



...IS COMMITTED TO SERVING THE BEST INTEREST OF THE ANIMALS WE STRIVE TO PROTECT.

**Board of Directors Meeting
August 3, 2017 at 5:30 pm
Re-Store Conference Room**

Agenda

- A. Call to Order Directors present: Absent (Excused/Not Excused)
- B. Additions to the Agenda? Approve agenda (2 min)
- C. Secretary's Report...Additions, Corrections? Motion. (3 min)
- D. Treasurer's Report (5 min)
- E. Committee Reports (10 min)
 - Community Education Committee
 - Animal Welfare Committee
- F. Director's Report (20 min)
 - Fundraising Report
 - Mod Squad Update
 - Legal Matters
- G. Old Business (40 min)
 - 40th Anniversary Updates
 - Kennel Coordinator Position
- H. New Business (5 min)
 - Board Info Page
- I. Discussion Items (5 min)
 - Ordinance Committee Updates
 - Reclaim Policy
 - Strategic Planning 2018
- J. Next meeting date/location

Motion to adjourn



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July 6, 2017 – GRR Board of Directors’ Meeting – Minutes

A. Call to Order/Introductions

The meeting was called to order at 5:38 pm.

Present: Board members: Geri Hickerson, Sue Feeney, Terri Ball, Jackie Ryder, Angie Fournier, and Andy Giusti,

Absent: Dennis Grace, Jennifer Janiksela, Laura Nord and Director: Brandon Mustful

B. Additions to/Approval of the Agenda.

Motion: Approve agenda

Motion: Jackie

Second: Andy

Motion passed.

C. Standing Reports

Secretary’s report

Motion: Approve June minutes as submitted with formatting errors due to computer issues

Motion: Jackie

Second: Geri

Motion passed.

Treasurer’s report

As per Brandon. More funds will need to be used from our line of credit.

Committee reports

Community Education Committee

Summarized 2 weeks of day camp with total of 22 campers. Reported 2 minor bite incidents.

Animal welfare committee

Updates will be available next month.

Wellness Clinic Committee

Event planned for July 15.

Director's Report

The report was presented and discussed. Board members raised questions re surrender form to be answered by Brandon at next meeting..

D. Old Business

40th anniversary event report. Article front page of Pioneer on June 30,

Kennel coordinator candidate, Hannah Nelson, to be interviewed Friday, July 21 with possible start date August 1.

Pilot program update.

E. New Business

Give Gab sheet

F, Discussion

Ordinance committee in holding pattern.

Next meeting is planned for August 3 at 5:30 at the Restore.

Motion: Adjourn

Motion: Geri

Second: Angie

Motion passed.

Respectfully submitted,

Sue Feeney
Secretary

Animal Welfare Committee Meeting Notes

7/27/2017

Present: Brandon Mustful, Lynn Gerlach, Dennis Grace

Kennel Coordinator – Brandon has hired a new kennel coordinator, Hannah Nelson. She is a licensed veterinary technician from the Rochester area. She will start in mid-August

Tootsie bite incident – the adopters of Tootsie are claiming gross negligence on the part of GRR for not disclosing behavior issues of the dog. Brandon is working with our insurance company to defend us against this claim. Our adoption contract may need to be reviewed by a lawyer.

Shade for outdoor kennel areas – For years we have tried to find a satisfactory solution to allow for shade for the dogs in outdoor runs. Dennis shared some pictures of what other shelters have done. Brandon will discuss with Jules to see if we can do something similar.

Changes to the committee – Heather has moved to Fargo and will no longer be part of the committee. Dennis has offered to act as chair is no one else would like to do it. We will wait to discuss at the next meeting.

New Cleaning Protocols – Corresponding with recommendations by the ASPCA, Brandon and staff are working on new cleaning protocols. He will send them to the committee to review.

Canine Influenza Outbreak – There has been an outbreak of Canine Influenza in Southern and Central Minnesota animal shelters. It is probably only a matter of time before it reaches us. Staff have been informed to look for symptoms and quarantine dogs with those symptoms right away.

