

The Annual CONFERENCE

November 15-17, 2023 | Portland, Oregon

The Association for
**Animal Welfare
Advancement**



Dear Colleagues,

The Board of Directors and staff of The Association for Animal Welfare Advancement look forward to welcoming you to amazing, eclectic Portland, Oregon, for The Conference 2023! Our outstanding conference committee has put together an amazing program covering wide-ranging topics sure to provide you with knowledge and inspiration to take home. From three thought-provoking keynotes, to an opportunity to learn from your peers in the Industry Innovations track, there will be something—lots of somethings—for everyone in Portland.

Vu Le, always a conference favorite, will remind leaders that taking care of themselves and one another is an investment in the future of our profession. **Karen Diver** will inspire us to remember and honor the wisdom of indigenous people, the original animal welfare advocates who view animals as family, and to recognize that social justice is everyone's job. And, in an era of crisis and conflict, **Matt Lehrman** will show us how to disagree without being disagreeable. And that's just three presentations of many!



The educational sessions are the main course, but the dessert at The Conference is always the networking. First, there's Tick, Tock, Talk, a structured opportunity to meet and share with colleagues on a variety of topics critical to our work. And I hope you will take full advantage of the downtime between sessions and the social opportunities in the evenings to reconnect with old friends and to make all sorts of new ones.

I cannot squander an opportunity to remind you all...**you'll get out of the conference experience what you put into it.** For the newbies, insert yourself into conversations and invite yourselves to dinner with groups of colleagues. You'll be surprised how welcomed you'll feel. And, veterans, don't forget to introduce yourselves to friends you don't yet know! Think back to those early days when you didn't know anyone at The Conference. **The strength of The Association is THE NETWORK.** If you're shy, come find me or other members of our team and we'll introduce you to colleagues!

See you all soon in the beautiful Pacific Northwest. Let's grab a Voodoo Donut or an IPA together (google Portland Breweries!).

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 **TUESDAY, NOVEMBER 14**

ALL TIMES ARE PACIFIC TIME

3–6 pm

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

Plaza Foyer on the Plaza Level

Optional Tours

Tour the Oregon Humane Society | 4-6 pm PT

Tour Cat Adoption Team | 4 pm PT

Tour the Humane Society for Southwest Washington | 2 pm PT and 4 pm PT

See details on page 4

DAY ONE **WEDNESDAY, NOVEMBER 15**

ALL TIMES ARE PACIFIC TIME

7 am–4:30 pm

Registration Desk Open

7:30–8 am

Morning Stretch

8–9 am

Continental Breakfast

9–9:30 am

Welcome

9:30–10:30 am

Keynote: Vu Le

10:30–10:45 am

Morning Beverage Break

10:45–11:45 am

Four Concurrent Sessions

11:45 am–1:15 pm

Lunch, Annual Meeting and Wagsies Awards

1:30–2:30 pm

Four Concurrent Sessions

2:30–2:45 pm

Afternoon Beverage Break

2:45–4:15 pm

Tick, Tock, Talk

4:30–6:30 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.



Go on Tour!

Tour the Oregon Humane Society

1067 NE Columbia Blvd., Portland, OR 97211

Conference attendees are invited to visit our beautiful Portland campus. Highlights of the tour will include our main shelter, new state of the art Community Veterinary Hospital, and Behavior & Rescue Center. Enjoy light refreshments and mingle with the animals in our care.

It can take 15-25 minutes to get between OHS and the Hilton Portland Downtown, depending on traffic, and we are about 15 minutes from Portland International Airport. If there is enough interest, shuttles will be provided between the hotel, OHS, and the airport on both tour dates—let us know on the tour sign-up form.



Two tour options are available (click here):

Tuesday, November 14 | 4-6 pm PT

Friday, November 17 | 2-4 pm PT



Tour Cat Adoption Team

14175 SW Galbreath Dr. Sherwood, OR 97140

Portland's Cat Adoption Team (CAT) is the largest cat-only shelter in the Pacific Northwest. We offer adoption, foster care, and veterinary services to homeless cats and kittens. These small, intimate tours will give you an overview of our daily operations and all the things our facility offers to our community. Join us as we celebrate our 25th birthday and 60,000th adoption milestone! We are located just 20 minutes outside Portland in the beautiful town of Sherwood.

Four tour options are available (click here):

Tuesday, November 14 | 2:30 pm PT and 4 pm PT

Friday, November 17 | 2:30 pm PT and 4 pm PT

Tour the Humane Society for Southwest Washington

1100 NE 192nd Ave, Vancouver, WA 98684

Founded in 1897, the Humane Society for Southwest Washington is the oldest and largest animal welfare organization in Southwest Washington. Our commitment to the people and pets of our community extends beyond the shelter, offering Wellness Clinics for the pets of houseless families, pet food assistance, spay & neuter clinics, and other programs that help keep families together. We also own and operate ReTails Thrift Store—named best of Clark County seven years running! We are located about 19 miles from downtown Portland.

Humane Society
FOR SOUTHWEST WASHINGTON



Three tour options are available (click here):

Tuesday, November 14 | 2 pm PT and 4 pm PT

Friday, November 17 | 3 pm PT



Keynote & General Session Speakers

WEDNESDAY, NOVEMBER 15 | 9:30–10:30 AM PT

Keynote: Being Human: Self-Care During a Time of Relentless Crises
Vu Le, NonprofitAF

THURSDAY, NOVEMBER 16 | 9:15–10:15 AM PT

Keynote: Where Animal Rights and Social Justice Intersect
Karen Diver, University of Minnesota

THURSDAY, NOVEMBER 16 | 3:45–4:45 PM PT

Futurecast: A Collaborative Exercise in Forward Thinking
Matt Lehrman, Social Prosperity Partners

FRIDAY, NOVEMBER 17 | 9–10 AM PT

Decoding the Thought Process Behind Choices through Behavioral Economics
Nellie Goetz, DVM, MPH, University of Arizona
Michael Robbins, Atlanta Humane Society

FRIDAY, NOVEMBER 17 | 11:30 AM–12:30 PM PT

Solutions to Access to Care Challenges
Panel: Joyce Briggs, Alliance for Contraception in Cats & Dogs; Julie Levy, DVM, PhD, DACVIM, DABVP, Shelter Medicine Program–University of Florida; Cherice Roth, DVM; Apryl Steele, DVM, Denver Dumb Friends

Choose from four workshop tracks—something for everyone!

