UPPER PENINSULA ANIMAL WELFARE SHELTER

BOARD OF DIRECTORS MEETING

Oct 28, 2026 / 6pm / Cliffs-Eagle Mine Community Room

Mission:	**Vision:**
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.	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.

Agenda

1. Call to Order / Attendance
2. Approval of Agenda
3. Mission Moment
4. Public Comment
5. Approval of Minutes
    a. Sept 23, 2027 Draft of Regular Meeting Minutes
    b. Sept 9/30/26 E-Vote regarding Soucy Electric and engineering plans for potential generator
6. Unfinished Business
    a. Retreat Topics and Final Planning - 11/06/26
    b. Propane Tank proposal discussed at last month's meeting
    c. Update on security upgrades
    d. Update on website and infrastructure
    e. Update on discussions with municipalities
    f. Update on securing legal counsel
7. New Business
    a. November and December Meeting Dates
    b. Report & Recommendation from ….. RE: ….
    c. Report & Recommendation from ….. RE: ….
8. Communications
9. President's Report
10. Treasurer's Report
    a. Treasurer's Report

    b. Sept 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: TBD

Upper Peninsula Animal Welfare Shelter

Monthly Board of Directors Meeting Minutes

September 23, 2026

UPAWS Office Meeting Area

1. **Call to order/ Attendance**
    - **Directors Present:** Lynn Andronis, Andi Goriesky, Chris Danik, Kayla Billings, Shane Place
    - **Excused:** Janet Richter, Dominic Andriacchi, Steffani Baker
    - **Staff/ Guests:** Reva Laituri
    - Meeting called to order at 6:05pm by Lynn
2. **Approval of Agenda**
    - **Motion:** To approve Agenda
        - **Moved by:** Andi **| Seconded by:** Shane **| Outcome:** Passed unanimously
3. **Mission Moment**
4. **Public Comment**
5. **Approval of Minutes**
    - August 26, 2026 Minutes
    - **Motion:** To approve August 26, 2026 BOD Meeting Minutes
        - **Moved by:** Andi **| Seconded by:** Shane **| Outcome:** Passed unanimously
6. **Unfinished Business**
    - **Retreat Dates**
        - Fall Board Retreat scheduled for 11/06/2026 at 5:30pm at Select Reality
    - **Generator Discussion Update**
        - Ryan is in communication with the buildings previous engineer. The estimate is upwards of $100,000 to cover the entire building. Discussion followed regarding power outage frequency and potential future cost savings.
        - Propane tanks: The facility currently has two 500-gallon propane tanks; upgrading to two 1,000-gallon tanks would be beneficial, renting tanks instead of buying is being evaluated.
        - The board discussed splitting this project into two phases: Updating the propane tanks this year (Ryan looking into rent vs. buy options) and addressing the generator next year.
7. **New Business**
    - **Report & Recommendation from Ryan RE: Upgrading Facility Access Control and Expanding Video Surveillance**
        - Ryan sent RFPs to four companies; all four toured and pitched proposals. The scope includes replacing existing access controls, adding new fobs, and installing new security cameras (including coverage for the barn and current blind spots). Ryan recommended Superior Eagle at a cost of $31,407.87, citing great rapport with Nate from Superior Eagle and positive current experience. This will fall under capital improvement per Finance, with Sally's Fund covering camera costs for the inside and outside of the barn.

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- **Motion:** To authorize Ryan to move forward with signing the contract so work can start
    - **Moved by:** Shane **| Seconded by:** Andi **| Outcome:** Pass unanimously
- **Report & Recommendation from Ryan RE: Upgrading Shelter Website and Hosting Infrastructure**
    - Ryan and Ann have discussed the need to upgrade the website for about a year and a half to improve access and usability. Chris noted this has been on the strategic plan. Ryan recommended Superior Strategies Digital, noting they are responsive, easy to talk to, and understand organizational needs.
- **Motion:** To approve the R&R with Ryan having authority to sign the contract
    - **Moved by:** Shane **| Seconded by:** Andi **| Outcome:** Passed unanimously

