



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

August 26, 2026 / 6pm / Cliffs-Eagle Mine Community Room

Mission: Our mission is to improve the quality of life and welfare for domestic animals and to provide a safe haven while finding lifelong homes for the animals in our care. We embrace the No Kill* philosophy, seeking to end the euthanasia of healthy and treatable animals.	Vision: A community where there are no homeless, neglected or abused animals, and where everyone understands and practices the level of commitment and responsibility that pet guardianship entails.
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Agenda

1. Call to Order / Attendance
2. Approval of Agenda
3. Mission Moment
4. Public Comment
5. Approval of Minutes
 - a. July 22, 2026 Regular Meeting Draft Minutes
 - b. July 22, 2026 Organizational Meeting Minutes Draft Minutes
6. Unfinished Business
 - a. Update on search for generator
 - b. Fall Retreat
7. New Business
 - a. Report & Recommendation from Ryan RE: Staff Attendance at the 2026 Michigan Pet Alliance Conference & Expo.
 - b. Policy Structure Proposal
8. Communications
9. President's Report
10. Treasurer's Report
 - a. Treasurer's Report
 - b. May 2026 Financials
 - c. June 2026 Financials
 - d. July 2026 Financials
11. Shelter Operations Reports
 - a. Shelter Manager Report

- b. Community Outreach/Volunteer/Marketing Report
- c. Fundraising Coordinator Report
- d. Behavioral Care Coordinator Report
- e. Shelter Statistics

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 (Leslie)
- f. Donor Development Ad Hoc Committee Report

13. Public Comment

14. Board Comment

15. Adjournment

Next Board Meeting Date: MM/DD/YYYY, 6pm, Cliffs-Eagle Mine Community Room, UPAWS

Upper Peninsula Animal Welfare Shelter (UPAWS)

Monthly Board of Directors Meeting Minutes

July 22, 2026

UPAWS Conference Room

1. Attendance

- **Directors Present:** Lynn Andronis, Steffanie Baker, Andi Goriesky, Kayla Billings, Chris Danik, Shane Place, Dominic Andriacchi (via Zoom).
- **Staff/Guests Present:** Ryan, Ann, Adi, Janet (Perspective Board Member)

2. Call to Order

- The meeting was called to order at 6:00 PM by Board President Lynn.

3. Approval of Agenda

- **Motion:** To approve Agenda.
 - **Moved by:** Shane | **Seconded by:** Andi | **Outcome:** Passed unanimously

4. Mission Moment

- **Bloodhounds Update:** Ryan reported that the bloodhounds came to UPAWS as of 7/20. South Central Bloodhound Rescue took custody of them and is covering all expenses, including surgeries, care, fostering, adoptions, and transport.
- **Recognition:** Lynn extended credit and thanks to the staff for their care and outreach efforts regarding this case.

5. Public Comment

- None.

6. Approval of Minutes & Prior Business

- **Prior Minutes Corrections:**
 - Section 5.a / 5.b: Corrected spelling of Steffani's name.
 - Section 6.b: Capitalization of "OF".
 - Section 7.c: Phrase updated to "This will eliminate".
- **Motion:** To approve prior meeting minutes with the noted corrections.
 - **Moved by:** Steff | **Seconded by:** Andi | **Outcome:** Motion passed (Dom abstained).

6. Executive / Operational Updates

- **FEMA / MSP Grant:** Chris reported they are still waiting on a response regarding the FEMA/MI State Police grant. In the meantime, Ryan and Chris have begun drafting a proposal to complete the project using internal funds if necessary.

7. Business Items & Discussions

a. Stray Intake Policy (Ishpeming / Negaunee)

- **Context:** Lynn and Ryan met with the Ishpeming Supervisor. Negaunee will be relying on Ishpeming for stray management. UPAWS is currently accepting strays brought in only by law enforcement, not the general public, as there is no contractual obligation.
- **Jurisdiction Breakdown:**
 - City of Marquette brings strays locally; strays brought from Ishpeming or Negaunee are considered transfers.
 - Animals originating outside local municipal jurisdiction with a pound are billed to the county.
 - Ishpeming and Negaunee are directing the public to bring strays to UPAWS despite UPAWS no longer accepting public stray walk-ins from these areas.
- **Contract Non-Renewal & Public Notice:** A public announcement will be issued stating that effective **08/07/26**, UPAWS will no longer accept strays from the City of Negaunee and will direct the public to the Ishpeming Township Pound, outlining the policy details.
- **Next Steps:**
 - Lynn and Ryan are drafting a letter to the County Board to inform them of changes regarding stray care from Negaunee and to discuss county coverage for public-brought strays.
 - Ann and Ryan are preparing the public notice.
 - Andi raised the topic of adding horse boarding costs to the standard fee schedule.

b. Report & Recommendation from Ryan RE: Formally Approving Facility-Wide Walk-In Adoption Protocols

- Ryan reported minimal friction during recent staffing shortages and positive feedback from the public regarding walk-in adoptions
- **Motion:** To approve the operational update report.
 - **Moved by:** Andi | **Seconded by:** Shane | **Outcome:** Passed unanimously.

c. Report & Recommendation from Ryan RE: Formally Approving Facility-Wide Walk-In Adoption Protocols

- Steff inquired about the number of quotes reviewed; Ryan confirmed outreach was conducted with all local options.
- **Motion:** To authorize Ryan to sign the vendor contract as presented.
 - **Moved by:** Shane | **Seconded by:** Steffani | **Outcome:** Passed unanimously.

d. Report & Recommendation from Ryan RE: Implementing a Shelter-Wide Auditory Enrichment System

- Steffani noted ongoing usage of radios and tablets and inquired about system differences (Jim's vs. Range). Ryan explained that Range offers greater customizability and reliability.
- Ann raised concerns regarding costs/suggestions, recommending Alexa zones and Echo speakers (\$1,426 plus Amazon Music subscription).
- **Action:** Ann will connect with Ryan to review her alternative proposal before a decision is made.
- **Motion:** To table the discussion on sound/PA systems for further review.
 - **Moved by:** Shane | **Seconded by:** Andi | **Outcome:** Passed unanimously.

e. Janitorial & Maintenance Services

- Chris highlighted a \$13,000/year cost increase between janitorial and HVAC maintenance contracts and noted concerns over staff bandwidth, as janitorial tasks are no longer built into staff roles.
- **Motion:** To authorize Ryan to sign the maintenance & janitorial contract.
 - **Moved by:** Shane | **Seconded by:** Andi | **Outcome:** Passed unanimously.

f. Report & Recommendation from Board Development RE: Reappointment of Lynn Andronis to the Board with term expiring in 2029

- Voted in unanimously

g. Report & Recommendation from Board Development RE: Reappointment of Kayla Billings to the Board with term expiring in 2029

- Voted in unanimously

h. Report & Recommendation from Board Development RE: Reappointment of Dominic Andriacchi to the Board with term expiring in 2029

- Voted in unanimously

i. Report & Recommendation from Board Development RE: Appointment of Janet Richter to the Board with term expiring in 2027

- Voted in unanimously

j. Board-Hosted Staff Dinner

- The Board will host a dinner for UPAWS staff and spouses at Andi's home on **07/30/26 at 6:00 PM.**
- Andi will distribute invitations; the Board will coordinate food arrangements.

8. Communications

- **Easement Request:** Request received from a member of the public; tabled for future discussion.

9. Presidents Report

- No report at this time

10. Treasurer's Report

- No report presented at this meeting. A combined May, June, and July report will be delivered next month.

11. Shelter Operations Reports

a. Special donation received for a barn door at no charge to the shelter.

b. Shelter Statistics

- No questions regarding report

c. Behavioral Animal Care Coordinator

12. Committee Reports

a. Board Development Committee Report (Steffani)

- No questions regarding report

b. Finance Committee Report (Chris)

- No questions regarding report

c. Strategic Planning Committee Report (Chris)

- No questions regarding report
- Reminder made to look into generator options for the shelter. Shane offered to do research on this.

d. Personnel Committee Report (Lynn)

- No questions regarding report

e. Policy / Bylaw Committee Report

- No questions regarding report

f. Donor Development Committee Report (Steffani)

- No report at this time

13. Staff & Volunteer Items

- **Commercial Dishwasher Request:** Staff expressed a need for a commercial dishwasher to significantly improve turnaround times for daily operations. Staff will present a formal request to Ryan.
- **Groundskeeping:** Shane volunteered to mow the entry area of the facility prior to the new maintenance contractor taking over service.

14. Adjournment

- **Motion for Adjournment**

- **Moved by:** Andi | **Seconded by:** Shane **Outcome:** Passed unanimously.
Meeting adjourned at **8:00 PM**.