Concurrent Session Tracks	Fundraising	Internal & External Communications	Industry Innovations	Strategic Workforces
Wednesday, November 15 10:45–11:45 am PT	Learn to Build a Culture Where Fundraising Thrives	Don't Just Explain, Persuade–Leveraging the Power of Story	Providing Progressive Pathways for People and Pups	HR and Financial Strategy in The New Economy
Wednesday, November 15 1:30–2:30 pm PT	How to Inspire Your Board to Fall in Love with Fundraising (Really!)	Finding Common Ground	Insights and Strategies for Successful Reunification: Results from the 2022 Return to Home Survey	The Stay Conversation: Holding Onto and Inspiring Your Best People
Thursday, November 16 10:30–11:30 am PT	How to Conceive, Test, and Optimize Multicultural Campaigns	Getting Unstuck: Strategies for Repairing Trust	Unicorn Foster Program: Reducing Length of Stay for Large Dogs	Leading Cultural Transformation: Your Blueprint to Creating and Sustaining a Thriving Culture
Thursday, November 16 1–2 pm	How to Grow in a Time of Economic Uncertainty	Safe, Valued, Understood and Seen: Creating a Potent Cultural Shift Towards Belonging	Adventures in HQHVSN	Leadership is Everyone's Business
Friday, November 17 10:15–11:15 am PT	Reimagining Fundraising: Keeping Community at the Center	Must Disagreement be Disagreeable? Tactics for Addressing Complex and Sensitive Issues	Making Euthanasia Decisions: A Team Approach	Values-Based Compensation, A Case Study



DAY ONE **WEDNESDAY, NOVEMBER 15**

7 AM–4:30 PM PT | CHECK IN

Plaza Foyer, Plaza Level

Check in at the registration desk to pick up your essentials and some goodies.



7:30–8 AM PT

Morning Stretch

SKYLINE 1, 23rd Floor

Pune Dracker, MA, MFA, RYT-200

The Association for Animal Welfare Advancement

Start the day with yoga-based stretching and strengthening, along with some simple mindfulness exercises that will leave you feeling inspired and grounded for day one of The Conference. Bring a towel and anything else you feel you'll need to move freely and comfortably.

P.S. Rather not sit on the floor? All of these movements can be done in a chair, too.

P.S.S. Don't like yoga? Try it anyway—who knew buzzing, twisting, and roaring could be such fun?! All levels of experience welcome.

Pune Dracker, MA, MFA, RYT-200, teaches hatha yoga and dance, and writes, edits and strategizes digital communications for The Association.

8–9 AM PT | CONTINENTAL BREAKFAST

Grand Ballroom and Foyer, Ballroom Level

Enjoy continental breakfast and greet friends old and new.

9–9:30 AM PT

Conference Welcome and Opening Remarks

Grand Ballroom and Foyer, Ballroom Level

Matt Pepper, CEO of Michigan Humane and Chairman of The Association's Board of Directors, welcomes you to The Conference. He and **Jim Tedford**, CAWA, President and CEO of The Association for Animal Welfare Advancement, will set the stage for 2½ days of learning and networking.





DAY ONE **WEDNESDAY, NOVEMBER 15**

9:30–10:30 AM PT | KEYNOTE

Being Human: Self-Care During a Time of Relentless Crises

SPONSORED BY
MADDIE'S FUND

Vu Le, NonprofitAF

It has been a brutal few years. The people and animals we serve continue to face increasing challenges. Many organizations strive to do their best with limited resources. Everyone is exhausted and at max capacity as we struggle with multiple pandemics and our own personal crises. Burnout is a constant risk, which is why it is vital we take a moment to acknowledge how far we've come, remember the differences we make in the world, and reimagine a better normal as we move forward. This presentation, filled with humor and pictures of baby animals, will leave you motivated and energized.

Vu Le ("voo lay") writes the NonprofitAF blog. He is the former executive director of RVC, a nonprofit in Seattle that promotes social justice by supporting leaders of color, strengthening organizations led by communities of color, and fostering collaboration between diverse communities.



10:45–11:45 AM PM | FUNDRAISING TRACK

Learn to Build a Culture Where Fundraising Thrives

Amy Varga, The Varga Group

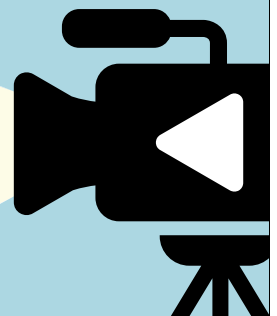
Heard the Peter Drucker quote that "Culture eats strategy for breakfast?" Indeed, many organizations struggle with how to create a culture where fundraising thrives. During this highly interactive session, we will explore the hidden truth that fundraising success does not start by focusing on donors, but instead on your internal team—and even within yourself. Through interactive exercises, we will unpack why we feel uncomfortable about fundraising, even when we believe in the cause we are raising money for. Walk away with a better understanding of your personal money blueprint, ways to shift your thinking and feelings around money, and tools for bringing the conversation back to your organization.

For over 25 years, **Amy Varga** has worked with organizations to strengthen philanthropy, leadership, and boards. Amy founded the Varga Group in 2013 as a management consulting firm specializing in capital campaigns, major gifts fundraising, fundraising training, retreat facilitation, board development, and leadership coaching. The Varga Group has guided over 100 higher education institutions, independent schools, and nonprofits to raise more than \$200M.



And the winner is...

Don't miss the unveiling of the big winners for the **The Wagsies Animal Welfare Video Awards** at lunch on Wednesday, November 15.





DAY ONE **WEDNESDAY, NOVEMBER 15**



10:45–11:45 AM PM | INDUSTRY INNOVATIONS TRACK

Providing Progressive Pathways for People and Pups

Karalyn Aronow, CAWA, East Bay SPCA

Animal shelters across the country are being faced with a rising population of large, high arousal dogs who struggle to live in the shelter environment. To proactively address this challenge, East Bay SPCA restructured our behavior evaluation process for incoming dogs and integrated a robust staff and volunteer training/professional development program. Our new training programs are short, accessible, online learning modules paired with hands-on sessions with behavior and training staff. As a result, East Bay SPCA has seen expanded engagement and career opportunities for staff, improved volunteer retention and perception of the organization, and increased adoptability of dogs in our care. Come learn how you can reframe this challenging time to improve animal outcomes, recruit, and retain our most critical resource—our people.

