %
5140 Spay & Neuter Expense	1,542.65	20,000.00	-18,457.35	7.71 %
5145 Vehicle	30.66	1,500.00	-1,469.34	2.04 %
5146 Dog License Expense		250.00	-250.00	
5149 Vet Surgery Center	590.40	6,000.00	-5,409.60	9.84 %
5150 Mileage	96.86	1,500.00	-1,403.14	6.46 %
5160 Depreciation	11,476.00	138,000.00	-126,524.00	8.32 %

Upper Peninsula Animal Welfare Shelter, Inc

Budget vs. Actuals: UPAWS 2026 Budget - FY26 P&L

February 2026

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
5165 Cash over/short	8.00	200.00	-192.00	4.00 %
5530 Cremation Services Expense	493.40	4,200.00	-3,706.60	11.75 %
6138 Pink Lady Expense		2,000.00	-2,000.00	
6539 Computer Software	479.60	9,200.00	-8,720.40	5.21 %
6565 IT Consulting	392.00	1,000.00	-608.00	39.20 %
Total 5500 OPERATING EXPENSE	32,636.13	403,395.00	-370,758.87	8.09 %
5550 GRANT EXPENSE				
5551 General Grants		500.00	-500.00	
Total 5550 GRANT EXPENSE		500.00	-500.00	
5600 FUNDRAISING EXPENSE				
6307 Calendar Expense		4,945.00	-4,945.00	
6311 Cause for Paws Expense	886.00	5,462.00	-4,576.00	16.22 %
6315 Misc/3rd Party Fund Expense		1,400.00	-1,400.00	
6317 Raise The Woof Expense	25.00	3,575.00	-3,550.00	0.70 %
6324 Miscellaneous Expenses		1,200.00	-1,200.00	
6330 TUFT Golf Outing Expense	275.00	13,765.00	-13,490.00	2.00 %
6550 Strut Your Mutt Expense	275.00	2,860.00	-2,585.00	9.62 %
6551 Canisters Expense		250.00	-250.00	
Total 5600 FUNDRAISING EXPENSE	1,461.00	33,457.00	-31,996.00	4.37 %
6000 OTHER EXPENSE				
5142 Volunteer Program	92.54	1,500.00	-1,407.46	6.17 %
6313 Direct Solicitations		8,000.00	-8,000.00	
6503 Community Outreach	52.54	2,200.00	-2,147.46	2.39 %
6505 Professional Fees	4,800.00	39,000.00	-34,200.00	12.31 %
6510 Publications		11,000.00	-11,000.00	
6515 Promotions & Advertising	131.10	3,000.00	-2,868.90	4.37 %
6525 Resale Items Expense	404.64	29,000.00	-28,595.36	1.40 %
6530 Conferences / Training	27.70	4,000.00	-3,972.30	0.69 %
6532 Donor Development		1,500.00	-1,500.00	
6535 Licenses, Dues, Permits & Fees	365.64	500.00	-134.36	73.13 %
6540 Miscellaneous Expense	98.29	2,000.00	-1,901.71	4.91 %
6561 Investment Expense	472.44	13,300.00	-12,827.56	3.55 %
6688 Naming Opportunity Expense	211.59	300.00	-88.41	70.53 %
Total 6000 OTHER EXPENSE	6,656.48	115,300.00	-108,643.52	5.77 %
Total Expenditures	\$78,766.26	\$1,119,544.38	\$ -1,040,778.12	7.04 %
NET OPERATING REVENUE	\$ -51,436.59	\$ -143,104.38	\$91,667.79	35.94 %
Other Revenue				
4222 Investment Interest Revenue	598.76		598.76	
4300 Unrealized Gain/Loss	47,511.64		47,511.64	
4400 RESTRICTED REVENUE				
7400 SALLY'S FUND				
4218 Sally's Fund Revenue	500.00		500.00	

