2010 was a year of c-h-a-n-g-e with a capital C. The antiquated, manual data management system was upgraded to new on-line technology that allows for flexibility and growth.

SAWA launched a new brand in November 2010, that included a new logo, and a renewed commitment to provide tools to our “Leaders Committed to Excellence.”

SAWA confirmed the 2011 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
Judy Calhoun, CFRE, CAWA, Director, Larimer Humane Society
Rich Johnson, Director, Sacramento SPCA
Patricia Mercer, CAWA, Director, Houston SPCA
Anthony Priore, Director, Humane Society of Broward County
Neil W. Trent, Director, Animal Welfare League of Arlington

Two factors led directly to our 2010 successes: the commitment of leaders in our industry who shared best practice principles, mentored others, and continued their professional growth. And, our generous industry partner support that provided the funds to help us launch new ventures, offer conference scholarships, and upgrade our technology. We want to extend a special thanks to Hill’s Pet Nutrition, a tremendous partner and major contributor to our mission and program of work.

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.

Jan McHugh-Smith, CAWA
Chair of the Board
Accomplishments

- **SAWA** launched a new brand, including a new logo that captures the essence of **SAWA**: energy and growth; working side-by-side with animals, in harmony. Professional membership materials, and other collateral were produced to increase awareness of the professional mission of **SAWA**.

- The new **SAWA** Website (http://www.sawanetwork.org) was launched in November, providing flexibility and capacity to deliver 24/7 member services.

- Our new video – *Leaders Committed to Excellence* – is available to download on our website.

- The **SAWA** 2010 Annual Satisfaction Survey revealed the following feedback:
  - 96% rated our conferences above average (specifically good to excellent!).
  - 89% rated our services valuable to extremely valuable.
  - **Most valuable service**: Opportunity to network with industry professionals.

- **SAWA** 2010 *Management Conference*, held in Sacramento, CA, drew 112 registrants, focused on education to develop skills needed to advance mid and senior level managers to executive leadership roles.

- **SAWA** 2010 *Annual Conference*, held in Kansas City, MO, drew 283 registrants, gathered leaders to focus on critical issues important to advance the field, and featured two first time events – Peer Public Service Announcements and a community service event – Operation Breakthrough.

- Membership grew by 10%, including 125 new Executive & Manager Level Members.

<table>
<thead>
<tr>
<th>2010 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>Retired</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>

- **SAWA** assisted members in locating qualified candidates for job openings in their organizations.

- **SAWA** member-only listserv provided a *networking-at-your-fingertips* tool.
• **SAWA** provided Certification Mentors and a new networking listserv for CAWA applicants to share study notes, sample questions, and support each others’ commitment.

• **SAWA** certified 14 new “distinguished leaders” as Certified Animal Welfare Administrators (CAWA).
  
  Karen Aquino, CAWA, Joplin Humane Society  
  Christa Chadwick, CAWA, ASPCA  
  Amy Cooper, CAWA, Sonoma County Animal Care & Control  
  John Dinon, CAWA, Toledo Area Humane Society  
  Lauren Malmberg, CAWA, Peoria County Animal Protection Services  
  Betsy McFarland, CAWA, HSUS  
  Dan Olsen, CAWA, Town of Truckee Animal Control  
  Danya Parks Freel, CAWA, Jacksonville Humane Society  
  Elizabeth Richer Campo, CAWA, Pasadena Humane Society & SPCA  
  Brad Shear, CAWA, Mohawk Hudson Humane Society  
  Courtney Thomas, CAWA, No More Homeless Pets KC  
  Gary Weitzman, DVM, MPH, CAWA, Washington Animal Rescue League  
  Stephanie Wimbish, CWA, CHA Animal Shelter

• **SAWA** awarded 17 scholarships for members to attend educational conferences.
  
  • Randy Partee Scholarship: outstanding contributions to the animal welfare industry.  
    Bobbie Bauman, Humane Society of Kandiyohi County  
    Donna Canzano, Humane Society of Charlotte  
    Kelley Durham, CAWA, Notre Dame Master Student  
    Jamie Fitzpatrick, Willamette Humane Society  
    Lori Halligan, Hinsdale Humane Society  
    Vaughn Maurice, St. Tammany Humane Society  
    Ronda Mink Steciuk, J.D., CAWA  
    Desiree Stinson  
    Cookie Wagter, Humane Society of Yuma  
    Karen Walsh, McKamey Animal Shelter  
    Michelle Wayland, Ark-Valley Humane Society  
    Diane Webber, Cedar Rapids Animal Care & Control  
    Stephanie Wimbish, CAWA, CHA Animal Shelter

  • Legacy of Leadership Scholarship: extraordinary leadership to the profession.  
    Rachel Finney, CAWA, Capital Area Humane Society  
    Emily Marquez-Dulin, Humane Society of Greater Miami  
    Nancy McKenney, MNPL, CAWA, Marin Humane Society  
    Angela Rhodes, Rock County Humane Society

• **SAWA** communicated its’ activities, ongoing collaborations, changes in member programs and services and industry updates in the quarterly electronic **SAWA E-News**.
Financial Overview*

### 2010 Revenue

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conferences</td>
<td>$57,155</td>
</tr>
<tr>
<td>Sponsorships</td>
<td>$603,987</td>
</tr>
<tr>
<td>Membership Dues</td>
<td>$104,166</td>
</tr>
<tr>
<td>Certification</td>
<td>$11,945</td>
</tr>
<tr>
<td>Member Services</td>
<td>$11,300</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>$4,232</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td><strong>$792,785</strong></td>
</tr>
</tbody>
</table>

### 2010 Expenses

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conferences &amp; Membership</td>
<td>$165,341</td>
</tr>
<tr>
<td>Certification</td>
<td>$18,864</td>
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<tr>
<td>Leadership &amp; Strategic Planning</td>
<td>$11,525</td>
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<tr>
<td>Technology</td>
<td>$23,884</td>
</tr>
<tr>
<td>Management &amp; General</td>
<td>$238,489</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td><strong>$458,103</strong></td>
</tr>
</tbody>
</table>

*Financial Review by Heider, Tanner & Dirks, Certified Public Accountants as of 12/31/10*
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.

**2010 Board of Directors**

Chair, Jan McHugh-Smith, CAWA, Humane Society of the Pikes Peak Region  
Vice Chair, James Bias, CAWA, SPCA of Texas  
Treasurer, Alice Calabrese, CAWA, Lollypop Farm, Humane Society of Greater Rochester  
Secretary, M. Christie Smith, CAWA, Potter League for Animals  
Immediate Past Chair, Cal Morgan, Michigan Humane Society

Director, Carl Bandow, City of Toronto Animal Services  
Director, Jodi Lytle Buckman, CAWA, Capital Area Humane Society  
Director, Patricia Mercer, CAWA, Houston SPCA  
Director, Anthony Priore, Humane Society of Broward County  
Director, Neil W. Trent, Longmont Humane Society  
Ex-Officio Director, Maurine Dyer Stevens, President & CEO
Thank you to SAWA SPONSORS!

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