About SAWA

SAWA is a community of professionals committed to excellence in the management and operation of local animal welfare and control organizations.

Our mission:
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

- SAWA is respected as the voice for effective management of local animal welfare and control organizations, and related issues where this expertise is essential.

- 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.

- SAWA is the catalyst for continuous professional development of agency management and elected leadership teams.

- 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.

- SAWA is a sought-after partner with industry and related animal welfare organizations pursuing mutual goals and interests in advancing the profession.

- SAWA operates with the infrastructure, volunteer and staff leadership and financial capacity required to fulfill its mission at the highest levels of excellence.
Making the Grade

Our members “score” our report card, and in 2011 had much to say.

• “I have joined many professional groups over the years and without a doubt SAWA has been the most beneficial to me in terms of education, resources and networking.”

• “I love SAWA—this is a fantastic way to work with other shelters around the country, to learn about best practices and excellent programs.”
Making the Grade

And offered thoughts on how we can improve.

• “It’s sometimes unclear how best to become involved at the committee level.”

• “Keep on finding the best resources for us.”

• “I’m very interested in taking the certification exam, but can’t afford to travel.”
Board of Directors

In November 2011, SAWA members confirmed the 2012 Board of Directors:

- James Bias, CAWA, Chair, SPCA of Texas
- Jan McHugh-Smith, CAWA, Immediate Past Chair, Humane Society of the Pikes Peak Region
- Alice Calabrese, CAWA, Treasurer, Lollypop Farm, The Humane Society of Greater Rochester
- M. Christie Smith, CAWA, Secretary, Potter League for Animals
- Carl Bandow, City of Toronto Animal Services
- Anthony Priore, Humane Society of Broward County
- Judy Calhoun, CFRE, CAWA, The Larimer Humane Society
- Kim Janzen, CAWA, Kansas Humane Society
- Rick Johnson, Sacramento SPCA
- Patricia Mercer, CAWA, Houston SPCA
- Cal Morgan, Michigan Humane Society
- Neil Trent, Animal Welfare League of Arlington
- Maurine Dyer Stevens, President & CEO, Society of Animal Welfare Administrators
SAWA Acquires the National Council on Pet Population

The National Council will remain a separate 501c3 organization governed by its own Board of Directors.

The Mission:

To facilitate the collection, evaluation and communication of reliable information to promote positive human-animal interactions, and reduce the number of homeless cats and dogs.
The 2011 Board of Directors:

- Pamela Burns, The Hawaiian Humane Society
- Patricia Mercer, CAWA, Houston SPCA
- John New, DVM, MPH, DACVPM, University of Tennessee
- Robert Rohde, CAWA, Dumb Friends League
- Jan Scarlett, DVM, MPH, PhD, Cornell University
SAWA & ASVMAE - Strategic Partners

SAWA and the American Society of Veterinary Medical Association Executives (AVSMAE) became strategic partners in 2011 with goals to:

• Foster mutual respect between veterinarians and animal welfare organizations.

• Focus initial efforts on cats that are at the greatest risk.

• Stimulate community partnerships.

• Identify ongoing opportunities.
Member Support

SAWA members were critical to our efforts.

- 76 members volunteered on 18 standing committees, subcommittees, ad hoc task teams, or served as liaison to our national collaborative efforts.
- Nine members shared their expertise on panels as speakers.
- 24 members served as Official Greeters at conferences.
- 17 members shared the SAWA Story at our Animal Care Expo Exhibit Booth.
Scholarships

SAWA awarded TEN scholarships to members in 2011, to defray or eliminate the cost of attending SAWA professional development educational venues.

• “I want to express my sincere appreciation for the scholarship that provided me the opportunity to attend the SAWA conference in Charlotte. It was a fantastic conference with exceptional speakers. I have been home long enough to process some of what I learned. I will implement changes in response to the workshops and discussions with other conference attendees. My organization is facing big changes and my attendance at the conference gave me confidence to move forward with the changes.”
Scholarships

• “I am so grateful to be a scholarship recipient. You really have made my day/year! In fact, I was so excited when I read your email that I did a ‘happy dance’ all around the building. I wish you could see my smiling face. Best of all, I know that our cats and staff will benefit from my attendance. Thank you, for making this scholarship available.”
Randy Partee Scholarship

Outstanding contributions to the animal welfare industry

• Ann Farnam Guion, Executive Director, Windham County Humane Society
• Guinn Friedman, Director of Operations, Humane Society for Greater Savannah
• Hillary Hulen, Director of Shelter Operations, Southern Oregon Humane Society
• Stephanie Moore, Executive Director, medina County SPCA
• Ellen Taylor, CPDT—KA, CDEP, VP of Operations, Humane Society of Boulder Valley
• Gary Willoughby, MPA, President & CEO, Aiken SPCA
• Angie Wood, Executive Director, Naperville Area Humane Society
Legacy of Leadership Scholarship

Extraordinary leadership to the profession

• Jennie Briguglio, Director of Operations, SPCA Suncoast
• Jim Lilli, Executive Director, Dunn County Humane Society
• Kimberly Sherlaw, Director, Bermuda SPCA
SAWA 2011 Management Conference, held in Charlotte, NC, drew 143 registrants (a 28% increase over 2010), focused on education to develop skills needed to advance mid and senior level managers to executive leadership roles.

- “Good connections with generous people; great ideas to implement in our fledgling organization.”
- “Friendly welcome atmosphere of professionals all focused on learning/sharing.”
- “…biggest revelation...we are not alone—we are no different than any other animal welfare agency —- we all have the same issues, problems, issues etc.”
Annual Conference

SAWA 2011 Annual Conference, held in Burlingame, CA (just outside San Francisco), drew a record 435 registrants (54% increase over 2010), and gathered leaders to focus on critical issues important to advance the field.