**UPPER PENINSULA ANIMAL WELFARE SHELTER
BOARD OF DIRECTORS ORGANIZATIONAL MEETING AGENDA
Wednesday, July 22, 2026**

PRESENT: Dominic Andriacchi (virtual), Lynn Andronis, Steffani Baker, Kayla Billings, Chris Danik, Andi Goriesky, Shane Place, Janet Richter

GUESTS: Reva Laituri, Sandy Place (both as representatives from Board Development Committee)

1. Call to Order-Attendance: Meeting was called to order at 8:18 pm.
2. Approval of Agenda: Motion was made by Chris, seconded by Shane, to approve the Agenda. Motion passed with unanimous consent.
3. Election of Officers:
 - a. President: Chris made a motion to nominate Lynn as President, seconded by Shane. Secret ballots were distributed, collected, tabulated and announced. Lynn was elected President.
 - b. Vice-President: Shane made a motion to nominate Andi as Vice-President, seconded by Steffani. Secret ballots were distributed, collected, tabulated and announced. Andi was elected Vice-President.
 - c. Secretary: Andi made a motion to nominate Kayla as Secretary, seconded by Steffani. Secret ballots were distributed, collected, tabulated and announced. Kayla was elected Secretary.
 - d. Treasurer: Steffani made a motion to nominate Chris as Treasurer, seconded by Shane. Secret ballots were distributed, collected, tabulated and announced. Chris was elected Treasurer.
4. Conflict of Interest Agreements: This document will be emailed to all board members. Andi has offered to utilize her docu-sign app for their return.
5. Committee Chairs:
 - a. Personnel: Lynn, as President
 - b. Finance: Chris, as Treasurer
 - c. Board Development: There was some discussion on this chair as for the past few years, it has been under the purview of the Vice-President. Bylaws will be reviewed.
 - d. Strategic Planning:
 - e. Policy/Bylaw:
 - f. Donor Development:
6. Adjournment: Motion was made by Shane, seconded by Andi, to adjourn the meeting. Motion passed with unanimous consent. Meeting adjourned at 8:30 pm.

Respectfully submitted,

Counter-Signed

Report & Recommendation: Staff Attendance at the 2026 Michigan Pet Alliance Conference & Expo

Report: Professional Development and Inter-Shelter Collaboration Needs

Continuing education, process improvement, and inter-organizational networking are vital to keeping our shelter aligned with modern animal welfare standards. While our team attended the conference in 2024, our operational landscape and staffing have evolved significantly:

- **Onboarding and Cross-Department Skill Building:** We have key staff members across multiple departments who have not yet had the opportunity to attend a state-level animal welfare conference. Sending a focused, cross-functional team ensures new industry standards are brought directly back into our daily operations.
- **Operational Benchmarking Opportunities:** The 2026 conference provides structured educational sessions alongside on-site tours of two local downstate animal shelters. Seeing alternative facility workflows and housing models in person provides practical insights that cannot be gained from remote training alone.
- **Industry Networking and Vendor Access:** Direct engagement with peer organizations, animal welfare professionals, and supply vendors opens doors for future partnerships, co-op purchasing opportunities, and collaborative problem-solving across Michigan shelters.

Recommendation: Send a Six-Member Cross-Functional Staff Delegation

To maximize organizational impact and elevate team-wide operational knowledge, we recommend approving the travel and attendance budget to send a six-member delegation to the 2026 One Voice: Michigan Pet Alliance Conference & Expo at the Lorenzo Cultural Center in Clinton Township, Michigan.

Solution Implementation:

- **Cross-Department Representation:** The selected delegation represents critical operational touchpoints across the entire facility:
 - **Shelter Management:** Ryan
 - **Behavioral Care:** Julie
 - **Front Desk & Adoptions:** Laura
 - **Animal Caregiver:** Allie
 - **Front Desk & Adoptions:** Amara
 - **Community Relations:** Ann
- **Shared Transportation:** To keep travel expenses efficient, the entire six-member team will travel together in a single full-size rental SUV from Gwinn to Clinton Township.
- **Knowledge Sharing Plan:** Following the conference, attending staff will compile key takeaways from educational sessions and shelter tours to present actionable improvements for facility protocols, medical handling, and adoption workflows.

Financial and Travel Budget Breakdown

We maintain a dedicated organizational budget line specifically for staff education and conferences. We have spent only a minimal portion of these funds so far in 2026, meaning this entire travel package fits comfortably within our allocated annual educational resources with plenty of room to spare.

By registering as a group of five or more, our team qualifies for a discounted group rate of \$190.00 per person (\$5.00 off standard registration). The total proposed budget incorporates travel, lodging, registration, meals, and a buffer, rounded to the nearest \$100.

Expense Category	Details & Description	Estimated Cost
Conference Registration	6 attendees at \$190.00 per person (Group Rate)	\$1,140.00
Lodging (2 Nights)	2 double-bed rooms (\$124/night) 2 single rooms (\$114/night)	\$952.00
Vehicle Rental	Full-size SUV (Tahoe, Wagoneer, Expedition, or similar)	\$412.50
Travel Fuel (Round Trip)	~920 miles round trip (conservative estimate)	\$250.00
Food & Dining	Dinners for 2 nights (\$360.00) + travel snacks/drinks (\$40.00)	\$400.00
Contingency Buffer	Rounding buffer	\$45.50
Total Proposed Budget	Rounded to nearest \$100	\$3,200.00

Recommendation: Convert all of the existing policy manuals into individual policies as a single policy manual (ideally something electronic).

Rationale: The existing policy structure has been in place for many years. It has worked well, but there are several things that can be improved by transitioning to this new format:

- Policy review would be more streamlined. It's easier to review and submit changes for a single policy than an entire manual.
- Each policy could contain a last review / update date to ensure policies are looked at regularly.
- Policies could follow a more consistent format.
- Policies that may not fit in one of our current manuals would have a home.
- Provides a single, comprehensive place to look for governance issues.
- Easier to maintain links between policies if needed. In the current structure, a committee could change the structure of their policy manual while another manual makes a reference to something that has been changed or removed.
- The delineation between policies and procedures acknowledges where the Board should be working and where management should be working.

Action Plan:

- Bylaws would remain a single document. The articles are short enough and given the nature of bylaws, it seems like that should stay a single document.
- Take each existing policy manual and convert it to a list of policies. Some could become a single policy (IE Accounting Policy would contain several sections currently mentioned in the Finance Policies). Small verbiage changes may need to occur as things are arranged.
- The above conversion could also act as Policy & Bylaws review of each policy. If nothing changes about the policy, it could be converted to the new format immediately. If there is a change, it could be submitted to the Board for approval as a single policy.

Future Governance

All policies should be submitted through the Policy & Bylaw Committee for final review and submission to the Board for approval. Each committee should still be responsible for the drafting of each policy. Ad hoc committees could be formed as needed for other policies. Individual board members or management could also initiate the creation or update of a policy.

Below is a sample hierarchy containing existing policies and potential new policies.

Articles of Incorporation

Bylaws

Implemented and approved at the board level. What is core to the organization.

Policies

Implemented and approved at the board level. Expectations of management and operations.

Includes compliance requirements. The WHAT and WHY.

- Board Actions
- Board of Director's Financial Oversight
- Board of Director's Responsibility as the Governing Body
- Electronic Systems Access Policy (new)
- Employee Benefits
- Employment Policy
- Financial Sustainability Policies and Guidelines
- Fee Schedule
- Gift Acceptance Policy
- Investment Policy
- Privacy Policy
- Record Retention Policy
- Risk Mitigation and Insurance Coverage Requirements
- Social Media Policy
- Whistleblower Policy

Procedures (SOPs)

Implemented and approved at the management level. Procedures could link to what policy they implement. The HOW.

- Insurance Policies
 - How "Risk Mitigation and Insurance Coverage Requirements" is implemented.
- Processing Mail Donations
 - Reference to requirements for Neon in "Gift Acceptance Policy"
- Onboarding
 - Reference to who is given access to what systems in the "Electronic Systems Access Policy."

Position Statements

A place to hold positions held by UPAWS but not part of a policy or procedure

PRESIDENT'S REPORT
August 2026

1. Prepared July 2026 stats
2. Chaired Personnel Committee meeting.
3. Municipal Contracts – Letters were sent to City of Ishpeming, Ishpeming Township and City of Negaunee outlining the process moving forward with “transfers” of unclaimed animals to UPAWS as well as our instructions to the public about strays. Letters were mailed, as well as emailed, to the appropriate person. The next day, one of the recipients called and was asking to speak with someone. I offered him my phone number via email and offered to bring Ryan in on the conversation. That occurred on 8/13 and I/we still have not heard back from him.
4. I attended the Negaunee City Council Meeting on 8/13, with Leslie Hurst. The main topic of the meeting, however, was the proposed ordinance relating to data centers. Leslie was the only one to speak up regarding the impound contract that the City signed via a consent agenda on July 16th.
5. Sasawin MOU – no update.
6. Ongoing: We still have multiple topics to discuss that were deferred at our Retreat.
7. Met with the person (at the County Fair) who was requesting an easement from us for a parcel of land he is buying. He informed me that he will be purchasing land from the Marquette County Fair for the driveway. He also offered to help with clearing out the walking paths in the future.
8. Had a blast at the staff appreciation dinner on 7/30/26! It was great to mingle with staff, getting to know them on a personal level. I am so grateful that Andi kindly offered her home for this gathering. It seemed like all really enjoyed themselves!
9. Our pro bono lawyer since time immemorial, Wim McDonald, is retiring and having a retirement party on Thursday 8/27/26, 5-8 pm at the Marquette Regional History Center. I have reached out to him and will be attending.

Respectfully submitted,

Lynn Andronis

**UPAWS Treasurer's Report
August 2026**

Activities Since Last Report:

- Finalizing the last few audit requests with Ryan and Jim
- Enabled positive pay (fraud prevention) on our Nicolet account

May / June 2026 Financial Reports:

The May and June 2026 financial reports are presented to the Board of Directors for acceptance after being reviewed and approved by the Finance Committee.

- Shelter revenue showing an unfavorable variance mostly in government contracts and adoptions.
- Direct public support overall showing a slight favorable variance even without the recent generous bequest.
- Employee expense showing a favorable variance likely due to vacant positions. Overtime is running over, likely to complete duties left by vacant roles.
- Operating expenses overall showing an unfavorable variance, which is mostly expected. Cleaning supplies, animal supplies, and medical supplies all contain expenses that were approved by R&R over the year. Insurance and garbage / snow removal are budgeted evenly throughout the year so both accounts are catching up from larger expense periods.