Upper Peninsula Animal Welfare Shelter, Inc

Budget vs. Actuals: UPAWS 2026 Budget - FY26 P&L

February 2026

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Total 7400 SALLY'S FUND	500.00		500.00	
Total 4400 RESTRICTED REVENUE	500.00		500.00	
Total Other Revenue	\$48,610.40	\$0.00	\$48,610.40	0.00%
NET OTHER REVENUE	\$48,610.40	\$0.00	\$48,610.40	0.00%
NET REVENUE	\$ -2,826.19	\$ -143,104.38	\$140,278.19	1.97 %

Statement of Activity

Upper Peninsula Animal Welfare Shelter, Inc
February 2026

Distribution account	Total
Income	
4000 SHELTER REVENUE	
4005 Pet Adoptions	6,938.43
4015 Vet/Optional Care	706.25
4020 Government Contracted Services	651.50
4030 Dog License Revenue	8.00
4031 Microchipping	60.00
4032 Nail Clipping / Grooming	510.00
4033 Community Spay/Neuter Revenue	200.00
4060 Cremation Services Revenue	195.53
Total for 4000 SHELTER REVENUE	\$9,269.71
4100 DIRECT PUBLIC SUPPORT	
4006 Pet Care Sponsorship	99.61
4109 Pink Lady	45.00
4110 Donations	6,700.52
4125 Donated Svs/Material In Kind	1,459.47
4130 In Kind Donation - Community Spay/Neuter	313.00
4131 In Kind Donation - Cremation Services	49.00
Total for 4100 DIRECT PUBLIC SUPPORT	\$8,666.60
4200 FUNDRAISING REVENUE	
4128 Misc/3rd Party Fundraisers	365.00
4140 Canisters	465.39
4144 Cause for Paws	1,693.28
Total for 4200 FUNDRAISING REVENUE	\$2,523.67
4500 OTHER Revenue	
4205 Resale Items Revenue	2,505.47
4215 Interest Revenue	3,798.34
4220 Miscellaneous Revenue	565.88
Total for 4500 OTHER Revenue	\$6,869.69
Total for Income	\$27,329.67
Gross Profit	\$27,329.67
Expenses	
5000 Employee Expense	
5129 Employee Uniforms	77.12
5200 Payroll Expenses	160.00
5201 Wages & Salaries	33,492.60
5202 Overtime	203.02

Statement of Activity

Upper Peninsula Animal Welfare Shelter, Inc
February 2026

Distribution account	Total
5225 Simple Plan Employer	183.37
5230 Michigan Unemployment Payable	539.15
5235 Employer Social Security	2,089.14
5240 Employer Medicare	488.59
5245 Worker's Compensation	290.00
5246 Employee Relations	185.00
5250 Employee Benefits	304.66
Total for 5000 Employee Expense	\$38,012.65
5500 OPERATING EXPENSE	
5009 Phone/Network Access	428.03
5011 Merchant Service Fees	524.96
5050 Utilities	4,298.86
5100 Cleaning Supplies	140.00
5102 Animal Supplies/Equipment	2,435.56
5105 Repairs/Maintenance	105.97
5106 Garbage/Snow Removal	1,846.47
5115 Office Supplies/Postage	177.90
5120 Building/Auto Insurance	838.44
5125 Food	2,029.50
5130 Medical Supplies-Vaccines	4,240.35
5135 Vet Care	460.52
5140 Spay & Neuter Expense	1,542.65
5145 Vehicle	30.66
5149 Vet Surgery Center	590.40
5150 Mileage	96.86
5160 Depreciation	11,476.00
5165 Cash over/short	8.00
5530 Cremation Services Expense	493.40
6539 Computer Software	479.60
6565 IT Consulting	392.00
Total for 5500 OPERATING EXPENSE	\$32,636.13
5600 FUNDRAISING EXPENSE	
6311 Cause for Paws Expense	886.00
6317 Raise The Woof Expense	25.00
6330 TUFT Golf Outing Expense	275.00
6550 Strut Your Mutt Expense	275.00
Total for 5600 FUNDRAISING EXPENSE	\$1,461.00