Ringworm Outbreak – Two shelter staff contracted ringworm recently along with several kittens that are now in foster homes. We believe the ringworm was contained to only a few cats. Foster care providers have been given instructions for sanitizing their homes.

Cat Adoption Special – During the last few years we've held a cat adoption special in August. This year, Brandon will only offer a few of the longer term cats at a discounted rate. Otherwise, cats are moving through the shelter pretty well!

Next meeting scheduled for August 31 at 5:30 pm.

Community Education Committee Meeting Notes

7/19/2017

Present: Brandon Mustful, Terri Ball, Jennifer Janiksela, Angie Fournier

The committee discussed and reviewed our Day Camp program:

- We agreed that things went well overall. Jennifer reported a very satisfied parent and child from week one.
- Two adoptions happened from families of day campers and an extra \$50 donation was made
- Some parents were upset about the random field trip. In the future we should strive to notify them even if it is a last minute change.
 - Maybe we could do a full afternoon field trip next year
- The guest speakers and pet social time are a big hit among the kids
- In the future, we need to have a preparation meeting with staff and volunteers. We also need to recruit more volunteers.
- For pet social time, we should schedule specific groups with specific pets at specific times to avoid any bickering among the kids.
- Terri Ball will not work the camp as she has the past two years. Angie Fournier could help with education time, but can't work the full camp.
- We need to consider hiring a Camp Director for next year.

The committee discussed other educational outreach ideas:

- GRR Pet Patrol was not a successful program.
- We need to think of something that people are forced to do- something that helps them think critically about the responsibilities of pet ownership
- Each member of the committee will come up with three ideas for educational outreach. The ideas can vary from things that help adopters to broader educational initiatives.

Next meeting is scheduled for August 23 at 5:15 pm at the shelter.



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Director's Report and Fundraising Update 8/1/2017

Fundraising Updates

Fall Harvest Dinner-Our next Fall Harvest Dinner Meeting is scheduled for Tuesday, August 8 at 6 pm at Randy and Vicky Brandsted's house. We will be test-tasting some possible menu items for the dinner. This year's event will be on Saturday, October 14 at the Eagles Club. Dinner will be from 5 to 7 pm, with a program from 7 to 8 pm, and live music by the Acousthicks from 8 pm to midnight.

Bemidji Classic Rock Pub Crawl- Carla Mystic has scheduled a Pub Crawl on Saturday, September 16 from 1 to 8 pm. Proceeds from the event will benefit Great River Rescue. Details can be found on our Facebook page.

Community Pint Night – Mugs for Mutts is scheduled for Wednesday, September 27 from 5 to 7 pm at Bemidji Brewing.

Community Outreach

Mod Squad News Stories – Ethan coordinated various media reports on the Mod Squad from TV News stations in Duluth and Fargo. We hope to gain support for the program by reaching out to a broader audience.

Sears – I brought some animals to Sears at their request on Monday, July 17. Unfortunately, it was a very poorly attended event.

Boys and Girls Club – I gave a presentation to about 50 elementary aged kids at the Boys and Girls Club on Tuesday, July 18. I focused animal handling safety, and things to think about before adopting a pet.

Sizzlin' Summer Fun at Spinal Health Professionals – I brought a few shelter dogs to this event on Tuesday, July 25 at Spinal Health Professionals. This was a well-attended event and many people came back to the shelter to look at our dogs. SPH continues to raise funds for the shelter through a donation program with their clients.

Community Event Expectations – I created a list of expectations for community events and listed it on our website. Unfortunately, for many of these events we receive little or no donations. I have considered charging a fee for us to bring animals to events, but I don't want to do that if possible.

ASPCA Grant Update

I have signed and sent in the final grant agreement to the ASPCA. The check should arrive in the mail soon. At that point, I can finally order the new disinfectant and equipment.

Our intake program continues to move along smoothly. Average length of stay for cats in July was 15 days and dogs were only 10 days. We did have two dogs reclaimed after being at the shelter for 7 days.

