SAWA is a professional network that develops and promotes industry best practices, cultivates collaboration, and brings out the best in animal welfare leaders.
Leadership for the Profession

STRATEGIC PRIORITIES

› **Issue Management:** Develop a SAWA issue management system; develop a process to engage members to identify significant issues and industry trends.

- Developed and prioritized industry needs for best practices development, all targeted for "capacity of care."
- Published SAWA Companion Animal Transport Best Practices; began SAWA Animal Enrichment Best Practices.
- Enhanced daily networking with SAWA Facebook “Members ONLY” Conversation Boards (topic-driven networking for executive level and general animal welfare or animal care and control issues).

› **Collaboration and Relationship Building:** Convene a summit of national organizations to explore opportunities for collaboration.

- Launched the SAWA Best Practices and Emerging Trends Committee, drawing leaders from a diverse population of experts.
- SAWA liaison appointed for industry collaborative partners, including Gary Weitzman, DVM, MPH, CAWA, AVMA Action Team; Judy Calhoun, CFRE, CAWA, CATalyst Council; David Betournay, NARSC; and Lisa Pedersen, CAWA, for Shelter Animals Count.
- Sponsored Association of Professional Humane Educators 2016 Annual Conference.

› **Standards and Competency:** Deliver computer-based testing.

- The Certification Council, in conjunction with the SAWA Certification contract partner, completed the “beta” trial and began planning computer-based testing, set to launch in 2017: three exams in 700 national and international locations.
- 55 people sat for the CAWA exam; 23 new CAWAs were welcomed to the field.

› **SAWA Communications:** Complete SAWA brand analysis and “refresh” the brand to ensure delivery of the brand promise; launch new SAWA and National Council website.

- Taking the Lead and Top Five joined regular communications, including our already popular Members on the Move, to ensure members regularly receive the information they need, at a glance.

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2016 BOARD OF DIRECTORS, ELECTED NOVEMBER 2015

**Judy Calhoun, CFRE, CAWA**  
Board Chair  
Executive Director, Larimer Humane Society

**Gary Weitzman, DVM, MPH, CAWA**  
Board Vice Chair  
President and CEO, San Diego HS and SPCA

**Sharon Harvey**  
Board Secretary  
President and CEO, Cleveland Animal Protective League

**Kathryn Mahoney, CPA, CAWA**  
Board Treasurer  
Director of Finance and Administration, Wayside Waifs, Inc.

**Sharon Harmon, CAWA**  
Executive Director, The Oregon Humane Society

**Kimberly Janzen, CAWA**  
Executive Director, SPCA of Wake County

**Lisa LaFontaine**  
CEO, Humane Rescue Alliance

**Shelly Moore, CAWA**  
President and CEO, Humane Society of Charlotte

**Lori Redmon**  
President and CEO, Kentucky Humane Society

**Michael Robbins**  
Senior VP and Chief Marketing Officer, Atlanta Humane Society

**Brad Shear, CAWA**  
Executive Director, Mohawk Hudson Humane Society

**Ana Zorrilla, CAWA**  
CEO, Louisiana SPCA

**Jim Tedford, CAWA**  
President and CEO, Society of Animal Welfare Administrators

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ANNUAL REPORT 2016
Value to Members

> SAWA Membership Overview

- **Associate**: 90 (2014), 137 (2015), 109 (2016)

> SAWA Conference Attendance

- **Annual**: 466 (2014), 468 (2015), 541 (2016)

> Professional Development: Evaluate SAWA programs and activities to ensure a focus on “best practice” (at both the individual leader and organizational levels) as the “sweet spot” that will appeal to members/member agencies, regardless of the level of sophistication or need.

- Enhanced the 2016 member satisfaction survey to glean new information.
- Added spay/neuter clinic and rescue operational leaders to leadership efforts.

> Practices, Tools, and Resources: Develop and present a Best Practice on Enrichment at the 2017 Annual Conference.

- Drew upon industry subject matter experts in companion animal transport.
- Developed, published and held national, regional, and web-based educational opportunities for Companion Animal Transport Best Practice.

> Service Delivery: Review deployment of existing resources and tools on the SAWA website.

- Developed a plan to transition SAWA technology to a user friendly resource center to easily access examples, tools, links, and templates designed by their peers and subject matter experts.

> Membership Engagement and the Member Experience: Continue development of “Nests” (Peer Packs) and “Birds of a Feather.”

- Incorporated issue-based, subject matter expert, peer-to-peer networking groups into SAWA program of work.
- Focused Volunteer Engagement Committee that expands opportunities for every member to contribute to SAWA and the animal welfare movement.

> Member Benefits / Honors:

- $19,950 awarded in scholarships.
- Annual PSA Contest Winner: Professional and People’s Choice won by Houston SPCA.
- New Honorary Members: SAWA is thankful to individuals who greatly contribute to the SAWA Mission.

Don Jordon, CAWA  
John Nagy, CAWA  
Ed Powers  
M. Christie Smith, CAWA  
Gary Tiscornia, CAWA
ACCOLADES

SAWA Roadshow

“It was great meeting you at the Texas Unites Conference. I’m always proud to tell people that I’m a member of SAWA, and getting to help in the booth was an honor. The world will be a better place when all shelters and welfare personnel come out of the dark ages.”

Max Mixson
Animal Control Supervisor, City of Georgetown

SAWA Scholarship Program

“I would like to thank the Board of Directors for the scholarship ... The conference was excellent ... I especially enjoyed presentations by Scott Crabtree, Cathey Armillas and Mindy Wirthheimer. There were a lot of ‘aha moments’ and many good takeaways ....”

Bobbie Bauman, CVT
Director of Operations, Humane Society of Kandiyohi and Meeker Counties

SAWA Conference

“Thank you for putting on a great conference, it was the best one we’ve had in a while, except when I was chair, LOL. Serious, hotel was great, food was great, there was time to network, see the big expo of sponsors and the speakers were interesting and engaging. Amazing that 600 people attended the conference, way to go.”

Jan McHugh-Smith, CAWA
President and CEO, Humane Society of the Pikes Peak Region

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2016 REVENUE

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<tr>
<th>Category</th>
<th>Amount</th>
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<td>Conferences</td>
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<td>Sponsorships</td>
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<td>Membership Dues</td>
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<td>Certification</td>
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<td>Member Services</td>
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<td>Grant Revenue</td>
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2016 EXPENSES

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<td>Leadership and Strategic Planning</td>
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* Financial Audit by Heider, Tanner & Dirks, Certified Public Accountants, as of 12/31/2016

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INPEx
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Million Cat Challenge
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RKD Alpha Dog
Shelter Animals Count
Shor-Line
Spray Master Technologies
Animal Care
Trupanion
Vets First Choice
Zoetis for Shelters