Karalyn Aronow serves as the Vice President of Operations at the East Bay SPCA. She is a Certified Animal Welfare Administrator and actively participates in industry leadership through serving on the CalAnimals Emergency Management Committee, reviewing grant proposals for the state of California, and contributing to the development of the original Shelter Playgroup Alliance guidelines for shelter dog playgroups and enrichment. Karalyn completed two Master of Science degrees in Ecology and Evolution and Animal Behavior and has over a decade of experience as a leader in numerous facets of animal welfare.



10:45–11:45 AM PM | INTERNAL & EXTERNAL COMMUNICATIONS TRACK

Don't Just Explain, Persuade

Leveraging the Power of Story

Bobbi Snethen, CauseMic

Participants will explore the profound impact of storytelling on leadership and change. We'll discover how storytelling builds trust and connection, and motivates action. Through engaging exercises, experience the emotional resonance of personal stories and learn to influence and inspire others by adopting an audience-first approach, providing context and specificity, and crafting actionable messages. You'll learn to identify and refine your own stories and walk away with strategies and tools to create compelling narratives that resonate with your teams and supporters.

Bobbi Snethen is a results-driven marketer and communications professional who's spent 20 years in the nonprofit sector. She's successfully crafted and executed strategic campaigns that have raised hundreds of millions of dollars and amplified the voices of underserved communities. As the president of CauseMic, she helps impact-driven organizations grow quickly and sustainably.



DAY ONE **WEDNESDAY, NOVEMBER 15**

10:45–11:45 AM PT | STRATEGIC WORKFORCES TRACK

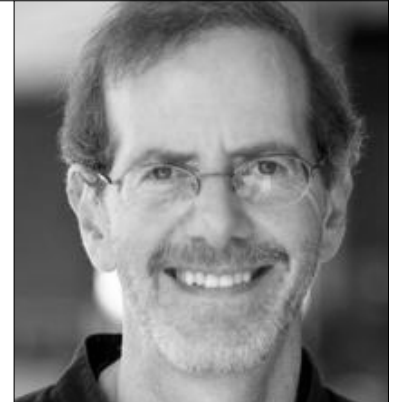
HR and Financial Strategy in the New Economy

Scott Schaffer, Public Interest Management Group

This decade has brought new challenges for nonprofit leaders, including a tight labor market, inflation, and a range of staffing issues, all of which affect organizations' financial performance. This interactive session is designed for all senior nonprofit leaders and will get to the roots of this central challenge of our time: charting a strategy to thrive financially, despite the current situation. Explore a strategic framework for considering short-term HR management priorities in the context of promoting longer-term financial sustainability. You will:

- Understand the five components of the nonprofit business model
- Understand key elements of financial strategy
- Deepen your understanding of strategic approaches to HR management and its connections to financial strategy


Scott Schaffer is a management consultant who has led successful nonprofits in the environmental, food security, and housing fields. His firm, Public Interest Management Group, focuses on helping nonprofits build effective and sustainable business models. Based in Seattle, he has been working with mission-driven organizations around the US and Canada for over 15 years.



11:45 AM –1:15 PM PT | GROUP LUNCH PLUS

Grand Ballroom, Lower Ballroom Level

Join us for a delectable lunch, featuring local cuisine developed by the Hilton Executive Chef and their team. Get the latest updates and information during The Association's Annual Business Meeting, and don't miss the **Wagsies Animal Welfare Video Awards sponsored by Hills Pet Nutrition.**



TickTock, Talk!

BACK BY POPULAR DEMAND! The Association is hosting two speed dating networking events on November 15–16.



DAY ONE **WEDNESDAY, NOVEMBER 15**



1:30–2:30 PM PT | FUNDRAISING TRACK

How to Inspire Your Board to Fall in Love with Fundraising (Really!)

Amy Varga, The Varga Group

What does it really mean when we say that *all board members need to be involved in fundraising*? Together we will unpack what fundraising is (and isn't), how board members should (and shouldn't) be involved in raising funds, and explore why board members step up (or don't) when it comes to supporting fundraising. Through a series of highly interactive and engaging activities and discussions, you will walk away with new tools, resources, and ideas for inspiring your board members to be effective and passionate advocates for your organization.

[see bio page 7](#)



1:30–2:30 PM PT | INDUSTRY INNOVATIONS TRACK

Insights and Strategies for Successful Reunification Results from the 2022 Return to Home Survey

Jerrica Owen, National Animal Care and Control Association

Lorien Clemens, PetHub

Hear about the outcomes and results from a 2022 survey that measured resources and strategies used by pet parents when faced with looking for their pets, against those used by the animal welfare agencies when attempting to reunite lost/stray pets with their owners. The survey results clearly indicate significant gaps that could be directly linked to the pressure and high numbers that some shelters/animal welfare organizations are currently experiencing. This session will analyze the survey results and discuss practical strategies for enhancing reunification efforts within animal welfare organizations and communities. By sharing the results with animal welfare professionals, together as an industry we can start to have an impact on significantly increasing reunification across the country.

Jerrica Owen, the Executive Director of the National Animal Care and Control Association (NACA), is a dynamic leader with a deep-rooted passion for animal welfare. With years of experience in the field, Jerrica has played a pivotal role in advancing animal care and control practices nationwide. Her visionary leadership and dedication to fostering collaboration have earned her widespread recognition as a driving force in the advancement of animal welfare initiatives.

Lorien Clemens is the co-founder and CEO at PetHub, Inc. Lorien was honored by *PetAge Magazine* as one of the pet industry's Women of Influence. She was also named the Pet Industry Network's 2014 Pet Industry Woman of the Year and was a keynote speaker at their national conference.





DAY ONE **WEDNESDAY, NOVEMBER 15**

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

Finding Common Ground

Aretha Ferrell-Benavides, Strategic Government Resources (SGR)

In the age of social media where echo chambers and “keyboard warriors” reign supreme, it has become so much easier to dehumanize those whose opinions differ from our own. To be more effective in realizing your vision and goals, this workshop emphasizes the importance of building consensus and decreasing the vitriol in public discourse, so we can truly listen and value the opinions of others, regardless of whether we completely agree.