8. Communications

- Lynn reported contact with an adopter who uses the dog park daily and noticed the water pump stopped working. Shane and Ryan worked on a temporary fix. The gentleman offered to pay for the permanent pump repair and donate toward the new key fob system.
- Ryan and Lynn met with Negaunee City, Ishpeming City, and Ishpeming Township regarding their lack of working with UPAWS due to policing staff constraints. They explained how UPAWS can help resolve this issue, assist the community, keep animals safe, and streamline processes for police and residents.
- Legal Counsel: Chris clarified that while UPAWS does not legally require an "Attorney of Record," it is in the board's best interest to secure one. Lynn will contact a former board member who is an attorney. Wim's office currently holds all organizational records.

9. Presidents Report

- Report submitted

10. Treasurers Report

- September Treasurers Report
    - Submitted with no questions
- July 2026 Financials presented
    - **Motion:** To accept the July 2026 financial statement
    - **Moved by:** Shane **| Seconded by:** Kayla **| Outcome:** Passed unanimously
- August 2026 Financials presented
    - **Motion:** To accept August 2026 financial statement
    - **Moved by:** Shane **| Seconded by:** Andi **| Outcome:** Passed unanimously

11. Shelter Operations Report

- Shelter Manager Report
    - Reva inquired whether gutters were damaged by hail; no damage was observed following last hail in counter.
- Behavioral Care Coordinator Report
    - Submitted with no questions
- Community Outreach Report
    - Background Checks: Reva asked about non-profit background checks. Ann signed UPAWS up for the service, which is free, and is exploring how to implement it.
- Fundraising Report

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- Submitted with no questions. Board members were thanked for volunteering with setup and breakdown of Sally's Ride.

12. Committee Reports

- Board Development Committee Report
  - No meeting was held at this time
- Finance Committee Report
  - No meeting was held at this time
- Strategic Planning Committee Report
  - No meeting was held at this time. Shane will join upcoming meetings to potentially serve as committee chair
- Personnel Committee Report
  - Discussions regarding the new Medical Coordinator, looking to expand her educational opportunities while working for UPAWS
- Policy/ Bylaw Committee Report
  - Submitted with no questions
- Donor Development Committee Report
  - No meeting was held at this time

13. Public Comment

14. Board Comment

- Andi expressed thanks for supports with Sally's Ride fundraiser
- Shane noted he will be having elbow surgery and will need assistance getting Kubota ready for winter

15. Adjournment

- **Motion:** To adjourn meeting
- **Moved by:** Andi **| Seconded by:** Shane **| Outcome:** Passed unanimously
- Meeting adjourned at 7:36pm

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Respectfully submitted,

_____

Kayla Billings, Secretary

Counter-Signed

_____

Lynn Andronis, President

On 9/30/26, motion was made by Shane Place, and seconded by Andi Goriesky, to authorize payment to Soucy Electric for $6,000.00 to have plans for a generator engineered. Lynn Andronis, the President, put the motion to an e-vote on 9/30/26 at 6:46 pm. The vote closed on Friday, 10/2/26 at 6:30 pm. By a vote of 5 in favor (Kayla Billings, Dominic Andriacchi Jr, Andi Goriesky, Steffani Baker, Shane Place) and 1 abstention (Chris Danik), the motion passed.

Shelter Manager's Report
October 2026

Staffing Update: We have officially hired three new Coordinators: Kayla, Maddy, and Courtnie! Once Courtnie starts on the 29th, our team will be fully staffed!

Operations Update: We had a transport van donated to us in memory of Mark Treado. This vehicle will be an enormous help with our ongoing animal transports and regular vet runs!

Facility Update: Superior Eagle Communications has started installing the wiring for our new Access Control system. They will continue that work through the rest of this week and transition to the IT closet next week in preparation for the final installation.

Animal Care Update: Staff attended the Michigan Pet Alliance Conference in Macomb. We learned a tremendous amount and are actively working on implementing several of those valuable new ideas within the shelter!

