

Fall '02 Conference Plans

At press time, the Fall SAWA Conference in Seattle is only weeks away!

The program was designed around the growing trend of public attacks on our organizations by disgruntled volunteers, former employees or dissatisfied members of the public.

Speaker Jim Lukaszewki is a communication management consultant from White Plains, New York. His website (www.e911.com) has his company's philosophy, background, and sample presentations. Mr. Lukaszewki also recommends SAWA members read **Rules for Radicals** by Saul Alinsky (*available on Amazon.com for less than \$15*).

Mr. Bill Toliver of THINK, Inc. will challenge attendees to consider marketing/branding techniques in our organizations as we go through this post-911 era. He will share part of his firm's recent work with The Humane Society for Seattle/King County. His firm's website is www.thinkseattle.com.

Professor Michael Bisesi, Ed.D., who is the director of Seattle University's Executive Master of Not-For-Profit leadership Program & Center for Nonprofit and Social Enterprise Management, will share with us the current issues facing leaders in both non-profit and public service organizations. Mr. Bisesi is the former Managing Director of the Greater Houston Community Foundation and Senior VP of the United Way of the Texas Gulf Coast.

This high caliber program, which includes the ever-popular SAWA Roundtable session, business meeting, opening reception AND off-site dinner function would not be possible without our sponsors.

A **big thank you** especially to our major conference sponsors: Grizzard Communications, Newport Creative Communications, PETSMART Charities, HSUS, ASPCA, and AHA!



Seattle Stats:

Fall '02 Conference
Oct 6-8, 2002
Renaissance
Madison Hotel, Seattle, WA
(206) 583-0300

SAWA conferences are open to SAWA members and guests.

Contact SAWA (303-758-9611)
to register ASAP!



TABLE OF CONTENTS

New Members	2
Top Dog Message	3
Slate of Board Candidates	4
Grapevine	4
SAWA Scholarship Fund	5
Legislation Update	6
Simplifying Your Bylaws	7
Help Wanted	7

Miami Minutes

President Jim Tedford called the SAWA Spring Business Meeting 2002 in Miami to order at 2:05 p.m. on April 5, 2002.

Nancy McKenney reported on the Conference Planning Committee here at Miami.

Pam Burns and Gary Tiscornia moved to dispense with the reading of the minutes. Patti Mercer moved and Gary Tiscornia moved to approve the minutes as distributed.

John Nagy gave the Treasurer's report. Patti moved and Nancy seconded the to accept the Treasurer's report. There were two Financial Scholarships approved for this meeting.

Sheri Canfield is taking over the position of Sponsorships. Steve Notaro offered to help.

We need sponsors for the Fall Conference.

Mike Petersdorf reported on the Issues Committee for Dan Morrison since he was on booth duty. We will be sending out a short e-mail questionnaire. We are also very interested in upgrading our website.

Mike reported on the Directors of Operations Conference that is coming up in Boston in June 14 - 15. It will be hosted by Ed Powers and the Animal Rescue League.

Chris Agostino reported on the Membership Committee. We have 352 members and took in 17 applications here at Expo. Chris introduced the new members. We also have a new membership directory. Chris outlined the membership advantages.

Nancy reported on the Fall Conference in Seattle, Oct 6-8. We are working on expanding crisis management and branding your organization as the topics to be covered.

Pam Burns gave a report on the National Council on Pet Population Study and Policy. They will be looking at some new issues including feral cats and collecting statistics again.

Jane McCall reported on the Ralston Purina Consortium which is currently on hold since Nestle bought Purina.

We will be honoring Dennis White at the dinner tonight with a toast by John Snyder.

Meeting adjourned at 2:32 pm.

Respectfully submitted, Jane McCall, SAWA Secretary.

Welcome New Members!

Executive Level:

Pamela Alford, Eric Aschaffenburg, James Bias, Lisa Baker, Ronnie Beach, Vicki Bernstein, Jay Blankenship, Veronica Carlson, Lisa Dennison, Aileen Gabbey, Austin Gates, Jan Griffin, Scotlund Haisley, Mikel Haas, Marjorie Inden, Tanya Kahler, Annette Laico, Sandy Lane, Belinda Lewis, Cheryl Naumann, Marcia Mayeda, Jamie McAloon, Stephanie McDonald, Michael Philbrook, Jim Silveira, Kathy Simonetti, Deirdre Toeller-Novak, Mary Warren, Dianne West Short.

