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Society of Animal Welfare Administrators (SAWA)

STRATEGIC FRAMEWORK and

2013-2016 STRATEGIC PLAN

Board Approved: February 18, 2013
Board Drafted: November 3, 2012

SAWA STRATEGIC FRAMEWORK

SAWA Mission Statement

> The Society of Animal Welfare Administrators (SAWA) is a community of professionals committed to excellence in the management and operation of animal welfare and control organizations.
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> Through the active involvement and contributions of its 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 Operating Values

What We Stand For As a Profession

1. We believe in the intrinsic dignity and sanctity of human life.
2. We believe in the intrinsic dignity and sanctity of animal life.
3. We believe that companion animals are a product of human intervention and that we have a special obligation to them in regard to humane treatment and responsible stewardship.
4. We believe we have an obligation to alleviate suffering.
5. We believe we have an obligation to prevent cruelty.
6. We believe that people should treat each animal as kindly as possible.
7. We believe we have a duty to protect and care for the suffering and homeless.
8. We believe that our values, decisions, conduct and behavior should set the tone and be a model for others in their care and treatment of animals.

The commitment, care and attention we afford to both human beings and animals are only differentiated by degree and not by kind.

How We Operate As an Association

HONESTY
♦ Communicate consistently, truthfully and with integrity inside and outside of the organization.
♦ Accept responsibility for our actions.
♦ Provide honest and accurate information regarding agency policies, procedures and programs like fund raising and the disposition of animals.

RESPECT
♦ Treat all living creatures with respect and dignity.
♦ Create an open environment which encourages and solicits input from all stakeholders.
♦ Recognize the value of each individual or group.
♦ Acknowledge socio-economic, cultural, ethnic and philosophical differences.
♦ Advocate and model respectful behavior through individual and organizational example.

RESPONSIBILITY
- ♦ Apply all applicable laws impartially with organizational guidelines.
- ♦ Provide humane treatment and care for animals.
- ♦ Seek ways to improve the operation and delivery of services. Pursue excellence.
- ♦ Share information and seek input from, educate, and cooperate with others.

BE FAIR and JUST
- ♦ Use good judgment instead of being judgmental.
- ♦ Listen to and consider opposing viewpoints.
- ♦ Make informed decisions without personal bias.
- ♦ Apply consistent principles in decision-making while allowing for flexibility.

CARING and COMPASSION
- ♦ Strive to provide for the physical and psychological needs of people and animals.
- ♦ Encourage and support board and staff development.
- ♦ Provide a humane and dignified death for animals using recommended and approved methods.
- ♦ Extend the principles of caring and compassion to the public.
- ♦ Provide a supportive environment in which to deal with issues of euthanasia and grief.

CITIZENSHIP
- ♦ Represent the organization in a professional manner.
- ♦ Strive to promote positive and collaborative relationships with other agencies, organizations, and individuals.

SAWA Vision/Long-term Goals

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

2. SAWA is *the* source for professional knowledge, best practices and standards of competency concerning leadership of animal welfare and control organizations.

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

4. SAWA is a credible source for industry statistics and trends and the application of this data by leadership of animal welfare and control organizations.

5. 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.

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

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

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Key Result Area: VOICE FOR THE PROFESSION

SAWA Leadership Role**

<u>Objective 1</u>: Assume a proactive role in participating in and convening dialog regarding timely industry issues and emerging trends.

Strategy
1. Build relationships with industry leaders positioning SAWA as the credible representative of the knowledge and interests of leaders in animal welfare and control.
2. Ensure that experienced volunteers represent SAWA in industry forums and that their voice is consistent with SAWA values and strategic priorities.
3. Initiate dialog within a framework of humane discourse to increase understanding of critical issues and emerging trends within the industry.
4. Develop and implement a process to routinely capture information on emerging industry trends.
5. Share information on issues and trends with members in a timely manner through multiple channels, including those outside of the conferences.