Cat Portals

Jules continues to work on installing the cat portals. With these portals single cat kennels can be converted into double kennels which gives the cat more space, and helps staff more easily clean the kennels. Funding for this project came to us last year through the Beltrami Electric Round-up Program.

Wellness Clinic

Our Wellness Clinic on Saturday, July 15 went smoothly, although it wasn't very busy. In the end, we helped 13 people and 19 animals with veterinary and grooming services. There was a Leech Lake Legacy clinic held on the same day which may have affected our attendance.

Incident Reports and Incident Disclosure Form

In light of recent legal issues, staff and I have created some new forms and reporting requirements regarding animal behavior issues. First, any animal that bites will need to have a written assessment completed during its time in quarantine. The Kennel Coordinator will then recommend further action for the animal and will have to sign off to approve having the animal re-enter the shelter population.

Additionally, every time an animal has a behavioral incident we will attach an incident disclosure form to the animal's profile. The form will include a short description of the incident. Any adopter will be required to sign the disclosure form upon adoption showing that we have reported the incident to them.

Cat Adoption Special

In the past few years I have held a \$9 cat adoption special during the month of August. This year, I will only be offering a few of our longest stay cats for \$9. For the most part, cats are moving quickly enough where the adoption special is not necessary.

Tour of Paws N Claws

I will be taking a tour of the new Paws N Claw shelter in Hackensack on Wednesday, August 9. I look forward to seeing their state-of-the-art facility.

Emergency Preparedness Meeting

I met a woman who helped Tri-County Humane Society develop their emergency preparedness plans. She put me in contact with some Red Cross Relief workers. I will be meeting with them to discuss our plan and partnering with the Red Cross on Friday, August 10.

Canine Influenza

An outbreak of Canine Influenza occurred in early July in an animal shelter in Willmar, Minnesota. There has also been an outbreak at HART in Brainerd. Based on some reports, it is possible that these outbreaks originated in Detroit Lakes. Staff have been informed as to what symptoms to look for. Any dogs exhibiting symptoms of the illness will be quarantined immediately.

Ringworm

We experienced a small outbreak of Ringworm which affected two staff members, and several kittens in foster care. All foster care providers were contacted and informed of the situation and told to watch for symptoms. All affected people and animals are being treated.

MOD SQUAD UPDATE

- **Adoptions:** Patrick (July 15th)
- **New Enrollments:** Marley (July 17th)
- *WDIO-TV* (Duluth) arrived at GRR on July 19th to film a segment about the Mod Squad. The segment aired as a special report, "**Good Dogs, Bad Start**" on July 26th during their 10 pm newscast.
- *Valley News Live* (Fargo) arrived at GRR on July 21st to film a segment about the Mod Squad as well. The segment aired on July 26th during their 6 pm newscast.
- Program Coordinator Ethan Larson and Ambassador Shiloh traveled to the Fargo studios of *KVRR-TV* to do a live interview on during their July 27th segment of **Pet Connection**.
- The next Mod Squad In-Service meeting is scheduled for August 15th.
- Volunteers Teri Collyard and Angela Morris made a major contribution to the *WDIO-TV* & *Valley News Live* segments, respectively and did an awesome job. They are both rock stars.

Shelter Stats 2017

						Last Year				
		Dogs	Cats	Dogs YTD	Cats YTD	Total YTD	Dogs	Cats	Total	YTD
Beginning Animal Count as of 7/1/2017		11	50	n/a	n/a	61	18	38	56	
Intakes	Township Impound	0	1	3	15	18	0	3	3	20
	City Impound	0	6	4	19	23	2	1	3	29
	Turtle Lake Twn	0	0	1	0	1	0	0	0	1
	Abandoned	0	0	0	1	1	0	0	0	1
	Stray	6	5	10	47	57	3	15	18	35
	Surrendered	6	4	42	38	80	10	15	25	108
	Born @ GRR	0	3	0	10	10	0	3	3	4
	Transfer From Other Shelter	0	0	17	6	23	0	0	0	19
	Returned	1	1	7	5	12	1	1	2	16
Total Intakes		13	20	84	141	225	16	38	54	233
Outcomes	Adopted	8	21	75	131	206	12	14	26	178
	Reclaimed	3	1	6	7	13	2	0	2	7
	Died	1	0	2	1	3	0	2	2	6
	Euthanized	0	0	1	0	1	0	1	1	3
	Lost	0	0	0	0	0	0	0	0	0
	Transferred to Other Shelter	0	0	0	0	0	10	0	10	10
Total Outcomes		12	22	84	139	223	24	17	41	204
Ending Animal Count as of 7/31/2017		12	48	n/a	n/a	60	18	38	56	
Other Animal Stats	Spay/Neuter	2	19	41	109	150	5	6	11	112
	Request for Surrender	23	71	102	239	341	16	58	74	395
	Animals in Foster Care	8	24	n/a	n/a	n/a	3	16	19	
		This month Total				Last Year to Date				
Volunteer Hours		119	1043			1731				

