



# **Society of Animal Welfare Administrators (SAWA)**

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- **STRATEGIC**
- **FRAMEWORK and**
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- **2013-2016**
- **STRATEGIC PLAN**
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**Updated: November 9, 2013**

# 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.

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.



# 2014 Update

\*\* Priority rankings highlighted

## Key Result Area: VOICE FOR THE PROFESSION

### SAWA Leadership Role

Objective 1: 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, including regular polling of members on issues of concern.
5. Develop and maintain a repository of trend information and cutting-edge issue resources for use by members and to identify issues to convene a dialog or develop member education and tools.

#### *2014 Deliverables*

- Identify critical issues for dialog and convene appropriate discussions. **HIGH**
- Develop a platform for regular collection of industry issues and emerging trends. **MEDIUM**
- Identify animal welfare leaders and goals for possible SAWA relationships. **MEDIUM**
- Develop a process to evaluate SAWA relationship opportunities and existing SAWA relationships on a regular basis against set criteria. Manage the process through a small group (such as the Development Committee or Executive Committee), and then bring forward results for Board discussion. **HIGH**

### Professional Standards and Competencies

Objective 2: 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)

*2014 Deliverables*

- Continue CAWA reboot. **HIGH**

## **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, c) support for agencies with executive director in transition, and d) 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.

*2014 Deliverables*

- Research and develop a business plan to explore executive search and transitional services; research development of mentoring and coaching services. **MEDIUM**
- Explore a SAWA conference for CEO's/ Executive Directors and their incoming presidents. **LOW**

## **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.
4. Develop a schedule to promote key SAWA programs and services on a regular basis.

*2014 Deliverables*

- Start a campaign to better promote SAWA benefits and services. **LOW**
- Offer education via webinars and other virtual channels (use partner resources if available). **LOW**

## **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 and serves a more diverse membership.

*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.
4. Improve ways to engage and respond to the needs of a growing, diverse membership.

*2014 Deliverables*

- Research alternative listserv options, including affinity groups. **LOW**

## **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)
5. Create feedback mechanisms to analyze program usage and satisfaction.

*2014 Deliverables*

- Determine new member expectations for SAWA value and engagement and use to improve the new member orientation. **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.

#### *2014 Deliverables*

- Define key branding messages (include a review of SAWA values) and a communications strategy to deliver them. **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.

#### *2014 Deliverables*

- Solicit feedback from sponsors on their expectations for value and use the feedback to enhance sponsor benefits and marketing to sponsors. **MEDIUM**

### 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.

#### *2014 Deliverables*

- Develop a plan for targeting non-members, including engaging existing members in the recruitment effort. **MEDIUM**

## Key Result Areas: GOVERNANCE AND OPERATIONS

### Development of SAWA Leaders

Objective 10: 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 communicate to members the results produced by SAWA leadership, volunteers and staff.

#### *2014 Deliverables*

- Produce a regular communication from SAWA leadership to all members on SAWA accomplishments, future plans, etc. **LOW**
- Define and establish a Volunteer/Leadership Development Committee to assist in managing the volunteer development process. **HIGH**

### Staff Capacity

Objective 11: 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.
2. Develop and update on a regular basis a longer term forecast for staff resource needs as part of the planning and budgeting process.

#### *2014 Deliverables*

- Determine the most appropriate business model and infrastructure. **HIGH**
- Expand the current budget presentation to the Board to include a multi-year resource forecast (including staffing, technology systems, etc.) and the 'return on investment' for new resources requested. **HIGH**

### Financial Resources

Objective 12: 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)

#### 2014 Deliverables

- Place more Board focus on revenue generation and identification of natural partners who can offer expertise, resources; generate \$600,000 in sponsor revenue. **HIGH**

## SAWA 2014 PRIORITIES

Established November 9, 2013

### **HIGH**

1. Identify critical issues for dialog and convene appropriate discussions.
2. Continue CAWA reboot.
3. Determine new member expectations for SAWA value and engagement and use to improve the new member orientation.
4. Define key branding messages (include a review of SAWA values) and a communications strategy to deliver them.
5. Expand the current budget presentation to the Board to include a multi-year resource forecast (including staffing, technology systems, etc.) and the 'return on investment' for new resources requested.
6. Place more Board focus on revenue generation and identification of natural partners who can offer expertise, resources; generate \$600,000 in sponsor revenue.
7. Develop a process to evaluate SAWA relationship opportunities and existing SAWA relationships on a regular basis against set criteria. Manage the process through a small group (such as the Development Committee or Executive Committee), and then bring forward results for Board discussion.

#### Possible Tactics:

- ▶ Validate/adjust SAWA values to prepare for evaluation of SAWA relationships.
  - ▶ Have a discussion regarding SAWA's roles vs. other animal welfare organizations to avoid SAWA 'mission creep.'
  - ▶ Define the types, purpose and value of SAWA's 'working relationships' with other groups.
  - ▶ Define the terms and the focus of SAWA appointees to other groups.
8. Define and establish a Volunteer/Leadership Development Committee to assist in managing the volunteer development process.

#### Possible Tactics

- ▶ Identify technology related solutions to more efficiently support volunteer management and committee work (e.g., a webpage for each committee to archive/access minutes and other documents).
- ▶ Gather Volunteer Managers from member agencies to exchange best practices on volunteer management.
- ▶ Develop an accurate list of volunteer opportunities.

- ▶ Identify smaller, single member opportunities (and link under appropriate committees for management of the work, such as the Conference Committee or the Membership Committee).
9. Determine the most appropriate business model and infrastructure.

Possible tactics

- ▶ Determine the most appropriate focus for a new staff position.
- ▶ Have a discussion regarding succession planning.
- ▶ Place more Board focus on revenue generation and identification of natural partners who can offer expertise, resources, etc.
- ▶ Develop a stricter prioritization process.

### **MEDIUM**

1. Research and develop a business plan to explore executive search and transitional services; research development of mentoring and coaching services.
2. Develop a platform for regular collection of industry issues and emerging trends.
3. Identify animal welfare leaders and goals for possible SAWA relationships.
4. Solicit feedback from sponsors on their expectations for value and use the feedback to enhance sponsor benefits and marketing to sponsors.
5. Develop a plan for targeting non-members, including engaging existing members in the recruitment effort.

### **LOW**

1. Explore a SAWA conference for CEO's/ Executive Directors and their incoming presidents.
2. Start a campaign to better promote SAWA benefits and services.
3. Offer education via webinars and other virtual channels (use partner resources if available).
4. Research alternative listserv options, including affinity groups.
5. Produce a regular communication from SAWA leadership to all members on SAWA accomplishments, future plans, etc.

### **PARKING LOT**

1. Explore creation of a code of conduct (expand humane discourse).
2. Survey members to determine preferences for delivery of education outside of conferences and priorities for programs and services.
3. Implement a semi-annual poll on changes in the industry environment and emerging trends.
4. Develop a plan to cultivate and steward existing members.
5. Better utilize the profile information collected on new members to match them to volunteer positions and to build a broader base for future leadership.