Manager Level:

Deborah Biggs, Jim Boller, Robin Bush, Yvette Carmona, Lisa Cherry, Dawn Danielson, David Dubec, Amy Eades, William Godek, Renee Harris, Debbie Hill, Gaylene Lee, Benjamin Leifer, Karen Murphy, Lynise Nichols, Elena Pernas-Giz, Mary Remer, Michael Retzlaff, Aaron Reyes, Mike Richard, Stephanie Rodgers, Timothy Shields, John Silva, Ann Strohmeier, Roseann Trezza, Cheryl Weiner, Angie Wood.

Associate Level:

Rebecca Brimley, Jennifer Felt, Darlene Larson, David Gies, Julie Shields, Nina Wingfield.

Business Level:

Jim Allen, Jeff Baker, Nick Gilman, Kimberly McGee.

Any applications received after July 12, 2002 will be reviewed at the October Board Meeting in Seattle, WA.

A Word from Our Top Dog

Jim Tedford, SAWA President



Dear Colleagues...

As many of you know, I awoke in the wee hours of July 7th with a metaphorical Volkswagen parked in the middle of my chest. At age 41, a heart attack was one of the last things I expected, but, ready or not, there it was!

I'm doing very well now, thanks in no small part to the wonderful love and support sent my way by so many of you! I got over 200 cards and, at one point my living room looked like the starting line for the Tournament of Roses Parade! All the notes, phone calls, e-mails and well-wishes helped more than you can imagine. THANKS!

Now, your marching orders are...get a physical, take a stress test, eat better (and less), work less, and spend more quality time with the ones you love doing the stuff that's important. Our work is vitally important, but it's not EVERYTHING. None of us are worth much to our communities, the animals or our loved ones if we're six feet under! Remember that!

Now what are you doing sitting in your office at 7:00 p.m. reading this? Go home and hug your kids, your significant other, and your pets (not necessarily in that order)!

Who is in charge?

One of the key issues facing nonprofits these days is the proper balance of power between boards and their CEO.

An interesting new study suggests that it may not matter who is really "in charge" as long as a nonprofit has an active and involved board. This is one of the first large-scale studies comparing CEO-dominated organizations with Board-dominated organizations. Author E.A.K. Kennedy of Columbia University surveyed 108 agencies to determine which followed a powerful board governance model and which had a powerful CEO governance model. Neither model correlated to a significantly different pattern of financial stability and growth. However, the degree of board commitment and its level of activity did make a difference. This is further evidence that there is no "one size fits all" type of governance model.

From Mary Stewart Hall, Ph.D., Professor, Center for Nonprofit and Social Enterprise Management, Seattle University.

Name Change

After much scrutiny, the SAWA newsletter has a new name! Year after year, the evaluations and feedback from our members indicates one main reason SAWA members enjoy being a part of SAWA – it is the networking that goes on before, during, and after the conferences. SAWA members can be a unique source of experience, morale support and professional guidance. Therefore, the quarterly newsletter name has been changed from the *SAWA Flash* to **SAWA's Network News**. We hope this better reflects on the strength of our organization and depicts the type of information printed in this publication.

HEARD IT THROUGH THE GRAPEVINE . . .

That **Kathy Kelly** left P.A.W.S. (in WA) to complete her Ph.D. and **Annette Laico** is the new Executive Director.



That the **American Humane Association** has added the following to their staff: **Joan Casey, Jenny Orme** and **Doug Fakemma**. Joan and Jenny will be working at AHA's headquarters in Colorado. Doug will work remotely from Charleston, South Carolina.

That **Joyce Briggs** recently adopted a baby girl and is enjoying motherhood. Congratulations!

That **Henry Brezezinski** is no longer with the Santa Cruz SPCA (CA).

That **Jane Stern Luiso** (former SAWA board member and Executive Director of the Anti-Cruelty Society in Chicago) is back in the United States and has established her own management consulting business. She is available to humane societies and other animal care organizations.

That **Rick Collord** is working on DBA papers since the Southwest Washington Humane Society (WA) changed its name on August 26th to The Humane Society for Southwest Washington.

Your Board of Directors wants to hear from you!