In-Kind Donations	Lbs		Value
	dry	moist	
Dog Food	459	42	\$ 384.27
Dog Treats	25.5		\$ 63.75
Cat Food	172	76	\$ 289.08
Cat Treats	3.5		\$ 1.25
Cat Litter	182		\$ 36.40
Other items:			\$ 412.00
Total			\$ 1,186.75

- | | | | |
|--|---------------------------|----------------------------------|-----------------------|
| Baby Food (oz) | blanket | petco lunch box | dog sweater |
| Dog Kong's | clicker training clickers | set of 4 dog booties | bag leashes/collars |
| Tidy Cats Litter Box/ K9 advantix II (doses) | | stuffed rope dog | 16 oz. Peanut Butter |
| probiotic for cat (oz) | Interceptor plus (doses) | treat tote | 18 oz. Peanut Butter |
| cat toys | 6' chain link kennel | towels | Lg. Dog Bed |
| med carrier | plastic dog house | treat tin | Covered Litter Box |
| dog brushes | sm pet bed | dog wipes (pk) | Litter Scoop |
| dog shampoo | lrg dog pillow | lrg harness | Lg. Cat Toys |
| dog leash | 12 pks mice | rugs | Cat toys (bag) |
| sm carrier | pee pads (pk) | shampoo | Divided cat food dish |
| dog brushes/combs | lrg dog bed | conditioner | med carrier |
| pet clipper | wash cloths | hydrocortisone spray | Dog dishes |
| Cloth puppy pads | rags | bandana | med pet porter |
| Lg. dog House | Cat Carrier | pee pads | Rope toys |
| scratch post | Dish holder and 2 dishes | Hot spot itch (ounces) | cat toys |
| scratch cardboard | Cat bed | flea/tick cat shampoo (ounces) | puppy pads |
| cat brush | Paper towels (rolls) | Fle/tick spray (ounces) | dog cone lrg |
| dog toys | laundry detergent (oz) | Anti shed spray (ounces) | litter box & cover |
| laundry detergent (c | cat toys | No rinse shampoo | |
| toilet paper (rolls) | towels | cat shampoo (ounces) | |
| paper towels (rolls) | food bowls | Liquid laundry detergent (51 oz) | |

knitted cat beds
cats toys
dog collars

poo bag holder
Adams flea/tick foggers
hartz spot on flea/tick cat
dog diapers

bleach
paper towels (rolls)
printer paper
glass cleaner



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Adoption Contract

Adopter Information

Driver's License Number

Full Name

Address

City State Zip

Home Phone Cell Phone

Email

Animal Information

Animal # Spay/neuter date

Animal Name estimated DOB

Cat Dog Male Female

Date In Date Out Days in Shelter

\$ _____
Adoption Fee Sales Tax Staff Initials

Cash___ Credit Card___ Voucher/Gift Cert ___

By initialing below, I acknowledge that I have read, understand, and agree to the following statements:

____ Great River Rescue does not offer cash refunds. I am ready to adopt a pet and accept the financial responsibility that goes with pet ownership.