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
September 2026

Statistics

No. of dogs adopted/gone into foster-to-adopt	**30**
No. of adopters contacted	**27** **(2 dogs went together)**
No. of adopters giving feedback	**24**
No. of adopters mentioning some issues and receiving post adoption training support	**6** (first night a bit rough, separation anxiety, potty training, jumping up, struggling with visitors, leash pulling)
No. of returned adoptions	**5** under 2 months in home: 4 under a year in home: 1 Behavior-related: 1 (potty issues)

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

Community Outreach & Volunteer Report

October 2026 | Ann Brownell

Fall Solicitation: The solicitation card has been mailed and is receiving a strong response, with many donations coming in. Completed the mailing materials and mailing-list review.

Holiday Shop & Calendars: Continued merchandise ordering, organizing, pricing, decorating, and display setup. The 2027 calendars have been ordered, printed, and shipped and will be inspected, counted, and bagged. Calendar pickup will begin with the Holiday Shop's soft opening, tentatively planned for late in the first week or early in the second week of November. Buyers will be notified.

Volunteer Program: Revised the Dog Walker, Kitty Socializer, and Cat Caregiver/Cleaner handbooks, plus the general Volunteer Handbook and policies. Filled dog-walking and cat-room-cleaning openings, continued recruitment and scheduling, and followed up with 12 older applicants.

Adoption Programs: Subaru Loves Pets with Fox Marquette Subaru is winding up this week, following ongoing promotion, partner coordination, and adoption tracking. Completed BISSELL adoption and reimbursement tracking and individual Hidden Stars promotions recognizing Select Realty's sponsorship.

Community Outreach: Prepared the October e-newsletter and continued animal photography, videos, adoption bios, social media, and website updates. Promoted the donated microchip program and the October 29 Read to Your Shelter Pet event.

Animal Enrichment: Used a portion of my birthday Facebook fundraiser proceeds for UPAWS to purchase iCalm audio enrichment systems for the cat and dog areas and a Kindle Fire for enrichment videos.

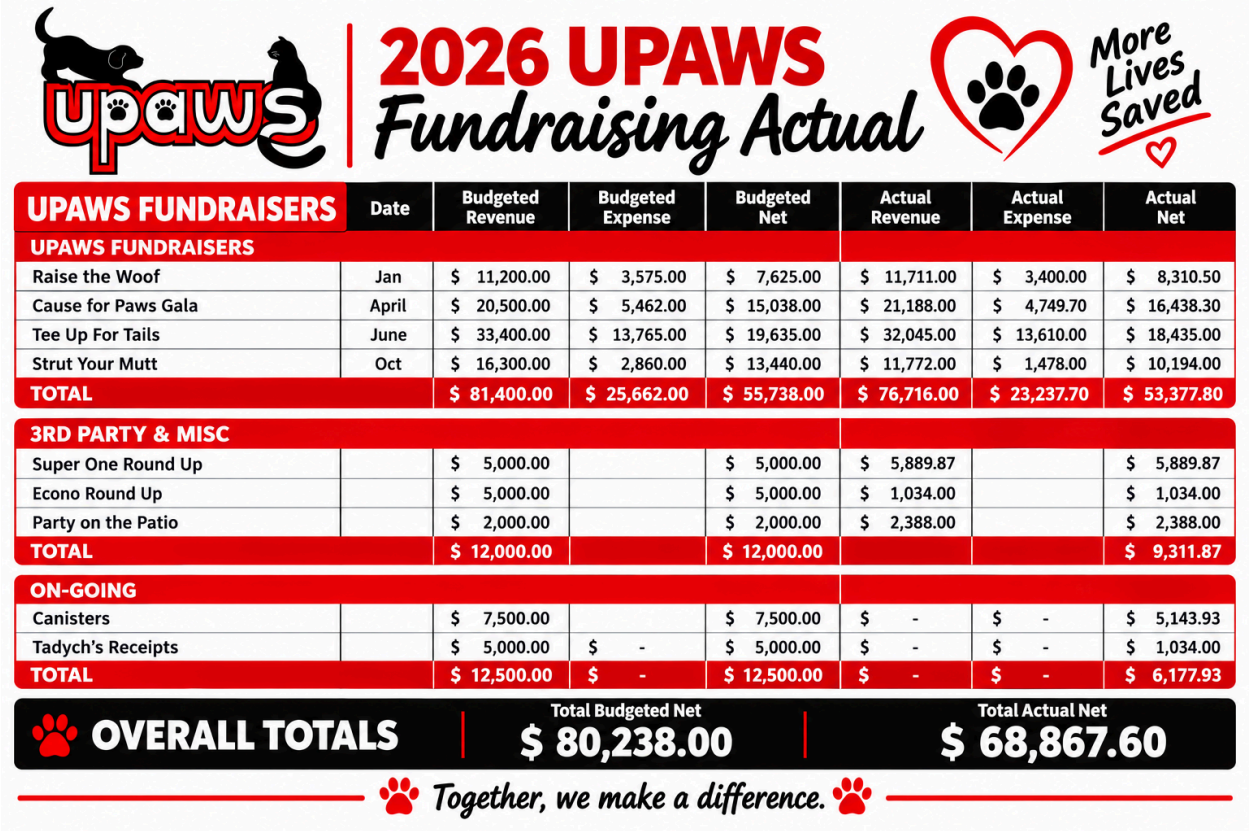
Holiday Newsletter: Writing will begin the first week of November. An email will go out with submission deadlines.

