



UPPER PENINSULA ANIMAL WELFARE SHELTER

BOARD OF DIRECTORS MEETING

September 23, 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. August 26, 2026 Regular Meeting Minutes DRAFT
6. Unfinished Business
 - a. Retreat Dates
 - b. Generator Discussion Update
7. New Business
 - a. Report & Recommendation from Ryan RE: Upgrading Facility Access Control and Expanding Video Surveillance.
 - b. Report & Recommendation from Ryan RE: Upgrading Shelter Website and Hosting Infrastructure
8. Communications
9. President's Report
10. Treasurer's Report
 - a. Treasurer's Report
 - b. July 2026 Financials
 - c. August 2026 Financials
11. Shelter Operations Reports
 - a. Shelter Manager Report
 - b. Behavioral Care Coordinator Report

- c. Community Outreach Report
- d. Fundraising 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 Committee Report

13. Public Comment

14. Board Comment

15. Adjournment

Next Board Meeting Date: 10/28/26, 6pm, Cliffs-Eagle Mine Community Room, UPAWS

Upper Peninsula Animal Welfare Shelter (UPAWS) Monthly Board of Directors Meeting Minutes

August 26, 2026

UPAWS Conference Room

1. Call to order / Attendance

- **Directors Present:** Lynn Andronis, Andi Goriesky, Chris Danik, Kayla Billings, Shane Plane, Janet Richter
- **Staff/Guests Present:** Ryan, Ann
- The meeting was called to order at 6:02 PM by Board President Lynn.

2. Approval of Agenda

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

3. Mission Moment & Case Updates

- Animal Case Update (Dwight): Janet reported that after initial anxiety when he got home, Dwight no longer requires a kennel or a locked refrigerator and enjoys relaxing on the couch while Janet is not home
- Lynn noted that staff members are actively conducting "SAFER" assessments to prepare more animals for adoption.

4. Public Comment

- None.

5. Approval of Minutes & Prior Business

- **July Minutes:**
 - **Motion:** To accept July Board meeting minutes.
 - **Moved by:** Andi | **Seconded by:** Shane | **Outcome:** Passed unanimously
- **Organization Minutes:**
 - **Motion:** To accept Organization meeting minutes.

- **Moved by:** Andi | **Seconded by:** Shane | **Outcome:** Passed unanimously

6. Unfinished Business Items

a. Generator & Facility Updates

- Shane reported ongoing difficulty securing bids, with Wolverine being the only company responding. Code Electric provided an estimate for a diesel generator. Wolverine's general contractor completed a site evaluation, and the board is awaiting their formal bid.

b. Fall Board Retreat

- Reflecting on the spring retreat, several topics remain to be covered.
- The board is targeting a Saturday retreat in late October or November 7th.

c. Stray Intake Policy & Municipal Relations (Ishpeming / Negaunee)

- Council Meeting Update: The City of Negaunee passed the contract with the Ishpeming Pound via consent agenda without discussion.
- Lynn and Ryan drafted a letter to Negaunee, Ishpeming, and Ishpeming Township detailing stray statistics, highlighting that most incoming animals originate from the general public. Representatives from all three municipalities requested a joint meeting with Lynn and Ryan.
- Intake Policy: Animals brought from these jurisdictions are considered transfers and require a phone call/appointment prior to drop-off.

7. New Business

a. Report & Recommendation from Ryan RE: Staff Attendance at the 2026 Michigan Pet Alliance Conference & Expo

- Ryan reflected on the success and benefits of the expo held two years ago. Janet noted food costs may require a budget increase.
- **Motion:** To approve budget & attendance of the Expo.
 - **Moved by:** Andi | **Seconded by:** Shane | **Outcome:** Passed unanimously

b. Policy Structure & Bylaw Restructuring

- Chris presented proposed changes to policy and bylaw structures to simplify workflows into smaller units. The Policy & Bylaw Committee will

lead implementation. Existing policies remain in effect until new frameworks are finalized.

- Reva noted this matches past operational structures. Janet asked why it changed previously; Reva noted no specific memory other than past reorganization attempts where unaligned policies fell away.
- **Motion:** To authorize the board to move forward with the policy restructuring plan.
 - **Moved by:** Shane | **Seconded by:** Janet | **Outcome:** Passed unanimously

8. Communications

- Pro-bono attorney Wim has retired. His law firm offered services at \$300/hour. Board members will compile a list of recommendations, prioritizing candidates with non-profit experience.
- Chris confirmed the security grant application was denied. The project will proceed using internal funds. Three companies conducted site estimates, and proposals are pending.
- Board discussed defining duties and structures. Lynn will research past meeting records to review how Steffani previously structured the committee.
- **Easement Discussion:** Lynn confirmed the easement topic from the prior meeting is resolved and no longer in question.
- **Event Invitations & Volunteers:**
 - Board members were invited by Zosia to an event on Sept 9th (\$75/person).
 - Sally's Ride takes place Sept 19th at the fairgrounds. Lynn, Chris, and Shane volunteered to assist with raffle and auction ticket sales.

9. President's Report

- No report at this time.

10. Treasurer's Report

a. May Treasurer's Report submitted

- Noted higher overtime expenses due to catching up and staffing adjustments.
- **Motion:** To accept the May report
 - **Moved by:** Andi | **Seconded by:** Shane | **Outcome:** Passed unanimously

b. June Treasurer's Report Submitted

- **Motion:** To accept the June report

- **Moved by:** Andi | **Seconded by:** Shane | **Outcome:** Passed unanimously

c. July Treasurer's Report

- July financial statements will be presented at the next meeting.

11. Shelter Operations Reports

- Staffing: Two internal candidates interviewed; new coordinator starts September 8th.
- Merchandise Sales: Ann is exploring ways to improve merchandise sales.
- Andi offered Ann a vendor spot at the Haunted Hay Ride, and Ann recommended involving Nicki from fundraising.
- Shelter Statistics:
 - Submitted with no questions. Lynn will update stats with names of departing entries.

12. Committee Reports

- a. Board Development Committee Report**
 - No questions regarding report
- b. Finance Committee Report**
 - No questions regarding report
- c. Strategic Planning Committee Report**
 - No questions regarding report
- d. Personnel Committee Report**
 - No questions regarding report
- e. Policy / Bylaw Committee Report**
 - No questions regarding report
- f. Donor Development Ad Hoc Committee Report**
 - No questions regarding report

13. Public Comment

- No additional items noted.

14. Board Comment

- Janet raised difficulties accessing committee meetings to observe. Chris suggested adding meeting links to the BOD email group and keeping the central UPAWS board calendar updated.

- Building Gutters & Maintenance: Ryan has not had time to address the building gutters yet due to schedule constraints. Garage doors will be replaced via donation next year; Janet recommended sending formal appreciation.
- Memorial Garden: Shane noted the garden needs weed removal and suggested a safe treatment product. Discussions covered pathway options, historical volunteer care (previously Linda), and joint staff/board maintenance. Lynn proposed moving the Rainbow Bridge element to a more visible location.

15. Adjournment

- **Motion:** For Adjournment.
 - **Moved by:** Shane | **Seconded by:** Andi | **Outcome:** Passed unanimously
 - Meeting adjourned at 7:38 PM.

Report & Recommendation: Upgrading Facility Access Control and Expanding Video Surveillance

Report: Equipment Failures and Security Limitations

Our current door access system and security coverage are creating daily operational and safety hurdles across the shelter:

- **Non-Operational Doors and Gates:** Two exterior shelter doors and both dog park gates are out of service. This compromises building security and prevents the dog park gates from locking securely.
- **Unsupported Proprietary Software:** Managing staff fobs and permissions currently requires an outdated proprietary software package that is no longer supported. Adding new staff, updating volunteers, or granting member access is cumbersome and time-consuming due to the closed nature of the software. The proposed solution eliminates this bottleneck by allowing access to be managed directly from a native mobile app or web browser from anywhere.
- **Serial Connection and Hardware Failures:** The legacy system requires a physical serial port connection directly to the door readers. Serial technology is obsolete and increasingly difficult to find, and our adapter has failed and required replacement several times. Each failure brings system updates to a complete halt until hard-to-find components can be sourced and installed.
- **Surveillance Gaps:** While our existing camera system works, it leaves several blind spots across interior hallways, exterior perimeter areas, and outbuildings, limiting overall property visibility.
- **Power Outage Vulnerabilities:** Current door readers lack battery backup, creating potential lockout risks if power is interrupted.