____ I understand that Great River Rescue allows me a period of time during which I may bring the pet back and select another. I understand that it is my responsibility to remain in contact with Great River Rescue if I am having issues with my new pet that may result in its return to the shelter. Payment must be made in full at the time of adoption. If I must return the pet, a voucher may be issued for the full price paid at adoption and I will have one year to find an appropriate pet.

____ I understand that the shelter reserves the right to deny the issuance of a voucher if situations of abuse or neglect are suspected or reported.

____ I agree to provide the pet with proper and sufficient food, water, shelter, medical care and compassion at all times.

____ I agree to comply with all Federal, State, and local laws, regulations, and ordinances applicable to companion animals.

____ I understand that Great River Rescue is committed to adopting out animals in good faith. All known medical, physical, behavioral conditions, and special needs have been disclosed to me as the prospective adopter. I acknowledge that dogs are not given any blood tests by GRR. I understand that any costs incurred relating to any disclosed or pre-existing condition are my responsibility as of the date of adoption.

_____ I acknowledge that GRR has strongly recommended that I take the pet(s) to my veterinarian for an examination within 3-5 days of the adoption. If, within that time frame, the veterinarian diagnoses a condition/disease not previously disclosed and I want to return the pet to the shelter, I must notify GRR and provide a veterinary statement. GRR, at its own discretion, agrees to either take the pet back and issue a voucher or pay for the treatment/medication for the pet (with prior authorization only). GRR will not provide a refund of the adoption fee, pay for the veterinary examination or reimburse expenses incurred for the pet without express prior written authorization.

_____ I understand that animals can be unpredictable and Great River Rescue will not be held liable for the unexpected conduct of the animal, and Great River Rescue has not made any warranties about the temperament or conduct of this animal.

I have read and agree to the above conditions and disclaimers in this document and am ready to assume the responsibility of pet ownership. I hold GRR harmless from any unauthorized veterinary expenses, and any other expenses incurred at the time of, or following this adoption.

Adopter's Signature

Date



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Reclaim Form

Claimant Information

Driver's License Number

Full Name

Address

City State Zip

Home Phone Cell Phone

Email

Animal Information

Animal # Spay/neuter date

Animal Name

Cat Dog Male Female

Date In Date Out Days in Shelter

\$ _____
Reclaim fee Staff Initials

Cash___ Credit Card___

By initialing below, I acknowledge that I have read, understand, and agree to the following statements:

___ I certify that the animal that I am claiming from Great River Rescue does belong to me. I agree that Great River Rescue has taken all reasonable measures to care for the animal while in its possession.

___ Great River Rescue does not offer cash refunds. I am ready to reclaim my pet and accept the financial responsibility that goes with pet ownership.

___ I agree to provide the pet with proper and sufficient food, water, shelter, medical care and compassion at all times.

___ I agree to comply with all Federal, State, and local laws, regulations, and ordinances applicable to companion animals.

___ I understand that Great River Rescue is committed to adopting out animals in good faith. All known medical, physical, behavioral conditions, and special needs have been disclosed to me as the claimant. I acknowledge that dogs are not given any blood tests by GRR. I understand that any costs incurred relating to any disclosed or pre-existing condition are my responsibility as of the date of reclaim.

_____ I understand that animals can be unpredictable and Great River Rescue will not be held liable for the unexpected conduct of the animal, and Great River Rescue has not made any warranties about the temperament or conduct of this animal.

I have read and agree to the above conditions and disclaimers in this document and am ready to assume the responsibility of pet ownership. I hold GRR harmless from any unauthorized veterinary expenses, and any other expenses incurred at the time of, or following this reclaim.

Claimant's Signature

Date

Staff Signature

Date



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Animal Surrender Cover Sheet

Today's Date

Animal's Name

Full Name

Street Address

City

State

Zipcode

Phone Number

Email

How long have you had this pet? _____

Why are you surrendering this animal? _____

If this is a stray animal, please provide the location this animal was found.

Please proceed to following pages to provide information on the animal's behavioral and medical history.

I acknowledge that I have read, understand and agree to the following statements:

____ I have sole ownership of the animal listed above and no other person has right of property on this animal. There are no legal disputes over the custody of this animal.