Statement of Activity

Upper Peninsula Animal Welfare Shelter, Inc
February 2026

Distribution account	Total
6000 OTHER EXPENSE	
5142 Volunteer Program	92.54
6503 Community Outreach	52.54
6505 Professional Fees	4,800.00
6515 Promotions & Advertising	131.10
6525 Resale Items Expense	404.64
6530 Conferences / Training	27.70
6535 Licenses, Dues, Permits & Fees	365.64
6540 Miscellaneous Expense	98.29
6561 Investment Expense	472.44
6688 Naming Opportunity Expense	211.59
Total for 6000 OTHER EXPENSE	\$6,656.48
Total for Expenses	\$78,766.26
Net Operating Income	-\$51,436.59
Other Income	
4222 Investment Interest Revenue	598.76
4300 Unrealized Gain/Loss	47,511.64
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	\$48,610.40
Net Other Income	\$48,610.40
Net Income	-\$2,826.19

Upper Peninsula Animal Welfare Shelter

Days Cash On Hand as of February 2026

	Cash Less Restricted Funds*	Annual Expense	Daily Expense	Days Cash on Hand	
2026	\$1,197,353.02	\$989,710.06	\$2,711.53	442	(Year to Date)
2025	\$1,190,936.91	\$904,905.02	\$2,479.19	480	
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 Activity

Upper Peninsula Animal Welfare Shelter, Inc

January 2026

Distribution account	Total
5201 Wages & Salaries	31,187.25
5202 Overtime	2,052.66
5225 Simple Plan Employer	186.09
5230 Michigan Unemployment Payable	534.18
5235 Employer Social Security	2,060.87
5240 Employer Medicare	481.97
5245 Worker's Compensation	290.00
5246 Employee Relations	64.00
5250 Employee Benefits	495.34
Total for 5000 Employee Expense	\$37,583.87
5500 OPERATING EXPENSE	
5009 Phone/Network Access	367.51
5011 Merchant Service Fees	911.09
5050 Utilities	3,986.14
5100 Cleaning Supplies	1,146.26
5102 Animal Supplies/Equipment	490.79
5105 Repairs/Maintenance	436.47
5106 Garbage/Snow Removal	1,289.42
5115 Office Supplies/Postage	435.18
5117 Community Spay/Neuter Expense	638.07
5120 Building/Auto Insurance	839.17
5125 Food	2,354.53
5127 Microchips	38.08
5130 Medical Supplies-Vaccines	1,616.31
5135 Vet Care	2,541.05
5140 Spay & Neuter Expense	1,120.24
5145 Vehicle	90.44
5149 Vet Surgery Center	926.04
5150 Mileage	72.65
5160 Depreciation	11,476.00
5165 Cash over/short	-0.60
5530 Cremation Services Expense	383.80
6539 Computer Software	479.60
Total for 5500 OPERATING EXPENSE	\$31,638.24
5600 FUNDRAISING EXPENSE	
6317 Raise The Woof Expense	2,358.91
Total for 5600 FUNDRAISING EXPENSE	\$2,358.91

Statement of Activity

Upper Peninsula Animal Welfare Shelter, Inc
January 2026

Distribution account	Total
6000 OTHER EXPENSE	
5142 Volunteer Program	46.35
6503 Community Outreach	127.77
6505 Professional Fees	1,815.00
6510 Publications	5,384.66
6515 Promotions & Advertising	182.75
6525 Resale Items Expense	2,115.85
6535 Licenses, Dues, Permits & Fees	1,144.65
6561 Investment Expense	471.91
Total for 6000 OTHER EXPENSE	\$11,288.94
Total for Expenses	\$82,869.96
Net Operating Income	\$13,892.30
Other Income	
4300 Unrealized Gain/Loss	7,204.04
4400 RESTRICTED REVENUE	
7400 SALLY'S FUND	
4218 Sally's Fund Revenue	3,000.00
Total for 7400 SALLY'S FUND	\$3,000.00
Total for 4400 RESTRICTED REVENUE	\$3,000.00
Total for Other Income	\$10,204.04
Net Other Income	\$10,204.04
Net Income	\$24,096.34