> *2013 Deliverables*
> - Conduct quarterly virtual meetings (e.g., webinars) to share emerging trend information. **MEDIUM**
> - Identify key relationships that need to be established or strengthened. **HIGH**
> - Identify opportunities for dialog on a critical issue. By 2014 convene a meeting or forum to discuss, or support National Council's efforts to do so. **HIGH**

Professional Standards and Competencies

<u>Objective 2</u>: Increase the recognition of and participation in CAWA as the cornerstone of an effort to establish a standard of professionalism in the leadership of animal welfare and control organizations.

Strategy
1. Evaluate and update CAWA requirements, content and testing materials and relaunch.
2. Develop a code of professional conduct for all members to adopt and abide by.
3. Consider the development of a SAWA executive search service that would benefit from access to those with CAWA designations. (See Objective 3, Strategy 1)

2013 Deliverables
- Complete the CAWA reboot. <mark>HIGH</mark>
- Explore creation of a code of professional conduct, starting with a review of SAWA operating values. <mark>LOW</mark>

Leadership Development for the Profession**

Objective 3: Facilitate the continued development of effective, qualified leaders in animal welfare and control agencies.

Strategy
1. Conduct a feasibility study for the development of new SAWA services: a) executive search, b) executive coaching, and c) programs for development of agency elected leadership.
2. Broaden access to SAWA leadership development opportunities by offering SAWA programs at regional meetings and by packaging training for delivery via multiple platforms.
3. Increase the use of the SAWA webinar platform for dialog and training opportunities.
4. Promote on the SAWA Web site the availability of CAWA-approved conferences and training programs.

2013 Deliverables
- Conduct the feasibility study for a SAWA executive and senior management search service. <mark>HIGH</mark>
- Create a list of state and regional conferences and secure a presence for SAWA through member speakers, etc. <mark>LOW</mark>
- Promote the availability of CAWA-approved conferences and training programs. <mark>MEDIUM</mark>

Key Result Area: MEMBER VALUE

Delivery of Programs and Services

Objective 4: Enhance convenience and broaden access to SAWA programs and services by expanding delivery through multiple channels.

Strategy
1. Identify and begin discussions with potential strategic partners regarding delivery of training opportunities. (See Objective 3, Strategies 2 and 3)
2. Research the feasibility of webinars to deliver interactive training programs, including use of Conference content.
3. Explore new opportunities for remote education, including internships.

2013 Deliverables
- Expand the charge of the Conference Committee to include a broader education planning role, along with a new subcommittee focused on exploring strategic partnerships for training opportunities. <mark>MEDIUM</mark>
- Offer one to two webinars following Conferences and based on Conference content. <mark>MEDIUM</mark>

Member-to-Member Connections

Objective 5: Maintain and enhance member engagement in SAWA and the ability of members to share related experience, expertise, and ideas, as the organization grows.

Strategy
1. Explore opportunities to develop affinity groups for face-to-face and/or virtual networking between members and exchange on issues or topics of interest.
2. Develop mentorship opportunities for new and emerging leaders, as well as for existing leaders facing particular challenges.
3. Improve SAWA listserv management and usage.

2013 Deliverables
- Research and recommend alternative listserv options to accommodate the development of multiple affinity groups, dialog with subject matter experts, and improved monitoring and oversight. HIGH
- Establish a task force to evaluate social media and virtual networking options and make recommendations for a direction SAWA should pursue. MEDIUM

Development of SAWA Benefits and Services**

Objective 6: Develop and deliver relevant, practical education, information and resources that help members build skills and address the challenges in leading an animal welfare and control agency.

Strategy
1. Develop a system to identify emerging trends and issues with the potential to impact members, and provide resources to help members respond. (See Objective 1, Strategies 4 and 5)
2. Improve SAWA orientation for new members and training on the use of SAWA resources.
3. Analyze the profile of SAWA conference attendees and developed improved methods to enhance attendance.
4. Broaden access to SAWA educational opportunities. (See Objective 4)

2013 Deliverables
- Develop and utilize Action Teams to identify, monitor and assess the impact of emerging trends and issues. HIGH
- Develop a webpage for members on SAWA benefits and services, using short, snappy videos and other information formats - PR Plan. LOW
- Develop a quarterly communication to members on how to maximize SAWA membership - PR Plan. LOW
- Produce short video testimonials from Conference attendees to use in promotions for Conference attendance – PR Plan. LOW
- Continue to enhance membership communication and brand through active PR plan. HIGH

Key Result Area: COMMUNICATION & OUTREACH

SAWA Identity/Brand

Objective 7: Create and reinforce a recognized and understood SAWA brand with members, sponsors and industry partners.