Aretha Ferrell-Benavides has over 30 years of experience as a public servant throughout the United States, spanning beyond municipal government to county, state, and federal governmental expertise. She has served as a political appointee for six strong mayors and fulfilled her ultimate career goal of serving as city manager in three communities for the past eight years. She has a Bachelor of Arts in Political Science from Southern University and a Master of Arts in Public Administration from Howard University.



1:30–2:30 PM PT | STRATEGIC WORKFORCES TRACK

The Stay Conversation

Holding Onto and Inspiring Your Best People

Tina Robinson, WorkJoy, LLC

Employee retention continues to keep leaders up at night. How do we hold onto, motivate, and inspire our best people? What do they want and need from the workplace? Are we equipped as a workplace to honor these desires? We know engagement remains a cross-cultural challenge, and disengagement is very costly, from the lost productivity to the cost of refilling key roles. And we know managers have a big influence on engagement, accounting for up to 70% of the difference between engaged and disengaged teams.

So how do we address this problem? By reminding managers—and ourselves—that engagement is **PERSONAL**, that we each stick around a job for different reasons. We need to have personal conversations with other persons, heart-to-hearts with other humans. Only then can we, as leaders and team members, curate a workplace experience that encourages engagement and supports retention. In this interactive session, we will equip you with skills, structures, and soundbites to have your own stay conversations. It’s time to evolve the great resignation into the great reflection by making engagement personal.

As founder of WorkJoy, **Tina Robinson** builds on 20 years of operations, technology consulting, and HR leadership experience to provide facilitation and coaching solutions to organizations ready to unleash the potential of their people. She co-creates talent programs that drive business outcomes and deliver human results, partnering with leaders from prominent organizations including Fabletics, FOX Sports, National Wildlife Federation, SAP, Savage X Fenty, and Spotify. Tina graduated from the University of Virginia (BA), University of Michigan (MBA), and Coactive Training Institute coaching program, and is adjunct faculty at Loyola Marymount University.





DAY ONE **WEDNESDAY, NOVEMBER 15**



2:45–4:15 PM PT

TICK, TOCK, TALK

Back by popular demand! This speed dating-style in-person networking event will be divided into three timed sessions with tables set up based on industry trends. When you hear the timer, you'll take your seat at the table and dive into a discussion with your colleagues. And yes, there will be cowbell.

4:30–6:30 PM PT

Opening Reception in Exhibit Hall

Enjoy appetizers and beverages while you network with your colleagues. 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.





DAY TWO

THURSDAY, NOVEMBER 16

ALL TIMES ARE PACIFIC TIME

7:30–8 am	Morning Stretch
8 am–5 pm	Registration Desk Open
8–9 am	Continental Breakfast in Exhibit Hall
9–9:15 am	Opening Remarks & Announcements
9:15–10:15 am	Keynote: Karen Diver
10:15–10:30 am	Morning Beverage Break
10:30–11:30 am	Four Concurrent Sessions
11:30 am–1 pm	Lunch in Exhibit Hall
1–2 pm	Four Concurrent Sessions
2–2:15 pm	Afternoon Beverage Break
2:15–3 pm	Tick, Tock, Talk
3–3:30 pm	Snack Break in Exhibit Hall
3:45–4:45 pm	General Session: Matt Lehrman
5:30–7:30 pm	Evening Reception At Punch Bowl Social

EARN WHILE YOU PARTICIPATE

Individual attendees will be able to earn:

- CAWA CEs for all sessions
- CFRE CEs for all keynotes and sessions in all but the Industry Innovations track.
- NACA CEs for all sessions
- Texas Department of State Health Services (DSHS) CEs toward ACO CE requirements per Ch. 829 of the Texas Health and Safety Code for all sessions



DAY TWO THURSDAY, NOVEMBER 16

8 AM–5 PM PT | REGISTRATION DESK OPEN

Plaza Foyer, Plaza Level

7:30–8 AM PT

Morning Stretch

SKYLINE 1–23rd Floor

Pune Dracker, MA, MFA, RYT-200

The Association for Animal Welfare Advancement

Good morrrrrnnning, Day 2! Whether you're feeling super-energized, jet-lagged, or overloaded, come find some balance and get rejuvenated with simple yoga-based stretches. Bring a towel and anything else you feel you'll need to move freely and comfortably.

P.S. Rather not sit on the floor? All of these movements can be done in a chair, too.

P.S.S. Don't like yoga? Try it anyway—who knew buzzing, twisting, and roaring could be such fun?! All levels of experience welcome.

8–9 AM PT | CONTINENTAL BREAKFAST

Exhibit Hall, Plaza Level

Grab a bite to eat, check out our sponsors' products and services, and connect with your colleagues and friends.

9–9:15 AM PT

Opening Remarks

Grand Ballroom and Foyer, Ballroom Level

Jim Tedford, CAWA, welcomes you to day two of The Conference.

9:15–10:15 AM PT | KEYNOTE

Where Animal Rights and Social Justice Intersect

Karen Diver, University of Minnesota

Animal rights and animal care are heavily embedded by dominant culture views and are increasingly impacted by economic disparities. We will explore what those differences look like, and how those who love animals should understand how privilege and class shape expectations around how that love should look.

Karen Diver is the Senior Advisor to the President for Native Americans at the University of Minnesota. She previously held positions at the University of Arizona and the College of St. Scholastica. She served as Special Assistant to President Obama for Native American Affairs at the White House from 2015-2017, and was Chairwoman of the Fond du Lac Band of Lake Superior Chippewa from 2007-2015. She has a Bachelor's in economics from the University of Minnesota Duluth and a Master's in Public Administration from the Kennedy School of Government at Harvard University.





DAY TWO **THURSDAY, NOVEMBER 16**

10:15–10:30 AM PT | MORNING BEVERAGE BREAK

10:30–11:30 AM PT | FUNDRAISING TRACK

How to Conceive, Test, and Optimize Multicultural Campaigns

Ivan Leon, Kerux Group

Fundraisers have started to recognize the opportunity that multicultural donors represent. But most struggle with questions such as: Where do I start? Would my cause resonate with these donors? What type of appeals are most engaging? How to budget and estimate ROI? We will answer these and other similar concerns to bring you clarity and confidence. We will present real examples of organizations that have started on a path to building a multicultural donor base.