Recommendation: System Modernization with Superior Eagle Communications

To resolve our access issues, expand property visibility, and streamline daily management, we recommend awarding the contract to **Superior Eagle Communications and Data Inc.**

We solicited bids from four contractors and received proposals from all four. Superior Eagle delivered the most practical and budget-friendly plan by building directly onto our current UniFi network, keeping our existing cameras while adding new ones, and reusing existing door wiring.

Solution Implementation:

- **Modern, Mobile Management:** The new access system runs on UniFi software, allowing management to easily add staff, assign key fobs, adjust schedules, or check doors directly from a computer, tablet, or smartphone.
- **Cost-Effective Retrofit:** Superior Eagle will reuse our existing door wiring rather than pulling brand-new cables across the entire facility, saving thousands of dollars in labor and materials.
- **Fixing Broken Access Points:** The quote includes diagnostic labor to repair and bring our two non-functioning interior doors and two dog park gates back online.
- **Securing Two Additional Doors:** Key fob access will be added to the small garage door and the community room vestibule door. Securing the vestibule door lets us safely rent out the community room for after-hours public events while keeping the main shelter securely locked.
- **Flexible Entry Options:** Weather-resistant readers will be installed at all doors and gates, allowing staff and dog park members to unlock doors with either a secure key fob or a PIN code.
- **Expanding Existing Video Surveillance:** We are retaining all existing cameras and expanding our coverage by adding nine new 4K cameras directly into our current system (five interior, three

exterior perimeter, and one in the horse barn). The barn camera connects wirelessly, avoiding costly trenching across the grounds.

- **IT Equipment Rack:** The proposal includes installing a floor mounted equipment rack to organize and support our network hardware cleanly in the IT room while giving us room for future growth.
- **Power Outage Protection:** Controller hubs include battery backup so doors continue to function normally during power outages.

Financial & Vendor Comparison:

Contractor	Proposed System	Total Project Cost	Ongoing Yearly Fees	Notes
Superior Eagle (Revised)	UniFi Access & Protect	\$31,407.87	\$0.00	Recommended. Best value, builds on existing cameras and network, includes new IT rack, no annual software fees, reuses door wiring.
Superior Lock & Security	Genea Cloud AC & Mercury Hardware	\$29,000.00	\$3,774.00 / year	Only covers door access (no cameras included), introduces an expensive recurring annual software fee, and only offers a 90-day warranty.
Range Telecommunications	Schlage IP & Uniview	\$49,033.93	\$570.00 / year	Significantly higher initial cost (\$41,512.93 access + \$7,521.00 video) and introduces recurring annual subscription fees.
Eco Smart Home Pros	UniFi Full Replacement	\$59,784.26	\$10,500.00 / year	Complete rewiring of entire facility with an expensive mandatory monthly service contract.

Report & Recommendation: Upgrading Shelter Website and Hosting Infrastructure

Report: Outdated Hosting Infrastructure and Platform Limitations

Our current website is running on an outdated web server that has reached end-of-life status and can no longer receive software or security updates. This situation poses critical operational, technical, and community challenges:

- **Security and Stability Risks:** Because the underlying hosting infrastructure cannot be updated, our site is increasingly vulnerable to security exploits, plugin incompatibilities, and unexpected server downtime.
- **Need for Modernization:** Upgrading our digital presence is not just a visual redesign; it is a critical project to migrate UPAWS to modern, secure, and fully supported hosting infrastructure.

Recommendation: Select Superior Strategies Digital for Website Redesign and Hosting

To modernize our web presence and secure our hosting infrastructure, we recommend awarding the contract to **Superior Strategies Digital**.

We distributed a formal Request for Proposals (RFP) to 15 companies and received 6 completed proposals. Superior Strategies Digital emerged as the clear top choice:

- **Working Demonstration Site:** They were the only vendor that built and submitted a fully functional test website as part of their proposal, allowing our team to test navigation, design aesthetics, and filtering before making a decision.
- **Local Marquette Expertise:** Based directly in Marquette, Superior Strategies Digital provides hands-on local communication without intermediate account managers or handoffs.
- **First-Year Hosting and Maintenance Included:** Their flat project investment covers complete development, content migration, staff training, and the first 12 full months of managed hosting, daily off-site backups, security monitoring, and technical support.
- **Full Asset Ownership:** UPAWS retains 100% ownership of all source code, design assets, and administrative credentials with no lock-in to proprietary software.

Solution Implementation:

- **Clean Mobile Experience:** The new site will automatically adjust to fit any screen size, giving visitors a fast, clean, and easy-to-read experience whether they are on an iPhone, Android, tablet, or desktop computer.
- **Designing for Accessibility (WCAG Guidelines):** WCAG stands for Web Content Accessibility Guidelines, which is the industry standard for making websites easy to use for everyone, including individuals with disabilities. Our goal is to build the site with these principles in mind from day one, incorporating clear text contrast, simple keyboard navigation, and proper photo descriptions for screen readers so every visitor can navigate our services without barriers.
- **Social-Friendly Pet Sharing Goal:** A goal for this project is to make our adoptable pet pages easy and effective to share across social media platforms like Facebook. While we are still collaborating with the developer on the exact look and layout, the aim is to ensure that whenever someone shares a pet's page, it automatically generates a clean post featuring the animal's picture, name, and details.

- **Secure Infrastructure Migration:** The site will be moved to managed U.S.-based cloud hosting protected by Cloudflare web application firewalls, SSL/HTTPS encryption, automated daily backups with 30-day retention, and two-factor authentication.
- **Automated Adoptable Animal Integration:** Animal listings will automatically synchronize via API from our shelter software directly into WordPress, giving each pet a dedicated, search-indexed page with photos, video, status details, and instant species/age/gender filters.
- **Streamlined Community Pathways:** Includes direct styling and integration with our Neon CRM donation system and an interactive staff-managed events calendar.
- **Staff-Friendly Administration:** Layouts will be structured with locked content blocks and tiered user roles (Administrator, Staff Editor, Volunteer), enabling staff to safely edit text and photos without risking layout breaks.
- **Turnkey Training and Handoff:** Includes comprehensive staff training, recorded walkthrough tutorials, and written guides to ensure our team is confident managing content after launch.

Competitive Bid Analysis

Vendor	Location	Platform & Approach	Project Investment	Ongoing Hosting & Maintenance	Key Evaluation Notes
Superior Strategies Digital	Marquette, MI	Custom WordPress Block Theme	\$7,500.00	Included Year 1 (\$97/mo or \$997/yr thereafter)	Recommended. Only vendor with a working demo site; local principal-led shop; includes first-year hosting and updates; no builder lock-in.
MediaBrew Communications	Marquette, MI	WordPress + Elementor	\$3,500.00 to \$5,000.00	\$297.00 / month (\$3,564.00 / year)	Low initial build estimate, but carries an expensive ongoing monthly maintenance contract with additional support billed at \$125/hour.

Traverse City Web Design	Traverse City, MI	WordPress + Elementor	\$8,500.00	\$125.00 / month (\$1,500.00 / year)	Solid proposal with relevant municipal experience, but does not include first-year hosting and is based outside the immediate area.
Packerland Websites	Green Bay, WI	WordPress + PetBridge	\$13,055.00 (50% non-profit rate)	\$75.00 / month (\$900.00 / year)	Thorough site audit, but initial build cost is significantly higher due to per-page migration line items (\$26,110 standard rate).
Hog The Web	Traverse City, MI	WordPress + Elementor/Divi	\$15,840.00 to \$19,800.00	\$79.00 / month (\$948.00 / year)	Hourly quote model (\$99/hr for 160-200 hours) with variable scope risk; substantial upfront cost.
North Country Website Design	Crystal Falls, MI	Custom WordPress	\$24,500.00	Quoted separately (not included)	Highest fixed-fee proposal; does not include hosting or third-party licensing costs in base fee.