____ I relinquish all rights of ownership on the animal.

____ Great River Rescue tests animals for certain diseases, does temperament testing and has the final say to the disposition of the animal.

____Should I decide that I want this animal back, I will be required to go through the adoption process and pay the fees required for the adoption, even if it is the day after surrendering this pet.

____I understand that I can only adopt the animal back if it is still available for adoption.

____I give Great River Rescue permission to contact my veterinarian(s) and obtain any medical records for this pet.

____All the information I have listed both here and on the corresponding surrender form is correct.

Surrender Fee \$_____ Other Donation_____

Payment Method: Cash___ Credit Card___ Check # _____

Surrenderer Signature_____

Staff Signature_____

Strategic Plan 2015 Review

Goals

Help the Most Animals

- Total animal intake increased each year
- Average length of stay decreased each year
- Total adoptions trending upward
- Held Spay/Neuter Clinic, Microchip Clinic, and Wellness Clinic

Highest Quality Care for the Animals

- Adding Veterinary Technician to our staff in 2017
- Revised and improved quarantine, intake, and cleaning protocols
- Will be using new sanitizing solution as recommended by the ASPCA

Positive Financial Health

- Created Operating and Long-Term investment funds
- Have not used Bank line of credit
- Increased revenue each year

Clarity of Purpose

- Successfully changed the name of the organization
- Created new marketing materials and consistently attended community events
- Facilitated regular tours and service projects for community groups

Positive Image in the Community

- Mostly positive responses on annual survey and post-adoption surveys
- Increased following on social media and high user ratings

Be a Community Resource

- Created resource page on our website with valuable links
- Developed emergency preparedness plan
- Partnered with local Domestic Violence shelter
- Created Summer Day Camp program

Strategies

Change the Name of the Organization

Pros- Got the name changed within a year. Mostly positive feedback on the new name.

Cons- Some confusion as to whether or not GRR is the same organization as BHS.

Develop Strategic Partnerships

Pros- Made some improvements in relationship with City Pound.

Made some headway with Cass Lake Impound and area Reservations.

Met with many vet clinics in Bemidji, Park Rapids, Grand Rapids and beyond

Cons- No real partnership action plan created. Although we did have marketing and outreach plans.

Not able to make much progress with the County on Emergency Planning

Increase Marketing and Outreach Activities

Pros- Created new marketing materials.

Utilized marketing interns.

Students at BSU conducted marketing projects for us.

Created new educational materials and conducted educational outreach.

Utilized graphic designer to create brand standards.

Cons- Not able to attract large groups of people for educational outreach activities.

Not able to increase overall marketing budget.

Recruit and Retain Qualified Staff

Pros- Able to hire a certified veterinary technician.

A few employees retained during entire period.

Able to offer 50/50 health plan.

Utilized some kennel interns.

Revised the volunteer handbook.

Cons- Not able to do as much staff training as desired.

Board and committee recruitment not where we want it to be.

Volunteer recognition not where we want it to be.

Increase Revenue

Pros- Revenue consistently increasing.

Some successful new fundraisers.

Increase in earned revenues.

Increase in total givers and average gift size.

Better tracking of business support.

Cons- No substantial increase in corporate giving.

Advocate for the Animals

Pros- New signage at shelter and on walking trails.

Continued use of local media.

Increased social media use.

Working on city ordinances.

Cons- Lost & Found brochure created but not printed.

No new signage around town.

Explore New Programs

Pros- Held three total weeks of summer camp programming.

Started cat room webcam.

Cons- Not able to begin TNR program.

May not be able to continue summer camp program.

Cat cam hard to administer regularly.

Improve Efficiency of the Organization

Pros-Employee handbook revised

New Shelter Software program for tracking animals and communicating with staff.

Constantly reviewed and revised intake and adoption procedures. Created transfer policy.

Cons- Performance measures difficult to track accurately.

Hard to get post-adoption responses and to respond accordingly.

Challenging to keep all board members in the communication loop.

Improve Facility and Grounds

Pros- Maintaining annual maintenance plan.