Upper Peninsula Animal Welfare Shelter

Days Cash On Hand as of January 2026

	Cash Less Restricted Funds*	Annual Expense	Daily Expense	Days Cash on Hand	
2026	\$1,245,745.49	\$989,710.06	\$2,711.53	459	(Year to Date)
2025	\$1,190,936.91	\$904,905.02	\$2,479.19	480	
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.

UPAWS – Interim Manager Board Report

March 2026

Ann Brownell, Interim Manager

Operations

UPAWS was temporarily closed to the public during the March blizzard. Staff who were able to safely make it in remained on-site to care for the animals. The shelter reopened as soon as conditions allowed and returned to normal operations.

Staff & Volunteers

A formal customer service training program, Customer Service Training for Animal Shelter Professionals by Cathy Rosenthal, has been implemented for all staff.

The program consists of a 10-part training series focused on communication, empathy, and creating a consistent and positive experience for the public. Staff are completing the training independently, with each session followed by a short quiz developed in-house to reinforce key concepts and confirm participation.

The full training process takes approximately one hour to complete and can be done outside of scheduled shifts, allowing staff flexibility while ensuring consistency across the team. This training time has been approved for compensation by the Board.

This training represents the first step in a broader effort to strengthen staff development, with additional training and consistency in areas such as adoptions, visitor experience, and front desk interactions planned moving forward.

Box breathing techniques have also been incorporated into daily morning meetings as a simple way to reset and refocus before the start of the day. This involves a brief guided breathing exercise (inhaling, holding, exhaling, and holding again in equal counts) to help staff approach the day in a more calm, focused, and steady manner.

Staff morale and day-to-day collaboration have shown noticeable improvement, supported by consistent on-floor leadership presence and direct engagement with staff. The team has continued to step up, support one another, and support me in this interim role, which I truly appreciate. Ryan has also taken on additional responsibilities during this time, and that support has been very helpful.

Animal Care & Adoptions

During the St. CAT-rick's Day promotion, a walk-in format for cat adoptions was piloted in place of scheduled appointments. Visitors were welcomed one group at a time to help maintain a calm environment for the animals.

Feedback from visitors was very positive, and a short-term trial of no appointment-required cat adoptions is now underway. This will be evaluated over the coming weeks.

The dog waitlist is currently clear, with only two scheduled intakes in the upcoming week.

The cat waitlist is also currently clear, with no animals waiting for intake.

Community Engagement & Promotions

On March 9, a UPAWS presentation was given to the Rotary Club, highlighting the organization's programs and community impact.

The St. CAT-rick's Day adoption promotion was adapted into a "Blizzard Edition" following the storm to maintain adoption momentum. Over the course of the promotion, 19 adult cats (six months and older) were adopted, including several long-term and more reserved cats.

Public service announcements were distributed to local media, and the shelter received significant coverage during the blizzard from regional outlets, statewide media, and national interest from Newsweek.

Social media coverage during the blizzard generated significantly increased engagement and visibility for the shelter, with a strong and supportive community response. Staff members who remained on-site overnight to care for the animals were widely recognized and appreciated.

This increased visibility also resulted in a meaningful outpouring of community support, including monetary donations and a substantial number of wish list contributions.

Fundraising

Planning is underway for the upcoming Cause for Paws Gala, led by Fundraising Coordinator Nikki Dewald Swenson, with strong engagement from the subcommittee and continued progress on event organization. Responsibilities have been assigned, and the next subcommittee meeting is scheduled for April 9.