Ivan Leon is an accomplished cross-cultural marketing strategist. He leads Kerux Group, a multicultural communications agency that helps nonprofits engage Hispanics with authenticity. He has provided advice and direction to organizations such as Prison Fellowship, CBN, FamilyLife, In Touch, and Renewal Ministries.



10:30–11:30 AM PT | INTERNAL & EXTERNAL COMMUNICATIONS TRACK

Getting Unstuck Strategies for Repairing Trust

Dr. Wendy Fraser, Wendy Fraser Consulting

Trust permeates relationships. When there is trust within organizations, information flows and issues can be resolved more easily. However, all teams get stuck sometimes. When groups experience low trust or a violation of trust, it can be very disruptive to relationships and work systems, and can have long lasting impact on the organization. Can groups work through the challenges and repair trust? Yes! This session highlights research on trust repair, shares a new research-based model, and provides strategies that can be used immediately at the interpersonal, group, or organizational level.

Dr. Wendy Fraser mentors the collective wisdom in organizations by engaging the talents and hearts of people. Wendy has a PhD and three master's degrees, and creatively blends that to design fresh approaches, grounded in research, with a flare of humor that gets results for clients all over the world. She is an active community volunteer, has been recognized as an international humanitarian, and is the author of the book *Trust Repair: It IS Possible*.





DAY TWO **THURSDAY, NOVEMBER 16**



10:30–11:30 AM PT | STRATEGIC WORKFORCES TRACK

Leading Cultural Transformation

Your Blueprint to Creating and Sustaining a Thriving Culture

Alexandra Reese, OpaStrategy

A healthy organizational culture is no longer a nice-to-have; it is a matter of organizational success or failure. When your culture is unhealthy, you will struggle to attract and retain talented people, sustain engagement and performance, and fulfill your mission. What would it mean to you and your organization if you could create and sustain a thriving culture? It is not an impossible task. Using Alexandra Reese's Culture Blueprint, learn to turn culture from your Achilles heel into your competitive advantage, including:

- How to diagnose a toxic culture
- How even the kindest leaders accidentally nurture toxic cultures
- The four steps to create and sustain a thriving organizational culture
- How to avoid the most common culture transformation mistakes

Alexandra Reese works with leaders and their organizations to define and bring bold visions to life with confidence, ease, and joy. Over her 13-year career, Alexandra has helped 100+ organizations to build high-performing teams that deliver transformational results and develop empowered leaders who've done the work "in," so they can lead transformation "out." Alexandra has worked with many mission-driven organizations, including Oregon Humane Society, Boys & Girls Clubs, and The Conservation Alliance.

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:

Wednesday, November 15

4:30–6:30 pm PT

Thursday, November 16

8–9 am PT

11:30 am–1 pm PT

3–3:30 pm PT



DAY TWO **THURSDAY, NOVEMBER 16**

10:30–11:30 AM PT | INDUSTRY INNOVATIONS TRACK

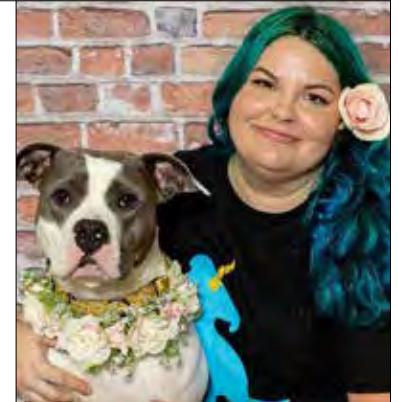
Unicorn Foster Program

Reducing Length of Stay for Large Dogs

Brittany Fleming, Gateway Pet Guardians

Every community has them: large dogs with behavior issues who stay in the shelter longer than other dogs. Maybe they don't get along with other dogs, perhaps they're escape artists, or maybe they have some challenging quirks. Whatever the case, the longer these dogs remain in a shelter environment, the harder it is to find homes for them and avoid euthanasia for behavioral reasons. Piloted in August 2019, the Unicorn Foster Squad was created to help save the most at-risk and vulnerable dogs. Learn how this innovative program helped cut the length of stay in half for a shelter's most challenging behavior cases. Discover how your organization can implement a similar program to help more dogs, engage more foster volunteers, and save more lives.

Brittany Fleming created the Unicorn Foster Program at Gateway Pet Guardians in 2019. Under her direction, the program reduced the length of stay of their "unicorns" by 70%. Brittany has since created Save the Unicorns which is a consulting company that helps assist animal rescue groups with their "unicorns" in foster and adoptive homes. Brittany has a strong passion for seeing an animal's progression from shy and scared to happy, confident, and social, no matter how they act on intake.



11:30 AM–1 PM PT | LUNCH & EXHIBIT HALL CRAWL

Exhibit Hall, Plaza Level

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

1–2 PM PT | FUNDRAISING TRACK

How to Grow in a Time of Economic Uncertainty

Matt Scott, CauseMic

What if growth were not only achievable, but more likely during a time of economic uncertainty? You'll leave this session with proven steps you can use to double your revenue in a resource-constrained environment. We will cover the importance of a growth mindset, how to prioritize action over documentation, and how to make tough decisions in an inclusive way.

Matt Scott leads CauseMic, a Portland-based consultancy that helps nonprofits, including Oregon Humane Society and Greater Good Charities, to quickly grow their revenue and drive impact. Matt teaches leaders to build growth strategies and select and implement the right technology to quickly grow revenue and impact. Before CauseMic, Matt led fundraising at Team Rubicon, taking it from \$275,000 to \$51 million in annual revenue in seven years.





DAY TWO **THURSDAY, NOVEMBER 16**



1-2 PM PT | INTERNAL & EXTERNAL COMMUNICATIONS TRACK

Safe, Valued, Understood, and Seen

Creating a Potent Cultural Shift Towards Belonging

Reva Patwardhan, Greater Good Coaching

A virtuous cycle runs in organizations when diverse groups of people experience a culture of belonging. When people feel safe, valued, understood, and seen, they are more likely to speak up when they need help, when something isn't working, or when they've experienced discrimination based on their race, gender, sexuality, or any other identifier. Because they can speak up to address concerns, they get what they need to produce work they feel good about, which in turn helps them feel more safe, valued, understood, and seen.