Michigan Pet Fund Alliance Conference: Attended sessions on adoption marketing, Adopters Welcome, recognizing pain in cats, reducing shelter noise, and kindness, communication, and public trust. I have prepared detailed reports with practical ideas to put into action at UPAWS. Reports and printed copies are available to interested board members. The conference was very worthwhile, and I'm grateful we had the opportunity to attend.

Fundraising Report October 2026

The **Annual Strut Your Mutt Charity Walk for UPAWS** was on October 3, 2026. The event raised over $10,000 (compared to 2025, $7,000) for our animal care here at UPAWS. Attendance was down from last year and pledges were down, we are determined to keep the event going with some new modifications. We will do this by perfecting what makes a successful event but also we plan to release dates of all UPAWS events at the first of the year so that we can get on your calendar. The first weekend of October will be our target date for 2027. We also plan to move the costume contest prior to the walk. Lastly, wondering if a weekday or Sunday change would increase participation.
Below is a draft summary of the 2026 fundraising year. Also included below is the actual for 2025 and 2026 with just the four fundraising events.

- 2025 Actual Net: $41,308.66
- 2026 Actual Net: $53,377.80



UPAWS FUNDRAISERS	Date	Budgeted Revenue	Budgeted Expense	Budgeted Net	Actual Revenue	Actual Expense	Actual Net
UPAWS FUNDRAISERS							
Raise the Woof	Jan	$ 11,200.00	$ 3,575.00	$ 7,625.00	$ 11,711.00	$ 3,400.00	$ 8,310.50
Cause for Paws Gala	April	$ 20,500.00	$ 5,462.00	$ 15,038.00	$ 21,188.00	$ 4,749.70	$ 16,438.30
Tee Up For Tails	June	$ 33,400.00	$ 13,765.00	$ 19,635.00	$ 32,045.00	$ 13,610.00	$ 18,435.00
Strut Your Mutt	Oct	$ 16,300.00	$ 2,860.00	$ 13,440.00	$ 11,772.00	$ 1,478.00	$ 10,194.00
TOTAL		**$ 81,400.00**	**$ 25,662.00**	**$ 55,738.00**	**$ 76,716.00**	**$ 23,237.70**	**$ 53,377.80**
3RD PARTY & MISC							
Super One Round Up		$ 5,000.00		$ 5,000.00	$ 5,889.87		$ 5,889.87
Econo Round Up		$ 5,000.00		$ 5,000.00	$ 1,034.00		$ 1,034.00
Party on the Patio		$ 2,000.00		$ 2,000.00	$ 2,388.00		$ 2,388.00
TOTAL		**$ 12,000.00**		**$ 12,000.00**			**$ 9,311.87**
ON-GOING							
Canisters		$ 7,500.00		$ 7,500.00	$ -	$ -	$ 5,143.93
Tadych's Receipts		$ 5,000.00	$ -	$ 5,000.00	$ -	$ -	$ 1,034.00
TOTAL		**$ 12,500.00**	**$ -**	**$ 12,500.00**	**$ -**	**$ -**	**$ 6,177.93**