Respectfully submitted,
Chris Danik
Treasurer

Upper Peninsula Animal Welfare Shelter, Inc

Statement of Financial Position

As of May 31, 2026

	TOTAL	
	As of May 31, 2026	As of May 31, 2025 (PY)
Assets		
Current Assets		
Bank Accounts		
1000 Wells Fargo-Checking	0.00	0.00
1010 Nicolet Checking	121,995.43	46,594.38
1030 First Bank Money Market	920,674.13	426,196.31
1031 Sallys Fund Money Market	67,530.98	52,050.76
1032 Dixon Fund Money Market	103,999.14	
1070 PayPal account	186.71	70.38
1090 Cash in Drawer	333.78	333.78
Total for Bank Accounts	\$1,214,720.17	\$525,245.61
Accounts Receivable		
1200 *Accounts Receivable	21,594.50	9,290.86
1524 Capital Campaign Pledges	650.00	650.00
Total for Accounts Receivable	\$22,244.50	\$9,940.86
Other Current Assets		
1080 Petty Cash	400.00	400.00
1201 Inventory	9,544.51	6,121.71
1350 Fundraising Change Fund	300.00	300.00
1499 Undeposited Funds	0.00	0.00
1500 Stripe - Photo Contest	0.00	0.00
1510 Stripe - Strutt Your Mutt	0.00	0.00
1540 Allowance for Uncol Promises	0.00	0.00
1550 Discount-CC Pledges Receivable	0.00	0.00
1606 Allowance for Uncollectible A/R	0.00	0.00
1607 Employee loan	0.00	0.00
Total for Other Current Assets	\$10,244.51	\$6,821.71
Total for Current Assets	\$1,247,209.18	\$542,008.18
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
1650 New Shelter-Furniture & Equip	96,293.04	96,293.04
1670 Accumulated Depreciation	-997,033.10	-858,065.94
Total for Fixed Assets	\$2,826,030.74	\$2,959,475.11
Other Assets		
1074 WF Endowment Fund Investments	479,828.04	416,372.75
1078 Brokerage CDs at First Bank	249,549.50	250,029.50
1079 Sallys Fund Brokerage CDs	27,906.76	20,990.97
1081 Dixon Trust Inherited Funds ICA	591,609.34	

Upper Peninsula Animal Welfare Shelter, Inc

Statement of Financial Position

As of May 31, 2026

TOTAL		
	As of May 31, 2026	As of May 31, 2025 (PY)
1700 Beneficial Interest in MCCF	128,856.49	121,054.38
1702 Beneficial Interest-Dixon F B	10,815.06	630,566.31
9999 Point of Sale General Asset	0.00	0.00
Total for Other Assets	\$1,488,565.19	\$1,439,013.91
Total for Assets	\$5,561,805.11	\$4,940,497.20
Liabilities and Equity		
Liabilities		
Current Liabilities		
Accounts Payable		
2001 *Accounts Payable	2,610.24	342.90
Total for Accounts Payable	\$2,610.24	\$342.90
Credit Cards		
2005 Nicolet Bank Cards	4,719.98	3,178.50
Total for Credit Cards	\$4,719.98	\$3,178.50
Other Current Liabilities		
2000 Accounts Payable	0.00	0.00
2020 Accrued Payroll	11,773.77	10,697.62
2025 Accrued Benefits	21,341.70	21,097.08
2100 FUTA	\$0.00	\$0.00
2101 Federal Tax W/H Payable	862.46	1,170.15
2102 Medicare and SS Payable	2,430.82	2,735.82
2103 Michigan W/H Payable	1,245.11	1,731.28
2104 Suta Tax Payable	617.66	660.64
2107 Garnishment	0.00	0.00
2108 AFLAC pre-tax	0.00	0.00
2110 Direct Deposit Liabilities	0.00	0.00
2111 Simple Plan Payable	0.00	0.00
Total for 2100 FUTA	\$5,156.05	\$6,297.89
2550 Sales Tax Payable	\$0.00	\$0.00
State of Michigan Payable	\$102.86	\$168.54
Sales Tax Payable	0.00	0.00
Total for State of Michigan Payable	\$102.86	\$168.54
Total for 2550 Sales Tax Payable	\$102.86	\$168.54
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
Sales Tax Payable	0.00	
Total for Sales Tax Agency Payable	\$0.00	\$0.00
Total for Other Current Liabilities	\$38,374.38	\$38,261.13

Upper Peninsula Animal Welfare Shelter, Inc

Statement of Financial Position

As of May 31, 2026

	TOTAL	
	As of May 31, 2026	As of May 31, 2025 (PY)
Total for Current Liabilities	\$45,704.60	\$41,782.53
Total for Liabilities	\$45,704.60	\$41,782.53
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	4,000,500.47	3,429,619.16
Net Revenue	-105,275.41	-151,779.94
Total for Equity	\$5,516,100.51	\$4,898,714.67
Total for Liabilities and Equity	\$5,561,805.11	\$4,940,497.20

Upper Peninsula Animal Welfare Shelter, Inc

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

January - December 2026

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Revenue				
4000 SHELTER REVENUE				
4005 Pet Adoptions	49,534.66	110,000.00	-60,465.34	45.03 %
4010 Redeemed Animals	990.00	2,500.00	-1,510.00	39.60 %
4012 Boarding Fee	175.00	800.00	-625.00	21.88 %
4015 Vet/Optional Care	5,199.28	7,000.00	-1,800.72	74.28 %
4017 Dog Park	1,258.18	3,015.00	-1,756.82	41.73 %
4018 Rentals Revenue	150.00	1,000.00	-850.00	15.00 %
4020 Government Contracted Services	10,423.50	80,000.00	-69,576.50	13.03 %
4030 Dog License Revenue	128.00	500.00	-372.00	25.60 %
4031 Microchipping	400.00	1,200.00	-800.00	33.33 %
4032 Nail Clipping / Grooming	3,207.50	5,000.00	-1,792.50	64.15 %
4033 Community Spay/Neuter Revenue	320.00	8,000.00	-7,680.00	4.00 %
4050 Miscellaneous Services	150.00	1,000.00	-850.00	15.00 %
4060 Cremation Services Revenue	1,690.28	3,500.00	-1,809.72	48.29 %
Total 4000 SHELTER REVENUE	73,626.40	223,515.00	-149,888.60	32.94 %
4100 DIRECT PUBLIC SUPPORT				
4006 Pet Care Sponsorship	2,821.89	1,700.00	1,121.89	165.99 %
4109 Pink Lady	220.00	1,200.00	-980.00	18.33 %
4110 Donations	152,847.45	265,000.00	-112,152.55	57.68 %
4125 Donated Svs/Material In Kind	9,761.30	33,000.00	-23,238.70	29.58 %
4127 In Kind Donations - Food	71.26		71.26	
4129 In Kind Donations - Animal Supplies/Equipment	2.23		2.23	
4130 In Kind Donation - Community Spay/Neuter	3,372.01		3,372.01	
4131 In Kind Donation - Cremation Services	504.00		504.00	
4135 Bequests	213,295.74	75,000.00	138,295.74	284.39 %
4188 Naming Opportunities	10,000.00	75,000.00	-65,000.00	13.33 %
Total 4100 DIRECT PUBLIC SUPPORT	392,895.88	450,900.00	-58,004.12	87.14 %
4156 GRANT REVENUE				
4156 GRANT REVENUE	1,299.00		1,299.00	
4157 General Grants	2,619.00	12,000.00	-9,381.00	21.83 %
Total 4156 GRANT REVENUE	3,918.00	12,000.00	-8,082.00	32.65 %
4200 FUNDRAISING REVENUE				
4128 Misc/3rd Party Fundraisers	9,629.47	10,000.00	-370.53	96.29 %
4140 Canisters	5,111.93	7,500.00	-2,388.07	68.16 %
4143 Tadychs Receipts		5,000.00	-5,000.00	
4144 Cause for Paws	19,716.50	22,000.00	-2,283.50	89.62 %
4147 Strut Your Mutt	3,200.00	16,300.00	-13,100.00	19.63 %
4151 Raise The Woof	9,311.97	11,200.00	-1,888.03	83.14 %
4170 TUFT Golf Outing	30,403.95	33,400.00	-2,996.05	91.03 %
4197 Calendar	24,894.07	24,125.00	769.07	103.19 %
Total 4200 FUNDRAISING REVENUE	102,267.89	129,525.00	-27,257.11	78.96 %
4500 OTHER Revenue				
4500 OTHER Revenue	3,843.22		3,843.22	
4205 Resale Items Revenue	17,275.92	40,000.00	-22,724.08	43.19 %

