

NOVEMBER 14 – 16, 2022  FALL CONFERENCE FOR ANIMAL WELFARE ADVANCEMENT

*Let the Good Times Roll  
in New Orleans!*

# LAISSEZ LES BONNS TEMPS ROULER!

The Association for  
Animal Welfare  
Advancement



Sponsored by



# Dear Colleagues,

**If you are an Animal Welfare professional with a strong desire for continuous improvement in your leadership skills, New Orleans is the place to be this November!** Join hundreds of your colleagues in The Big Easy where you'll be treated to an incredible roster of presenters who will exercise your mind and help you grow, ultimately driving your organization toward achieving its critical, lifesaving mission.

New Orleans is one of America's GREAT cities—a cultural melting pot brimming with amazing music, art, and culinary delights. Spend time reconnecting with friends and making lots of new ones in this magical place. As many of you have heard me often say, **the real strength of The Association is in the NETWORK. You will absorb tons of knowledge from our presenters but will likely learn even more from one another.**



Carefully curated Keynote addresses will start each day off with stimulating, thought-provoking messages to set the tone for expanding our minds. And break-out sessions in four distinct tracks will give you opportunities to learn and apply new skills. Mix and match your own itinerary choosing from sessions in the Analysis & Planning Track, the Internal & External Communications Track, the Strategic Workforces Track, and the Animal Law Track brought to you in partnership with the Animal Law Committee of the American Bar Association.

You will have opportunities to visit our corporate partners in the exhibit hall to learn about the goods and services they offer to make your work more impactful. Be sure to take advantage of this gathering of professionals and don't forget to thank them for supporting your professional association!

We've built in plenty of time for you to "let your hair down" and enjoy the offerings of this great city while strengthening your skills and your network. You won't want to miss our offsite event at the famous House of Blues just a short walk from our hotel!

**Register today and then count the days till we all gather, LIVE and IN-PERSON, in New Orleans!**

See you there!

A handwritten signature in white ink that reads "J. Tedford".

Jim Tedford, CAWA, President & CEO

The Association for Animal Welfare Advancement

**We provide these workshops for informational purposes only, and the views expressed in these workshops are not necessarily the views of The Association for Animal Welfare Advancement. The Association does not endorse nor recommend specific protocols or procedures provided during this conference.**

# PRE-CONFERENCE **SUNDAY, NOVEMBER 13**

ALL TIMES ARE CENTRAL TIME

3–6 pm                      Registration Desk Open

# DAY ONE **MONDAY, NOVEMBER 14**

ALL TIMES ARE CENTRAL TIME

|                   |                                       |
|-------------------|---------------------------------------|
| 7 am–4:30 pm      | Registration Desk Open                |
| 8–9 am            | Continental Breakfast in Exhibit Hall |
| 9–9:30 am         | Welcome                               |
| 9:30–11 am        | Keynote: Dr. Sarah Wooten             |
| 11–11:30 am       | Beverage Break                        |
| 11:30 am–12:30 pm | Four Concurrent Sessions              |
| 12:35–2 pm        | Lunch Plus                            |
| 2:15–3:15 pm      | Four Concurrent Sessions              |
| 3:15–3:30 pm      | Quick Beverage Break                  |
| 3:30–5 pm         | Tick, Tock, Talk                      |
| 5–6:30 pm         | Opening Reception in Exhibit Hall     |

## **BECOME A SPONSOR?**

Looking to connect  
with animal welfare  
industry leaders?  
Want to advance  
your brand? Do both  
with a sponsorship of  
The Association!  
Contact us at  
[marketing@theaawa.org](mailto:marketing@theaawa.org).

## **EARN WHILE YOU PARTICIPATE**

Individual attendees will be able to earn:

- CAWA CEs for all sessions
- CFRE CEs for select sessions
- CLE CEs for select sessions (pending approval)
- NACA CEs for all sessions
- Texas Department of State Health Services (DSHS) 8.5 CEs toward ACO CE requirements per Ch. 829 of the Texas Health and Safety Code for select sessions

## Keynote & General Session Speakers

**MONDAY, NOVEMBER 14 | 9:30–11 AM**

**Keynote: How to Deal with Unruly Humans**  
Dr. Sarah Wooten

**TUESDAY, NOVEMBER 15 | 9:30–10:30 AM**

**Keynote: Bias, Mindfulness, and the Impact of Both on More Equitable Spaces**  
Rehman Abdulrehman, Ph.D., C.Psych.

**WEDNESDAY, NOVEMBER 16 | 9–10 AM**

**Dog Breeds: Implications for Behavior, Adopter Expectations and Legislation**  
TBA

**WEDNESDAY, NOVEMBER 16 | 11:30 AM–12:30 PM**

**Keynote: Nonprofit Rollercoaster: Confronting Economic Challenges in 2022**  
Lara Jakubowski, La Piana Consulting

Choose from four workshop tracks—something for everyone!

| Concurrent Session Tracks                              | Analysis & Planning Track                                              | Internal & External Communications Track                                | Strategic Workforces Track                                                                    | Animal Shelter Law Track by the American Bar Association<br>(An additional registration fee applies) |
|--------------------------------------------------------|------------------------------------------------------------------------|-------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|
| <b>Monday, November 14</b><br><b>11:30 am–12:30 pm</b> | Mission, Vision, Core Values Development                               | Motivating the Unmotivated™                                             | Generational Differences: Understanding Generational Preferences in The Workplace             | Contracts and Fair Compensation                                                                      |
| <b>Monday, November 14</b><br><b>2:15–3:15 pm</b>      | How to Create Impactful Corporate Partnerships                         | Develop a Customer-Centric Culture                                      | Breaking Down Silos: Cross Functional Collaboration                                           | Spectrum of Care: Legal Issues in Shelter Medicine                                                   |
| <b>Tuesday, November 15</b><br><b>10:45–11:45 am</b>   | Annual Budgeting: From Leadership's Burden to All-Staff Collaboration  | Peaceful Leadership: Resolving Interpersonal Conflicts                  | The Future of Compensation                                                                    | Perils of Pet Laundering: Rogue Rescuers                                                             |
| <b>Tuesday, November 15</b><br><b>1:30–2:30 pm</b>     | Practical Guide to Inclusive Strategic Planning                        | Guiding Your Organization: You Have Questions, Your People Have Answers | Peaceful Leadership: Mediating Employee Conflicts                                             | So, you want to take over animal control?                                                            |
| <b>Wednesday, November 16</b><br><b>10:15–11:15 am</b> | Virtual Equity: Using Tech to Increase Access for Emerging Communities | Telling Your Financial Story to Different Audiences                     | Rethinking Impostor Syndrome™: Why Capable People Feel Like Impostors and What to Do About It | Expanding Your Insurance Universe                                                                    |

# DAY ONE **MONDAY, NOVEMBER 14**

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## **7 AM–4:30 PM CT | CHECK IN**

Check in at the Registration Desk to pick up your essentials and some goodies.

