Message from the President

In 2009 the SAWA Board of Directors and volunteer leadership targeted efforts to ensure we deliver excellence to the community we serve. SAWA hired our first Executive Director in December 2008 (Maurine Dyer Stevens) and immediately began extensive organizational strategic planning to transition governance to strategic leadership, partner with key corporate sponsors, collaborate on national issues, strengthen our mission and articulate the SAWA vision.

The SAWA financial base is stronger than ever, in spite of current tough economic times. Membership approached 600 by 2009 year-end; SAWA conferences enjoyed record attendance; SAWA Certification grew, adding ten new leaders; and the SAWA salary and benefits survey continued to be an industry benchmarking tool.

SAWA recognized the extraordinary leadership of Robert Rohde, CAWA, Harold Dates, CAWA and Robert Downey during the 2009 Annual Conference. And, SAWA confirmed the 2010 Board of Directors:

Jan McHugh-Smith, CAWA, Chair, Humane Society of the Pikes Peak Region
James Bias, CAWA, Vice Chair, SPCA of Texas
Cal Morgan, Past Chair, Michigan Humane Society
Alice Calabrese, CAWA, Treasurer, Lollypop Farm, The Humane Society of Greater Rochester
M. Christie Smith, CAWA, Secretary, Potter League for Animals
Carl Bandow, Director, City of Toronto Animal Services
Jodi Buckman, CAWA, Director, Capital Area Humane Society
Patricia Mercer, CAWA, Director, Houston SPCA
Anthony Priore, Director, Humane Society of Broward County
Neil W. Trent, Director, Longmont Humane Society

We are truly grateful to all our sponsors who helped us make these results possible. A special thanks to Hill’s Science Diet, a tremendous partner and major contributor to our infrastructure enhancements.

We welcome our new members and those new to the industry. We encourage you to get involved and continue to make SAWA the premiere society for animal welfare, care and control professionals.

Thank you and here’s to another exciting year!

Cal Morgan, 2009 Board President
Accomplishments

- SAWA brought external contracts “in house” to best manage and respond to new opportunities and enhanced member benefits.
- Membership grew by 14%, including 139 new Executive & Manager Level Members.

<table>
<thead>
<tr>
<th>2009 Membership</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Member Type</strong></td>
</tr>
<tr>
<td>Executive</td>
</tr>
<tr>
<td>Manager</td>
</tr>
<tr>
<td>Associate</td>
</tr>
<tr>
<td>Industry Partner</td>
</tr>
<tr>
<td>Honorary</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>

- SAWA certified ten new professionals…distinguished leaders:
  - Beth Brookhouser, CAWA, SPCA of Monterey County
  - Alice Calabrese, CAWA, Lollypop Farm, The Humane Society of Greater Rochester
  - Rea Cord, CAWA, Humane Society of Elmore County
  - Marta Diffen, CAWA, Michigan Humane Society
  - Patricia Forister, CAWA
  - Tamara Goforth, DVM, CAWA, SPCA Cincinnati
  - Doug Kelley, CAWA, Denver Animal Control & Shelter
  - Cary Lieberman, CAWA, Greenhill Humane Society
  - Susan Mentley, CAWA
  - Tara Yurkshat, CAWA, Houston SPCA

- SAWA assisted members in locating qualified candidates for job openings in their organizations.
- SAWA awarded nine scholarships for members to attend educational conferences:
  - Randy Partee Scholarship: outstanding contributions to the animal welfare industry:
    - Steven Kaufman, Animal Protective Association of Missouri
    - Carolyn Paden, Blue Ridge Humane Society
    - Tom Sandi, Campaign Against Cruelty to Animals
    - Joanne Schoch, Humane Society of the Nature Coast
    - Nina Wingfield, Collierville Animal Services
  - Legacy of Leadership Scholarship: extraordinary leadership to the profession:
    - Jocelyn Bouchard, CAWA, Maui Humane Society
    - Vicki Davis, CAWA, Tri-County Humane Society
    - Jane McCall, CAWA, Dubuque Regional Humane Society
    - Rebecca Rhoades, DVM, CAWA, Kauai Humane Society
The SAWA 2009 Management Conference - focused on education to develop skills needed to advance mid and senior level managers to an executive leadership role – held in Cincinnati, Ohio, drew 120 registrants.