OVERALL TOTALS	Total Budgeted Net	Total Actual Net
	$ 80,238.00	$ 68,867.60

Together, we make a difference.

September 2026 INCOMPLETE	DOGS		CATS		OTHER	TOTAL	
In Shelter	16		56		2	74	
In Foster	30	1 in true foster	99	1 in true foster	3	132	
TOTAL Beginning Count	46		155		5	206	
INTAKE	**DOGS**	**PUPS <5 mos.**	**CATS**	**KITS <5 mos.**	**OTHER**	**TOTAL**	**YTD**
Owner Surrender	12	6	16	9	19	62	340
Returned Adoption	0	0	1	0	0	1	19
Stray (from Police, Public and Shelter Pickup)	7	0	16	2	0	25	198
Born in Care	0	0	0	3	0	3	36
Transferred from Other Shelters	0	0	0	1	0	1	26
Special Hold/Service In	0	0	0	0	0	0	4
Seized/Custody (Cruelty & Neglect)	0	0	0	0	0	0	36
Total Intakes	**19**	**6**	**33**	**15**	**19**	92	659
OUTCOMES							
Adoptions (shelter, foster home or special event)	15	5	9	3	2	34	455
Total Adoptions YTD	**89**	**47**	**160**	**99**	**60**	**455**	
Returned to Owner	7	0	5	1	0	13	80
Transferred to Rescue Groups/Shelters	0	0	0	0	0	0	21
Total Live Outcomes	**22**	**5**	**14**	**4**	**2**	**47**	556
EUTHANIZED/DEATHS/MISSING/STOLEN							
Dangerous	0	0	0	0	0	0	1
Dying	0	0	0	0	0	0	6
Animal's Name and Reason							
TOTAL ANIMALS EUTHANIZED	0	0	0	0	0	0	7
Died at shelter/foster home - Unknown	0	0	0	0	1	1	11
Missing/Stolen/Escaped	0	0	0	0	0	0	0
Animal's Name and Reason							
Total Euth/Died/Other Outcomes	**0**	**0**	**0**	**0**	**1**	**1**	18
In Shelter	7		56		18	81	
In Foster	37	1 in true foster	129	1 in true foster	3	169	
TOTAL Ending Count (per formula)	44		185		21	250	
TOTAL Ending Count (per report)	44		185		21	250	
SAVE RATE (Intake- Euthanasia Outcome)/Intake						**100.0%**	**98.9%**
ASPCA Live Release Rate (Live Outcomes/ Intake)						**51.1%**	**84.4%**

UPAWS Board Development Committee Report – October 2026

The Board Development Committee met on October 12, 2026, to review prospective board candidates, committee responsibilities, and recruitment priorities. Updates were provided on current prospects, some unable to join at this time but are on our future radar. The committee also discussed identifying additional prospects through past UPAWS volunteers and community connections, with Sandy coordinating follow-up.

To improve committee efficiency and distribute responsibilities more effectively, members agreed to establish clearer roles. Steffani will continue overseeing committee communications and follow-ups, Reva will manage agendas and minutes, Sandy will coordinate candidate tracking and onboarding, and Crystal will oversee document management and recruitment outreach.

The Board Member Matrix has been redistributed to the Board for review. Additional community recruitment efforts will remain on hold until the matrix is finalized, allowing the committee to better identify gaps in board composition and prioritize outreach accordingly.