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## **8–9 AM CT | CONTINENTAL BREAKFAST**

Enjoy continental breakfast in the Exhibit Hall and greet friends old and new, including our sponsors.

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## **9–9:30 AM CT**

### **Conference Welcome and Opening Remarks**

**Jim Tedford**, CAWA, President & CEO of The Association for Animal Welfare Advancement, will set the stage for 2½ days of learning and networking.

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## **9:30–11 AM CT | KEYNOTE**

### **How to Deal with Unruly Humans**

**Sarah Wooten, DVM, CVJ**

Conflict with staff and customers has a significant negative impact on the emotional wellbeing of animal welfare professionals. Most of the time, a simple communication barrier, lack of awareness of your needs or other's needs, or misunderstanding is to blame. In any challenging situation, you have a choice on how you respond. Your choice impacts your relationships and quality of life.

Learn ways to respond to difficult situations with customers and staff and make choices about their own responses. Learn to recognize subtle fear behaviors in other humans, develop easy to use strategies for dealing with triggered staff members or clients. Leave with new awareness of root causes of conflict and with superhero tools that if used correctly support emotional wellbeing and foster healthy connection with other humans in the face of difficult circumstances.

#### **Learning Objectives:**

- Recognize fear behavior in humans, and gain a broad understanding of the behaviors associated with fight, flight, or freeze in humans
- Apply five ways to respond to difficult situations with clients and/or staff, make choices about their own responses in conflict situations, and apply their knowledge to real life scenarios
- Recognize reactive behavior in clients, understand that we serve people in crisis, and manage emotionally reactive people without getting sucked into the drama

**Dr. Sarah Wooten** is a 2002 graduate of UC Davis School of Veterinary Medicine and a well-known international speaker in the veterinary and animal health care spaces. She has 10 years' experience in public speaking and media work, and writes for a large number of online and print animal health publications, such as chewy.com, petMD, Vetstreet, Hill's Education Blog, DVM360 print and online publications, Healthy Pet Magazine, and the Bark. Dr. Wooten is also a certified veterinary journalist, a member of the AVMA, and has 16 years' experience in small animal veterinary practice.





## DAY ONE **MONDAY, NOVEMBER 14**

### **11–11:30 AM CT | BEVERAGE BREAK IN THE EXHIBIT HALL**

Grab a cup of coffee or tea or soda, chat with our exhibitors, then take your seat for the first round of workshops.



*Approved for 1.0 CFRE CE*

### **11:30 AM–12:30 PM CT | ANALYSIS & PLANNING TRACK**

## **Mission, Vision, Core Values Development**

**Tammy Charles, Inovo Strategic Consulting**

Learn how to align your mission, vision, and values to create social impact. First it starts with creating a mission that articulates your value proposition and an aspirational vision that challenges your internal stakeholders to go beyond the status quo. We will discuss how to craft core values that drive culture and the strategic outcomes for your organization.

#### **You will learn:**

- What are the building blocks of effective mission and vision statement development?
- What is strategic positioning and its connection to mission and vision development?
- What's the five-step recipe for the strategic management process?
- How do the mission, vision, and value statements drive strategy and competitive positioning?
- What are the characteristics of a good mission, vision, and values statement?
- How can we convert values into behaviors and culture that helps us accomplish our goals?

**Tammy Charles, MBA**, is the Founder and Chief Strategist at Inovo Strategic Consulting. Tammy is a self-proclaimed social change geek who bridges theory and practice to help nonprofits, social enterprises, and corporations create and implement tools to address the world's most pressing problems, such as poverty, economic inequity, and social injustice. She has raised over \$10 million in financial and nonfinancial capital through building cross-sector partnerships, creating innovative business models, and helping organizations develop and craft clear strategies and goals.

# **THE INNOVATION STATION**

**SPONSORED BY LEAP VENTURE STUDIOS**

Stop by The Innovation Station in the Exhibit Hall and be among the first to meet the creators behind three newly launched products created just for the animal welfare sector.

## DAY ONE **MONDAY, NOVEMBER 14**

### **11:30 AM–12:30 PM CT | INTERNAL & EXTERNAL COMMUNICATIONS TRACK**

#### **Motivating the Unmotivated™**

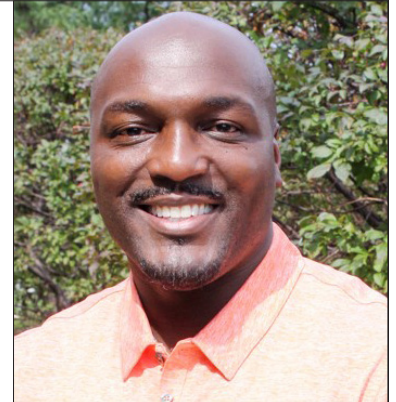
**Shawn K. Woods, Shawn K. Woods & Associates**

Discover the driving forces of motivation and create a more productive, loyal, and energized workplace. It is no secret that employees who feel praised, inspired, and empowered are more motivated, committed, and driven to deliver results. This workshop is a great starting point for those who desire to ignite their spark and champion more innovative and collaborative ways of motivating and engaging themselves and their teams.

##### **How you will benefit:**

- Discover how fear, know-how, and desire effect employee motivation
- Explore ways to create a dynamic and motivating climate
- Understand the motivational theories that affect workplace performance
- Learn the engagement model and how to apply it to create a buzz of energy and excitement on teams and in workplaces

**Shawn K. Woods** is President of Shawn K. Woods & Associates, an organization committed to empowering businesses and individuals to unleash their full potential. He is a Chair for Vistage International, the world's largest CEO and peer advisory organization. He has authored *Bullying in Schools, Workplaces, Cyberspace and Against the Elderly*; and recorded a motivational audio called *The PEPP Talk*.