(as of July 2002)

Jim Tedford

SAWA President & Executive Director, Humane Society at Lollypop Farm (716) 295-5226

Marilyn Haggerty-Blohm

(Conference Planning) Executive Director, Center of Animal Care & Control, (212) 442-2059

Patti Mercer

SAWA Vice President & Executive Director, Houston SPCA (713) 869-9176

Nancy McKenney

(Conference Planning, Network News Editor & Past President) Executive Director, Humane Society for Seattle/King County, (425) 649-7550

Jane McCall

SAWA Secretary & Executive Director, Dubuque Humane Society (563) 584-1925

Dan Morrison

Director, Southeast Animal Control Authority, (562) 803-1629

John Nagy

SAWA Treasurer & Director of Administrative Services, Dumb Friends League, (303) 696-4941 ext. 344

Mike Petersdorf

(Membership & Surveys and DO's Conference) Director of Operations, Animal Humane Society (763) 489-2240

Christopher Agostino

(Membership & Surveys) Executive Director, Humane Society of Broward County, (954) 989-3977

Gary Tiscornia

(Strategic Planning) Executive Director, SPCA of Monterey County (831) 373-2631 ext. 220

Sheri Canfield

Executive Director, Kansas Humane Society, (316) 524-1590

ASPCA Resource Added

The ASPCA has assumed publication responsibility for the Animal Behavior Consultant Newsletter (ABCN). Founded in 1984 by Dr. John Wright and Dr. Peter Borchelt as a forum for professional animal behavior consultants, the ABCN will now be available on-line at no cost. The premiere issue is posted at www.asPCA.org/abcn.

Certificate Program Offered

HSUS and the Humane Society University has partnered with Regis University to offer a Graduate Certificate in Nonprofit Management: Humane and Environmental Studies, entirely online. This 18-credit program is progress towards completion of a 36-credit Masters Degree in Nonprofit Management. For details and an application, contact Valerie Sheppard at (301) 548-7713 or vsheppard@hsus.org.

The SAWA Nominating Committee has nominated the following members to the Board of Directors:

- Christopher Agostino term to expire in 2005
- Dan Morrison term to expire in 2005
- John Nagy term to expire in 2005
- Steve Notaro term to expire in 2005

The election will be held at the SAWA Business Meeting on Tuesday, October 8, 2002 in Seattle, Washington.

Summary of last conference

The Spring 2002 SAWA conference was held as its own track during HSUS's Pet Expo in Miami last April. This was an experimental arrangement between SAWA and HSUS—with the intent of increasing awareness about our organization, continuing to offer high caliber speakers regarding special management issues we all face and addressing some of our members desires to have SAWA meetings at the same time as other national conferences are held.

Jan Elster's "Crisis Management" workshop included definitions of a crisis and techniques to handling or preventing them. Jan cautioned us that, "the severity of the crisis is not determined by the problem itself, but by the stakeholders who are affected and how they react as a result of what happened."

Ralph Parilla presented a workshop on "Setting, Measuring and Achieving Meaningful Goals." He reminded us that "the key element to any management system is that it has to be a living document, one that is ingrained in what everyone in the organization does." Goals and objectives

are no more than annual "to do" lists, like most people use every day.

During the open roundtable session questions came up regarding executive director contracts, evaluating dog behavior in the kennels, contracts with veterinarians, how to raise money if you're an animal control agency and what incentives can we offer to certain cultures who typically don't see spaying or neutering of their pets as important. Other presenters included Andrea Terrillion on "What Kind of Employer Are You?". Andrea was a well received presenter from our previous conference in Las Vegas. SAWA Board member, Marilyn Haggerty-Blohm spoke about program evaluations, using the outcomes-based models that were implemented in her own organization, the New York Center for Animal Care and Control. "Anytime you go through program evaluation, it will result in some sort of change," she said.

Once again, we extend our appreciation to our sponsors of the offsite dinner event and of the SAWA Management Track: Grizzard Communications and Newport Creative Communications. And we appreciate the work and partnership with HSUS.

SAWA Scholarship Fund Named

At the July 2002 meeting, the SAWA Board of Directors voted to name the SAWA scholarship fund after our dear friend, Dennis White.

Dennis often promoted SAWA and encouraged everyone to attend conferences and training sessions as much as possible. The Board felt it was only fitting to honor Dennis, who unexpectedly passed away on October 20, 2001.