Upper Peninsula Animal Welfare Shelter, Inc

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

January - December 2026

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
4215 Interest Revenue	30,692.33	71,000.00	-40,307.67	43.23 %
4220 Miscellaneous Revenue	5,885.87	1,000.00	4,885.87	588.59 %
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	57,697.34	160,500.00	-102,802.66	35.95 %
Total Revenue	\$630,405.51	\$976,440.00	\$ -346,034.49	64.56 %
GROSS PROFIT	\$630,405.51	\$976,440.00	\$ -346,034.49	64.56 %
Expenditures				
5000 Employee Expense				
5129 Employee Uniforms	212.63	1,000.00	-787.37	21.26 %
5200 Payroll Expenses	1,324.00	3,380.00	-2,056.00	39.17 %
5201 Wages & Salaries	264,396.21	483,776.02	-219,379.81	54.65 %
5202 Overtime	10,423.07	8,000.00	2,423.07	130.29 %
5203 Bonuses	1,200.00	10,000.00	-8,800.00	12.00 %
5225 Simple Plan Employer	1,603.06	2,539.68	-936.62	63.12 %
5230 Michigan Unemployment Payable	3,219.71	6,772.86	-3,553.15	47.54 %
5235 Employer Social Security	17,113.18	29,994.11	-12,880.93	57.06 %
5240 Employer Medicare	4,002.27	7,014.75	-3,012.48	57.06 %
5245 Worker's Compensation	2,323.00	3,438.00	-1,115.00	67.57 %
5246 Employee Relations	747.48	3,500.00	-2,752.52	21.36 %
5250 Employee Benefits	2,858.25	7,476.96	-4,618.71	38.23 %
Total 5000 Employee Expense	309,422.86	566,892.38	-257,469.52	54.58 %
5500 OPERATING EXPENSE				
5009 Phone/Network Access	2,255.75	4,500.00	-2,244.25	50.13 %
5011 Merchant Service Fees	4,524.73	7,700.00	-3,175.27	58.76 %
5012 Bank Service Charges	0.00	5.00	-5.00	0.00 %
5050 Utilities	17,865.14	35,000.00	-17,134.86	51.04 %
5100 Cleaning Supplies	5,433.74	2,800.00	2,633.74	194.06 %
5102 Animal Supplies/Equipment	6,857.34	5,000.00	1,857.34	137.15 %
5105 Repairs/Maintenance	6,706.15	10,000.00	-3,293.85	67.06 %
5106 Garbage/Snow Removal	8,927.88	8,540.00	387.88	104.54 %
5115 Office Supplies/Postage	2,689.92	7,000.00	-4,310.08	38.43 %
5117 Community Spay/Neuter Expense	1,320.86	10,000.00	-8,679.14	13.21 %
5119 Small Equipment	128.89	4,000.00	-3,871.11	3.22 %
5120 Building/Auto Insurance	32,651.88	39,000.00	-6,348.12	83.72 %
5125 Food	4,666.84	12,000.00	-7,333.16	38.89 %
5127 Microchips	3,183.08	6,000.00	-2,816.92	53.05 %
5130 Medical Supplies-Vaccines	21,671.84	20,000.00	1,671.84	108.36 %
5135 Vet Care	23,786.92	48,000.00	-24,213.08	49.56 %
5140 Spay & Neuter Expense	13,753.80	20,000.00	-6,246.20	68.77 %
5145 Vehicle	569.43	1,500.00	-930.57	37.96 %
5146 Dog License Expense		250.00	-250.00	
5149 Vet Surgery Center	4,139.33	6,000.00	-1,860.67	68.99 %

Upper Peninsula Animal Welfare Shelter, Inc

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

January - December 2026

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
5150 Mileage	407.83	1,500.00	-1,092.17	27.19 %
5160 Depreciation	68,856.00	138,000.00	-69,144.00	49.90 %
5165 Cash over/short	860.58	200.00	660.58	430.29 %
5530 Cremation Services Expense	2,042.92	4,200.00	-2,157.08	48.64 %
6138 Pink Lady Expense	1,859.05	2,000.00	-140.95	92.95 %
6539 Computer Software	3,128.60	9,200.00	-6,071.40	34.01 %
6565 IT Consulting	551.00	1,000.00	-449.00	55.10 %
Total 5500 OPERATING EXPENSE	238,839.50	403,395.00	-164,555.50	59.21 %
5550 GRANT EXPENSE				
5551 General Grants	400.00	500.00	-100.00	80.00 %
Total 5550 GRANT EXPENSE	400.00	500.00	-100.00	80.00 %
5600 FUNDRAISING EXPENSE				
6307 Calendar Expense	121.21	4,945.00	-4,823.79	2.45 %
6311 Cause for Paws Expense	6,119.74	5,462.00	657.74	112.04 %
6315 Misc/3rd Party Fund Expense	69.99	1,400.00	-1,330.01	5.00 %
6317 Raise The Woof Expense	2,383.91	3,575.00	-1,191.09	66.68 %
6324 Miscellaneous Expenses	32.98	1,200.00	-1,167.02	2.75 %
6330 TUFT Golf Outing Expense	13,438.10	13,765.00	-326.90	97.63 %
6550 Strut Your Mutt Expense	375.00	2,860.00	-2,485.00	13.11 %
6551 Canisters Expense		250.00	-250.00	
Total 5600 FUNDRAISING EXPENSE	22,540.93	33,457.00	-10,916.07	67.37 %
6000 OTHER EXPENSE				
5142 Volunteer Program	474.87	1,500.00	-1,025.13	31.66 %
6313 Direct Solicitations	38.51	8,000.00	-7,961.49	0.48 %
6503 Community Outreach	639.82	2,200.00	-1,560.18	29.08 %
6505 Professional Fees	24,520.00	39,000.00	-14,480.00	62.87 %
6510 Publications	11,088.44	11,000.00	88.44	100.80 %
6515 Promotions & Advertising	839.33	3,000.00	-2,160.67	27.98 %
6525 Resale Items Expense	8,098.06	29,000.00	-20,901.94	27.92 %
6530 Conferences / Training	382.65	4,000.00	-3,617.35	9.57 %
6532 Donor Development	346.00	1,500.00	-1,154.00	23.07 %
6535 Licenses, Dues, Permits & Fees	2,903.94	500.00	2,403.94	580.79 %
6540 Miscellaneous Expense	1,126.99	2,000.00	-873.01	56.35 %
6561 Investment Expense	6,954.78	13,300.00	-6,345.22	52.29 %
6688 Naming Opportunity Expense	303.78	300.00	3.78	101.26 %
Total 6000 OTHER EXPENSE	57,717.17	115,300.00	-57,582.83	50.06 %
Total Expenditures	\$628,920.46	\$1,119,544.38	\$ -490,623.92	56.18 %
NET OPERATING REVENUE	\$1,485.05	\$ -143,104.38	\$144,589.43	-1.04 %
Other Revenue				
4222 Investment Interest Revenue	-759.73		-759.73	
4300 Unrealized Gain/Loss	76,328.57		76,328.57	
4310 Realized Loss/Gain LT Invstmnt	185.99		185.99	

Upper Peninsula Animal Welfare Shelter, Inc

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

January - December 2026

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
4400 RESTRICTED REVENUE				
7400 SALLY'S FUND				
4218 Sally's Fund Revenue	6,705.00		6,705.00	
6518 Sally's Fund Expense	-204.00		-204.00	
Total 7400 SALLY'S FUND	6,501.00		6,501.00	
Total 4400 RESTRICTED REVENUE	6,501.00		6,501.00	
Total Other Revenue	\$82,255.83	\$0.00	\$82,255.83	0.00%
NET OTHER REVENUE	\$82,255.83	\$0.00	\$82,255.83	0.00%
NET REVENUE	\$83,740.88	\$ -143,104.38	\$226,845.26	-58.52 %

Upper Peninsula Animal Welfare Shelter, Inc

Statement of Activity

May 2026

	Total
Revenue	
4000 SHELTER REVENUE	
4005 Pet Adoptions	4,329.47
4010 Redeemed Animals	525.00
4012 Boarding Fee	85.00
4015 Vet/Optional Care	222.36
4017 Dog Park	383.73
4018 Rentals Revenue	-50.00
4020 Government Contracted Services	3,363.00
4030 Dog License Revenue	20.00
4031 Microchipping	105.00
4032 Nail Clipping / Grooming	392.50
4050 Miscellaneous Services	30.00
4060 Cremation Services Revenue	134.00
Total for 4000 SHELTER REVENUE	\$9,540.06
4100 DIRECT PUBLIC SUPPORT	
4006 Pet Care Sponsorship	429.85
4109 Pink Lady	75.00
4110 Donations	14,998.80
Total for 4100 DIRECT PUBLIC SUPPORT	\$15,503.65
4156 GRANT REVENUE	
4157 General Grants	1,399.00
Total for 4156 GRANT REVENUE	\$1,399.00
4200 FUNDRAISING REVENUE	
4128 Misc/3rd Party Fundraisers	6,009.87
4140 Canisters	633.64
4144 Cause for Paws	500.00
4147 Strut Your Mutt	700.00
4151 Raise The Woof	500.00
4170 TUFT Golf Outing	10,300.00
4197 Calendar	81.42
Total for 4200 FUNDRAISING REVENUE	\$18,724.93
4500 OTHER Revenue	\$3,843.22
4205 Resale Items Revenue	1,732.19
4215 Interest Revenue	6,098.11
4220 Miscellaneous Revenue	604.97
Total for 4500 OTHER Revenue	\$12,278.49
Total for Revenue	\$57,446.13
Gross Profit	\$57,446.13
Expenditures	
5000 Employee Expense	
5200 Payroll Expenses	175.00