PRESIDENT'S REPORT
September 2026

1. Prepared August 2026 stats
2. Chaired Personnel Committee meeting.
3. Discussion with Negaunee City, City of Ishpeming and Ishpeming Township – At their joint request, Ryan and I met with the managers and supervisor of the above-listed municipalities on Monday, 9/21/26. They had questions about our process in accepting strays and our transfer policy. There was no interest in contracting with us for impound arrangements; they seemed satisfied with their current interlocal arrangement. We also asked them to locate the scanners that we supplied to their municipalities in 2015 and the need to provide emergency vet care for any animal brought to them. Our stated concern to them was all of us must work to put the needs of the animals' first. The meeting ended with an agreement that they will be meeting over the next 2 weeks to review our discussion and then reach out to us again to review.
4. Sasawin MOU – no update.
5. Ongoing: We still have multiple topics to discuss that were deferred at our Retreat.
6. We need to investigate the State requirements for an "attorney of record" since the retirement of Wim.
7. Attended (with Ryan and Andi) the Community Foundation's Annual Meeting on 9/9.
8. Happily volunteered at Sally's Ride on 9/19/26. It's always great to meet donors and supporters of Sally's Fund.
9. Spoke with a donor today, 9/22/26, who is offering to donate money to improve/repair items in Paws Park (like the entry system and plumbing issues with directing water to the pump in the larger area).

Respectfully submitted,

Lynn Andronis

**UPAWS Treasurer's Report
September 2026**

Activities Since Last Report:

- Continuing to finalize the last few audit requests with Ryan and Jim

July / August 2026 Financial Reports:

The July and August 2026 financial reports are presented to the Board of Directors for acceptance. The Finance Committee will review and discuss at their meeting on 9/24/26.

- Shelter Revenue continues to show a negative variance.
- Donations are about where we planned. Direct Public Support overall showing a positive variance due to bequests.
- Employee expenses are showing a positive variance. Overtime is showing a negative variance due to necessary staff coverage of vacant positions.
- Operating expenses are only slightly showing a negative variance, however, accounts here include several purchases approved by Report & Recommendation from the board that were not originally budgeted.
- Garbage expenses showing negative variance due to increased prices from prior vendor and dumpster removal fee.
- Licenses, dues, and permits showing significant negative variance. Some of the investment expenses were recorded here.

Respectfully submitted,
Chris Danik
Treasurer

Upper Peninsula Animal Welfare Shelter, Inc

Statement of Financial Position

As of Jul 31, 2026

	TOTAL	
	As of Jul 31, 2026	As of Jul 31, 2025 (PY)
Assets		
Current Assets		
Bank Accounts		
1000 Wells Fargo-Checking	0.00	0.00
1010 Nicolet Checking	339,338.67	52,951.27
1030 First Bank Money Market	926,949.24	430,612.56
1031 Sallys Fund Money Market	68,040.42	57,398.12
1032 Dixon Fund Money Market	157,144.58	
1070 PayPal account	1,849.36	452.26
1090 Cash in Drawer	333.78	333.78
Total for Bank Accounts	\$1,493,656.05	\$541,747.99
Accounts Receivable		
1200 *Accounts Receivable	13,629.50	24,192.11
1524 Capital Campaign Pledges	650.00	650.00
Total for Accounts Receivable	\$14,279.50	\$24,842.11
Other Current Assets		
1080 Petty Cash	400.00	400.00
1201 Inventory	8,961.10	5,775.37
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	\$9,661.10	\$6,475.37
Total for Current Assets	\$1,517,596.65	\$573,065.47
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	26,856.65	14,679.61
1650 New Shelter-Furniture & Equip	96,293.04	96,293.04
1670 Accumulated Depreciation	-1,019,985.10	-880,515.86
Total for Fixed Assets	\$2,809,732.99	\$2,937,025.19
Other Assets		
1074 WF Endowment Fund Investments	478,790.99	431,747.23
1078 Brokerage CDs at First Bank	249,364.50	250,174.00
1079 Sallys Fund Brokerage CDs	27,873.93	20,994.96
1081 Dixon Trust Inherited Funds ICA	550,039.26	

Upper Peninsula Animal Welfare Shelter, Inc

Statement of Financial Position

As of Jul 31, 2026

	TOTAL	
	As of Jul 31, 2026	As of Jul 31, 2025 (PY)
1700 Beneficial Interest in MCCF	128,856.49	121,054.38
1702 Beneficial Interest-Dixon F B	10,815.06	647,433.33
9999 Point of Sale General Asset	0.00	0.00
Total for Other Assets	\$1,445,740.23	\$1,471,403.90
Total for Assets	\$5,773,069.87	\$4,981,494.56
Liabilities and Equity		
Liabilities		
Current Liabilities		
Accounts Payable		
2001 *Accounts Payable	9,279.58	27,505.89
Total for Accounts Payable	\$9,279.58	\$27,505.89
Credit Cards		
2005 Nicolet Bank Cards	15,004.22	4,576.23
Total for Credit Cards	\$15,004.22	\$4,576.23
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	0.00	0.00
2102 Medicare and SS Payable	0.00	0.00
2103 Michigan W/H Payable	1,361.53	1,136.13
2104 Suta Tax Payable	71.82	144.98
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	\$1,433.35	\$1,281.11
2550 Sales Tax Payable	\$0.00	\$0.00
State of Michigan Payable	\$174.20	\$168.34
Sales Tax Payable	0.00	0.00
Total for State of Michigan Payable	\$174.20	\$168.34
Total for 2550 Sales Tax Payable	\$174.20	\$168.34
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	\$34,723.02	\$33,244.15

Upper Peninsula Animal Welfare Shelter, Inc

Statement of Financial Position

As of Jul 31, 2026

	TOTAL	
	As of Jul 31, 2026	As of Jul 31, 2025 (PY)
Total for Current Liabilities	\$59,006.82	\$65,326.27
Total for Liabilities	\$59,006.82	\$65,326.27
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	92,687.13	-134,326.32
Total for Equity	\$5,714,063.05	\$4,916,168.29
Total for Liabilities and Equity	\$5,773,069.87	\$4,981,494.56

Upper Peninsula Animal Welfare Shelter, Inc

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

January - July, 2026

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Revenue				
4000 SHELTER REVENUE				
4005 Pet Adoptions	49,846.85	64,166.67	-14,319.82	77.68 %
4010 Redeemed Animals	915.00	1,458.33	-543.33	62.74 %
4012 Boarding Fee	175.00	466.67	-291.67	37.50 %
4015 Vet/Optional Care	5,105.19	4,083.33	1,021.86	125.03 %
4017 Dog Park	1,305.02	1,758.75	-453.73	74.20 %
4018 Rentals Revenue	150.00	583.33	-433.33	25.71 %
4020 Government Contracted Services	12,293.50	46,666.67	-34,373.17	26.34 %
4030 Dog License Revenue	128.00	291.67	-163.67	43.89 %
4031 Microchipping	400.00	700.00	-300.00	57.14 %
4032 Nail Clipping / Grooming	3,177.50	2,916.67	260.83	108.94 %
4033 Community Spay/Neuter Revenue	320.00	4,666.67	-4,346.67	6.86 %
4050 Miscellaneous Services	150.00	583.33	-433.33	25.71 %
4060 Cremation Services Revenue	1,690.28	2,041.67	-351.39	82.79 %
Total 4000 SHELTER REVENUE	75,656.34	130,383.76	-54,727.42	58.03 %
4100 DIRECT PUBLIC SUPPORT				
4006 Pet Care Sponsorship	2,900.09	991.67	1,908.42	292.45 %
4109 Pink Lady	245.00	700.00	-455.00	35.00 %
4110 Donations	160,783.84	147,000.00	13,783.84	109.38 %
4125 Donated Svs/Material In Kind	9,761.30	19,250.00	-9,488.70	50.71 %
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	43,750.00	169,545.74	487.53 %
4188 Naming Opportunities	10,000.00	43,750.00	-33,750.00	22.86 %
Total 4100 DIRECT PUBLIC SUPPORT	400,935.47	255,441.67	145,493.80	156.96 %
4156 GRANT REVENUE				
4156 GRANT REVENUE	1,299.00		1,299.00	
4157 General Grants	2,619.00	7,000.00	-4,381.00	37.41 %
Total 4156 GRANT REVENUE	3,918.00	7,000.00	-3,082.00	55.97 %
4200 FUNDRAISING REVENUE				
4128 Misc/3rd Party Fundraisers	10,169.49	5,833.31	4,336.18	174.33 %
4140 Canisters	5,111.93	4,375.00	736.93	116.84 %
4143 Tadychs Receipts		2,916.69	-2,916.69	
4144 Cause for Paws	19,716.50	22,000.00	-2,283.50	89.62 %
4147 Strut Your Mutt	3,200.00	6,000.00	-2,800.00	53.33 %
4151 Raise The Woof	9,311.97	9,200.00	111.97	101.22 %
4170 TUFT Golf Outing	29,903.95	33,400.00	-3,496.05	89.53 %
4197 Calendar	24,645.07	22,125.00	2,520.07	111.39 %
Total 4200 FUNDRAISING REVENUE	102,058.91	105,850.00	-3,791.09	96.42 %
4500 OTHER Revenue				
4500 OTHER Revenue	3,843.22		3,843.22	
4205 Resale Items Revenue	17,056.36	23,333.31	-6,276.95	73.10 %