But the cycle can run the other way, too. When people don't feel safe, they don't speak up, their needs are not met, their work suffers, and they feel increasingly frustrated, undervalued, or like impostors. As leaders, how do you make it safe enough so that people with diverse needs and backgrounds feel encouraged to speak up? In this workshop, you will:

- Identify common individual and organizational challenges to leading towards a more open and responsive culture
- Learn key leadership competencies to overcome those challenges

Reva Patwardhan, the founder of Greater Good Coaching, has 20 years of experience helping nonprofit leaders make their impact without burning out. Reva helps facilitate small interpersonal learning groups with the Stanford Graduate School of Business. She serves as chair of the Board of Directors at Rethink Media. She is also a coach with Leaderspring, LEAP (Leadership Education for Asian Pacifics), and Aletheia: A School of Integral Unfoldment.

THE INNOVATION STATION

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 TWO **THURSDAY, NOVEMBER 16**

1-2 PM PT | STRATEGIC WORKFORCES TRACK

Leadership Is Everyone's Business

Brett Cooper, Integris Performance Advisors

In this fun and lively presentation, Brett Cooper will show that leadership is not about position, title, or charisma, but rather that leadership is about what you do and say every day. Appropriate for animal welfare leaders at all levels, from executives to middle-management and front-line supervisors, this session will:

- Engage participants in reflecting on their own strengths and blind spots when it comes to leading others
- Introduce participants to the five leadership behaviors that 30+ years of research proves drives higher levels of organizational performance and employee engagement
- Give participants practical tips for how they can improve their effectiveness as leaders, which in turn unleashes the power of everyone on their team
- Leave audience members inspired and ready to take action

NOTE: Be sure to read your complimentary copy of Brett's book, *Solving the People Problem: Essential Skills You Need to Lead and Succeed in Today's Workplace*. A bonus resource for all conference attendees, the book was named by The Association as one of the "10 Most Talked About Resources of 2022."

Brett Cooper is the co-author of *Solving the People Problem* and the visionary president of Integris Performance Advisors, a professional development firm he co-founded that helps animal welfare organizations across the country increase employee engagement and team performance. By creatively bringing together concepts from Everything DiSC, Patrick Lencioni's *The Five Dysfunctions of a Team*, *The Leadership Challenge* by Jim Kouzes and Barry Posner, and *Lean Six Sigma*, Brett and his team have influenced thousands of people in nonprofits, government agencies, and corporate America to work together in more productive, more effective, and more human ways.



THE NETWORK

The power of The Association

JOIN THE CONVERSATION





DAY TWO THURSDAY, NOVEMBER 16



1–2 PM PT | INDUSTRY INNOVATIONS TRACK

Adventures in HQHVSN

Emma Clifford, Animal Balance

Learn about the VetAID Model, a program that seeks to fill the veterinary void in remote communities. Animal Balance deploys HQHVSN teams (two doctors, four technicians, and one coordinator) to shelters, NGOs, or animal control agencies to set up a temporary clinic to clear their backlog of surgeries. Animal Balance teaches host organizations how to establish and operate sustainable HQHVSN clinics for their community.

Plus, we help our teams with their mental health by taking them on incredible adventures to reach locations that are often very far-flung. We share our stories and then more veterinary professionals deploy with us, creating further stories, full of adventure, fun, and a sense of purpose which changes the dialogue, which creates social change.

Emma Clifford, originally from the UK, founded Animal Balance in response to discovering that cats and dogs were being routinely poisoned on the Galapagos Islands. She created Animal Balance to offer a humane management program to the Ecuadorian Government. They agreed and next year we will celebrate 20 years of success of working together to humanely balance ALL species. The model worked so well that Clifford expanded to include 12 other island nations. When the pandemic hit, we pivoted to provide VetAID, a remodeled version of the program for the US.

2:15–3 PM PT

TICK, TOCK, TALK

More cowbell! This 45-minute networking event will be broken into two timed sessions. First, you'll connect with colleagues at the regional level, then you'll dig deep into hot topics with peers who work in the same role as you. We'll wrap up with simple steps to continue the conversations started at the conference.

3–3:30 PM PT | 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.



DAY TWO **THURSDAY, NOVEMBER 16**

3:45–4:45 PM PT | GENERAL SESSION

Futurecast: A Collaborative Exercise in Forward-Focused Leadership

Matt Lehrman, Social Prosperity Partners

The future is unknowable, but it's incredibly malleable. Let's elevate our focus beyond today's worries and constraints and recognize how the world (and our communities) may soon be different as a result of technology, demographics, environment, and other factors—and work together to illuminate the responsibilities and opportunities that arise from those expectations. Takeaways include:

- The indispensable value of your organization's Vision Statement
- Five ways your world will soon be profoundly different
- What you most need to learn or adjust today to prepare for the future

Matt Lehrman is co-founder and managing director of Social Prosperity Partners, an Arizona-based consulting firm dedicated to the proposition that "Where people work together courageously, their potential is unlimited." As a facilitator, Matt's passion and expertise is facilitating the strategic deliberations of governance councils, boards of directors, and management teams, while helping them achieve consensus among their diverse constituencies. As a national speaker, Matt inspires and instructs civic and nonprofit organization leaders on topics of civility and community engagement.