### **11:30 AM–12:30 PM CT | STRATEGIC WORKFORCES TRACK**

#### **Generational Differences: Understanding Generational Preferences in The Workplace**

**Jeff Butler, Author**

Today, an unbelievable four different generations are sharing the workplace today —Traditional Generation, Baby Boomers, Generation Xers, and Millennials. With each generation having its own culture and beliefs how do you successfully manage each one so that you are able to optimize their performance but also address their differences? The answer is crucial to your organization's culture and long-term strategic success. Best-selling author Jeff Butler shares his research and insights into the four generations' motivations, differences, and communication styles. You will learn how organizations across various industries are thriving with a multigenerational workforce. And you'll gain specific actionable strategies to manage your cross-generational challenges and turn your multigenerational workforce into a competitive advantage.

**Jeff Butler** is an author and workplace strategist who explores human behavior within the working world. His ideas have made it to TEDx twice, appeared in dozens of media outlets including two books on human behavior: *The Authentic Workplace* and *The Key To The New You*. As a researcher and practitioner, he also runs a consulting company and a tech company, TrinityFix, where he can test his ideas in different workplace environments.



## DAY ONE **MONDAY, NOVEMBER 14**



### **11:30 AM–12:30 PM CT | ANIMAL SHELTER LAW TRACK BY THE AMERICAN BAR ASSOCIATION**

#### **Contracts & Fair Compensation**

**Kate Meghji**, Humane Society of Vero Beach

**Katie Barnett**, Barnett Law Office, LLC

Animal shelters continue to expand services without expanding compensation from their contracting local governments. We will discuss varying contractual models (flat rate, per animal, per capita) and tactics to ensure you get the financial support from your government that mirrors the dynamic work you do in the community. Legal issues covered include threshold for qualified immunity in certain states, open records/meetings acts, and educating local attorneys on shelter requirements.

**Kate Meghji** is the CEO of the Humane Society of Vero Beach. Previously she served as the executive director of the Lawrence Humane Society and shelter manager for the Champaign County Humane Society.

**Katie Barnett** received her Juris Doctor from the University of Kansas School of Law. She is the Founder of the law school's Student Animal Legal Defense Fund and founded the Animal Cruelty Prosecution Clinic. She has the only practice in Kansas dedicated to animal issues. Katie is in-house counsel for over a dozen animal shelters and animal control agencies in the Midwest. She is the current Chair of the Animal Law Committee of the American Bar Association and has authored two American Bar Association Resolutions focusing on Animal Law.

### **12:35–2 PM CT | LUNCH PLUS**

Travel up to the 8th floor for a delicious lunch  
PLUS The Association's Annual Business meeting  
PLUS the newly named fan-favorite **Wagsie**

**Video Awards sponsored by Hills** (formerly known as the PSA Awards)

SPONSORED BY  
**HILL'S PET NUTRITION**

# We have more cowbell!

**IT'S BACK!** Listen for the cowbell to ring and the start of our next speed dating-style in-person networking event.

**Monday, November 14 | 2:30–4 pm CT**

The Association for  
**Animal Welfare  
Advancement**





## DAY ONE **MONDAY, NOVEMBER 14**

**2:15 – 3:15 PM CT | ANALYSIS & PLANNING TRACK**

### **How to Create Impactful Corporate Partnerships**

**Tammy Charles, Inovo Strategic Consulting**

Creating effective corporate relationships is more than just a financial transaction. Many corporations seek to build holistic relationships with nonprofits to pursue social change. We will discuss specific action steps nonprofits can take to build, facilitate, and revamp cross-sector relationships to address the growing complexity and magnitude of the socio-economic problems facing our communities. Now more than ever, organizations across all sectors will need to think of effective ways to co-create innovative and long-term solutions to our community's most pressing issues.

**In this session, participants will leave with the following:**

- Specific action steps to initiate, develop, and sustain their corporate relationships by producing strategic alliances that not only drive revenue but innovation and social impact.
- Discuss tangible and practical steps nonprofits and corporations can take to forge stronger partnerships
- Review specific models for partnerships that are changing the way organizations address social problems through social innovations and strategic alliances
- Effective tools to manage and evaluate the effectiveness of partnerships

*See bio page 6*



*Approved for 1.0 CFRE CE*

**2:15–3:15 PM CT | INTERNAL & EXTERNAL COMMUNICATIONS TRACK**

### **Develop a Customer-Centric Culture**

**Sarah Wooten, DVM, CVJ**

When your customers make any decision—from adopting a pet to writing a negative online review—their decision is typically based on four key drivers. Understanding these motivators can help you to create a customer experience that is best in class.

Veterinarian and client communication expert Dr. Sarah Wooten offers ideas, tools, and best practices for envisioning and shaping a customer-centric culture.

**You'll learn:**

- What customer-centric culture looks and feels like, and why it matters
- Four main expectations that clients have
- Strategies for impacting clients' decisions
- Two ways to create a customer-centric culture

Learn to see through your clients' eyes (and by the way, your employees are customers, too) and not only meet—but exceed—their expectations. Come get the key to unlock your competitive advantage.

*See bio page 5*



## DAY ONE **MONDAY, NOVEMBER 14**



**2:15 – 3:15 PM CT | STRATEGIC WORKFORCES TRACK**

### **Breaking Down Silos: Cross Functional Collaboration**

**Shawn K. Woods**

Remember the last problem you were trying to solve. Did you have everything you needed to solve the problem? Or did you need help and/or information from others? More times than not the answer will be Yes, I needed help and information from others. Cross functional collaboration is where people from different areas of functional expertise come together to accomplish goals. Organizations that have strong cross functional collaboration are more successful in accomplishing goals. Learn how to break down barriers and to build a collaborative cross functional work environment.

**We will discuss:**

- The benefits of cross functional collaboration
- The importance of understanding roles and goals
- Building an inclusive environment that encourages differing perspectives
- Defining accountability and creating an accountable organization
- Increasing self-awareness and the role you play in collaborating

*See bio page 7*



**2:15–3:15 PM CT | ANIMAL SHELTER LAW TRACK  
BY THE AMERICAN BAR ASSOCIATION**

### **Spectrum of Care: Legal Issues in Shelter Medicine**

**Dr. Brad Crauer, CAWA, Kansas State University School  
of Veterinary Medicine**

**Bonnie Lutz, Klinedinst Irvine**

Getting involved in shelter medicine a decade ago looked very different than it does today. Many shelters are expanding their services into their community. We will explore the legal and policy issues for providing a continuum of acceptable care that considers current veterinary practices while remaining accessible to underserved populations.

**Dr. Crauer** joined the faculty at Kansas State University in 2015 to develop their Shelter Medicine/Community Outreach Program. Previously, Dr. Crauer served as Medical Director at Wenatchee Valley Humane Society, Chief Medical Officer at Seattle Humane, and Adjunct Professor at Washington State University. He is a 1991 Iowa State University graduate with over 20 years' experience in private practice, emergency, and shelter facilities.