Upper Peninsula Animal Welfare Shelter, Inc

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

January - July, 2026

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
4215 Interest Revenue	35,646.32	41,416.69	-5,770.37	86.07 %
4220 Miscellaneous Revenue	5,876.47	583.31	5,293.16	1,007.44 %
4221 Endowment Fund Earnings		14,875.00	-14,875.00	
4223 MCCF B.Reider Fund Distribution		23,000.00	-23,000.00	
Total 4500 OTHER Revenue	62,422.37	103,208.31	-40,785.94	60.48 %
Total Revenue	\$644,991.09	\$601,883.74	\$43,107.35	107.16 %
GROSS PROFIT	\$644,991.09	\$601,883.74	\$43,107.35	107.16 %
Expenditures				
5000 Employee Expense				
5129 Employee Uniforms	212.63	583.33	-370.70	36.45 %
5200 Payroll Expenses	1,243.98	1,971.69	-727.71	63.09 %
5201 Wages & Salaries	248,578.26	273,332.32	-24,754.06	90.94 %
5202 Overtime	9,574.24	4,666.69	4,907.55	205.16 %
5203 Bonuses	1,200.00	0.00	1,200.00	
5225 Simple Plan Employer	1,502.52	1,481.48	21.04	101.42 %
5230 Michigan Unemployment Payable	2,459.60	3,950.87	-1,491.27	62.25 %
5235 Employer Social Security	16,079.86	17,496.57	-1,416.71	91.90 %
5240 Employer Medicare	3,760.61	4,091.92	-331.31	91.90 %
5245 Worker's Compensation	2,323.00	2,005.50	317.50	115.83 %
5246 Employee Relations	904.00	2,041.69	-1,137.69	44.28 %
5250 Employee Benefits	2,434.75	4,361.56	-1,926.81	55.82 %
Total 5000 Employee Expense	290,273.45	315,983.62	-25,710.17	91.86 %
5500 OPERATING EXPENSE				
5009 Phone/Network Access	2,870.24	2,625.00	245.24	109.34 %
5011 Merchant Service Fees	4,828.43	4,491.69	336.74	107.50 %
5012 Bank Service Charges	0.00	2.94	-2.94	0.00 %
5050 Utilities	17,865.14	20,416.69	-2,551.55	87.50 %
5100 Cleaning Supplies	5,657.57	1,633.31	4,024.26	346.39 %
5102 Animal Supplies/Equipment	14,832.25	2,916.69	11,915.56	508.53 %
5105 Repairs/Maintenance	8,361.24	5,833.31	2,527.93	143.34 %
5106 Garbage/Snow Removal	8,497.88	4,981.69	3,516.19	170.58 %
5115 Office Supplies/Postage	2,979.66	4,083.31	-1,103.65	72.97 %
5117 Community Spay/Neuter Expense	1,320.86	5,833.31	-4,512.45	22.64 %
5119 Small Equipment	165.73	2,333.31	-2,167.58	7.10 %
5120 Building/Auto Insurance	31,625.88	22,750.00	8,875.88	139.01 %
5125 Food	4,738.08	7,000.00	-2,261.92	67.69 %
5127 Microchips	3,183.08	3,500.00	-316.92	90.95 %
5130 Medical Supplies-Vaccines	21,738.78	11,666.69	10,072.09	186.33 %
5135 Vet Care	23,746.92	28,000.00	-4,253.08	84.81 %
5140 Spay & Neuter Expense	13,753.80	11,666.69	2,087.11	117.89 %
5145 Vehicle	670.69	875.00	-204.31	76.65 %
5146 Dog License Expense		145.81	-145.81	
5149 Vet Surgery Center	5,092.71	3,500.00	1,592.71	145.51 %

Upper Peninsula Animal Welfare Shelter, Inc

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

January - July, 2026

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
5150 Mileage	407.83	875.00	-467.17	46.61 %
5160 Depreciation	80,332.00	80,500.00	-168.00	99.79 %
5165 Cash over/short	360.69	116.69	244.00	309.10 %
5530 Cremation Services Expense	2,042.92	2,450.00	-407.08	83.38 %
6138 Pink Lady Expense	1,859.05	1,166.69	692.36	159.34 %
6539 Computer Software	3,047.60	5,366.69	-2,319.09	56.79 %
6565 IT Consulting	551.00	583.31	-32.31	94.46 %
Total 5500 OPERATING EXPENSE	260,530.03	235,313.82	25,216.21	110.72 %
5550 GRANT EXPENSE				
5551 General Grants	400.00	291.69	108.31	137.13 %
Total 5550 GRANT EXPENSE	400.00	291.69	108.31	137.13 %
5600 FUNDRAISING EXPENSE				
6307 Calendar Expense	163.13	3,745.00	-3,581.87	4.36 %
6311 Cause for Paws Expense	6,119.74	5,462.00	657.74	112.04 %
6315 Misc/3rd Party Fund Expense	69.99	816.69	-746.70	8.57 %
6317 Raise The Woof Expense	2,383.91	3,575.00	-1,191.09	66.68 %
6324 Miscellaneous Expenses	75.48	700.00	-624.52	10.78 %
6330 TUFT Golf Outing Expense	13,438.10	13,765.00	-326.90	97.63 %
6550 Strut Your Mutt Expense	375.00	0.00	375.00	
6551 Canisters Expense		145.81	-145.81	
Total 5600 FUNDRAISING EXPENSE	22,625.35	28,209.50	-5,584.15	80.20 %
6000 OTHER EXPENSE				
5142 Volunteer Program	498.87	875.00	-376.13	57.01 %
6313 Direct Solicitations	38.51	4,666.69	-4,628.18	0.83 %
6503 Community Outreach	866.45	1,283.31	-416.86	67.52 %
6505 Professional Fees	24,520.00	22,750.00	1,770.00	107.78 %
6510 Publications	11,088.44	6,416.69	4,671.75	172.81 %
6515 Promotions & Advertising	869.33	1,750.00	-880.67	49.68 %
6525 Resale Items Expense	10,369.02	16,916.69	-6,547.67	61.29 %
6530 Conferences / Training	382.65	2,333.31	-1,950.66	16.40 %
6532 Donor Development	346.00	875.00	-529.00	39.54 %
6535 Licenses, Dues, Permits & Fees	2,903.94	291.69	2,612.25	995.56 %
6540 Miscellaneous Expense	954.21	1,166.69	-212.48	81.79 %
6561 Investment Expense	6,954.78	7,758.31	-803.53	89.64 %
6688 Naming Opportunity Expense	913.76	175.00	738.76	522.15 %
Total 6000 OTHER EXPENSE	60,705.96	67,258.38	-6,552.42	90.26 %
Total Expenditures	\$634,534.79	\$647,057.01	\$ -12,522.22	98.06 %
NET OPERATING REVENUE	\$10,456.30	\$ -45,173.27	\$55,629.57	-23.15 %
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 - July, 2026

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
4400 RESTRICTED REVENUE				
7400 SALLY'S FUND				
4218 Sally's Fund Revenue	6,680.00		6,680.00	
6518 Sally's Fund Expense	-204.00		-204.00	
Total 7400 SALLY'S FUND	6,476.00		6,476.00	
Total 4400 RESTRICTED REVENUE	6,476.00		6,476.00	
Total Other Revenue	\$82,230.83	\$0.00	\$82,230.83	0.00%
NET OTHER REVENUE	\$82,230.83	\$0.00	\$82,230.83	0.00%
NET REVENUE	\$92,687.13	\$ -45,173.27	\$137,860.40	-205.18 %