Upper Peninsula Animal Welfare Shelter, Inc

Statement of Activity

May 2026

	Total
5201 Wages & Salaries	32,393.57
5202 Overtime	456.14
5225 Simple Plan Employer	211.98
5230 Michigan Unemployment Payable	212.87
5235 Employer Social Security	2,036.67
5240 Employer Medicare	476.32
5245 Worker's Compensation	290.00
5246 Employee Relations	250.00
5250 Employee Benefits	304.66
Total for 5000 Employee Expense	\$36,807.21
5500 OPERATING EXPENSE	
5009 Phone/Network Access	357.33
5011 Merchant Service Fees	669.27
5012 Bank Service Charges	-1,448.03
5050 Utilities	3,508.54
5100 Cleaning Supplies	325.05
5102 Animal Supplies/Equipment	112.22
5105 Repairs/Maintenance	1,803.13
5106 Garbage/Snow Removal	1,167.03
5115 Office Supplies/Postage	87.13
5117 Community Spay/Neuter Expense	220.00
5119 Small Equipment	121.90
5120 Building/Auto Insurance	1,864.88
5130 Medical Supplies-Vaccines	4,189.93
5135 Vet Care	9,293.04
5140 Spay & Neuter Expense	3,068.50
5145 Vehicle	60.44
5149 Vet Surgery Center	447.61
5160 Depreciation	11,476.00
5165 Cash over/short	55.01
6539 Computer Software	479.60
6565 IT Consulting	159.00
Total for 5500 OPERATING EXPENSE	\$38,017.58
5550 GRANT EXPENSE	
5551 General Grants	400.00
Total for 5550 GRANT EXPENSE	\$400.00
5600 FUNDRAISING EXPENSE	
6307 Calendar Expense	80.43
6311 Cause for Paws Expense	166.74
6330 TUFT Golf Outing Expense	123.10
Total for 5600 FUNDRAISING EXPENSE	\$370.27

Upper Peninsula Animal Welfare Shelter, Inc

Statement of Activity

May 2026

	Total
6000 OTHER EXPENSE	
5142 Volunteer Program	199.98
6313 Direct Solicitations	38.51
6503 Community Outreach	147.00
6510 Publications	35.00
6515 Promotions & Advertising	70.65
6525 Resale Items Expense	983.83
6530 Conferences / Training	250.00
6535 Licenses, Dues, Permits & Fees	-1,129.67
6540 Miscellaneous Expense	347.96
6561 Investment Expense	3,282.08
6688 Naming Opportunity Expense	92.19
Total for 6000 OTHER EXPENSE	\$4,317.53
Total for Expenditures	\$79,912.59
Net Operating Revenue	-\$22,466.46
Other Revenue	
4222 Investment Interest Revenue	-147.43
4300 Unrealized Gain/Loss	15,497.52
4310 Realized Loss/Gain LT Invstmnt	0.00
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 Revenue	\$15,850.09
Net Other Revenue	\$15,850.09
Net Revenue	-\$6,616.37

Upper Peninsula Animal Welfare Shelter

Days Cash On Hand as of May 2026

	Cash Less Restricted Funds*	Annual Expense	Daily Expense	Days Cash on Hand	
2026	\$1,065,484.55	\$989,710.06	\$2,711.53	393	(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

Feburary 2023 \$200,000 moved to four Certificates of Deposit (CD) per board R&R

September 2023 \$100,000 moved to new CDs

January 2024 The UPAWS Budget now includes depreciation. It's removed for the purpose of this report.

Upper Peninsula Animal Welfare Shelter, Inc

Statement of Financial Position

As of Jun 30, 2026

	TOTAL	
	As of Jun 30, 2026	As of Jun 30, 2025 (PY)
Assets		
Current Assets		
Bank Accounts		
1000 Wells Fargo-Checking	0.00	0.00
1010 Nicolet Checking	348,703.13	61,969.75
1030 First Bank Money Market	923,747.51	428,358.72
1031 Sallys Fund Money Market	67,781.26	57,188.64
1032 Dixon Fund Money Market	106,402.22	
1070 PayPal account	1,006.82	3,914.65
1090 Cash in Drawer	333.78	333.78
Total for Bank Accounts	\$1,447,974.72	\$551,765.54
Accounts Receivable		
1200 *Accounts Receivable	18,777.50	5,808.13
1524 Capital Campaign Pledges	650.00	650.00
Total for Accounts Receivable	\$19,427.50	\$6,458.13
Other Current Assets		
1080 Petty Cash	400.00	400.00
1201 Inventory	9,183.52	6,109.51
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	\$9,883.52	\$6,809.51
Total for Current Assets	\$1,477,285.74	\$565,033.18
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
1650 New Shelter-Furniture & Equip	96,293.04	96,293.04
1670 Accumulated Depreciation	-1,008,509.10	-869,290.90
Total for Fixed Assets	\$2,814,554.74	\$2,948,250.15
Other Assets		
1074 WF Endowment Fund Investments	480,667.21	430,402.96
1078 Brokerage CDs at First Bank	249,350.00	250,495.00
1079 Sallys Fund Brokerage CDs	27,874.84	21,023.87
1081 Dixon Trust Inherited Funds ICA	602,292.40	

Upper Peninsula Animal Welfare Shelter, Inc

Statement of Financial Position

As of Jun 30, 2026

	TOTAL	
	As of Jun 30, 2026	As of Jun 30, 2025 (PY)
1700 Beneficial Interest in MCCF	128,856.49	121,054.38
1702 Beneficial Interest-Dixon F B	10,815.06	649,300.93
9999 Point of Sale General Asset	0.00	0.00
Total for Other Assets	\$1,499,856.00	\$1,472,277.14
Total for Assets	\$5,791,696.48	\$4,985,560.47
Liabilities and Equity		
Liabilities		
Current Liabilities		
Accounts Payable		
2001 *Accounts Payable	17,714.50	4,404.10
Total for Accounts Payable	\$17,714.50	\$4,404.10
Credit Cards		
2005 Nicolet Bank Cards	2,650.59	3,141.52
Total for Credit Cards	\$2,650.59	\$3,141.52
Other Current Liabilities		
2000 Accounts Payable	0.00	0.00
2020 Accrued Payroll	11,773.77	10,697.62
2025 Accrued Benefits	21,341.70	21,097.08
2100 FUTA	\$0.00	\$0.00
2101 Federal Tax W/H Payable	1,054.23	914.15
2102 Medicare and SS Payable	2,612.72	2,174.36
2103 Michigan W/H Payable	1,342.42	1,181.97
2104 Suta Tax Payable	712.23	851.90
2107 Garnishment	0.00	0.00
2108 AFLAC pre-tax	0.00	0.00
2110 Direct Deposit Liabilities	0.00	0.00
2111 Simple Plan Payable	0.00	0.00
Total for 2100 FUTA	\$5,721.60	\$5,122.38
2550 Sales Tax Payable	\$0.00	\$0.00
State of Michigan Payable	\$105.20	\$150.04
Sales Tax Payable	0.00	0.00
Total for State of Michigan Payable	\$105.20	\$150.04
Total for 2550 Sales Tax Payable	\$105.20	\$150.04
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
Sales Tax Payable	0.00	
Total for Sales Tax Agency Payable	\$0.00	\$0.00
Total for Other Current Liabilities	\$38,942.27	\$37,067.12

Upper Peninsula Animal Welfare Shelter, Inc

Statement of Financial Position

As of Jun 30, 2026

	TOTAL	
	As of Jun 30, 2026	As of Jun 30, 2025 (PY)
Total for Current Liabilities	\$59,307.36	\$44,612.74
Total for Liabilities	\$59,307.36	\$44,612.74
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	4,000,500.47	3,429,619.16
Net Revenue	111,013.20	-109,546.88
Total for Equity	\$5,732,389.12	\$4,940,947.73
Total for Liabilities and Equity	\$5,791,696.48	\$4,985,560.47

Upper Peninsula Animal Welfare Shelter, Inc

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

January - June, 2026

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Revenue				
4000 SHELTER REVENUE				
4005 Pet Adoptions	40,138.02	55,000.00	-14,861.98	72.98 %
4010 Redeemed Animals	665.00	1,250.00	-585.00	53.20 %
4012 Boarding Fee	175.00	400.00	-225.00	43.75 %
4015 Vet/Optional Care	4,525.82	3,500.00	1,025.82	129.31 %
4017 Dog Park	1,038.18	1,507.50	-469.32	68.87 %
4018 Rentals Revenue	50.00	500.00	-450.00	10.00 %
4020 Government Contracted Services	10,423.50	40,000.00	-29,576.50	26.06 %
4030 Dog License Revenue	128.00	250.00	-122.00	51.20 %
4031 Microchipping	365.00	600.00	-235.00	60.83 %
4032 Nail Clipping / Grooming	2,773.50	2,500.00	273.50	110.94 %
4033 Community Spay/Neuter Revenue	260.00	4,000.00	-3,740.00	6.50 %
4050 Miscellaneous Services	90.00	500.00	-410.00	18.00 %
4060 Cremation Services Revenue	1,618.28	1,750.00	-131.72	92.47 %
Total 4000 SHELTER REVENUE	62,250.30	111,757.50	-49,507.20	55.70 %
4100 DIRECT PUBLIC SUPPORT				
4006 Pet Care Sponsorship	2,771.89	850.00	1,921.89	326.10 %
4109 Pink Lady	220.00	600.00	-380.00	36.67 %
4110 Donations	120,678.94	126,000.00	-5,321.06	95.78 %
4125 Donated Svs/Material In Kind	8,167.66	16,500.00	-8,332.34	49.50 %
4127 In Kind Donations - Food	71.26		71.26	
4130 In Kind Donation - Community Spay/Neuter	2,386.66		2,386.66	
4131 In Kind Donation - Cremation Services	504.00		504.00	
4135 Bequests	213,295.74	37,500.00	175,795.74	568.79 %
4188 Naming Opportunities		37,500.00	-37,500.00	
Total 4100 DIRECT PUBLIC SUPPORT	348,096.15	218,950.00	129,146.15	158.98 %
4156 GRANT REVENUE				
4156 GRANT REVENUE	1,249.00		1,249.00	
4157 General Grants	2,619.00	6,000.00	-3,381.00	43.65 %
Total 4156 GRANT REVENUE	3,868.00	6,000.00	-2,132.00	64.47 %
4200 FUNDRAISING REVENUE				
4128 Misc/3rd Party Fundraisers	7,781.47	4,999.98	2,781.49	155.63 %
4140 Canisters	4,182.12	3,750.00	432.12	111.52 %
4143 Tadychs Receipts		2,500.02	-2,500.02	
4144 Cause for Paws	19,516.50	22,000.00	-2,483.50	88.71 %
4147 Strut Your Mutt	3,200.00	3,000.00	200.00	106.67 %
4151 Raise The Woof	9,311.97	9,200.00	111.97	101.22 %
4170 TUFT Golf Outing	30,403.95	20,000.00	10,403.95	152.02 %
4197 Calendar	7,898.73	9,000.00	-1,101.27	87.76 %
Total 4200 FUNDRAISING REVENUE	82,294.74	74,450.00	7,844.74	110.54 %
4500 OTHER Revenue				
4500 OTHER Revenue	3,843.22		3,843.22	
4205 Resale Items Revenue	14,041.75	19,999.98	-5,958.23	70.21 %
4215 Interest Revenue	30,726.65	35,500.02	-4,773.37	86.55 %