Priorities for the remainder of 2026 include strengthening the board candidate pipeline, finalizing the Board Member Matrix, and completing essential onboarding and recruitment resources. The committee aims to complete drafts of the Board Development Manual, Welcome Packet, and supporting documents by December 2026. Discussions also included simplifying committee descriptions and highlighting opportunities for individuals with a variety of skills and backgrounds to become involved.

Next Meeting: November 9, 2026, from 12:00–1:00 p.m. at Peter White Public Library, Dandelion Room.

Respectfully submitted,
Steffani Baker

Committee Chair

Personnel Committee Meeting AGENDA
10/10/26

- Staffing Levels: Ryan reported that we are fully staffed; two former staff members have returned (Courtnie and Maddie); Theresa is a new hire. Transition will begin 10/11.

- Review of following job descriptions: There are still some (notably Caregivers) that we have not reviewed. Discussion continued and Ryan will handle the review of the job descriptions.

- 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. Discussion followed on changes that should be made. Lynn will prepare an updated version of these policies to send to committee members for their review.

- Other business:
    - Since we are in the beginning stages of preparing the 2027 budget and future budget changes, Ryan and Chris will work on staff salaries for next year, taking into consideration across-the-board rate increases.
    - Lynn will send out the evaluation form for Ryan's performance to this committee to complete. The evaluations should be returned to her by 11/31, so that a decision can be reached prior to the Board's December meeting.

Submitted,

Lynn Andronis

Next meeting is currently scheduled for Monday, 11/2/26, at 12 pm, virtually.

POLICY & BYLAWS COMMITTEE MEETING MINUTES
October 26, 2026, 6:30pm, Border Grill Negaunee

Attendees: Chris Danik, Leslie Hurst,Christine Larson
Excused: Lynn Andronis, Brian Hummel, Linda Roncaglione *(Leslie can drop off meeting packets as needed).*

- September Minutes - Approved.

- Bylaws Review Project Follow-up: Ann posted to the website on 9/22, Leslie posted to drive (_Current Policies and Procedures) and put the previous version in the Policy/Bylaw Committee archive folder. Since attorney Wim has retired Leslie checked if there was a state or federal requirement to file the update and there is not:
  - **Michigan LARA:** The Michigan Department of Licensing and Regulatory Affairs does not collect, review, or file internal nonprofit bylaws. (Only initial *Articles of Incorporation* and formal *Certificate of Dissolution* are filed with LARA).
  - **The IRS:** You do not need to mail or submit updated bylaws to the IRS when you change them. If your 501(c)(3) organization undergoes a major structural or operational purpose change, you simply report it on your annual **Form 990.**

- Board Policies and Procedures Review Project:
  - Reviewed Chris's draft of the Donor Development Committee responsibilities (June DD Committee minutes also shared). We updated and Leslie will send it to Steffani, Chair of Donor Development, for their feedback.
  - Reviewed the sample layouts for a policy and a procedure using the Annual Report as an example. We like the current procedure layout and discussed whether policy layout needs further refinement. We will create a template, with a common page header and footer, and document header (meta data). We will all do more research as homework and hopefully finalize at the next meeting.

- Next Meeting November 23rd, Negaunee Border Grill (room reserved 6:15 to close).

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UPAWS Donor Development Committee

Board of Directors Report – October 2026

The Donor Development Committee did not hold its regularly scheduled October meeting due to scheduling conflicts and illness. However, committee members have continued collaborating through email and phone communications to move important initiatives forward.

Current discussions are focused on establishing clearer roles and responsibilities between the Donor Development Committee and UPAWS staff positions involved in fundraising, community outreach, and donor relations. The goal is to create a more organized and collaborative approach to donor development, ensuring responsibilities are clearly defined, communication is consistent, and donor relationships are effectively managed throughout the donor lifecycle.

The committee feels this foundational work is essential to establishing meaningful priorities for 2027 that align with UPAWS' strategic plan and long-term fundraising goals. By clarifying responsibilities and strengthening internal processes now, we aim to build a more coordinated and effective donor development strategy that supports the shelter's continued growth and sustainability.

Respectfully Submitted,
Steffani Baker

Committee Chair