Honorees have been selected and include:

Assisi Award – Reva Laituri

Gold Heart Award – Danny and Donna Yelle

Purple Paw Award – Annie the Golden Retriever

Silver Tag Award – Elli from Marquette County Medical Care Facility

Legacy Award – Deb's Dog of the Month

Marketing for the event and honorees is underway.

Sponsorship outreach is ongoing, along with requests for in-kind donations such as gift certificates, raffle items, and other contributions to support the event.

Facilities / Operations

Following the recent storm, basic emergency preparedness supplies have been added to the shelter's wish list to help support staff and animal care during severe weather situations.

Looking Ahead

The no-appointment cat adoption model will continue to be evaluated to ensure it supports both a positive visitor experience and a calm environment for the animals.

There will be a continued emphasis on teamwork and communication across the shelter.

A key operational focus remains improving the flow of animals through the shelter in a responsible and thoughtful way, helping reduce delays and connect animals with appropriate homes more efficiently.

Shelter Highlight

The community response during both the blizzard and the adoption promotion was very positive and supportive.

Board-Guided Adjustment

With board support, the intake process for owner-surrendered cats has been updated to allow healthy cats to move to the adoption floor more efficiently, while still ensuring appropriate medical and behavioral evaluation when needed.

Closing

Thank you to the staff and volunteers for continuing to show up and take care of the animals, especially during a challenging stretch.

I also want to thank the Board for your support and the time you put into this organization. I appreciate it, and it does not go unnoticed.

Monthly Report Behavioral Animal Care Coordinator
February 2026

Statistics

No. of dogs adopted/gone into foster-to-adopt	23
No. of adopters contacted	23
No. of adopters giving feedback	22
No. of adopters mentioning some issues and receiving post adoption training support	1 (lunging at cars)
No. of returned adoptions	
- under 2 months in home	0
- Under a year in home	2 (other dog didn't like, not enough time)

Dogs on a specific behavior modification, training or management plan: 4

1 Gam	<ul style="list-style-type: none"> Anxiety, lack of confidence
2 Roa (Court)	<ul style="list-style-type: none"> FAS
3 Gu	<ul style="list-style-type: none"> Fear, undersocialized
4 Ding	<ul style="list-style-type: none"> Rehab after couldn't be touched for weeks
	<ul style="list-style-type: none">
	<ul style="list-style-type: none">
	<ul style="list-style-type: none">
	<ul style="list-style-type: none">

1/1/2026 PROPOSED	DOGS	PUPS <5 mos	CATS	KITS <5 mos	OTHER	TOTAL	YTD
# IN SHELTER AT BEGINNING	12		26		8	46	46
# IN FOSTER AT BEGINNING	47		140		2	189	189
BEGINNING OF THE MONTH CENSUS	59		166		10	235	235
INTAKE							
Owner Surrender	6	5	10	1	10	32	32
Returned Adoption	0	0	0	0	0	0	0
Born in Care	0	0	0	0	0	0	0
Stray (from Police, Public and Shelter Pickup)	13	16	14	0	0	43	43
Seized/Protective Custody	2	1	1	0	0	4	4
Transferred from Other Shelters	2	0	0	0	0	2	2
Total Intake	0	0	0	0	0	81	81
Total Intake YTD by Species	23	22	25	1	10	81	
OUTCOMES							
Adoptions (shelter, foster home or special ev	7	1	17	31	2	58	58
Total Adoptions YTD per species	7	1	17	31	2	58	
Returned to Owner	12	5	0	0	0	17	17
Transferred to Rescue Groups/Shelters	3	0	0	0	0	3	3
LIVE OUTCOMES	22	6	17	31	2	78	78
EUTHANIZED/DEATHS/MISSING/STOLEN							
Dangerous	0	0	0	0	0	0	0
Dying	0	0	0	0	0	0	0
Animal's Name and Reason							
TOTAL ANIMALS EUTHANIZED	0	0	0	0	0	0	0
Died at shelter/foster home - Unknown	0	0	0	0	0	0	0
Missing/Stolen/Escaped	0	0	0	0	0	0	0
Animal's Name and Reason							
ALL OTHER OUTCOMES	0	0	0	0	0	0	0
# IN SHELTER AT END	6		28		14	48	
# IN FOSTER AT END	60		116		4	180	
END OF THE MONTH CENSUS	66		144		18	228	
SAVE RATE = Live Outcomes/Total Intake						96.3%	96.3%