**Bonnie Lutz** is a shareholder in Klinedinst PC's Irvine, California, office. Bonnie has been practicing law in California since 2000. Her practice is focused on defending veterinarians in administrative actions and lawsuits, as well as consulting with humane societies.



**3:15–3:30 PM CT | QUICK BEVERAGE BREAK**

## DAY ONE **MONDAY, NOVEMBER 14**

**3:30–5 PM CT**

### **Tick Tock Talk**

**Back by popular demand!** Based on the overwhelming positive feedback from The Spring Conference, we'll be hosting another speed dating-style in-person networking event. This 90-minute event will be divided into three timed sessions with tables set up based on Regions, Roles, and Industry Trends. When you hear the timer, you'll take your seat at the next table and dive into a discussion with your colleagues. And yes, there will be MORE cowbell.



**5–6:30 PM CT**

### **Opening Reception in Exhibit Hall**

The Association sponsors will showcase their products or services. Visit their booths to learn something new or just to say thank you for all their support of our profession.

**The American Bar Association is excited to have its 10th Annual Animal Shelter Law Symposium in conjunction with The Association's Fall Conference.**

**Together we bring you the Animal Shelter Law Track.**

This program will offer legal overviews on issues involving trending shelter programs, insurance and risk management, innovative public veterinary care, privatizing animal control enforcement, and getting much needed resources through local government contracts. The track is ideal for board members, executive leadership within animal welfare organizations, and for attorneys. An additional registration fee applies for participation in this exciting five-session track.



# DAY TWO **TUESDAY, NOVEMBER 15**

## ALL TIMES ARE CENTRAL TIME

|                  |                                                      |
|------------------|------------------------------------------------------|
| 8 am–5 pm        | Registration Desk Open                               |
| 8–9 am           | Continental Breakfast in Exhibit Hall                |
| 9–9:30 am        | Opening Remarks                                      |
| 9:30–10:30 am    | Keynote: Rehman Abdulrehman, PhD, CPsych             |
| 10:30–10:45 am   | Quick Beverage Break                                 |
| 10:45–11:45 am   | Four Concurrent Sessions                             |
| 11:45 am–1:15 pm | Lunch in Exhibit Hall                                |
| 1:30–2:30 pm     | Four Concurrent Sessions                             |
| 2:45–3:45 pm     | Snack Break in Exhibit Hall                          |
| 4–5 pm           | Two Concurrent Sessions:<br>Topics on a Hot Tin Roof |
| 6–8 pm           | Evening Reception at The House Of Blues              |

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### 8 AM–5 PM CT | REGISTRATION DESK OPEN

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### 8–9 AM CT | CONTINENTAL BREAKFAST IN EXHIBIT HALL

Grab a bite to eat and check out our sponsors' products and services.

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### 9–9:30 AM CT

## Opening Remarks

**Matt Pepper**, CEO of Michigan Humane and Chairman of The Association's Board of Directors, welcomes you to day two.



## DAY TWO **TUESDAY, NOVEMBER 15**

**9:30–10:30 AM CT | KEYNOTE**

### **Bias, Mindfulness, and the Impact of Both on More Equitable Spaces**

**Rehman Abdulrehman, PhD, CPsych, LeadWithDiversity.com**

While the concept of bias is anxiety-provoking and many refuse to accept they have it, this keynote addresses the concept of bias from a psychological perspective and supports it with data from the BIAS OUTSIDE THE BOX tool. Though particular groups (e.g., women, people of color, younger people) believe that they are less impacted by bias, or “woke” enough to avoid it, data from the BOB tool finds that unconscious bias is common across the board in all demographics. Furthermore, data shows that some groups who otherwise are less impacted by bias carry more of it and may internalize racism.

Some of these findings will be reviewed in this keynote, plus we will discuss the role of mindfulness and insight in preventing bias personally and professionally. This talk will not only aim to inform but develop a safe setting to promote insightful learning and the starting point for further discussion needed to address bias and its impact on racism.

**Rehman Abdulrehman, PhD, CPsych** is a clinical and consulting psychologist.

Dr. Abdulrehman’s focus is on leadership and diversity, equity and inclusion. His broad and international portfolio of clients includes Google/Youtube, Mastercard Foundation, Canadian Broadcasting Corporation, and he is a member of the Conference Board of Canada. His podcast, *Different People*, helps navigate anxious conversations on racism. His work has been recognized by the Society of Consulting Psychology for Excellence in Diversity and Inclusion Consulting. He is also the creator of testbias.com.



**10:45–11:45 AM CT | QUICK BEVERAGE BREAK**

**10:45–11:45 | ANALYSIS & PLANNING TRACK**

### **Annual Budgeting: From Leadership’s Burden to All-Staff Collaboration**

**Jeremy Van Groll, President of Nonprofit Bookkeeping**

Nonprofit budgeting is usually a once-a-year burden for organizational leadership—until now. You’ll learn how to transform the process into a collaborative and inspiring event that can deeply impact your organization’s trajectory and mission. We’ll break down negative connotations associated with budgeting, with a focus on fostering a culture of open collaboration. **You’ll walk away with:**

- Practical methods of engagement
- Subtle yet beneficial changes in language
- Simple tools to use in the budgeting process
- Methods to provide concise and targeted reporting to your team and board

**Jeremy Van Groll** is an incorrigible financial nerd and is the Founder and President of Nonprofit Bookkeeping. During his twenty years of experience, he has partnered with domestic and international organizations to implement customized financial and data management processes that allow nonprofit leaders to focus their efforts on their mission and build relationships with donors.



*Approved for 1.0 CFRE CE*

## DAY TWO **TUESDAY, NOVEMBER 15**



Approved for 1.0 CFRE CE

**10:45–11:45 | INTERNAL & EXTERNAL COMMUNICATIONS TRACK**

### **Peaceful Leadership: Inclusive Decision-Making and Promoting Accountability**

**Dr. Jeremy Pollack, CEO, Pollack Peacebuilding Systems**

Employees in US companies spend about three hours each week involved in conflict. Peaceful Leadership addresses this by promoting conflict-resilient cultures. In this introductory workshop, conflict resolution expert & social psychologist Dr. Jeremy Pollack helps you set the groundwork for a culture of accountability and empowerment in which decision-making is more inclusive.