The SAWA 2009 Annual Conference – leaders gathered to focus on critical issues important to advance the field – held in Austin, Texas, drew 256 registrants and featured 27 industry partner sponsors and exhibitors.

An Educational Needs Assessment, gauging member needs to guide the efforts of the SAWA Conference Committee, was completed in December 2009.

SAWA collected data from 117 organizations in the US and Canada and published the **2009 Salary and Benefits Survey**, a joint effort with Mountain States Employer Council: 43 animal welfare, care and control jobs reporting turnover rates, Asilomar Accords data, operational practices, annual budgets, salaries and benefits and personnel practices.

SAWA Board of Directors updated SAWA Bylaws to reflect the changing role and focus of the Board to target strategic issues.

SAWA member-only listserv provided a networking-at-your-fingertips tool.

SAWA Membership Committee developed a Marketing Plan to provide outstanding value to current and potential members and enhance the voice of our profession.

**SAWA E-News** was redesigned to provide best practice sharing and quick-look format.

---

**Financial Overview***

**2009 INCOME:**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conferences</td>
<td>$ 55,230</td>
</tr>
<tr>
<td>Sponsorships</td>
<td>557,450</td>
</tr>
<tr>
<td>Membership Dues</td>
<td>102,104</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>10,187</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td><strong>$ 724,971</strong></td>
</tr>
</tbody>
</table>

**2009 EXPENSES:**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conferences &amp; Membership</td>
<td>$ 182,860</td>
</tr>
<tr>
<td>Certification Program</td>
<td>28,103</td>
</tr>
<tr>
<td>Leadership &amp; Strategic Planning</td>
<td>40,931</td>
</tr>
<tr>
<td>Technology</td>
<td>8,809</td>
</tr>
<tr>
<td>Management &amp; General</td>
<td>203,455</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td><strong>$ 464,158</strong></td>
</tr>
</tbody>
</table>

*Financial Review by Heider, Tanner & Dirks, Certified Public Accountants as of 12/31/09*
SAWA is a community of professionals committed to excellence in the management and operation of local animal welfare and control organizations. Through the active involvement and contributions of our members, SAWA provides the practical knowledge, resources and solutions members need to grow as professionals, achieve the goals of their organizations, and, collectively, advance the animal welfare profession.

**SAWA Vision/Long-term Goals**

1. SAWA is respected as the voice for effective management of local animal welfare and control organizations, and related issues where this expertise is essential.
2. SAWA is the source for professional knowledge, best practice, standards of competency and industry data concerning the operation of local animal welfare and control organizations.
3. SAWA is the catalyst for continuous professional development of agency management and elected leadership teams.
4. SAWA is the access point to a robust network of experience, expertise, ideas and resources willingly shared by its members who represent the full diversity of animal welfare and control organizations.
5. SAWA is a sought-after partner with industry and related animal welfare organizations pursuing mutual goals and interests in advancing the profession.
6. SAWA operates with the infrastructure, volunteer and staff leadership and financial capacity required to fulfill its mission at the highest levels of excellence.

**2009 Board of Directors**

Cal Morgan, Michigan Humane Society - President  
Harold Dates, CAWA, SPCA Cincinnati - Past President  
Alice Calabrese, CAWA, Lollypop Farm, Humane Society of Greater Rochester - Treasurer  
Jan McHugh-Smith, SPCA San Francisco - Secretary  
Carl Bandow, City of Toronto Animal Services - Director  
James Bias, CAWA, SPCA of Texas - Director  
Jodi Lytle Buckman, CAWA, Capital Area Humane Society - Director  
Patricia Mercer, CAWA, Houston SPCA - Director  
Anthony Priore, Humane Society of Broward County - Director  
Robert Rohde, CAWA, Dumb Friends League - Director  
M. Christie Smith, CAWA, Potter League for Animals - Director  
Neil W. Trent, Longmont Humane Society - Director
Thank you to SAWA SPONSORS!

Charter Sponsor

YOUR PASSION IS OUR MISSION.

Presenting Sponsors

Title Sponsors