5:30–7:30 PM PT

Evening Gathering

Meet in the hotel lobby at 5:15 pm PT and walk three blocks to the original **Punch Bowl Social** (340 SW Morrison Street, 3rd Floor, Portland), an iconic Portland watering hole known for fine cocktails, scratch-to-craft foods, and entertainment. Enjoy a game of Ping-Pong, pool, and bowling, or test your vocals in a karaoke match. Munch on some delectable Pacific Northwest cuisine with your friends and colleagues.

punchbowlsocial.com/location/portland





DAY THREE

FRIDAY, NOVEMBER 17

ALL TIMES ARE PACIFIC TIME

8–10 am	Registration Desk Open
8–9 am	Full Breakfast
9–10 am	General Session: Decoding the Thought Process Behind Choices through Behavioral Economics
10:15–11:15 am	Four Concurrent Sessions
11:30 am–12:30 pm	Panel: Solutions to Access to Care Challenges
12:30–12:45 pm	Conference Final Thoughts

8–10 AM PT | REGISTRATION DESK OPEN

Plaza Foyer, Plaza Level

8–9 AM PT | GROUP BREAKFAST

Grand Ballroom and Foyer, Ballroom Level

9–10 AM PT | GENERAL SESSION

Decoding the Thought Process Behind Choices through Behavioral Economics

Grand Ballroom and Foyer, Ballroom Level

Nellie Goetz, DVM, MPH, University of Arizona

Cristie Kamiya, DVM, MBA, CAWA, Humane Society Silicon Valley

Michael Robbins, Atlanta Humane Society

This session offers a captivating exploration of the intersection between behavior and economic decision-making. Delve into the fascinating world of how people make choices, respond to incentives, and engage in various behaviors based on economic principles. This interdisciplinary approach combines insights from veterinary medicine, psychology, and economics to shed light on the complexities of decision-making processes.

Gain a deeper understanding of how factors such as cost, benefit, risk, and reward influence choices. Case studies will highlight the practical applications of behavioral economics in sheltering, from optimizing animal adoption strategies to better relationships with staff. Attendees will engage in interactive exercises and thought-provoking discussions that encourage critical thinking and the application of behavioral economics concepts to animal welfare scenarios.



DAY THREE **FRIDAY, NOVEMBER 17**



Dr. Nellie Goetz is an Associate Professor of Practice at the University of Arizona's College of Veterinary Medicine where she teaches in the second year Anesthesia and Surgery courses and runs an elective Community Cat Management Course. She received her DVM from The Ohio State in 2005 and her Master of Public Health from Johns Hopkins Bloomberg School of Public Health in 2017.

Dr. Cristie Kamiya graduated from Colorado State University with a Master of Business Administration degree in 1999 and earned a Doctor of Veterinary Medicine degree from Colorado State University in 2005. She has worked as a shelter veterinarian in Colorado and Arizona. She is the Chief of Shelter Medicine at Humane Society Silicon Valley.

Michael Robbins is a senior executive with more than 12 years of distinguished accomplishments in both the corporate and nonprofit environments. Michael serves as the Senior Vice President and Chief Marketing Officer for the Atlanta Humane Society. Immediately prior, Mike spent 10 years with the Michigan Humane Society.

* Learn more about this research by attending the online [ASPCA-AAWA Research Forum](#) on November 9, 2023.



DAY THREE **FRIDAY, NOVEMBER 17**



10:15–11:15 AM PT | FUNDRAISING TRACK

Reimagining Fundraising

Keeping Community at the Center

Pamela Oakes, The Profitable Nonprofit

It is a hard reckoning to admit that some of the tried-and-true fundraising philosophies and practices may actually be contributing to the harm of the very communities being served. All too often, funders fall into the trap of leveraging their wealth to manipulate “thirsty” nonprofits into conforming, shifting, emphasizing, and refocusing on outcomes of importance to the FUNDER, rather than the outcomes that are most important to the COMMUNITIES being served. In this illuminating and informative workshop, participants will re-examine and re-imagine nonprofit fundraising practices through an equity lens and explore shifting their own fundraising activities in ways that help to build community and further social justice.

Pamela Oakes, owner/managing director of The Profitable Nonprofit, is a nonprofit development expert who is at the forefront of driving racial equity solutions across the globe. She consulted with the top 100 corporations in South Africa during the post-apartheid racial reconciliation period, conducting trainings on DEI and change management. Previously a grant maker with the Bill & Melinda Gates Foundation managing a multimillion-dollar portfolio, her team worked to create a more equitable system of promoting social mobility and economic development for low-income, underrepresented, student populations of color. Pamela is a certified trainer for the Washington Nonprofit Association and the Nonprofit Association of Oregon.



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

Must Disagreement be Disagreeable?

Tactics for Addressing Complex and Sensitive Issues

Matt Lehrman, Social Prosperity Partners

Disagreement isn't only natural, it's necessary. That's why successful leaders continually innovate their tactics to address complex and sensitive issues in ways that leave community members feeling welcomed, heard, and respected. Leave this session inspired and understanding how to be a champion of civility, courage, and meaningful community engagement. Takeaways include:

- The virtue of making people feel connected, respected, and heard
- Six core values for collaborative leaders
- How to convene a courageous (i.e., open-minded) conversation

[See Bio Page 21](#)



DAY THREE **FRIDAY, NOVEMBER 17**

10:15–11:15 AM PT | STRATEGIC WORKFORCES TRACK

Values-Based Compensation, a Case Study

Swati Patel, Swati Patel Consulting, Inc

Do you have a clear, documented, and transparent compensation approach? Curious on how to develop and implement one? Join us for an insightful session, in which we'll review the soup-to-nuts process of implementing a new compensation philosophy and approach, using a case study from Oregon Humane Society.

Swati Patel is an HR and Compensation consultant with 20 years of experience and expertise 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.



10:15–11:15 AM PT | INDUSTRY INNOVATIONS TRACK

Making Euthanasia Decisions: A Team Approach

Lily Yap, MBA, Grand Prairie Animal Services

One of the biggest challenges animal welfare organizations face is making space-related euthanasia decisions. Pushing for the magical answer to this, the team at Grand Prairie Animal Services developed The Focus List, a model to ensure ALL individuals have a voice and that proactive efforts and resources are concentrated to try to avoid having to make the decision all together. Learn about tools Grand Prairie staff found to be effective in setting guidelines and promoting organized, respectful conversations around this sensitive subject matter. Find out how The Focus List's flexible framework can be adapted to best serve the operations and values of your organization and community.

In her role as Division Manager at Grand Prairie Animal Services in Texas, **Lily Yap** brings a strong background in open admission, municipal shelter operations, and lifesaving programs. Building on experience from over a decade in animal sheltering and knowledge of corporate business fundamentals gained from one of the top 10 professional MBA programs in the nation, she strives to support teams that will promote a future in which animals and the families that love them thrive together.