SAWA offers two \$500 scholarships to SAWA members twice a year. The scholarship can be applied to travel expenses and the registration is complementary for the scholarship recipients. There is an application and review process to select the recipients prior to each conference.

Petfinder.com also sponsored a scholarship for the upcoming fall conference. This scholarship is open to current SAWA members whose agency participates in the Petfinder program.

If you have any questions or would like to apply for assistance, please contact John Nagy, SAWA Treasurer, at (303) 696-4941 ext. 344. And thank you to all of you who make our scholarships possible. Networking is so much easier when you can attend SAWA conferences!

So, if your agency is tight on travel or training support, take advantage of these scholarships available to SAWA members.

The Construction Zone...

The grand opening for the **Arizona Humane Society's** Campus for Compassion occurred in May, just one year after ground breaking took place. The 20-acre, 55,000 square foot, \$14 million South Mountain Campus serves as the primary hub for the AHS and includes an exercise and agility field for shelter dogs awaiting adoption, a columbarium, equestrian therapy program, animal adoption center and spay/neuter clinic. Last year, more than 42,000 animals entered the doors of AHS' open-door shelter. They have a staff of over 150 employees and 700 volunteers. For more information, visit www.campusforcompassion.com.

On June 8, the **Animal Rescue League** opened it's fifth Animal Care and Adoption Center in Pembroke, Massachusetts. This facility also served as the meeting location on the second day of the SAWA Director of Operations Conference, held in mid-June.

The **Dumb Friends League** is operating a second facility, the Dumb Friends League Buddy Center, in Castle Rock, Colorado. For photos and details, visit www.ddfl.org/douglas.htm.

Asking Around

SAWA member Dr. Richard Obermanns, of the Kenneth Scott Charitable Trust, is interested if any humane societies and/or animal control facilities that have recently completed construction projects and have utilized 'green' construction practices in their design. If you have, please contact him at (440) 442-4150 or obermanns@aol.com.

Gift Adoption Study

by Victoria Wellens, SAWA member

The Wisconsin Humane Society is ten months into its Gift of Companionship program. This program began last December and is based on a recommendation by the American Humane Association to develop a process for gift adoptions and to study the rate of satisfaction of the people who receive the animal as well as the rate of relinquishment. The study will be comprised of 100 gift adoptions with follow-up concluding by the end of 2002. It is being done with the help of a grant from PetsMart Charities. The few studies done thus far on this subject have shown that people who receive animals as gifts do not relinquish at a higher rate.

This means that clients can now come into the Wisconsin Humane Society to apply to adopt a companion animal as a gift for a friend or a loved one. An Adoption Counselor will meet with the client to help them decide which animal best suits the recipient's lifestyle. Gift adoptions will be processed in accordance with our current requirements while gathering additional information about the recipient. Legal forms have been drawn up for both the gift giver and the recipient to ensure that guardianship is legally held at all times. The results of this study will be made available for publication nationally so that other shelters can benefit from the findings.

LEGISLATION UPDATE

California: As of July 1, 2002 the California Food and Agriculture Code now requires that any animal relinquished by the owner to public or private shelters has to be held the same holding period as stray dogs and cats (Section 31754).

Washington: As of July 1, 2003, animal care and control agencies and nonprofit humane societies can offer limited veterinary services to animals owned by qualified low-income households. The fee-based services can be spay/neuter surgeries, microchipping and vaccinations. The Department of Health (which issues and monitors veterinary licenses) will establish rules for overseeing these facilities sometime by early Spring 2003. The bill (SSB 6037) was passed in the 2002 legislative session after the Washington State Federation of Animal Care & Control Agencies worked several years on this issue of veterinary clinic ownership by humane societies and/or animal control agencies.

Keep Your Bylaws Simple

by Phillip Butler, Ph.D.

Recently, the SPCA of Monterey County asked me to assist their executive committee with a bylaws amendment. The existing bylaws, originally adopted in 1950, had been amended 17 times in the intervening years. This serial patchwork left them with 28 pages of dense, redundant, statute-quoting legalize. Having gone through this with numerous other non-profit organizations, I've learned that the old "KISS" business principle ("keep it simple, stupid") is a good philosophy for bylaws.