**You'll walk away with:**

- The core pillars of Peaceful Leadership
- A framework for inclusive decision-making
- A framework for building a culture of accountability
- More awareness of your impact as a leader

**Jeremy Pollack, Ph.D.** is a social psychologist and the Founder of Pollack Peacebuilding Systems, the largest workplace conflict resolution consulting firm in North America. He coaches and trains executives and employees in a variety of industries, from Fortune 500 companies to major non-profits. Jeremy is the author of the *Conflict Resolution Playbook: Practical Communication Skills for Preventing, Managing, and Resolving Conflict* and is a regular contributor on the topics of leadership and conflict management for publications like Forbes.com, Fast Company, and Industry Week.



**10:45–11:45 AM CT | STRATEGIC WORKFORCES TRACK**

### **The Future of Compensation**

**Swati Patel, Human Resources Consultant**

What drives candidates to accept, or decline an offer of employment? What is a livable wage, and should I be offering something similar to my employees? How can I pay my employees what they desire while balancing my budget? These are critical questions leaders are asking as the labor market in the US dramatically shifts. This workshop will offer C-Suite execs an opportunity to candidly discuss and dive into the underlying factors that drive an organization's compensation philosophy. After this session, you will likely find areas in which you need to reevaluate your pay practices to meet the demands of this new era.

**Swati Patel** is an experienced HR and Compensation consultant with 20 years of experience. Swati is an expert in developing compensation strategies and pay-and-reward programs. She leads numerous projects with Executives and Board of Directors, such as developing compensation philosophies and salary structures, analyzing executive compensation, conducting job evaluation and job leveling, and mapping career paths.

## DAY TWO **TUESDAY, NOVEMBER 15**

**10:45–11:45 AM CT | ANIMAL SHELTER LAW TRACK  
BY THE AMERICAN BAR ASSOCIATION**

### **Perils of Pet Laundering: Rogue Rescuers**

**Brian Chase**, Michelson Found Animals Foundation  
**Machelle Hall**, Tulane University School of Law

Animals go missing every day, but they're not missing when a rescue is holding them hostage. This program explores recent cases on shelter and rescue ownership of lost animals and the legal avenues to pursue. We will discuss potential policy actions to take with local government to stop rogue rescuers in your community.

**Brian Chase** is General Counsel of Michelson Philanthropies, which includes the Michelson Found Animals Foundation. Previously, Brian was Assistant General Counsel for AIDS Healthcare Foundation. Brian opened the Dallas office of Lambda Legal Defense and Education Fund and while there, was part of the appellate team for *Lawrence v. Texas* at the United States Supreme Court.

**Machelle Hall** received her JD from Tulane University Law School, her MA from Central European University, and her BA from Hamline University. Ms. Hall also volunteers for the New Orleans Citizen Diplomacy Council, New Orleans Association for Women Attorneys, Louisiana SPCA, and Linda Bruneau Regional Breast Cancer Association.



**11:45 AM–1:15 PM CT | EXHIBIT HALL LUNCH CRAWL**

Enjoy lunch with friends and learn about products and services that will help make your job easier.

## **THE EXHIBIT HALL**

**The Exhibit Hall gives you special opportunities to meet with industry sponsors and vendors.**

**Make sure you stop by during these hours:**

**Monday, November 14**

8–9 am CT

11–11:30 am CT

5–6:30 pm CT

**Tuesday, November 15**

8–9 am CT

11:45 am–1:15 pm CT

2:45–3:45 pm CT





## DAY TWO **TUESDAY, NOVEMBER 15**



*Approved for 1.0 CFRE CE*

**1:30–2:30 PM CT | ANALYSIS & PLANNING TRACK**

### **Practical Guide to Inclusive Strategic Planning**

**Ariel Zhang, Chief Strategy Officer, The Animal Foundation**

The growing complexity of animal welfare is becoming more challenging to navigate as we face external factors such as staffing shortages, changing regulations, and shifting community needs. Although we can't predict the future, leaders are tasked to invest their limited resources in building programs and strategies with the highest impact and longevity. While animal welfare moves to a community support model, leaders must ensure their organizations give everyone a seat at the table. Join this session to get a practical guide to mapping foresight and inclusive strategic planning.

**Ariel Zhang** is the Chief Strategy Officer at The Animal Foundation, one of the highest volume single-site animal shelters in the country—that serves an average of 25,000 animals a year. She has led IT, Operations, and strategy and is responsible for growing the organization from a municipal shelter into a community support resource. Previously, Ariel worked in financial services, consulting, and agriculture, where she focused on implementing global initiatives for Fortune 100 companies.



**1:30–2:30 PM CT | INTERNAL & EXTERNAL COMMUNICATIONS TRACK**

### **Guiding Your Organization: You Have Questions, Your People Have Answers**

**Kevin Wilkins, CEO, Trepwise**

Consider the people of your organization—your employees, volunteers, supporters, and funders. These people hold the power to help you understand how to guide your organization. Through their eyes (i.e. their needs, experiences, and connections) an organization can see the future. The ability to understand what comes next empowers an organization to make stronger decisions in the near-term, in areas such as program/service design, customer service, and employee satisfaction. Is your organization currently doing enough to harness that power?

The key to navigating our rapidly changing world is grounded in an understanding of our needs as people, both as individuals and as a collective and lies within a fluid approach. A Human-Centered approach eliminates assumptions, surfaces implicit bias, and breaks down the walls of linear thinking to explore possibility through the lives of the people who care about, are influenced by, and could potentially support what your organization has to offer. Organizations that harness this approach as a way of business have a wealth of information at their fingertips to better serve their people at all levels and in all situations. Join an interactive workshop and learn how to begin paving the road to a Human-Centered approach to your organization.

**Kevin Wilkins** is the Founder and CEO of trepwise, a growth consulting firm whose mission is to power organizations to maximize their potential. With over 30 years of experience in corporate and private ventures, Kevin has built a strong team of consultants at trepwise who collectively have worked with over 550 organizations within the for-profit, non-profit, and public sectors. Kevin is a graduate of Dartmouth College and holds an MBA with Honors from Harvard Business School.



## DAY TWO **TUESDAY, NOVEMBER 15**

**1:30–2:30 PM CT | STRATEGIC WORKFORCES TRACK**

### **Peaceful Leadership: Resolving Interpersonal Conflicts**

**Dr. Jeremy Pollack, CEO, Pollack Peacebuilding Systems**

Conflict at work is inevitable. According to a recent study, 85% of employees have experienced it, with 29% experiencing conflict constantly. Conflict resolution expert and social psychologist Dr. Jeremy Pollack shares core tools in his Peaceful Leadership style for resolving seemingly intractable issues healthily and productively.