Upper Peninsula Animal Welfare Shelter, Inc

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

January - June, 2026

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
4220 Miscellaneous Revenue	5,109.82	499.98	4,609.84	1,022.00 %
4221 Endowment Fund Earnings		12,750.00	-12,750.00	
4223 MCCF B.Reider Fund Distribution		23,000.00	-23,000.00	
Total 4500 OTHER Revenue	53,721.44	91,749.98	-38,028.54	58.55 %
Total Revenue	\$550,230.63	\$502,907.48	\$47,323.15	109.41 %
GROSS PROFIT	\$550,230.63	\$502,907.48	\$47,323.15	109.41 %
Expenditures				
5000 Employee Expense				
5129 Employee Uniforms	212.63	500.00	-287.37	42.53 %
5200 Payroll Expenses	1,089.00	1,690.02	-601.02	64.44 %
5201 Wages & Salaries	215,126.32	236,888.01	-21,761.69	90.81 %
5202 Overtime	7,613.27	4,000.02	3,613.25	190.33 %
5203 Bonuses	1,200.00	0.00	1,200.00	
5225 Simple Plan Employer	1,284.15	1,269.84	14.31	101.13 %
5230 Michigan Unemployment Payable	2,387.78	3,386.46	-998.68	70.51 %
5235 Employer Social Security	13,884.23	14,997.06	-1,112.83	92.58 %
5240 Employer Medicare	3,247.09	3,507.36	-260.27	92.58 %
5245 Worker's Compensation	1,743.00	1,719.00	24.00	101.40 %
5246 Employee Relations	747.48	1,750.02	-1,002.54	42.71 %
5250 Employee Benefits	2,122.88	3,738.48	-1,615.60	56.78 %
Total 5000 Employee Expense	250,657.83	273,446.27	-22,788.44	91.67 %
5500 OPERATING EXPENSE				
5009 Phone/Network Access	2,150.75	2,250.00	-99.25	95.59 %
5011 Merchant Service Fees	4,140.68	3,850.02	290.66	107.55 %
5012 Bank Service Charges	0.00	2.52	-2.52	0.00 %
5050 Utilities	16,039.61	17,500.02	-1,460.41	91.65 %
5100 Cleaning Supplies	3,621.69	1,399.98	2,221.71	258.70 %
5102 Animal Supplies/Equipment	5,337.48	2,500.02	2,837.46	213.50 %
5105 Repairs/Maintenance	5,441.04	4,999.98	441.06	108.82 %
5106 Garbage/Snow Removal	8,122.23	4,270.02	3,852.21	190.22 %
5115 Office Supplies/Postage	2,300.37	3,499.98	-1,199.61	65.73 %
5117 Community Spay/Neuter Expense	1,320.86	4,999.98	-3,679.12	26.42 %
5119 Small Equipment	128.89	1,999.98	-1,871.09	6.44 %
5120 Building/Auto Insurance	30,787.44	19,500.00	11,287.44	157.88 %
5125 Food	4,641.42	6,000.00	-1,358.58	77.36 %
5127 Microchips	3,183.08	3,000.00	183.08	106.10 %
5130 Medical Supplies-Vaccines	20,381.27	10,000.02	10,381.25	203.81 %
5135 Vet Care	20,471.70	24,000.00	-3,528.30	85.30 %
5140 Spay & Neuter Expense	11,040.80	10,000.02	1,040.78	110.41 %
5145 Vehicle	465.92	750.00	-284.08	62.12 %
5146 Dog License Expense		124.98	-124.98	
5149 Vet Surgery Center	2,817.28	3,000.00	-182.72	93.91 %
5150 Mileage	344.03	750.00	-405.97	45.87 %

Upper Peninsula Animal Welfare Shelter, Inc

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

January - June, 2026

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
5160 Depreciation	68,856.00	69,000.00	-144.00	99.79 %
5165 Cash over/short	283.98	100.02	183.96	283.92 %
5530 Cremation Services Expense	2,042.92	2,100.00	-57.08	97.28 %
6138 Pink Lady Expense	660.00	1,000.02	-340.02	66.00 %
6539 Computer Software	2,568.00	4,600.02	-2,032.02	55.83 %
6565 IT Consulting	551.00	499.98	51.02	110.20 %
Total 5500 OPERATING EXPENSE	217,698.44	201,697.56	16,000.88	107.93 %
5550 GRANT EXPENSE				
5551 General Grants	400.00	250.02	149.98	159.99 %
Total 5550 GRANT EXPENSE	400.00	250.02	149.98	159.99 %
5600 FUNDRAISING EXPENSE				
6307 Calendar Expense	121.21	1,300.00	-1,178.79	9.32 %
6311 Cause for Paws Expense	6,119.74	5,462.00	657.74	112.04 %
6315 Misc/3rd Party Fund Expense	69.99	700.02	-630.03	10.00 %
6317 Raise The Woof Expense	2,383.91	3,575.00	-1,191.09	66.68 %
6324 Miscellaneous Expenses	32.98	600.00	-567.02	5.50 %
6330 TUFT Golf Outing Expense	398.10	3,765.00	-3,366.90	10.57 %
6550 Strut Your Mutt Expense	325.00	0.00	325.00	
6551 Canisters Expense		124.98	-124.98	
Total 5600 FUNDRAISING EXPENSE	9,450.93	15,527.00	-6,076.07	60.87 %
6000 OTHER EXPENSE				
5142 Volunteer Program	474.87	750.00	-275.13	63.32 %
6313 Direct Solicitations	38.51	4,000.02	-3,961.51	0.96 %
6503 Community Outreach	639.82	1,099.98	-460.16	58.17 %
6505 Professional Fees	16,330.00	19,500.00	-3,170.00	83.74 %
6510 Publications	11,008.44	5,500.02	5,508.42	200.15 %
6515 Promotions & Advertising	839.33	1,500.00	-660.67	55.96 %
6525 Resale Items Expense	7,875.64	14,500.02	-6,624.38	54.31 %
6530 Conferences / Training	382.65	1,999.98	-1,617.33	19.13 %
6532 Donor Development	346.00	750.00	-404.00	46.13 %
6535 Licenses, Dues, Permits & Fees	1,686.79	250.02	1,436.77	674.66 %
6540 Miscellaneous Expense	898.74	1,000.02	-101.28	89.87 %
6561 Investment Expense	6,252.18	6,649.98	-397.80	94.02 %
6688 Naming Opportunity Expense	303.78	150.00	153.78	202.52 %
Total 6000 OTHER EXPENSE	47,076.75	57,650.04	-10,573.29	81.66 %
Total Expenditures	\$525,283.95	\$548,570.89	\$ -23,286.94	95.75 %
NET OPERATING REVENUE	\$24,946.68	\$ -45,663.41	\$70,610.09	-54.63 %
Other Revenue				
4222 Investment Interest Revenue	-759.73		-759.73	
4300 Unrealized Gain/Loss	79,960.26		79,960.26	
4310 Realized Loss/Gain LT Invstmnt	185.99		185.99	
4400 RESTRICTED REVENUE				

Upper Peninsula Animal Welfare Shelter, Inc

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

January - June, 2026

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
7400 SALLY'S FUND				
4218 Sally's Fund Revenue	6,680.00		6,680.00	
Total 7400 SALLY'S FUND	6,680.00		6,680.00	
Total 4400 RESTRICTED REVENUE	6,680.00		6,680.00	
Total Other Revenue	\$86,066.52	\$0.00	\$86,066.52	0.00%
NET OTHER REVENUE	\$86,066.52	\$0.00	\$86,066.52	0.00%
NET REVENUE	\$111,013.20	\$ -45,663.41	\$156,676.61	-243.11 %