• “...quality speakers; low hotel room rates; outstanding turnout; and we enjoyed the bag pipes for John Snyder!”

• “The speakers were insightful and thought provoking. Every topic was stimulating and valuable.”

• “Excellent job on Fisherman’s wharf!”
Membership

Membership grew by 18%, and now includes members from the US, Canada, Australia, and India.

<table>
<thead>
<tr>
<th>2011 Membership</th>
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</thead>
<tbody>
<tr>
<td><strong>Member Type</strong></td>
</tr>
<tr>
<td><strong>New</strong></td>
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<tr>
<td><strong>Renewed</strong></td>
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<tr>
<td><strong>Total</strong></td>
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<tr>
<td>------------------</td>
</tr>
<tr>
<td>Executive</td>
</tr>
<tr>
<td>63</td>
</tr>
<tr>
<td>226</td>
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<tr>
<td>289</td>
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<tr>
<td>Manager</td>
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<tr>
<td>116</td>
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<tr>
<td>175</td>
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<tr>
<td>291</td>
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<td>Associate</td>
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<td><strong>Total</strong></td>
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<tr>
<td>226</td>
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<tr>
<td>538</td>
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<td>764</td>
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SAWA certified 11 new “distinguished leaders” as Certified Animal Welfare Administrators (CAWA).

- Miguel Abi-Hassan, CAWA, Executive Director, Halifax Humane Society
- Robert Edward Blizard, CAWA, Chief Development Officer, Washington Animal Rescue League
- Heather J. Cammisa, CAWA, President/CEO, St. Hubert’s Animal Welfare Center
- Linda Fielder, CAWA, Investigations Manager, Oregon Humane Society
- Lori Halligan, CAWA Executive Director, Hinsdale Humane Society
- Leslie Harris, CAWA, Executive Director, Dakin Pioneer Valley Humane Society
- Emily Klehm, CAWA, Executive Director, South Suburban Humane Society
- Barbara A. McLean, CAWA, Executive Director, Chemung County Humane Society
- Ross Peplow, CAWA, Operations Manager, South Suburban Humane Society
- Angela Rhodes, CAWA, Executive Director, Rock County Humane Society
- William “BJ” Rogers, CAWA, Community Initiatives Director, ASPCA
Certified Welfare Administrators said this about the program

• “I will (and already am) using my new (CAWA) bag with pride. Thank you for allowing me to be a part of such an amazing organization!”

• “Yesterday, an elderly driver accidentally drove her car into our building. Of course we called 911, assessed the situation, made sure everyone was safe, etc. The first reporter arrived within minutes and I was fielding calls all day from the press, assuring everyone that no one, human or animal, was injured in the accident. Our PR person was on vacation and I felt calm and confident. I contacted the building inspector, insurance companies, the board of directors, posted messages to Facebook, etc. At the end of a stressful day I thought, “I am SO GLAD I’ve been studying for the CAWA exam and have been reading up on crisis PR management!”
Resource Center

SAWA Launched a Robust Resource Center

- Over 50 Job Descriptions of Common Animal Welfare Positions
- Board of Directors Policies and Tools, including Complete Handbook Examples
- Grant Sources for Animal Welfare Strategic Planning
- Humane Discourse Toolbox and Tools for Achieving the Highest Standard of Care
- Humane Education Resources for Community Transformation
- Public Service Announcements—Industry Best Practice
- Virtual Directory—Up-to-date information on member peers

“Our Board of Directors has found your website extremely valuable. Each of us is interested in checking in for various questions and research on your site.”
## Financial Overview

<table>
<thead>
<tr>
<th>2011 Revenue</th>
<th>2011 Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conferences</td>
<td>Conferences &amp; Membership</td>
</tr>
<tr>
<td>$ 94,433</td>
<td>$ 222,882</td>
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<tr>
<td>Sponsorships</td>
<td>Certification</td>
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<tr>
<td>$ 585,410</td>
<td>$ 44,005</td>
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<tr>
<td>Membership Dues</td>
<td>Leadership &amp; Strategic Planning</td>
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<tr>
<td>$ 138,375</td>
<td>$ 35,731</td>
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<tr>
<td>Certification</td>
<td>Technology</td>
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<td>$ 12,595</td>
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<td>Member Services</td>
<td>Management &amp; General</td>
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<td>$ 8,840</td>
<td>$ 262,617</td>
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<tr>
<td>Miscellaneous</td>
<td>TOTAL EXPENSES</td>
</tr>
<tr>
<td>$ 25,473</td>
<td>$ 578,502</td>
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<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td><strong>TOTAL EXPENSES</strong></td>
</tr>
<tr>
<td><strong>$ 865,126</strong></td>
<td><strong>$ 578,502</strong></td>
</tr>
</tbody>
</table>

*Financial Review by Heider, Tanner & Dirks, Certified Public Accountants as of 12/31/11*
Thank you to SAWA SPONSORS

We heard from the attendees...

• 97% of 2011 Annual Conference Evaluation respondents said, “we found the sponsor booths helpful to learn about new products and services that will benefit my organization.”
• 80% said I, “plan to make at least one purchase from a sponsor who exhibited.”

And, we heard from the sponsors...

• “Attendees really loved the quality of our work and services we provide.”
• “We liked having the reception on the first night, and letting the members interact with sponsors during breaks—keep this format!”