**You'll walk away with:**

- Mediation tools for approaching employee conflict
- A process for resolving the toughest issues
- Practical, portable skills to find clarity on issues
- Ways to incorporate learning into relevant, industry-specific context

*See bio page 14*



*Approved for 1.0 CFRE CE*

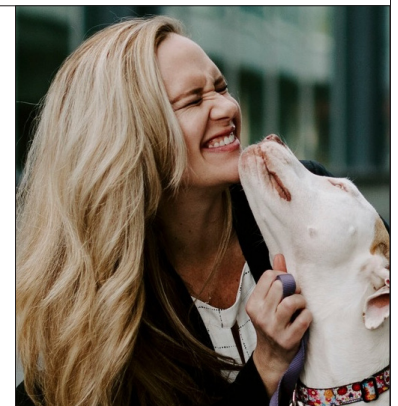
**1:30–2:30 PM CT | ANIMAL SHELTER LAW TRACK  
BY THE AMERICAN BAR ASSOCIATION**

### **So, you want to take over animal control?**

**Katie Barnett, Barnett Law Office, LLC**

Calls to privatize animal control field services come from the community, stakeholders, and governing bodies, but is it a good expansion of services for an animal shelter? Based on urban and rural privatization, this session explores logistical, contractual, policy, and legal considerations for privatizing field services.

*See bio page 8*



## **THE EXHIBIT HALL**

**The Exhibit Hall gives you special opportunities  
to meet with industry sponsors and vendors.**

**Make sure you stop by during these hours:**

**Monday, November 14**

8–9 am CT

11–11:30 am CT

5–6:30 pm CT

**Tuesday, November 15**

8–9 am CT

11:45 am–1:15 pm CT

2:45–3:45 pm CT



## DAY TWO **TUESDAY, NOVEMBER 15**

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### **2:45–3:45 | SNACK BREAK IN EXHIBIT HALL**

This is your last chance to stop by the exhibit hall and learn something new, load up on goodies, or just say thank you to our sponsors for their unwavering support of our profession.

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### **4–5 | TWO CONCURRENT SESSIONS: TOPICS ON A HOT TIN ROOF**

Choice of two TBA panel discussions about the hottest topics in the animal welfare profession

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### **6–8 PM CT | RECEPTION AT THE HOUSE OF BLUES**

#### **Magic, Music & Munchies!**

Gather in the Hotel Lobby @ 5:30 pm and join The Association's Second Line parade down to the iconic **New Orleans House of Blues**. Mix, Mingle and Munch on some fabulous Na'Lins cuisine with your friends & colleagues. Let the good times roll!

LAISSEZ **LES BONNS TEMPS ROULER!** (Let the good times roll!)



**JOIN** The Association for  
Animal Welfare Advancement

Build your knowledge. Build your network. Build your brand.  
Learn more at [theaawa.org/page/membership](http://theaawa.org/page/membership)

# DAY THREE **WEDNESDAY, NOVEMBER 16**

## **ALL TIMES ARE CENTRAL TIME**

|                   |                                                      |
|-------------------|------------------------------------------------------|
| 8–10 am           | Registration Desk Open                               |
| 8–9 am            | Full Breakfast                                       |
| 9–10 am           | General Panel Discussion about Dog Breeds            |
| 10–11:15 am       | Four Concurrent Sessions                             |
| 11:30 am–12:30 pm | Keynote: Lara Jakubowski                             |
| 12:30–12:45 pm    | Conference Conclusion and<br>Big Prize Announcements |

**8–10 AM CT | REGISTRATION DESK OPEN**

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**8–9 AM CT | FULL BREAKFAST**

## **SAVE THE DATES**

**The Fall Conference for  
Animal Welfare Advancement**

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November 15-17, 2023 | Portland, Oregon  
November 18-20, 2024 | New Orleans, Louisiana

The Association for  
**Animal Welfare**  
Advancement



## DAY THREE **WEDNESDAY, NOVEMBER 16**



### **9–10 AM CT | GENERAL SESSION**

#### **Dog Breeds: Implications for Behavior, Adopter Expectations, & Legislation**

April Huntsman, CAWA, Adopt-a-Pet

Kathleen Morrill, University of Massachusetts Medical School

Researchers at University of Massachusetts Chan Medical School studied the relationship between dog breed and behavior\*. Using their research as a kickoff point, a panel of experts will discuss the realities of identifying dog breeds, the expectations these IDs cause shelter staff and adopters to have, and implications for behavior, training, and legislation.

\* Learn more about this research by attending the online [ASPCA-AAWA Research Forum](#) on November 9, 2022.

**April Huntsman, CAWA**, serves as the Director of Animal Welfare Insights for Adopt-a-Pet.com. April has been in the animal welfare industry for over 20 years and has worked for organizations including Maricopa County Animal Care & Control, Salt Lake County Animal Services, Best Friends Animal Society, and Michelson Found Animals Foundation.

**Kathleen Morrill** is a PhD Candidate in the Karlsson Lab at UMass Medical School. She is a scientist in genomics, bioinformatics, and evolutionary biology, and her dissertation explores elements of the genome that shape variation in canine behavior.



### **10:15–11:15 AM CT | ANALYSIS & PLANNING TRACK**

#### **Virtual Equity: Using Tech to Increase Access for Emerging Communities**

Dalbin Osorio, Managing Director of Public Affairs, Montgomery County Education Association

How often are you evaluating whether the services you provide are truly reachable to your target audience? Are you reviewing the data you collect to make informed decisions, even if it is illustrating tough realizations? Hear how Montgomery County (MD) Collaboration Council came to the difficult understanding that its target communities were not taking advantage of their services because of obstacles in their path and how the pandemic helped push them to re-evaluate how to use technology to increase their access to these emerging communities.

**Dalbin Osorio** is the Managing Director of Public Affairs for the Montgomery County (MD) Education Association, but this is just the latest stop in a professional career dedicated to improving the lives of emerging communities. Dalbin was previously an educator working in Title 1 schools before transitioning to being a social worker working with everything from children who were medically fragile to unaccompanied refugee minors. Dalbin has a Master's Degree in Social Work and a Master's Degree in Education Policy and was both an Organizing for Action and Maryland Education Policy Fellow.