Upper Peninsula Animal Welfare Shelter, Inc

Statement of Activity

July 2026

	Total
Revenue	
4000 SHELTER REVENUE	
4005 Pet Adoptions	9,708.83
4010 Redeemed Animals	250.00
4015 Vet/Optional Care	579.37
4017 Dog Park	266.84
4018 Rentals Revenue	100.00
4020 Government Contracted Services	1,770.00
4031 Microchipping	35.00
4032 Nail Clipping / Grooming	404.00
4033 Community Spay/Neuter Revenue	60.00
4050 Miscellaneous Services	60.00
4060 Cremation Services Revenue	72.00
Total for 4000 SHELTER REVENUE	\$13,306.04
4100 DIRECT PUBLIC SUPPORT	
4006 Pet Care Sponsorship	128.20
4109 Pink Lady	25.00
4110 Donations	40,104.90
4125 Donated Svs/Material In Kind	1,593.64
4129 In Kind Donations - Animal Supplies/Equipment	2.23
4130 In Kind Donation - Community Spay/Neuter	985.35
4188 Naming Opportunities	10,000.00
Total for 4100 DIRECT PUBLIC SUPPORT	\$52,839.32
4156 GRANT REVENUE	50.00
4200 FUNDRAISING REVENUE	
4128 Misc/3rd Party Fundraisers	2,388.02
4140 Canisters	929.81
4144 Cause for Paws	200.00
4197 Calendar	16,746.34
Total for 4200 FUNDRAISING REVENUE	\$20,264.17
4500 OTHER Revenue	
4205 Resale Items Revenue	2,995.61
4215 Interest Revenue	4,919.67
4220 Miscellaneous Revenue	766.65
Total for 4500 OTHER Revenue	\$8,681.93
Total for Revenue	\$95,141.46
Gross Profit	\$95,141.46
Expenditures	
5000 Employee Expense	
5200 Payroll Expenses	154.98
5201 Wages & Salaries	33,451.94
5202 Overtime	1,960.97
5225 Simple Plan Employer	218.37

Upper Peninsula Animal Welfare Shelter, Inc

Statement of Activity

July 2026

	Total
5230 Michigan Unemployment Payable	71.82
5235 Employer Social Security	2,195.63
5240 Employer Medicare	513.52
5245 Worker's Compensation	580.00
5246 Employee Relations	156.52
5250 Employee Benefits	311.87
Total for 5000 Employee Expense	\$39,615.62
5500 OPERATING EXPENSE	
5009 Phone/Network Access	352.33
5011 Merchant Service Fees	687.75
5050 Utilities	1,825.53
5100 Cleaning Supplies	2,035.88
5102 Animal Supplies/Equipment	9,494.77
5105 Repairs/Maintenance	2,920.20
5106 Garbage/Snow Removal	375.65
5115 Office Supplies/Postage	679.29
5119 Small Equipment	36.84
5120 Building/Auto Insurance	838.44
5125 Food	96.66
5130 Medical Supplies-Vaccines	1,357.51
5135 Vet Care	3,275.22
5140 Spay & Neuter Expense	2,713.00
5145 Vehicle	204.77
5149 Vet Surgery Center	2,275.43
5150 Mileage	63.80
5160 Depreciation	11,476.00
5165 Cash over/short	76.71
6138 Pink Lady Expense	1,199.05
6539 Computer Software	479.60
Total for 5500 OPERATING EXPENSE	\$42,464.43
5600 FUNDRAISING EXPENSE	
6307 Calendar Expense	41.92
6324 Miscellaneous Expenses	42.50
6330 TUFT Golf Outing Expense	13,040.00
6550 Strut Your Mutt Expense	50.00
Total for 5600 FUNDRAISING EXPENSE	\$13,174.42
6000 OTHER EXPENSE	
5142 Volunteer Program	24.00
6503 Community Outreach	226.63
6505 Professional Fees	8,190.00
6510 Publications	80.00
6515 Promotions & Advertising	30.00
6525 Resale Items Expense	2,493.38

Upper Peninsula Animal Welfare Shelter, Inc

Statement of Activity

July 2026

	Total
6535 Licenses, Dues, Permits & Fees	1,217.15
6540 Miscellaneous Expense	55.47
6561 Investment Expense	702.60
6688 Naming Opportunity Expense	609.98
Total for 6000 OTHER EXPENSE	\$13,629.21
Total for Expenditures	\$108,883.68
Net Operating Revenue	-\$13,742.22
Other Revenue	
4300 Unrealized Gain/Loss	-3,631.69
4310 Realized Loss/Gain LT Invstmnt	0.00
4400 RESTRICTED REVENUE	
7400 SALLY'S FUND	
6518 Sally's Fund Expense	-204.00
Total for 7400 SALLY'S FUND	-\$204.00
Total for 4400 RESTRICTED REVENUE	-\$204.00
Total for Other Revenue	-\$3,835.69
Net Other Revenue	-\$3,835.69
Net Revenue	-\$17,577.91

Upper Peninsula Animal Welfare Shelter

Days Cash On Hand as of July 2026

	Cash Less Restricted Funds*	Annual Expense	Daily Expense	Days Cash on Hand	
2026	\$1,282,800.55	\$989,710.06	\$2,711.53	473	(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 Aug 31, 2026

	TOTAL	
	As of Aug 31, 2026	As of Aug 31, 2025 (PY)
Assets		
Current Assets		
Bank Accounts		
1000 Wells Fargo-Checking	0.00	0.00
1010 Nicolet Checking	303,506.97	106,802.60
1030 First Bank Money Market	980,181.46	432,871.69
1031 Sallys Fund Money Market	68,302.79	57,623.31
1032 Dixon Fund Money Market	166,290.35	
1070 PayPal account	253.50	114.74
1090 Cash in Drawer	333.78	333.78
Total for Bank Accounts	\$1,518,868.85	\$597,746.12
Accounts Receivable		
1200 *Accounts Receivable	16,887.50	42,281.26
1524 Capital Campaign Pledges	650.00	650.00
Total for Accounts Receivable	\$17,537.50	\$42,931.26
Other Current Assets		
1080 Petty Cash	400.00	400.00
1201 Inventory	11,523.32	5,658.90
1350 Fundraising Change Fund	300.00	300.00
1499 Undeposited Funds	0.00	0.00
1500 Stripe - Photo Contest	0.00	0.00
1510 Stripe - Strutt Your Mutt	0.00	0.00
1540 Allowance for Uncol Promises	0.00	0.00
1550 Discount-CC Pledges Receivable	0.00	0.00
1606 Allowance for Uncollectible A/R	0.00	0.00
1607 Employee loan	0.00	0.00
Total for Other Current Assets	\$12,223.32	\$6,358.90
Total for Current Assets	\$1,548,629.67	\$647,036.28
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	26,856.65	14,679.61
1650 New Shelter-Furniture & Equip	96,293.04	96,293.04
1670 Accumulated Depreciation	-1,031,461.10	-891,740.82
Total for Fixed Assets	\$2,798,256.99	\$2,925,800.23
Other Assets		
1074 WF Endowment Fund Investments	483,809.78	440,783.78
1078 Brokerage CDs at First Bank	199,512.00	250,554.00
1079 Sallys Fund Brokerage CDs	27,899.48	21,028.35
1081 Dixon Trust Inherited Funds ICA	556,603.71	

