



Society of Animal Welfare Administrators (SAWA)

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- **STRATEGIC**
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- **FRAMEWORK and**
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- **2009-2012**
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- **STRATEGIC PLAN**
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Approved June 10, 2009



Introduction

SAWA Strategic Framework and Plan

Purpose and Use

A Strategic Framework and Plan represents a consensus among the organization's leadership and management concerning the Society's scope, purpose and direction for the future, as well as the primary strategy the organization will use to achieve its goals. The Strategic Framework and Plan should be used by SAWA leadership as an essential management tool to guide decision-making, align organizational resources, and, with an appropriate monitoring process and measurement tools, to evaluate progress toward identified end results. For SAWA Committees, Work Groups and staff, the Strategic Framework and Plan, with an accompanying Annual Business Plan, provide direction and focus for activity and clear expectations for work product.

A Strategic Framework and Plan are living documents, and should be revisited often through a process of monitoring changes in the professional environment, members needs and satisfaction, internal SAWA operations, and the performance of programs and initiatives implemented to achieve SAWA goals.

Development of the Strategic Framework and Plan

The SAWA Strategic Framework and Plan was originally developed by the SAWA Board of Directors and Executive Director in February 2009. The planning group was guided by input from a broad cross section of SAWA members, leaders and other constituents who contributed their thoughts and perspectives.

Definition of Terms

Mission: a statement of the organization's core purpose and indispensable value for those it serves.

Impact Statement: statement(s) that reflect the anticipated outcome of fulfilling the mission, or the desired change the organization seeks to bring about.

Operating Values: principles that guide action, decision and behavior within an organization.

Vision/Long-term Goals: a description of the organization in a future state, operating at a level of performance required to fulfill its mission.

Key Result Areas: identifies strategic areas for change; action taken in these areas will serve to move the organization forward in achieving its vision in the current planning cycle.

Objectives and Strategies: define the end results that must be accomplished within each Key Result Area and the best approaches to achieving them, based on insight gained from the external and internal environmental assessment.

Year One Deliverables: identify specific actions that should be taken within the first year of the planning cycle.

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 local 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 Impact Statement

SAWA efforts will result in . . .

. . . the local animal welfare and control organization is seen as a vital resource with the community.

[other statements to be developed ...]

SAWA Vision/Long-term Goals

1. SAWA is respected as the voice for effective management of local animal welfare and control organizations, and related issues where this expertise is essential.
2. SAWA is *the* source for professional knowledge, best practice, standards of competency and industry data concerning the operation of local animal welfare and control organizations.
3. SAWA is the catalyst for continuous professional development of agency management and elected leadership teams.

4. 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.
5. SAWA is a sought-after partner with industry and related animal welfare organizations pursuing mutual goals and interests in advancing the profession.
6. SAWA operates with the infrastructure, volunteer and staff leadership and financial capacity required to fulfill its mission at the highest levels of excellence.

SAWA STRATEGIC PLAN: 2009-2012

Key Result Area: VOICE FOR THE PROFESSION

SAWA Image and Identity

Objective 1: Clarify SAWA's identity as the voice and conduit for expertise and professionalism in the operation of a local animal welfare and control organization.
(Priority)

Strategy

1. Create and execute a marketing and branding plan.

Year One Deliverables

- ◆ Engage the support of one or more sponsor-partners with marketing expertise to contribute to plan development
- ◆ Create a Marketing Committee and begin implementation

Collaboration

Objective 2: Identify and pursue opportunities to collaborate with other animal welfare organizations to address issues that impact a member's ability to operate a successful local animal welfare and control organization.

Strategy

1. Develop a plan for collaboration with other organizations, including corporations, the veterinary community, academic institutions, etc. to meet SAWA member educational needs.
2. Develop a plan to have X percentage of members be CAWA certified by 2011.

Year One Deliverables

- ◆ Determine SAWA member educational needs for professional growth
- ◆ Identify potential collaborators

Leadership Development -- Profession

Objective 3: Facilitate the development of an effective local agency elected and staff leadership team.

Strategy

1. Survey members to identify training needs that will build toward the CAWA curriculum.

Year One Deliverables

- ◆ Conduct survey and assess the results.

Public Awareness and Education

Objective 4: Drawing from the expertise of members, sponsors and partners, develop the resources and tools members need to better inform and educate the public on animal welfare issues.

Strategy

1. Work with identified partners to develop and implement a public information strategy on issues of high importance to SAWA members.

Year One Deliverables

- ◆ Develop and implement a process (e.g., polling) to regularly determine issues of importance to members, using sponsors to help create if needed

Agency Standards/Best Practice

Objective 5: Gather, evaluate, organize and promote best practice and performance benchmarks in operating a local animal welfare and control organization.

Strategy

1. Develop a system to identify, gather, evaluate, disseminate and update industry best practices.

Year One Deliverables

- ◆ As part of an evaluation of needed technology, create the infrastructure to develop the best practice and benchmarking system.

Key Result Area: MEMBER VALUE

Member Education – Target Audience

Objective 6: Target the development of knowledge, experience and core competency at each stage of an animal welfare professional's career.