Upper Peninsula Animal Welfare Shelter, Inc

Statement of Activity

June 2026

	Total
Revenue	
4000 SHELTER REVENUE	
4005 Pet Adoptions	8,051.63
4010 Redeemed Animals	65.00
4015 Vet/Optional Care	1,626.85
4017 Dog Park	143.78
4031 Microchipping	70.00
4032 Nail Clipping / Grooming	250.00
4050 Miscellaneous Services	30.00
4060 Cremation Services Revenue	134.00
Total for 4000 SHELTER REVENUE	\$10,371.26
4100 DIRECT PUBLIC SUPPORT	
4006 Pet Care Sponsorship	78.20
4109 Pink Lady	25.00
4110 Donations	21,558.52
4125 Donated Svs/Material In Kind	187.72
4131 In Kind Donation - Cremation Services	102.00
4135 Bequests	213,295.74
Total for 4100 DIRECT PUBLIC SUPPORT	\$235,247.18
4156 GRANT REVENUE	475.00
4200 FUNDRAISING REVENUE	
4140 Canisters	790.88
4170 TUFT Golf Outing	15,603.95
4197 Calendar	7,817.31
Total for 4200 FUNDRAISING REVENUE	\$24,212.14
4500 OTHER Revenue	
4205 Resale Items Revenue	1,738.86
4215 Interest Revenue	6,690.22
4220 Miscellaneous Revenue	1,804.14
Total for 4500 OTHER Revenue	\$10,233.22
Total for Revenue	\$280,538.80
Gross Profit	\$280,538.80
Expenditures	
5000 Employee Expense	
5200 Payroll Expenses	150.00
5201 Wages & Salaries	32,818.94
5202 Overtime	2,143.59
5225 Simple Plan Employer	223.33
5230 Michigan Unemployment Payable	94.57
5235 Employer Social Security	2,167.67
5240 Employer Medicare	506.94
5245 Worker's Compensation	290.00
5246 Employee Relations	188.65

Upper Peninsula Animal Welfare Shelter, Inc

Statement of Activity

June 2026

	Total
5250 Employee Benefits	599.58
Total for 5000 Employee Expense	\$39,183.27
5500 OPERATING EXPENSE	
5009 Phone/Network Access	349.08
5011 Merchant Service Fees	566.49
5100 Cleaning Supplies	1,907.18
5102 Animal Supplies/Equipment	88.34
5105 Repairs/Maintenance	252.62
5106 Garbage/Snow Removal	842.57
5115 Office Supplies/Postage	308.92
5119 Small Equipment	6.99
5120 Building/Auto Insurance	838.44
5125 Food	158.92
5130 Medical Supplies-Vaccines	2,139.77
5135 Vet Care	2,403.00
5140 Spay & Neuter Expense	1,093.50
5149 Vet Surgery Center	230.19
5150 Mileage	71.78
5160 Depreciation	11,476.00
5165 Cash over/short	-74.45
5530 Cremation Services Expense	218.76
Total for 5500 OPERATING EXPENSE	\$22,878.10
5600 FUNDRAISING EXPENSE	
6307 Calendar Expense	40.78
6550 Strut Your Mutt Expense	50.00
Total for 5600 FUNDRAISING EXPENSE	\$90.78
6000 OTHER EXPENSE	
5142 Volunteer Program	24.00
6503 Community Outreach	10.00
6505 Professional Fees	5,275.00
6510 Publications	5,588.78
6515 Promotions & Advertising	289.32
6525 Resale Items Expense	450.79
6530 Conferences / Training	19.95
6535 Licenses, Dues, Permits & Fees	
6540 Miscellaneous Expense	13.39
6561 Investment Expense	697.35
Total for 6000 OTHER EXPENSE	\$12,368.58
Total for Expenditures	\$74,520.73
Net Operating Revenue	\$206,018.07
Other Revenue	
4222 Investment Interest Revenue	-1,452.47
4300 Unrealized Gain/Loss	10,673.01

Upper Peninsula Animal Welfare Shelter, Inc

Statement of Activity
June 2026

	Total
4310 Realized Loss/Gain LT Invstmnt	0.00
4400 RESTRICTED REVENUE	
7400 SALLY'S FUND	
4218 Sally's Fund Revenue	1,050.00
Total for 7400 SALLY'S FUND	\$1,050.00
Total for 4400 RESTRICTED REVENUE	\$1,050.00
Total for Other Revenue	\$10,270.54
Net Other Revenue	\$10,270.54
Net Revenue	\$216,288.61

Upper Peninsula Animal Welfare Shelter

Days Cash On Hand as of June 2026

	Cash Less Restricted Funds*	Annual Expense	Daily Expense	Days Cash on Hand	
2026	\$1,293,268.74	\$989,710.06	\$2,711.53	477	(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

Feburary 2023 \$200,000 moved to four Certificates of Deposit (CD) per board R&R

September 2023 \$100,000 moved to new CDs

January 2024 The UPAWS Budget now includes depreciation. It's removed for the purpose of this report.

Shelter Manager's Report

August 2026

Staffing Update: Megan Tarvas is no longer employed at UPAWS. We are currently hiring for a new Medical Coordinator and an Assistant Manager. The open coordinator position has been offered, with a tentative start date scheduled for September 8th.

Operations Update: Our new cleaning service has been hired, and she is doing a fantastic job. The building looks great, and she has been very open to helping with extra cleaning tasks whenever possible. Additionally, our yearly maintenance contract with ACC has been signed; we are just waiting on them to get us on the schedule for fall maintenance.

Facility Update: The new pen sails have been installed and look great! We have also begun replacing the hinges on the dog park and outdoor pens. The new hinges are very easy to open and will significantly improve the lifespan of the gates compared to the previously incorrectly installed hardware. Our new commercial-quality washer has been delivered and fully installed.

Animal Care Update: The new dog treadmill has officially been ordered. Because the original manufacturer went out of business, finding an alternative model with similar specifications at the same price point proved challenging. We did have to spend a bit more, but we managed to stay very close to the original planned purchase amount.

Community Outreach Update: Please find the monthly community outreach report, prepared by Ann, attached for your review.

Fundraising Update: Please find the monthly fundraising report, prepared by Nikki, attached for your review.

Behavioral Reports: Please find the monthly animal behavior report, prepared by Julie, attached for your review.

Respectfully submitted,

Ryan McLaren

COMMUNITY OUTREACH, VOLUNTEER & MARKETING REPORT

August 2026

Submitted by Ann Brownell

Community Outreach and Events

- **Downtown Marquette Blueberry Festival — July 31:** Staffed the UPAWS booth for the full day along with volunteers. This was an excellent community outreach opportunity. No new merchandise was purchased. Sales and donations totaled **\$778**, with **\$603 net** after the booth fee.
- **Marquette County Fair — August 13–14:** Three-day community outreach opportunity. No new merchandise was purchased. Sales totaled **\$701**, with **\$566 net** after the booth fee.

Volunteer Program

- Reopened the volunteer program on August 23 after updating the application, website information and orientation process.
- Cleaned up inactive volunteer records and updated volunteer communications and onboarding.
- Advertising available volunteer opportunities through the UPAWS website and social media.
- After completing the dog volunteer program update, I am now reviewing and updating the other in-shelter volunteer categories, beginning with cats, as well as the foster program. This is an ongoing process.

Pet Promotion, Marketing and Communications

- Continued regular pet-promotion work, including photos and bios, website updates, social media, Pet of the Week radio promotions and e-news.
- Started **Staff Favorites** again in August after putting them on hold because of parvo, shelter closures and staffing shortages.
- Regular retail upkeep, ordering, POS adding, displays.

2027 Pet Photo Calendar

- So far, the 2027 Pet Photo Calendar Contest has grossed over \$35,000.
- I handled an unexpected issue with the contest platform, including communications and a deadline extension.
- I am now designing and producing the 2027 calendar.

Upcoming Projects and Planning

- Began initial planning and purchasing for the 2026 UPAWS Holiday Store.
- Began planning/thinking of the fall solicitation letter and winter newsletter.

Fundraising Coordinator Update: August 2026

Neon Data Entry

Data entry for the May and June Daily Receipt Sheets has been completed. This process was used to evaluate the most effective method for continuing data entry moving forward.

The July and August data will be mass imported next so the results can be compared with the manual entry process. Large data imports have resulted in multiple duplicate records, so September will be dedicated to identifying and cleaning up duplicates. An updated report will be prepared in October.

Following this process, a report and recommendation will be developed to determine the best data-entry approach for the 2027 year.

Strut Your Mutt

The Strut Your Mutt Charity Walk is scheduled for October 2nd, 2026. Planning is progressing well, and marketing efforts are scheduled to begin next week.

Current priorities include securing:

- Raffle prizes
- Volunteers
- Event participants

Online fundraising has been implemented through the Raisely platform. A few items still require assistance from Chris to ensure the fundraising system is functioning as intended.

The next Fundraising Subcommittee Meeting is scheduled for September 23rd.