First, what goes in them? Spotlight on Bylaws by the National Association of Parliamentarians says: "The bylaws should contain those rules that are of such importance that they should be placed out of the power of a single meeting to modify. The society should adopt only the rules that are necessary to guide it in achieving its objectives. As the society changes, the rules can be changed accordingly." It then goes on to name the usual articles that properly order and classify bylaws. This is a wonderful little guiding pamphlet that every organization should have, along with Robert's Rules of Order of course.

Another important thing to understand is the ranking of statutes for any corporation. In order, they are: your state corporate statutes, your corporate charter, your constitution or bylaws, *Robert's Rules of Order*, and "standing rules" that relate to the details of administration and can be changed frequently. Therefore, it is unnecessary and even wrong to quote legal statutes in your bylaws. After all, your state legislature may add or modify corporate statutes from time-to-time, and they just might forget to notify your organization when they do! Besides, they are easily downloaded from the Internet if anyone has a question about them.

A common error is the use of complex legal language in your bylaws. Board members will remember and understand their responsibilities much better if they are written in spare, straight-forward language. Also be sure to follow Robert's Rules when setting voting guidelines. Majority or super-majority voting should fit with the voting rules for various kinds of motions. For example, it's important to know the difference between a 2/3 vote, 2/3 of those present and 2/3 of the membership. One should never use either of the latter two choices.

Finally, avoid over-structured or inflexible language. For example, setting board composition at exactly 16 members means you will frequently be in violation of your own bylaws. Adopt a range like 12-20 instead and give your board a chance to increase or decrease membership as the need dictates. Also be careful and judicious about setting specific dates. Using a sentence like "The board of directors shall hold an annual meeting prior to the end of each calendar year" gets the job done and doesn't handcuff your organization.

The SPCA of Monterey County wound up reducing their 28-page tome to seven pages. They are readable, understandable, reasonable—and they cover all the bases. Many organizations find it difficult to function at all with complicated rules or they wind up in violation of them. So remember, use the "KISS" principle and keep your bylaws simple.

Help Wanted:

(Due to publication deadlines, any interested applicants should verify that the positions listed below are still open)

The [Animal Humane Association of New Mexico](#) is seeking an [Executive Director](#). Bachelors degree, eight years of management experience and strong leadership, interpersonal and organizational skills required. Expectations include: implementing policy and strategic plans with the board and providing open and positive leadership to staff and volunteers. AHA has a budget of \$2 million, 39 full-time employees, 300 volunteers and shelters 7,500 animals a year with 60%+ adoption rate. Send letter, resume and salary requirements to AHA Search Committee, 615 Virginia St SE, Albuquerque, New Mexico 87108. www.ahanm.org

The [Larimer Humane Society](#) (CO) is seeking a [Director of Operations](#). Provide leadership to department managers, develop and coordinate strategic goals. Supervise six, report to Executive Director. For more details, visit www.larimerhumane.org/get-involved/employment or contact Dori at (970) 226-3647, ext. 123.



Society of Animal Welfare Administrators

SAWA's Network News

Nancy B. McKenney, Editor

Leslie Pazoureck, Assistant Editor

6000 East Evans, Suite #3-205

Denver, CO 80222

<http://sawa.vvew.org>

FOR SALE!

SAWA Resource Directories, Salary Surveys are available to purchase, each \$150. SAWA membership plaques and pins are for sale to members. Why not flaunt your membership in a professional network of leaders in the field of animal care and control?

Contact SAWA at (303) 758-9611 to order any of these items listed above.

Community Approaches to Feral Cats: Problems, Alternatives and Recommendations is a new book published by HSUS. Order online (\$25.50 each) at www.hsus.org/ace/14631.

The mission of SAWA is the promotion of humane ideals and a professional approach to management of private or governmental animal welfare and control agencies.

DIRECTORY CORRECTIONS!

Please make the following corrections in your 2002 SAWA membership directory:

Patti Mercer's email is mercerc@hspca.org (page 1, 24).

Nancy McKenney's direct phone number is (425) 649-7550 (page 1).

Gary Tiscornia's phone number is (831) 373-2631 (page 2, 37).

Dorothy Shadrick's is Executive Director of ACE Management, not SAWA. ACE is the administrative office for SAWA (page 1).

Dawn Armstrong's email is adawn@etahoe.net (page 4).

Connie Howard is the Director of Operations for the Boulder Valley Humane Society (page 19).

If you have any changes for the directory, please contact ACE or the *Network News* Editor and we will make every effort to publish these corrections in the next issue of *Network News*. Thank you!