Strategy

1. Survey target member audiences to identify specific training needs.
2. Establish training priorities by audience.
3. Develop and implement a plan to expand training opportunities using all possible resources, such as partners.

Year One Deliverables

- ◆ Prioritize audiences and develop and conduct surveys
- ◆ Identify education needs and appropriate delivery venues

Member Service Development

Objective 7: Develop and deliver relevant, practical education, information and resources that help members build skills and address the challenges in operating a high performing local animal welfare and control agency.

Strategy

1. Enhance members' ability to network with others in multiple ways (e.g., via technology).
2. Develop a feeder education program that builds toward the CAWA knowledge base.
3. Strategically design Conference topics for target audiences.
4. Establish a body of information (using an online archive of resources) that captures both informal exchange of experience between members, as well as more formal best practices.

Year One Deliverables

- ◆ Start by making some immediate tools available online (each month add a tool, sample or other resource)
- ◆ Plan out the topics to focus on

Member Service Delivery

Objective 8: Ensure convenient, year-round access to SAWA membership value.

Strategy

1. Develop a specific strategy to cultivate, engage, and ensure renewal of new members, year-round (include a focus on welcome and orientation via personal contact with new members)..

Year One Deliverables

- ◆ Implement the outreach strategy for new members.

Key Result Area: MEMBER COMMUNICATION & OUTREACH

Membership Development

Objective 9: Identify and actively recruit as members professionals representing the full diversity of local animal welfare and control agencies. (*Priority*)

Strategy

1. Evaluate and adjust the current SAWA membership structure (categories, due rates, etc.).
2. Develop a recruitment plan and campaign and implement through various channels (e.g., sponsor advocates; regional recruitment structure; exposure with related national groups, etc.).

Year One Deliverables

- ◆ Identify new members and the methods to be recruit them.
- ◆ Define changes to the membership structure and dues rates.

Marketing of Benefits and Services

Objective 10: Raise awareness and perceived value of SAWA benefits and services.

Strategy

1. Explore some non-traditional relationships and venues (such as 'generic' industry associations) to gain exposure for SAWA benefits and services.
2. Explore a SAWA facilitated program track in conferences of other organizations.
3. Use success stories from SAWA members on how membership has benefited them in their career.

Year One Deliverables

- ◆ Gather success stories.
- ◆ Identify and target corporations and associations that have mutual interests to use as possible marketing venues for SAWA benefits and services.

Sponsor/Vendor Relations

Objective 11: Better leverage the SAWA-sponsor relationship to ensure high value and the common goal of advancing the profession.

Strategy

1. Identify a list of potential SAWA sponsors and possible joint projects based on Strategic Plan goals and priorities.
2. Develop a process to match sponsor resources with potential projects.

Year One Deliverables

- ◆ Identify potential sponsors and projects that need support. Pursue.

Key Result Areas: GOVERNANCE AND OPERATIONS

SAWA Infrastructure

Objective 12: Develop the systems, processes and related technology SAWA needs to operate efficiently and deliver high quality service to members. (*Priority*)

Strategy

1. Identify the technology needed to effectively deliver service to the market.
2. Identify and partner with vendors to create the technology.
3. Explore specific technology to link members together for professional development and networking.
4. Evaluate technology as a revenue source.

Year One Deliverables

- ◆ Streamline the membership application and renewal process.
- ◆ Identify technology needs; focus on technology to support interaction between members within SAWA.

Strategic Governance

Objective 13: Clarify and develop the strategic focus and role of the SAWA Board as a partner with the Executive Director in advancing the SAWA mission and vision. (*Priority*)

Strategy

1. Evaluate the appropriate Board role, meeting structure, and size for efficient governance of SAWA.
2. Clarify Board – Staff roles.
3. Review, evaluate and potentially restructure membership classifications. (See Objective 12.)

Year One Deliverables

- ◆ Create a plan to transition the Board to an identified model over two to three years.
- ◆ Implement an effective partnership for governance and operations.
- ◆ Redefine membership classifications (see Objective 12, Year One Deliverables).

Member Involvement

Objective 14: Create a range of substantive, satisfying opportunities for members to contribute their time and talent to SAWA – from the new member to the most seasoned leader.

Strategy

1. Identify volunteer assistance and resources needed and how to make involvement opportunities beneficial to members (focus on short-term tasks requiring specific member expertise).
2. Survey younger members to identify how they can help SAWA and vice-versa.

Year One Deliverables

- ◆ Identify needs for volunteer support and expertise based on Plan goals and priorities.

Resource Capacity

Objective 15: Build a diverse, steady stream of revenue, and the professional management and administrative capacity required to support accomplishment of SAWA goals and priorities. (*Priority*)

Strategy

1. Expand current revenue sources derived from membership and sponsors.
2. Investigate new and alternate revenue sources (e.g., buying groups; preferred pricing opportunities, etc.).
3. Identify the best method (in-house or outsourced) to administer current and new SAWA programs.
4. Foster existing sponsor relationships to support SAWA growth.
5. Conduct regular environmental scanning to identify trends and service opportunities.

Year One Deliverables

- ◆ Identify administration methods for key programs and services.
- ◆ Continue to foster existing sponsor relationships (e.g., face-to-face meetings with the Board on specific issues).