DAY THREE **FRIDAY, NOVEMBER 17**



11:30 AM–12:30 PM PT

Panel: Solutions to Access to Care Challenges

PANEL

Joyce Briggs, Alliance for Contraception in Cats & Dogs

Julie Levy, DVM, PhD, DACVIM, DABVP, Shelter Medicine Program–University of Florida

Cherice Roth, DVM

Apryl Steele, DVM, CAWA, Denver Dumb Friends

Access to veterinary care and the worsening shortage of veterinarians are huge, complex problems negatively impacting animal welfare in major ways. As with other major challenges, solutions will have to be broad-ranging and creative. Hear from a panel of industry experts who will share thoughts on various facets of a solution and share your questions and thoughts as well. Possible solutions to be discussed include:

- How the new mid-level practitioner (veterinary physicians assistant) position could positively impact the work of animal welfare organizations
- How the creative use of veterinary telemedicine could help clear log jams shelters are experiencing
- Nonsurgical sterilization research and product developments—where they stand, and when and how they might be ready for use by animal welfare organizations
- Strategies in high-quality, high-volume spay and neuter to include large-scale sterilization events to address back-logs

Joyce Briggs has served as ACC&D’s President since 2006. During this time she has helped substantially advance interest in, work toward, and support for creating non-surgical sterilants for progressive population control of cats and dogs.

Dr. Julie Levy is a professor of Shelter Medicine at the University of Florida. She founded Operation Catnip, a nonprofit university-based community cat trap-neuter-return program that has spayed, neutered, and vaccinated more than 80,000 cats. She co-founded the Shelter Medicine Program with Dr. Cynda Crawford, the Million Cat Challenge with Dr. Kate Hurley, and helped launch Maddie’s Million Pet Challenge.

Dr. Cherice Roth, a Texas A&M College of Veterinary Medicine graduate, is the Chief Veterinary Officer of the Digital Health Platform for Mars Veterinary Health and is known for her work in standardizing high-quality veterinary telemedicine at scale. Dr. Roth is a children’s book author, a mom, and a practicing relief ER veterinarian.

Apryl Steele, DVM, is the President and CEO of the Dumb Friends League. After practicing veterinary medicine for 18 years, she had the honor of joining the League in 2014 to advocate for animals who are vulnerable due to homelessness, mistreatment, or their owner’s financial situation. She is currently a board member for The Association for Animal Welfare Advancement and is the chair-elect. Apryl is a Certified Animal Welfare Administrator (CAWA).





12:30–12:45 PM PT

Conference Final Thoughts

12:45 PM PT

The Conference Concludes

Post Conference

Tour the Oregon Humane Society | 2-4 pm PT

Tour Cat Adoption Team | 2:30 pm PT and 4 pm PT

Tour the Humane Society for Southwest Washington | 3 pm PT



SAVE THE DATE
The Annual Conference 2024

November 18-20, 2024
New Orleans, Louisiana

The Association for
Animal Welfare
Advancement





CONFERENCE REGISTRATION FORM

Members of The Association enjoy a discounted conference registration rate, and **NEW THIS YEAR** is a bundled registration rate for non-members which includes one year of membership.

The preferred method of registration is online by [clicking the link](#).

You must have an account with The Association and be logged in to register for the conference. Don't have an account? [Create a full, paid membership or a free Learning Member account here](#).

Don't want to register online?

Complete this form, including credit card information OR make a 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

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 restrictions, please indicate:

Vegan Please list any food allergies: _____



RSVP

Will you be attending our **opening night reception in the Exhibit Hall** on Wednesday, November 15, 4:30–6:30 pm PT? Yes No

Will you be attending our **evening reception at Punch Bowl Social** on Thursday, November 16, 5:30–7:30 pm PT? Yes No

Will you be attending **Morning Stretch** on Wednesday, November 15 from 7:30–8 am PT? Yes No

Will you be attending **Morning Stretch** on Thursday, November 16 from 7:30–8 am PT? Yes No

REGISTRATION FEES

Registration Fees

	Early through October 1	Regular October 29	Onsite November 17
Animal Welfare Professional Member	<input type="checkbox"/> \$279	<input type="checkbox"/> \$329	<input type="checkbox"/> \$ 379
Non-Member/Learning Member + Membership	<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 Member	<input type="checkbox"/> \$279	<input type="checkbox"/> \$279	<input type="checkbox"/> \$ 279

Guests

Guest Social Package (\$150): includes evening meals and events (fee does NOT include attendance at sessions, daily breakfasts, lunches, or breaks). **Paid [postmarked] by October 31** OR paid on-site.

Guest name(s): _____

Attending: Wednesday Opening Reception Thursday 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 (\$150 fee per guest): \$ _____

Group Rates

Contact meetings@theaawa.org to discuss a group rate.

CREDIT CARD INFORMATION

Card Number _____

Expiration Date _____ CVV _____



MEMBER BENEFIT!

Animal Welfare Professional members who are registered for the conference are invited to bring one non-member at a 25% discount. Members will receive the discount code to share with your colleague via email. Email membership@theaawa.org with your questions.

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 on or before September 30, 2023.
- \$50 processing fee if refund requested in writing before October 31, 2023)
- No refunds after November 1, 2023

TRAVEL INFORMATION

Hilton Portland Downtown ([Click here to view hotel website](#))

921 SW Sixth Avenue, Portland, OR 97204
503.226.1611

Be sure to reference **AAWA 2023 Fall Conference** to secure the discounted group rate. Group hotel room rate: \$189 + applicable taxes. **Book by October 16, 2023.** ([Click here to book directly with the group rate](#))

- Hotel check-in: 4 pm PT; check-out: noon (*72-hour cancellation policy*)
- Park at the Hilton (*On-Site Daily Parking: \$35*) or The Duniway (*sister property across the street*)
- Additional transportation and local information can be found on [Travel Portland's website](#).
- **MAX Light Rail** to or from the airport is \$2.50. Hotel is on the Red Line and a 3-minute walk from Pioneer Square MAX Station
- Uber and Lyft are also available—approximate cost one-way to/from hotel and airport: \$40

Safety Policies *(as of 7/15/23)*

Face coverings are suggested for all individuals participating in the conference. The Association will update changes to safety policies **in accordance with city and county guidelines** as needed. Please review the following for current safety information:

- [City of Portland Guidelines for COVID](#)

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

The Annual CONFERENCE 2023 Conference Committee

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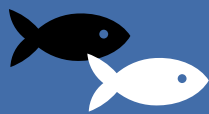
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