Upper Peninsula Animal Welfare Shelter, Inc

Statement of Financial Position

As of Aug 31, 2026

	TOTAL	
	As of Aug 31, 2026	As of Aug 31, 2025 (PY)
1700 Beneficial Interest in MCCF	128,856.49	121,054.38
1702 Beneficial Interest-Dixon F B	0.00	647,433.33
9999 Point of Sale General Asset	0.00	0.00
Total for Other Assets	\$1,396,681.46	\$1,480,853.84
Total for Assets	\$5,743,568.12	\$5,053,690.35
Liabilities and Equity		
Liabilities		
Current Liabilities		
Accounts Payable		
2001 *Accounts Payable	6,111.28	7,113.26
Total for Accounts Payable	\$6,111.28	\$7,113.26
Credit Cards		
2005 Nicolet Bank Cards	8,798.73	4,419.62
Total for Credit Cards	\$8,798.73	\$4,419.62
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	0.00	0.00
2102 Medicare and SS Payable	0.00	0.00
2103 Michigan W/H Payable	1,302.74	1,118.62
2104 Suta Tax Payable	167.02	283.18
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	\$1,469.76	\$1,401.80
2550 Sales Tax Payable	\$0.00	\$0.00
State of Michigan Payable	\$205.57	\$164.68
Sales Tax Payable	0.00	0.00
Total for State of Michigan Payable	\$205.57	\$164.68
Total for 2550 Sales Tax Payable	\$205.57	\$164.68
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	\$34,790.80	\$33,361.18

Upper Peninsula Animal Welfare Shelter, Inc

Statement of Financial Position

As of Aug 31, 2026

	TOTAL	
	As of Aug 31, 2026	As of Aug 31, 2025 (PY)
Total for Current Liabilities	\$49,700.81	\$44,894.06
Total for Liabilities	\$49,700.81	\$44,894.06
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	72,491.39	-41,698.32
Total for Equity	\$5,693,867.31	\$5,008,796.29
Total for Liabilities and Equity	\$5,743,568.12	\$5,053,690.35

Upper Peninsula Animal Welfare Shelter, Inc

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

January - August, 2026

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Revenue				
4000 SHELTER REVENUE				
4005 Pet Adoptions	59,113.25	73,333.34	-14,220.09	80.61 %
4010 Redeemed Animals	915.00	1,666.66	-751.66	54.90 %
4012 Boarding Fee	175.00	533.34	-358.34	32.81 %
4015 Vet/Optional Care	5,338.45	4,666.66	671.79	114.40 %
4017 Dog Park	1,393.18	2,010.00	-616.82	69.31 %
4018 Rentals Revenue	200.00	666.66	-466.66	30.00 %
4020 Government Contracted Services	15,651.50	53,333.34	-37,681.84	29.35 %
4030 Dog License Revenue	128.00	333.34	-205.34	38.40 %
4031 Microchipping	400.00	800.00	-400.00	50.00 %
4032 Nail Clipping / Grooming	3,527.50	3,333.34	194.16	105.82 %
4033 Community Spay/Neuter Revenue	500.00	5,333.34	-4,833.34	9.37 %
4050 Miscellaneous Services	210.00	666.66	-456.66	31.50 %
4060 Cremation Services Revenue	1,931.28	2,333.34	-402.06	82.77 %
Total 4000 SHELTER REVENUE	89,483.16	149,010.02	-59,526.86	60.05 %
4100 DIRECT PUBLIC SUPPORT				
4006 Pet Care Sponsorship	2,978.29	1,133.34	1,844.95	262.79 %
4109 Pink Lady	270.00	800.00	-530.00	33.75 %
4110 Donations	169,719.98	168,000.00	1,719.98	101.02 %
4125 Donated Svs/Material In Kind	10,733.00	22,000.00	-11,267.00	48.79 %
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	3,658.01		3,658.01	
4131 In Kind Donation - Cremation Services	504.00		504.00	
4135 Bequests	213,295.74	50,000.00	163,295.74	426.59 %
4188 Naming Opportunities	10,100.00	50,000.00	-39,900.00	20.20 %
Total 4100 DIRECT PUBLIC SUPPORT	411,332.51	291,933.34	119,399.17	140.90 %
4156 GRANT REVENUE				
4156 GRANT REVENUE	1,299.00		1,299.00	
4157 General Grants	2,619.00	8,000.00	-5,381.00	32.74 %
Total 4156 GRANT REVENUE	3,918.00	8,000.00	-4,082.00	48.98 %
4200 FUNDRAISING REVENUE				
4128 Misc/3rd Party Fundraisers	10,169.49	6,666.64	3,502.85	152.54 %
4140 Canisters	5,766.31	5,000.00	766.31	115.33 %
4143 Tadychs Receipts		3,333.36	-3,333.36	
4144 Cause for Paws	19,716.50	22,000.00	-2,283.50	89.62 %
4147 Strut Your Mutt	3,200.00	9,000.00	-5,800.00	35.56 %
4151 Raise The Woof	9,311.97	9,200.00	111.97	101.22 %
4170 TUFT Golf Outing	29,903.95	33,400.00	-3,496.05	89.53 %
4197 Calendar	32,194.93	22,125.00	10,069.93	145.51 %
Total 4200 FUNDRAISING REVENUE	110,263.15	110,725.00	-461.85	99.58 %
4500 OTHER Revenue				
4500 OTHER Revenue	3,843.22		3,843.22	
4205 Resale Items Revenue	21,741.52	26,666.64	-4,925.12	81.53 %

Upper Peninsula Animal Welfare Shelter, Inc

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

January - August, 2026

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
4215 Interest Revenue	47,868.83	47,333.36	535.47	101.13 %
4220 Miscellaneous Revenue	6,149.51	666.64	5,482.87	922.46 %
4221 Endowment Fund Earnings		17,000.00	-17,000.00	
4223 MCCF B.Reider Fund Distribution		23,000.00	-23,000.00	
Total 4500 OTHER Revenue	79,603.08	114,666.64	-35,063.56	69.42 %
Total Revenue	\$694,599.90	\$674,335.00	\$20,264.90	103.01 %
GROSS PROFIT	\$694,599.90	\$674,335.00	\$20,264.90	103.01 %
Expenditures				
5000 Employee Expense				
5129 Employee Uniforms	212.63	666.66	-454.03	31.89 %
5200 Payroll Expenses	1,403.98	2,253.36	-849.38	62.31 %
5201 Wages & Salaries	279,768.31	309,776.63	-30,008.32	90.31 %
5202 Overtime	11,413.04	5,333.36	6,079.68	213.99 %
5203 Bonuses	2,200.00	0.00	2,200.00	
5225 Simple Plan Employer	1,748.34	1,693.12	55.22	103.26 %
5230 Michigan Unemployment Payable	2,554.80	4,515.28	-1,960.48	56.58 %
5235 Employer Social Security	18,189.66	19,996.08	-1,806.42	90.97 %
5240 Employer Medicare	4,254.02	4,676.48	-422.46	90.97 %
5245 Worker's Compensation	2,323.00	2,292.00	31.00	101.35 %
5246 Employee Relations	1,377.45	2,333.36	-955.91	59.03 %
5250 Employee Benefits	3,039.00	4,984.64	-1,945.64	60.97 %
Total 5000 Employee Expense	328,484.23	358,520.97	-30,036.74	91.62 %
5500 OPERATING EXPENSE				
5009 Phone/Network Access	3,012.74	3,000.00	12.74	100.42 %
5011 Merchant Service Fees	5,296.09	5,133.36	162.73	103.17 %
5012 Bank Service Charges	0.00	3.36	-3.36	0.00 %
5050 Utilities	21,035.22	23,333.36	-2,298.14	90.15 %
5100 Cleaning Supplies	6,227.44	1,866.64	4,360.80	333.62 %
5102 Animal Supplies/Equipment	17,323.45	3,333.36	13,990.09	519.70 %
5105 Repairs/Maintenance	9,147.52	6,666.64	2,480.88	137.21 %
5106 Garbage/Snow Removal	8,927.88	5,693.36	3,234.52	156.81 %
5115 Office Supplies/Postage	3,386.80	4,666.64	-1,279.84	72.57 %
5117 Community Spay/Neuter Expense	1,380.86	6,666.64	-5,285.78	20.71 %
5119 Small Equipment	165.73	2,666.64	-2,500.91	6.21 %
5120 Building/Auto Insurance	33,490.32	26,000.00	7,490.32	128.81 %
5125 Food	5,334.96	8,000.00	-2,665.04	66.69 %
5127 Microchips	3,183.08	4,000.00	-816.92	79.58 %
5130 Medical Supplies-Vaccines	21,895.86	13,333.36	8,562.50	164.22 %
5135 Vet Care	26,159.62	32,000.00	-5,840.38	81.75 %
5140 Spay & Neuter Expense	14,686.30	13,333.36	1,352.94	110.15 %
5145 Vehicle	743.19	1,000.00	-256.81	74.32 %
5146 Dog License Expense		166.64	-166.64	
5149 Vet Surgery Center	5,707.40	4,000.00	1,707.40	142.69 %