## DAY THREE **WEDNESDAY, NOVEMBER 16**

**10:15–11:15 AM CT | INTERNAL & EXTERNAL COMMUNICATIONS TRACK**

### **Telling Your Financial Story to Different Audiences**

**Michael Kass, Founder of Story & Spirit**

Nonprofit leaders must know, own, and effectively articulate their organization's financial story. By communicating this story well, leaders build trust and credibility, contextualize financial reports, connect finances to mission, and advocate for their organization's needs. Learn the process of crafting a compelling financial story for your organization with budgets, dashboards, financial statements, and other materials. Gain techniques for getting to know your various audiences, positioning your financial story for each of your audiences, and engaging your board and other stakeholders during times of crisis.

**Michael Kass** is the Founder of Story & Spirit. In his work with organizations and leaders, Michael offers story-work that helps harness the power of story to facilitate change as well as convening design and facilitation. Michael is the author of *Story Maps*, serves on the Advisory Committee of the Dignified Storytelling Project, and is a contributor to [EthicalStorytelling.com](https://www.ethicalstorytelling.com).



*Approved for 1.0 CFRE CE*

**10:15–11:15 AM CT | STRATEGIC WORKFORCES TRACK**

### **Rethinking Impostor Syndrome™: Why Capable People Feel Like Impostors and What to Do About It**

**Dr. Valerie Young, co-founder, Impostor Syndrome Institute**

Millions of people—CEOs and entry-level professionals, first year college students and PhDs, artists and engineers—secretly worry they're not as smart or talented as other people "think" they are. It's called impostor syndrome and it impacts both individuals and their organization. Left unchecked, it can lead to costly consequences not only for individuals but for their organizations as well. Fortunately, there is a solution.

**Attendees will:**

- Understand what impostor syndrome is—and what it is not
- Discover the perfectly good reasons why bright people feel like frauds
- Understand how impostor syndrome intersects with diversity and inclusion—and why it matters
- Identify your personal "Competence Type"
- Recognize the individual and organizational costs of impostor syndrome
- Leave with practical, immediately usable strategies to help yourself and/or those you manage, mentor, or parent to address impostor syndrome

**Dr. Valerie Young** is the leading expert on impostor syndrome and co-founder of Impostor Syndrome Institute. She's delivered her Rethinking Impostor Syndrome™ program to over half a million people at diverse organizations such as Google, NASA, and National Cancer Institute. She is author of *The Secret Thoughts of Successful Women: Why Capable People Suffer from Impostor Syndrome and How to Thrive in Spite of It* (Random House), published in five languages.



## DAY THREE **WEDNESDAY, NOVEMBER 16**



**10:15–11:15 AM CT | ANIMAL SHELTER LAW TRACK  
BY THE AMERICAN BAR ASSOCIATION**

### **Expanding Your Insurance Universe**

**Susan Price, Great American Insurance Group**

Insurance issues continue to plague animal shelters as they innovate out of the shelter and into the community. High volume shelters in densely populated areas continue to lose insurance coverage for minor issues. This program explores how to handle claims to maintain your coverage and reduce exposure.

**Susan Price** is Divisional Vice President of Sales at Great American Insurance Group. She has 26 years of experience in the property-casualty insurance industry.



**11:30–12:30 PM CT | KEYNOTE**

### **Nonprofit Rollercoaster: Confronting Economic Challenges in 2022**

**Lara Jakubowski, La Piana Consulting**

Nonprofits have withstood incredible ups and downs over the past two years. After fears of mass extinction of nonprofit organizations because of the pandemic, many nonprofits were buffeted by stimulus funding, PPP loans, and new donor contributions. Just when it started to feel like everyone could take a breath, supply chain problems were exacerbated and inflation seems to be here to stay. Nonprofits have proven to be incredibly resilient.

**This session will discuss the realities of the economy today for nonprofits and we will review creative solutions that nonprofits are already trying:**

- Diversifying revenue
- Managing cash flow
- Fundraising
- Knowing and maintaining what's core to your mission

La Piana Consulting is currently surveying nonprofits about the impact of inflation on their operations. We will include results from this survey assuming they are available.

**Lara Jakubowski** is a Senior Manager with La Piana Consulting. She works with nonprofits and foundations to solve complex problems and specializes in mergers and collaborations, strategic and business planning, and change management. She has served in a variety of roles in the nonprofit sector over the last 30 years and is currently a lecturer in nonprofit financial management at the University of Colorado at Denver's School of Public Affairs.

## DAY THREE **WEDNESDAY, NOVEMBER 16**

**12:30–12:45 PM CT**

### **Conference Conclusion and Big Prize Announcements**

All summer long, 24Pet has been hosting its 24Pet® 24 Giveaways contest on the road leading to The Association's Fall Conference. Since we kicked off the contest at The Spring Conference, 23 organizations have won. Those organizations have been entered for a chance to win the grand prize of 2,400 microchips and more. Join the 24Pet team as they announce the grand prize winner, live!

**12:45 PM CT**

### **The Fall Conference Concludes**

## **Tour the Louisiana SPCA after the conference**

1700 Mardi Gras Boulevard New Orleans, LA 70114

Two tours are available at the conclusion of the conference, on Wednesday afternoon, November 16 at 2 pm and 3 pm. **Sign up for a tour slot.**

**[View tour flyer.](#)**



# **THE NETWORK**

The power of The Association

**JOIN THE CONVERSATION**



# CONFERENCE REGISTRATION FORM

Become a member of The Association for Animal Welfare Advancement before you register and enjoy discounted conference rates.

[theaawa.org/page/memberbenefits](https://theaawa.org/page/memberbenefits)

The preferred method of registration is online at [theaawa.org/event/fall22](https://theaawa.org/event/fall22)

**Note: You'll need to be logged into your account on our site to register for the conference.**

Don't have an account? [Create a membership account here](#). Choose from a free Learning Member membership or from a variety of full, paid membership types.

## Don't want to register online?

Complete this form, including credit card information OR make check payable to The Association, and mail to: The Association for Animal Welfare Advancement, 15508 W. Bell Road, Suite 101-613, Surprise, AZ 85374.

IMPORTANT: Using these methods, register by [postmarked] October 31 and enter only one registration per form.