2/1/2026 PROPOSED	DOGS	PUPS <5 mos	CATS	KITS <5 mos	OTHER	TOTAL	YTD
# IN SHELTER AT BEGINNING	6		28		14	46	92
# IN FOSTER AT BEGINNING	60		116		4	180	369
BEGINNING OF THE MONTH CENSUS	66		144		18	228	463
INTAKE							
Owner Surrender	8	3	13	5	4	33	65
Returned Adoption	0	0	0	0	0	0	0
Born in Care	0	0	0	0	0	1	1
Stray (from Police, Public and Shelter Pickup)	9	0	5	2	0	16	59
Seized/Protective Custody	1	0	0	0	0	1	5
Transferred from Other Shelters	0	0	3	0	0	3	5
Total Intake	0	0	0	0	0	54	135
Total Intake YTD by Species	18	3	21	7	4	54	
OUTCOMES							
Adoptions (shelter, foster home or special ev	9	5	23	48	9	94	152
Total Adoptions YTD per species	9	5	23	48	9	94	
Returned to Owner	5	0	2	0	0	7	24
Transferred to Rescue Groups/Shelters	1	0	0	0	0	1	4
LIVE OUTCOMES	15	5	25	48	9	102	180
EUTHANIZED/DEATHS/MISSING/STOLEN							
Dangerous	0	0	0	0	0	0	0
Dying	1	0	1	0	0	2	2
Animal's Name and Reason	Lil Guy-Med severe		Felix-Med Severe				
TOTAL ANIMALS EUTHANIZED	1	0	1	0	0	2	2
Died at shelter/foster home - Unknown	0	0	0	0	1	1	1
Missing/Stolen/Escaped	0	0	0	0	0	0	0
Animal's Name and Reason							
ALL OTHER OUTCOMES	1	0	1	0	1	1	1
# IN SHELTER AT END	6		28		14	48	
# IN FOSTER AT END	60		116		4	180	
END OF THE MONTH CENSUS	66		144		18	228	
SAVE RATE = Live Outcomes/Total Intake						188.9%	133.3%

Board Development Committee Report

March 2026

The Board Development Committee continues to focus on board recruitment, onboarding, and strengthening governance practices. The committee reviewed a current board candidate and approved moving forward with a recommendation to the Board of Directors for appointment. Additional candidate outreach and follow-up efforts are ongoing, with several individuals at various stages of engagement.

Discussion continued on value of Advisory Board. Initial outreach has been made to Policy Bylaw committee regarding Advisory Board concept and further discussion is planned to determine structure and feasibility.

Discussion continued to allow potential voting rights of board members to UPAWS members. Due to the consideration of governance and potential policy implications, this topic has been tabled for future consideration 3-6 months from now and will also include discussion with Fundraising Coordinator who is working on membership restructure.

Work continues on several key documents, including a Board Development Manual, Welcome Packet, self-evaluations, and recruitment materials. These tools are intended to provide greater clarity, consistency, and support for both current and prospective board members.

Additional topics were discussed regarding board roles, responsibilities, and processes. Further research is underway to ensure alignment with best practices and to provide clear guidance for Board members. The committee will continue researching and refining materials to support effective board development

Respectfully submitted,
Steffani Baker
Committee Chair

Next Meeting:
April 13, 2026