Upper Peninsula Animal Welfare Shelter, Inc

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

January - August, 2026

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
5150 Mileage	407.83	1,000.00	-592.17	40.78 %
5160 Depreciation	91,808.00	92,000.00	-192.00	99.79 %
5165 Cash over/short	352.53	133.36	219.17	264.34 %
5530 Cremation Services Expense	2,042.92	2,800.00	-757.08	72.96 %
6138 Pink Lady Expense	1,859.05	1,333.36	525.69	139.43 %
6539 Computer Software	3,689.20	6,133.36	-2,444.16	60.15 %
6565 IT Consulting	893.00	666.64	226.36	133.96 %
Total 5500 OPERATING EXPENSE	288,156.99	268,930.08	19,226.91	107.15 %
5550 GRANT EXPENSE				
5551 General Grants	400.00	333.36	66.64	119.99 %
Total 5550 GRANT EXPENSE	400.00	333.36	66.64	119.99 %
5600 FUNDRAISING EXPENSE				
6307 Calendar Expense	163.13	3,745.00	-3,581.87	4.36 %
6311 Cause for Paws Expense	6,119.74	5,462.00	657.74	112.04 %
6315 Misc/3rd Party Fund Expense	69.99	933.36	-863.37	7.50 %
6317 Raise The Woof Expense	2,383.91	3,575.00	-1,191.09	66.68 %
6324 Miscellaneous Expenses	75.48	800.00	-724.52	9.44 %
6330 TUFT Golf Outing Expense	13,438.10	13,765.00	-326.90	97.63 %
6550 Strut Your Mutt Expense	375.00	1,860.00	-1,485.00	20.16 %
6551 Canisters Expense		166.64	-166.64	
Total 5600 FUNDRAISING EXPENSE	22,625.35	30,307.00	-7,681.65	74.65 %
6000 OTHER EXPENSE				
5142 Volunteer Program	522.87	1,000.00	-477.13	52.29 %
6313 Direct Solicitations	38.51	5,333.36	-5,294.85	0.72 %
6503 Community Outreach	906.45	1,466.64	-560.19	61.80 %
6505 Professional Fees	31,200.00	26,000.00	5,200.00	120.00 %
6510 Publications	11,088.44	7,333.36	3,755.08	151.21 %
6515 Promotions & Advertising	1,006.18	2,000.00	-993.82	50.31 %
6525 Resale Items Expense	10,886.95	19,333.36	-8,446.41	56.31 %
6530 Conferences / Training	382.65	2,666.64	-2,283.99	14.35 %
6532 Donor Development	346.00	1,000.00	-654.00	34.60 %
6535 Licenses, Dues, Permits & Fees	2,903.94	333.36	2,570.58	871.11 %
6540 Miscellaneous Expense	1,681.32	1,333.36	347.96	126.10 %
6561 Investment Expense	7,658.27	8,866.64	-1,208.37	86.37 %
6688 Naming Opportunity Expense	913.76	200.00	713.76	456.88 %
Total 6000 OTHER EXPENSE	69,535.34	76,866.72	-7,331.38	90.46 %
Total Expenditures	\$709,201.91	\$734,958.13	\$ -25,756.22	96.50 %
NET OPERATING REVENUE	\$ -14,602.01	\$ -60,623.13	\$46,021.12	24.09 %
Other Revenue				
4222 Investment Interest Revenue	-759.73		-759.73	
4300 Unrealized Gain/Loss	80,691.14		80,691.14	
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 - August, 2026

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
4400 RESTRICTED REVENUE				
7400 SALLY'S FUND				
4218 Sally's Fund Revenue	7,180.00		7,180.00	
6518 Sally's Fund Expense	-204.00		-204.00	
Total 7400 SALLY'S FUND	6,976.00		6,976.00	
Total 4400 RESTRICTED REVENUE	6,976.00		6,976.00	
Total Other Revenue	\$87,093.40	\$0.00	\$87,093.40	0.00%
NET OTHER REVENUE	\$87,093.40	\$0.00	\$87,093.40	0.00%
NET REVENUE	\$72,491.39	\$ -60,623.13	\$133,114.52	-119.58 %

Upper Peninsula Animal Welfare Shelter

Days Cash On Hand as of August 2026

	Cash Less Restricted Funds*	Annual Expense	Daily Expense	Days Cash on Hand	
2026	\$1,301,863.21	\$989,710.06	\$2,711.53	480	(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 Activity August 2026

	Total
Revenue	
4000 SHELTER REVENUE	
4005 Pet Adoptions	9,266.40
4015 Vet/Optional Care	233.26
4017 Dog Park	88.16
4018 Rentals Revenue	50.00
4020 Government Contracted Services	3,358.00
4032 Nail Clipping / Grooming	350.00
4033 Community Spay/Neuter Revenue	180.00
4050 Miscellaneous Services	60.00
4060 Cremation Services Revenue	241.00
Total for 4000 SHELTER REVENUE	\$13,826.82
4100 DIRECT PUBLIC SUPPORT	
4006 Pet Care Sponsorship	78.20
4109 Pink Lady	25.00
4110 Donations	8,936.14
4125 Donated Svs/Material In Kind	971.70
4130 In Kind Donation - Community Spay/Neuter	286.00
4188 Naming Opportunities	100.00
Total for 4100 DIRECT PUBLIC SUPPORT	\$10,397.04
4200 FUNDRAISING REVENUE	
4140 Canisters	654.38
4197 Calendar	7,549.86
Total for 4200 FUNDRAISING REVENUE	\$8,204.24
4500 OTHER Revenue	
4205 Resale Items Revenue	4,685.16
4215 Interest Revenue	12,222.51
4220 Miscellaneous Revenue	273.04
Total for 4500 OTHER Revenue	\$17,180.71
Total for Revenue	\$49,608.81
Gross Profit	\$49,608.81
Expenditures	
5000 Employee Expense	
5200 Payroll Expenses	160.00
5201 Wages & Salaries	31,190.05
5202 Overtime	1,838.80
5203 Bonuses	1,000.00
5225 Simple Plan Employer	245.82
5230 Michigan Unemployment Payable	95.20
5235 Employer Social Security	2,109.80
5240 Employer Medicare	493.41

Upper Peninsula Animal Welfare Shelter, Inc

Statement of Activity
August 2026

	Total
5246 Employee Relations	473.45
5250 Employee Benefits	604.25
Total for 5000 Employee Expense	\$38,210.78
5500 OPERATING EXPENSE	
5009 Phone/Network Access	142.50
5011 Merchant Service Fees	467.66
5050 Utilities	3,170.08
5100 Cleaning Supplies	569.87
5102 Animal Supplies/Equipment	2,491.20
5105 Repairs/Maintenance	786.28
5106 Garbage/Snow Removal	430.00
5115 Office Supplies/Postage	407.14
5117 Community Spay/Neuter Expense	60.00
5120 Building/Auto Insurance	1,864.44
5125 Food	596.88
5130 Medical Supplies-Vaccines	157.08
5135 Vet Care	2,412.70
5140 Spay & Neuter Expense	932.50
5145 Vehicle	72.50
5149 Vet Surgery Center	614.69
5150 Mileage	0.00
5160 Depreciation	11,476.00
5165 Cash over/short	-8.16
6539 Computer Software	641.60
6565 IT Consulting	342.00
Total for 5500 OPERATING EXPENSE	\$27,626.96
6000 OTHER EXPENSE	
5142 Volunteer Program	24.00
6503 Community Outreach	40.00
6505 Professional Fees	6,680.00
6515 Promotions & Advertising	136.85
6525 Resale Items Expense	517.93
6535 Licenses, Dues, Permits & Fees	
6540 Miscellaneous Expense	727.11
6561 Investment Expense	703.49
Total for 6000 OTHER EXPENSE	\$8,829.38
Total for Expenditures	\$74,667.12
Net Operating Revenue	-\$25,058.31
Other Revenue	
4300 Unrealized Gain/Loss	4,362.57
4310 Realized Loss/Gain LT Invstmnt	0.00

Upper Peninsula Animal Welfare Shelter, Inc
Statement of Activity
August 2026

	Total
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	\$4,862.57
Net Other Revenue	\$4,862.57
Net Revenue	-\$20,195.74

Shelter Manager's Report

September 2026

Staffing Update: We have officially promoted Laura Rochefort to Assistant Manager and Amara Jensen to Medical Coordinator! Both have worked very hard and were very deserving of the promotions! We will now start the search for two new Shelter Operations Coordinators.