Several improvements to trails.

Walls painted, new flooring, took out old walls, etc.

Cons-No movement on solar energy or other renewable sources.

No research facility enlargement or new facility.

Great River Rescue - Key Financial Indicators - 2017

	January	February	March	April	May	June	July
Balance Sheet							
Total Checking/Savings	\$ 42,227.90	\$ 31,354.95	\$ 33,388.50	\$ 23,900.16	\$ 24,233.11	\$ 16,609.87	\$ 10,356.41
Total Current Assets	\$ 187,033.39	\$ 174,280.35	\$ 177,365.06	\$ 166,152.29	\$ 168,281.36	\$ 161,051.78	\$ 154,310.70
Total Current Liabilities	\$ 6,945.58	\$ 6,155.60	\$ 7,266.61	\$ 7,934.17	\$ 5,971.44	\$ 6,478.17	\$ 6,773.61
Profit/Loss Sheet							
Contributed Support	\$ 4,633.83	\$ 4,818.66	\$ 5,716.53	\$ 5,491.69	\$ 5,038.50	\$ 2,827.45	\$ 3,043.74
Earned Revenues	\$ 3,802.42	\$ 3,080.62	\$ 4,694.90	\$ 5,052.37	\$ 2,728.54	\$ 4,612.67	\$ 4,079.60
Total Income	\$ 8,648.70	\$ 11,572.69	\$ 16,139.73	\$ 13,893.31	\$ 17,495.96	\$ 10,800.83	\$ 12,905.95
Animal Expenses	\$ 3,637.13	\$ 2,284.76	\$ 4,513.82	\$ 2,165.05	\$ 3,206.54	\$ 2,071.90	\$ 3,222.50
Salary & Related Expenses	\$ 10,986.63	\$ 12,903.50	\$ 11,194.96	\$ 12,370.81	\$ 11,727.34	\$ 12,349.05	\$ 12,233.30
Total Expenses	\$ 17,767.55	\$ 18,632.13	\$ 18,797.17	\$ 19,594.85	\$ 19,147.54	\$ 17,645.95	\$ 19,385.76
Net Income	\$ (9,270.12)	\$ (7,303.02)	\$ (2,877.92)	\$ (6,033.75)	\$ (1,743.23)	\$ (7,777.00)	\$ (7,332.16)
Key Budget Indicators							
Contributed Support	72.5%	79.3%	91.4%	85.6%	86.9%	86.5%	87.9%
Special Events	0.0%	30.0%	57.8%	56.6%	86.7%	76.6%	69.2%
Gift Shop	64.3%	93.2%	103.6%	109.4%	103.8%	115.3%	109.6%
Earned Revenues	89.1%	83.7%	90.6%	94.1%	86.0%	87.6%	88.7%
Animal Expenses	134.3%	108.3%	130.9%	115.8%	116.2%	109.4%	110.7%
Salary & Related Expenses	89.6%	97.4%	95.4%	108.3%	96.5%	97.2%	97.6%
Utilities	79.5%	95.3%	91.8%	91.2%	96.6%	96.1%	95.6%
Ratios							
Current Ratio	26.93	28.31	24.4	20.9	28.2	24.9	22.8
Quick Ratio	6.14	5.16	5.5	3.03	4.25	2.73	1.73
Days Cash on Hand	283.44	264.11	268.79	251.79	255.02	244.06	233.85
Debt to Equity Ratio	0.017	0.016	0.018	0.021	0.015	0.017	0.018
Operating Margin Percentage	-1.091	-0.631	-0.18	-0.43	-0.10	-0.72	-0.57

Current Ratio - The higher the ratio the better. Healthy ratio is between 2 and 4

Quick Ratio - Measures your organization's ability to meet its short term financial obligations. Healthy ratio is between 2 and 4

Days Cash on Hand - Measures the number of days of average cash expenses that the organization maintains.

Debt to Equity Ratio - Tells you the proportion of debt versus assets being used to support the organization. Lower the better.

Operating Margin - Measures the bottom line compared to total revenues. Higher values preferred.