## Registrant

Name \_\_\_\_\_

Title \_\_\_\_\_

Organization \_\_\_\_\_

Street Address/PO Box \_\_\_\_\_

City, State, Zip \_\_\_\_\_

Country \_\_\_\_\_

Work Phone \_\_\_\_\_ Cell Phone \_\_\_\_\_

Email \_\_\_\_\_

Member Type: ☐ Animal Welfare Professional ☐ Industry Partner ☐ Student ☐ Honorary/Retired

Will you be attending our evening reception Opening Night Reception in the Exhibit Hall on Monday, November 14, 5-6:30 pm? ☐ Yes ☐ No

Will you be attending our evening reception at the House of Blues on Tuesday, November 15, 6-8 pm? ☐ Yes ☐ No

Do you have any special needs? (please describe) \_\_\_\_\_

I would like to receive news and updates from sponsors: ☐ Yes ☐ No

All meals will be vegetarian with vegan options. If you have a dietary preference or restriction, please indicate:

☐ Vegan Please list any food allergies: \_\_\_\_\_



# REGISTRATION FEES

## Registration Fees

|                  | Early through<br>October 7     | Regular<br>October 8–November 1 | Late<br>November 2–16            |
|------------------|--------------------------------|---------------------------------|----------------------------------|
| Member           | <input type="checkbox"/> \$279 | <input type="checkbox"/> \$329  | <input type="checkbox"/> \$ 379  |
| Learning Member  | <input type="checkbox"/> \$479 | <input type="checkbox"/> \$529  | <input type="checkbox"/> \$ 579  |
| Industry Partner | <input type="checkbox"/> \$849 | <input type="checkbox"/> \$999  | <input type="checkbox"/> \$1,499 |
| Student          | <input type="checkbox"/> \$279 | <input type="checkbox"/> \$279  | <input type="checkbox"/> \$ 279  |

**An additional registration fee applies for participation in the Animal Shelter Law Track.**

- ☐ \$39 ABA TIPS Members/Animal Welfare Professional & Student Members of The Association
- ☐ \$59 ABA Member (*seeking CLE credit*)
- ☐ \$99 Non ABA Member Attorney (*seeking CLE credit*)/Learning Members of The Association & Industry Partners

## Guests

**Guest Social Package (\$125):** includes evening meals and events (fee does NOT include attendance at sessions, daily breakfasts, lunches or breaks)

**Guest Social Fees (\$125 per person):** Paid [postmarked] by October 31 OR paid on-site.

**Guest name(s):** \_\_\_\_\_

Attending: ☐ Opening Reception ☐ Tuesday Reception

All meals will be vegetarian with vegan options. If you have a dietary restriction, please indicate:

☐ Vegan Please list any food allergies: \_\_\_\_\_

**Total Guest Payment (\$125 fee per guest):** \$ \_\_\_\_\_

## Group Rates and Big Savings

**Are you a member of The Association?** Members can bring colleagues from their organization at the discounted member rate, regardless of their member status. If you are a member and want to take advantage of this cost-saving benefit, follow these directions:

- To take advantage of this discount, registration must be completed online.
- Register yourself FIRST, then register each colleague (up to 10 additional attendees) on the same registration form to receive The Association Member Rate for all.
- If you wish to register more than 10 colleagues, please contact [meetings@theaawa.org](mailto:meetings@theaawa.org) for instructions.

Become a member of The Association for Animal Welfare Advancement before you register and enjoy discounted conference rates. [theaawa.org/page/memberbenefits](http://theaawa.org/page/memberbenefits)

*Conference registrants will automatically be opted into email communications from The Association. You will have the opportunity to opt out of them at any time.*

## The Association Registration Cancellation Policy

- Full refund if requested in writing to [meetings@theaawa.org](mailto:meetings@theaawa.org) on or before September 30, 2022. (\$50 processing fee if refund requested in writing before October 31, 2022)
- No refunds on or after November 1, 2022

## Being a Student Member has its Benefits

Are you currently enrolled full- or part-time at an accredited degree-granting college, but not employed full-time by an animal welfare organization? Then join The Association for only \$15 per year and your conference registration will be discounted!

Learn more about becoming a member at [theaawa.org/page/membership](https://theaawa.org/page/membership).

# CONFERENCE LOGISTICS

## Travel Information

**Sheraton New Orleans Hotel** ([Click here to view hotel website](#))

500 Canal St, New Orleans, LA 70130

504.525.2500

Be sure to reference **AAWA 2022 Fall Conference** to secure the discounted group rate.

([Click here to book directly with the group rate](#))

Group hotel room rate: \$218 + applicable taxes. **Book by October 10, 2022.**

- Hotel Check-in: 4 pm
- Check-out: 11 am
- On-Site Parking: \$35 (daily)
- Airport: Louis Armstrong International Airport (12 miles)

## Safety Policies *(Safety policies will be updated in accordance with city & county guidelines.)*

Face coverings are suggested for all individuals participating in the conference. Please review the following sites for current information on CDC guidance and safety information.

- [Hotel COVID Safety details](#)
- [New Orleans Health Department Guidelines for COVID](#)

The Association will update registrants on changes to safety policies as needed.

# The 2022 FALL CONFERENCE COMMITTEE

## COMMITTEE CHAIR

**Kathleen Olsen, CAWA**

*Executive Director*  
Purrfect Pals

## INCOMING COMMITTEE CHAIR

**Beth Brookhouser, CAWA**

*Vice President of Marketing  
& Communications*  
SPCA Monterey County

## INTERNAL AND EXTERNAL COMMUNICATIONS TRACK CHAIR

**Raissa Allaire**

*Executive Director*  
Tree House Humane Society

## STRATEGIC WORKFORCES TRACK CHAIR

**Leilani Fratis**

*CEO*  
Placer SPCA

## ANALYSIS AND PLANNING TRACK CHAIR

**Stacey Zeitlin, MAT**

*Vice President, Community Impact*  
San Diego Humane Society

## COMMITTEE

**Sarah Barnett**

*Director, Development and Communications*  
ACCT Philadelphia

**Victoria Cowper**

*Vice President*  
SPCA of Texas

**Darlene Duggan**

*Chief Operations Officer*  
The Anti-Cruelty Society

**Tori Fugate**

*Chief Communications Officer*  
KC Pet Project

**Inga Fricke, CAWA**

*Executive Director*  
McKamey Animal Center

**Katy Hansen**

*Director of Marketing*  
NYCACC

**Joe Lisella, CAWA**

*Executive Director*  
Animal Protective Foundation

**Stephanie Little Ladeira**

*Executive Director*  
Muttville

**Mark Neff**

*Executive Director*  
Forsyth Humane

**Anna Payton**

*Executive Director*  
Aurora Animal Care and Control

**Andrew Platou**

*CFO*  
Humane Rescue Alliance

**Howard Qualls, SPHR**

*Chief HR Officer*  
SPCA Tampa Bay

**Cole Wakefield**

*Executive Director*  
Good Shepherd Humane

**Emily E. Wood, CAWA**

*Director*  
Broward County Animal Care

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