Monthly Report Behavioral Animal Care Coordinator

July 2026

Statistics

No. of dogs adopted/gone into foster-to-adopt	2 (3 adoptions of which one was returned and adopted out again)
No. of adopters contacted	2
No. of adopters giving feedback	2
No. of adopters mentioning some issues and receiving post adoption training support	0
No. of returned adoptions	4 under 2 months in home: 1 (1 day) under a year in home: 2 Behavior-related: 2 (nips at strangers and other dogs, medical exam at Upaws after return revealed health issues causing the behavior, the other one was "too much") Non-behavior related: 2 (moving, dog abandoned in our dog park for unknown reason)

Dogs on a specific behavior modification, training or management plan: 0

July 2026 INCOMPLETE		DOGS		CATS		OTHER	TOTAL	
In Shelter		25		48		11	84	
In Foster		39	in true foster	53	1 in true foster	2	94	
TOTAL Beginning Count		64		101		13	178	
INTAKE		DOGS	PUPS <5 mos.	CATS	KITS <5 mos.	OTHER	TOTAL	YTD
Owner Surrender		5	0	11	16	1	33	216
Returned Adoption		0	0	0	0	0	0	18
Stray (from Police, Public and Shelter Pickup)		5	0	18	14	1	38	158
Born in Care		0	0	0	10	0	10	32
Transferred from Other Shelters		0	0	1	0	0	1	24
Special Hold/Service In		0	0	0	0	0	0	4
Seized/Custody (Cruelty & Neglect)		16	0	1	0	0	17	36
Total Intakes		26	0	31	40	2	99	488

OUTCOMES

Adoptions (shelter, foster home or special event)	4	10	14	0	6	34	356
Total Adoptions YTD	61	38	131	86	40	356	
Returned to Owner	4	0	2	0	1	7	63
Transferred to Rescue Groups/Shelters	17	0	0	0	0	17	21
Total Live Outcomes	25	10	16	0	7	58	440
EUTHANIZED/DEATHS/MISSING/STOLEN							
Dangerous	0	0	0	0	0	0	1
Dying	1	0	0	1	0	2	5
Animal's Name and Reason							
TOTAL ANIMALS EUTHANIZED	1	0	0	1	0	2	6
Died at shelter/foster home - Unknown	0	0	0	1	0	1	10
Missing/Stolen/Escaped	0	0	0	0	0	0	0
Animal's Name and Reason							
Total Euth/Died/Other Outcomes	1	0	0	2	0	3	16
In Shelter	0		0		10	10	
In Foster	0	0 in true foster	0	1 in true foster	2	2	
TOTAL Ending Count (per formula)	54		154		8	216	
TOTAL Ending Count (per report)	39		153		7	199	
SAVE RATE (Intake- Euthanasia Outcome)/Intake						98.0%	98.8%
ASPCA Live Release Rate (Live Outcomes/ Intake)						58.6%	90.2%

OTHER INFO	Dogs	Cats
Avg. Length of Stay	43.1	39.2
Monthly Return Rate (returns/adoptions)	0%	0%

unable to pull up report in PP

UPAWS Board Development Committee Meeting Minutes

Date: July 13, 2026

Time: 12:00–1:00 p.m.

Location: Peter White Library – Dandelion Room

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

Guest: Sandy Place

1. Board Candidate Updates

Recommendations & Renewals

- The committee reviewed the Recommendation & Rationale (R&R) for a new Board candidate.
- The R&R was forwarded to the Board for consideration.
- Crystal made a motion, retroactive to July 12, to recommend the Board Candidate to fill the partial Board term expiring in 2027. Reva Laituri seconded the motion.

Motion carried unanimously.

- R&Rs for the renewals of **3 board members** were also forwarded to the Board for action at the July Board meeting.
- The committee discussed incorporating a brief renewal interview (in person or by phone) into the board renewal process to gather feedback on board experiences. This will be added to the Board Development Manual.

Recruitment

- Steffani will contact a friend to gather information on a specific potential board member.
 - Lynn will reach out to an acquaintance.
 - Sandy Place will contact 2 acquaintances regarding potential board interest.
-

2. Board Development Committee Recruitment

- Sandy Place attended the meeting as a guest.

- The committee discussed her professional background and reviewed the purpose and responsibilities of the Board Development Committee.
-

3. Board Member Engagement

- The committee reviewed board member expectations and agreed the Welcome Letter should be revised to present expectations in a more welcoming and supportive tone. Steffani will adjust this document to reflect that some expectations are flexible such as financial giving,
 - The committee also discussed adding Board Development Committee information, committee contact information, and committee meeting schedules to the UPAWS website.
-

4. Governance & Bylaws

- Lynn provided an update regarding Article 7A in the UPAWS Bylaws. (Board Qualifications).
 - The committee reviewed the recent bylaw revision changing "shall" to "should" and agreed the change does not significantly impact the committee's board recruitment priorities or expectations. However, there is concern that the change of listing specific qualification expectations seem more restrictive. Lynn will discuss with Policy and Bylaw.
-

5. Outreach

The committee revisited previous opportunities to expand board recruitment through community outreach, including:

The committee will continue developing its prospective board member pipeline.

6. Committee Documents

The following documents were included on the agenda to refresh the committee on what is being worked out. All first drafts expected by end of July.

Existing Documents

- Board Member Interview Questions (Lynn)
- Website Recruitment Notice (Steffani)
- Cover Letter (Steffani)

Documents in Development

- Board Development Manual
- Board Welcome Packet
- Board Self-Evaluation
- Board Member Snapshot (roles, duties, and expectations)
- Committee Self-Evaluation
- Board/Committee Recruitment Brochure

Action Items:

- Steffani will upload committee documents to the shared drive for committee access.
-

7. Board Communications

- The committee discussed posting Board and Special Board meetings on the UPAWS website.
-

8. New Business

- The committee reviewed the Board Skills Matrix and discussed minor changes. This will then be distributed to the committee for review and to the Board to fill out.
 - The committee gladly welcomed Sandy Place as a new member of the Board Development Committee. Members commented that her professional background and experience will be a valuable asset to the committee.
-

9. Next Meeting

Monday, August 10, 2026

12:00 p.m.

Peter White Library – Dandelion Room

UPAWS Finance Committee Minutes

Meeting Date: Thursday, August 20, 2026 at 5:00pm

Meeting Location: Google Meet

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

Excused: Leslie Hurst

New Business

- **Inventory**: Chris noted that he reviewed our calendar of activities and normally would have the Finance Committee review the inventory counts but that he did not ask that of staff yet. Chris will follow up with Ryan to see if we can get an inventory done this month.
- **Cash / Fund Balance**: Kathy prepared a calculation worksheet to assist the committee in reviewing cash balances to ensure we are on target and to help make recommendations to the board. The committee agreed to think about potential changes to account structure and financial reports to reflect the new structure that was approved in the Finance Policies.

Old Business

- **Review May & June Financial Reports**: The committee reviewed the May and June reports. The committee asked to review the high A&R balance. Seems like some of it may still be on the books from last year. The committee also discussed the government services line item and inquired about data that is available for future budgeting. The committee discussed the unfavorable variance in adoptions. Chris pulled in the June adoption numbers from 2025 and 2026 and the difference is reflected in the adoption numbers.

The meeting adjourned at 5:56 pm

Next Meeting: Thursday, September 24th at 5pm via Google Met

Personnel Committee Meeting MINUTES
8/3/26

- Staffing Levels: Ryan has hired 3 new caregivers. We still have one coordinator position open. As of this date, Megan T. (our Vet Asst) has notified Ryan that she will be leaving UPAWS.
- Review of following job descriptions
 - Shelter Manager – completed and approved by the committee. Lynn will update a copy with the minor change and to reflect “Ryan McLaren” as “Employee Name”. She will then send it to Ryan, who will review it and sign off. Final version on drive.
 - Behavioral Animal Care Coordinator – completed and approved by the committee. Lynn to update a copy to reflect her name under “Employee Name.” Ryan will then review with Julie for her signature. Final version on drive.
 - Assistant Manager – Review was done via email and final version approved by the committee is dated 8/13/26. Ryan will post the vacancy internally.
 - Medical Coordinator - Due to the urgency of filling the position, a draft was sent to committee and reviewed via email. It was decided to fill this position as FT, 5 days a week. Final version approved by the committee is dated 8/13/26. Ryan will post the vacancy internally.
- Financial Ramifications: The net change in adding an Assistant Manager, changing the Medical Coordinator to FT and removing the Administrative Assistant (Shelter Support Specialist) is about a \$6800 increase in our budget.
 - Fundraising Coordinator’s position – to be discussed at next meeting.

Submitted,

Lynn Andronis

Next meeting was scheduled for Monday, 9/7/26, which is Labor Day. Meeting is now scheduled for 8/31/26, at Noon, virtually.

POLICY & BYLAWS COMMITTEE MEETING MINUTES

August 17, 2026, 6:30pm, Border Grill Negaunee

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

Excused: Lynn Andronis, Chris Danik

- [June Minutes](#) - Approved.
- Bylaws Review Project - COMPLETE:
 - Verified “two-thirds ($\frac{2}{3}$)” vs “majority” in Article 7.E.2.
 - Completed final review per Board approval and typos. Leslie will send to Ann (for webpage posting), Wim (attorney) and post to drive (Current Policies and Procedures).
 - Thank you all for this thorough review and update!
- Other
 - More review and discussion on Chris’s [Policy Structure Proposal](#). The committee is going to pursue this as part of reviewing and updating the Board Policies & Procedures project. Leslie will reach out to Lynn & Chris to see if we should run it by the BOD (Aug meeting) to ensure support of this direction.
- Board Policies and Procedures Review Project:
 - Created a new working document to identify proposed policies under new structure: [Proposed Policies](#). Anything that doesn’t pertain to just the board will be a separate organizational policy. Committee members will continue to review the Policy and Procedure document, cross referencing to Bylaws for clear delineation and differentiating between what is policy, and what should be a procedure.
 - Combine 1.0 About the Shelter & 2.0 Operational Guiding Principles to UPAWS Guiding Principles (Organizational) - Need to review, align with Mission, Vision, Core Values..
 - Membership (Organizational) - Need to review current status.
 - We agree that Articles of Incorporation (section 3.0) should be a separate document similar to Bylaws. Both are two distinct legal documents. Need to discuss Aofl in current document vs. LARA 1975 (Leslie posted to project folder).
 - Working copy for this committee: [UPAWS Board Policies & Procedures 2026 Review](#) and consolidated list of [Policies & Procedures Suggestions](#)
- Next Meeting September 21 at 6:30pm Negaunee Border Grill (room reserved 6:15 to close).