Operations Update: Thanks to 24PetWatch we've been able to offer 50 discounted microchips to the public, so far its had a great turnout!

Facility Update: Damaged gutters are currently being repaired and should be finished by the end of the week. A large amount of shingle granules had filled the gutters and the excess weight snapped the brackets. Thankfully all we need to do is replace the brackets!

Animal Care Update: The new dog treadmill has officially arrived. Julie has started working with some dogs on it!

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

Monthly Report Behavioral Animal Care Coordinator

August 2026

Statistics

No. of dogs adopted/gone into foster-to-adopt	16
No. of adopters contacted	16
No. of adopters giving feedback	12 (2 email addresses not existent and 2 no response to email or text)
No. of adopters mentioning some issues and receiving post adoption training support	5 (struggle with crate training, bit the neighbor when he reached for dog, little too interested in the cat, throwing up after antibiotics, potty training)
No. of returned adoptions	2 under 2 months in home: 1 under a year in home: 1 Behavior-related: 2 (bit granddaughter and broke skin, excessive barking after moving to apartment complex) Non-behavior related: 0

Dogs on a specific behavior modification, training or management plan: 2

Community Outreach & Volunteer Coordinator Report

September 2026

- Created the fall solicitation card and insert, including the writing, photos, layout and printer proofing.
- Cleaned the Neon mailing list—reviewed 5,338 records, removed more than 450+ duplicate records and made corrections, and finalized approximately 4,650 mailing records.
- Completed designing the 2027 UPAWS calendar, including the monthly pages, collages and back cover. Reviewing printer options for pricing.
- Completed the physical retail floor inventory and documented Square discrepancies.
- Set up free nonprofit background checks for volunteers through Michigan State Police ICHAT.
- Completed the updated Dog Walking Handbook and revised the Cat Socializer Handbook. Will continue review/update each position.
- Advertised volunteer openings, filled several dog-walking spots and continued recruiting cat-room cleaners. Advertised for fosters.
- Launched *Hidden Stars*, the new adoption program replacing Lonely Hearts, sponsored by Andi Goriesky of Select Realty. Updated and standardized all adoption-program information on the website.
- Prepared and promoted the September BISSELL Empty the Shelters event.
- Completed the Subaru Loves Pets October Adoption Event poster, voucher postcards and display preparations.
- Launched the free microchip promotion.
- Completed the September e-newsletter
- Holiday Shop ordering, planning and staging merchandise in the community room.

Strut Your Mutt Update

The **Strut Your Mutt Charity Walk** is scheduled for **October 3rd**, with approximately 10 days remaining until the event.

- 17 Raffle Prizes confirmed
- 6 Bag Stuffers confirmed
- Insurance completed
- RRN Commercial done
- TV6 Commercial done
- Volunteer site up
- Emailed past vendors, sponsors and participants
- Food vendors contacted, awaiting a response
- NMU Vet Club & Future Leader Dog Club emailed
- Registration Form completed
- Prizes confirmed

Next Steps

- Media push next week
- Announcer Script
- Brochure Finalized
- Need more vendors
- Order signs
- Post event survey

Here is the link to volunteer positions:

<https://www.signupgenius.com/go/5080E4BA4A722A4FC1-58091966-2026#/>

Vendors are being solicited this week and a bigger media push is to come for more participants.

Thank you! Nikki

Personnel Committee Meeting MINUTES
8/31/26

Present: Lynn Andronis, Chris Danik, Andi Goriesky, Ryan McLaren

- Staffing Levels: New coordinator starts 9/8/26; Theresa will return at the end of September; Tiffany will be returning to her studies at college. A current employee has expressed an interest in applying for the Assistant Manager position, but has some questions that need clarification (i.e. “appropriate advertising” and “make mechanical adjustments on machines” which is probably just an error in rewording the previous job description.). Ryan will discuss with pertinent employee.
- A current employee has expressed an interest in the Med Coordinator position, but, at this date, she has no extensive knowledge in the field. Decision was made to post the position externally. Andi will reach out to someone she knows who has the background for this position to determine if they have any interest. She will also contact the Pre-Vet Club at NMU.
- Review of following job descriptions:
 - Fundraising Coordinator’s position – Reviewed and accepted as “good to go”.
- Discussion on possible review of Personnel Policies based on new direction from Board at August meeting regarding consolidation of all policies and establishing a hierarchy. Policy/Bylaw Committee has been designated as responsible entity for implementation of this re-formatting. This committee should review our policies for a final version.
- Other business: A current board member has requested to join this committee. Discussion and decision centered around the fact that we currently have 5 members on this committee.

Submitted,

Lynn Andronis

Next meeting is currently scheduled for Monday, 10/5/26, at 12 pm, virtually.

POLICY & BYLAWS COMMITTEE MEETING AGENDA

September 21, 2026, 6:30pm, Border Grill Negaunee

Attendees: Chris Danik, Leslie Hurst, Christine Larson

Excused: Lynn Andronis, Brian Hummel, Linda Roncaglione

- [August Minutes](#) - Approved.
- Bylaws Review Project Follow-up: Leslie will send to Ann (for webpage posting), and post to drive (Current Policies and Procedures). What attorney should it be sent to (Lynn)?
- [Policy Structure Proposal](#). The board supports the direction per August Board meeting.
- Board Policies and Procedures Review Project:
 - Reviewed Donor Development June 26 meeting minutes and attached notes. Chris will draft a list of responsibilities for Section 10.0 - Board Appointed Committees for next meeting.
 - We will create a Membership Policy and recommend it to the Board.
 - Completed review of current P&P sections and updated [Proposed Policies](#):
 - Board of Director Responsibilities: Financial Oversight (4), Governing Body (5), Expectations (6), Committees (10)
 - Board Process for Eligibility, Selection and Screening of New Members (7.0): Some probably part of BOD Responsibilities, some procedure.
 - Board Actions (14)
 - Electronic Voting Procedures (17): Some probably part of Board Actions policy, some a procedure.
 - Board of Directors: Officer Description of Duties (16) - Compare to Bylaws (homework)
 - Conflict of Interest (8) - Organizational/General
 - Indemnification and Limitation of Personal Liability (9)
 - Confidentiality (11)
 - Whistle Blower (12)
 - Social Media (13)
 - Chris provided an example/template of a Policy and a Procedure for the Annual Report. Committee members will review and we will discuss at the next meeting.
 - Working copy for this committee: [UPAWS Board Policies & Procedures 2026 Review](#) and consolidated list of [Policies & Procedures Suggestions](#)
- Next Meeting October 26, Negaunee Border Grill (room reserved 6:15 to close).

April 23, 2025 Board Minutes:

6.Unfinished Business

C. Status of Donor Development Committee: The Donor Development Committee, at one time, was a standing ad hoc committee under the Board of Directors. The Board recently talked about letting the Fundraising Coordinator take over donor development. With the recent departure of the Fundraising Coordinator, should the Board move forward with an ad hoc committee until UPAWS can rehire. Since our staff member has left, do we want to move forward with the ad hoc until we rehire? The Board discussed the timeframe to get someone hired, onboarded and up and running. It was determined that it is impossible to project a timeframe at this point as the position was just posted. The Fundraising Coordinator should be a member of this committee as well as Board members and any interested community members. The importance of having a standing committee for the new staff member to work with is they can easily access historical information and information on individuals that UPAWS may consider soliciting as well as creating a solicitation list for the second half of the year. Carole/Steffanie Carole motioned UPAWS should formally recognize the Donor Develop Committee as standing committee of the board. Board members supported this motion. *Board members should consider if they would like to become a member of this committee.

May 15, 2025 Policy & Bylaws Committee Meeting Minutes:

Bylaws: Add Donor Development Committee. No feedback provided from the Board yet and we have not found old descriptions but will keep looking.

Board Policies and Procedures review: Include adding Donor Development committee.