Society of Animal Welfare Administrators
Leaders Committed to Excellence

2017 Annual Report

Strategic, Financial and Operational Highlights
The Society of Animal Welfare Administrators (SAWA) is a community of professionals and organizations committed to excellence in the leadership, management and operation of animal welfare, care 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 organizational excellence, and collectively, advance the animal welfare profession.
Strategic Highlights

The Best Practices & Emerging Trends Committee released *Animal Enrichment Best Practices*, aimed to ensure enrichment programs exist in every organization to mitigate the development and expression of abnormal and/or problematic behavior and contribute to the overall wellbeing of the animals in the shelter environment.

SAWA leadership rebranded Peer Packs to *OnPOINT – Partners Organized to Innovate, Navigate and Transform* to reflect the value and expertise of our volunteer membership.

*OnPOINT for Achieving Balance* and *Business Model of the Future* joined forces to develop data to clarify our current success, and produce a networking session on the *Evolution of Animal Welfare*, making sure we take steps now to remain relevant and sustainable in the future.

*OnPOINT* added new networking groups: *Animal Care & Control, Chief Financial Officers, Companion Animal Transport, Human Resources, Effective Legislative Advocacy, and Annual Giving*.

Marketing leadership formed a *Brand Analysis Action Team* and brought together a wide variety of stakeholders, gaining focus group feedback to ensure the association’s brand remains relevant and drives our mission into the future.

Professional development leadership delivered *conferences* in Long Beach and Miami; both rated 97% excellent/good for “value” and drew registrants from the US, Canada and Australia.
Strategic Highlights (continued)

The SAWA Roadshow included 12 locations, sponsoring 5 Leadership Days, and reaching over 2,500 animal welfare regional specialists not normally able to network with worldwide professionals at the SAWA Conferences. Staff experts, Jim Tedford, CAWA and Tom Tholen shared their knowledge of human resource development, animal welfare best practices, marketing, branding and sponsor development.


The Certification Council launched a new CAWA exam, to reflect the current core competencies needed to work at the highest levels in animal welfare today, and offered in 700 locations throughout the United States, on a monthly basis.

Completed and launched the Biennial 2017 Compensation and Benefits Survey, to provide benchmarking and ensure fair competitive wages.

Provided $19,390 in scholarships awards to support our mission to raise the level of professional staff in animal welfare.
We heard from you

Congratulations on a great November Conference! Despite the challenges with the location in Miami, I thought the content and conference organization was great. Thank you for all our time and leadership on the conference planning.

Nancy McKenney, MNPL, CAWA, CEO, Marin Humane Society

Congratulations on a great conference. I can only imagine all you had to do to pull this baby off with all of the changes and you did it beautifully. Sure there were still issues with the venue, and the entire team of The Association pulled together and dealt with things on the fly and kept smiling the whole time. The content was amazing and as always great people were in every room having really great conversations and giving us all so much to bring back to our communities. SAWA rocks!

Lisa Pedersen, CAWA, CEO, Humane Society of Boulder Valley
We heard from you

I was very touched by the Pam Burns tribute. Well done! I was humbled and trust the "Bob and Harry" video put some smiles on many faces. Interesting to see the photo parallels of Bob and me through the years. A great time capsule of service to people and animals as well as what feels like a lifetime of friendship.

Harry Dates, CAWA, Retired CEO, Cincinnati SPCA

Many thanks to you all for your ongoing assistance, and especially for everything you were able to accomplish with the Conference! On behalf of the CATalyst Board thank you for helping us achieve our mission of "Connecting People and Organizations to Transform the Health, Welfare and Value of Companion Cats."

Jane Brunt, DVM, Executive Director, CATalyst Council, Inc.
## Financial Highlights

<table>
<thead>
<tr>
<th>2017 Revenue</th>
<th>2017 Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conferences</td>
<td>$205,121</td>
</tr>
<tr>
<td>Conferences &amp; Membership</td>
<td>$1,115,783</td>
</tr>
<tr>
<td>Sponsorship</td>
<td>$844,140</td>
</tr>
<tr>
<td>Certification</td>
<td>$182,450</td>
</tr>
<tr>
<td>Membership Dues</td>
<td>$195,815</td>
</tr>
<tr>
<td>Leadership &amp; Strategic Planning</td>
<td>$48,143</td>
</tr>
<tr>
<td>Certification</td>
<td>$20,915</td>
</tr>
<tr>
<td>Management &amp; General</td>
<td>$191,498</td>
</tr>
<tr>
<td>Member Services</td>
<td>$17,302</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>$182,384</td>
</tr>
<tr>
<td>Grant Revenue</td>
<td>$0</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$1,465,677</strong></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$1,537,874</strong></td>
</tr>
</tbody>
</table>

Financial Audit by Heider, Tanner & Dirks, Certified Public Accountants, as of 12/31/2017
Thank you 2017 Industry Partner Sponsors

Hill’s Pet Nutrition
VCA Animal Hospitals
ASPCA
PetSmart Charities

Adopt A Pet.com
AKC Reunite
Alpha Dog Marketing
Amer Humane Assn
Bayer Animal Health
Blackbaud, Inc.
Butler Schein
CEVA
Chameleon Software
Crijo Pet Products
Datamars, Inc – PetLink

Found Animals
HSUS
Maddie's Fund
Mason Company
Merck Animal Health
Newport One
One&All
PetFirst Pet Insurance
PETCO
Pethealth, Inc.
Purina/Petfinder.com

Shelter Buddy Software
Shor-Line T-Kennel
Spray Master
TrueSense Marketing
Zoetis for Shelters
2017 Board of Directors

Gary Weitzman, DVM, MPH, CAWA, Chair - San Diego Humane Society and SPCA
Lisa LaFontaine, Vice Chair - Humane Rescue Alliance
Sharon Harvey, Secretary - Cleveland Animal Protective League
Kathryn Mahoney, CPA, CAWA, Treasurer - Wayside Waifs, Inc.
Judy Calhoun, CFRE, CAWA - Larimer Humane Society
Sharon Harmon, CAWA – Oregon Humane Society
Kimberly Janzen, CAWA - SPCA of Wake County
Shelly A. Moore, CAWA - Humane Society of Charlotte
Lori Redmon - Kentucky Humane Society
Michael Robbins - Atlanta Humane Society
Brad Shear, CAWA - Potter League for Animals
Ana Zorrilla, CAWA - Louisiana SPCA
Jim Tedford, CAWA, Ex-Officio - Society of Animal Welfare Administrators