Strategy
1. Develop key branding messages to be communicated to members, sponsors and industry partners.
2. Develop a communications plan, including diverse media for distribution of branding messages (including social media).
3. Develop a measurement tool to assess brand awareness and understanding.

> *2013 Deliverables*
> * Develop key branding messages for target audiences and develop a communications plan to deliver key messages. HIGH

SAWA-Sponsor Relations**

Objective 8: Create and routinely deliver a well-defined value proposition for SAWA sponsors.

Strategy
1. Quantify and qualify return on investment for SAWA sponsors.
2. Enhance the marketing strategy for sponsor recruitment and retention.
3. Create a SAWA scorecard to obtain feedback from sponsors.

> *2013 Deliverables*
> * Solicit feedback from sponsors on expectations for value. HIGH
> * Use feedback to enhance sponsor benefits and marketing to sponsors. HIGH

Membership Development

Objective 9: Continue to grow SAWA membership through target based recruitment and by minimizing member attrition.

Strategy
1. Identify target membership groups and set goals for recruitment.
2. Develop and implement a marketing plan for each target group.
3. Identify and evaluate key reasons for non-renewal of membership.
4. Create a strategy to address reasons.

> *2013 Deliverables*
> * Identify target groups for recruitment and develop a marketing plan for recruitment. LOW
> * Assess and analyze current membership (diversity, changing base, etc. MEDIUM

Key Result Areas: GOVERNANCE AND OPERATIONS

Development of SAWA Leaders

<u>Objective 10</u>: Develop volunteer leaders for SAWA with the competencies and qualities needed to effectively lead an organization of members with diverse operating philosophies and perspectives.

> *Strategy*
> 1. Develop tools to analyze the current competencies of SAWA leadership and identify gaps.
> 2. Determine the skill sets needed to lead SAWA and achieve its strategic goals. Identify these competencies within the membership and recruit.
> 3. Provide SAWA leaders and volunteers with active orientation and training programs.
> 4. Routinely evaluate SAWA leadership effectiveness.

> *2013 Deliverables*
> - Develop and utilize tools to measure effectiveness and support development of identified competencies of SAWA leadership (e.g., matrix, orientation programs, self-evaluation tools, etc.). LOW

Staff Capacity**

<u>Objective 11</u>: Ensure the continued development of SAWA staff resources (capacity and competency) to meet SAWA strategic goals and priorities.

> *Strategy*
> 1. Direct the CEO to make recommendations for staffing resources needed to achieve SAWA goals, and budget accordingly.

> *2013 Deliverables*
> - CEO makes presentation to the Board on 2014 budget, including staffing resources needed to fulfill priorities. HIGH

Financial Resources

<u>Objective 12</u>: Ensure SAWA develops and maintains the diverse financial resources required to successfully implement strategic goals and priorities.

> *Strategy*
> 1. Charge the Marketing Committee with assisting the Sponsorship Committee in identifying the benefits that will attract and retain sponsors. (See Objective 8)
> 2. Explore other revenue streams to diversify revenue sources. (See Objective 3, Strategy 1)

> *2013 Deliverables*
> - Generate $575,000 in sponsor revenue. <mark>HIGH</mark>
> - Research and develop a business plan to explore executive search and coaching services. (See Objective 3, Strategy 1) <mark>HIGH</mark>
> - Maximize Salary Survey revenue growth (e.g., sell 2012 survey results at a discounted rate in the last months of the year). <mark>MEDIUM</mark>

SAWA Infrastructure

<u>Objective 13:</u> Ensure the development of SAWA technical infrastructure and competency to meet strategic goals and priorities.

Strategy
1. Expand staff technical knowledge through training and provide support.
2. Plan for regular upgrading of equipment and other capital needs.

> *2013 Deliverables*
> - Develop a capital improvement schedule for technology expenditures and replacements. <mark>LOW</mark>