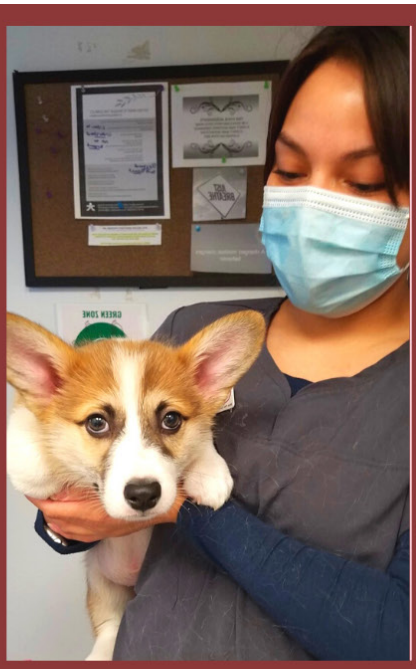

SPAY-NEUTER ASSISTANCE PROGRAM, INC.

Leading the field in competent, compassionate veterinary care since 1994

FY2022

Review of Programs & Activities

SNAPUS.ORG

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Stop The Cycle.

The mission of the Spay-Neuter Assistance Program (SNAP) is "to prevent the suffering and death of companion animals and to enrich the human-animal bond by providing excellent, accessible and affordable spay/neuter and veterinary care." Through subsidized and affordable veterinary care—with a focus on high-efficiency spay/neuter—we work toward a vision of a world with no homeless pets. We are currently operating in two major metropolitan areas: Greater Houston and San Antonio. These areas are comprised of sixteen Texas counties (Atascosa, Bandera, Bexar, Brazoria, Chambers, Comal, Fort Bend, Galveston, Harris, Kendall, Liberty, Maverick, Medina, Montgomery, Waller, and Wilson). According to the 2020 U.S. Census, these service areas are home to over nine million residents, including approximately 1.2 million households with dog companions and 790,000 households with cats. Our needs-based subsidized services are available to residents of all of these counties.

Now in our twenty-eighth year, SNAP has provided 688,811 spay and neuter surgeries since our founding (as of June 30, 2022).

1. Programs:

All of our clinics offer compassionate care through our three primary programs:

- ***The Solution Begins Here***—affordable spay/neuter (available to the general public),
- ***Caring For Our Companions***—affordable vaccinations and veterinary wellness care (available to the general public), and
- ***Empowering People & Pets***—needs-based subsidized spay/neuter and veterinary wellness care.

2. Outcomes:

In FY2022, SNAP performed 21,107 spay/neuter surgeries, which is down slightly (5%) from FY2021. Even with our already-affordable prices, 3,444 (16%) of these surgeries were further subsidized, empowering our clients to provide their beloved companion animals the care they otherwise would have been unable to afford and to contribute to the solution of animal overpopulation. These clients were also spared the expense of caring for unintended litters. Both humans and animals will benefit from an enriched quality of life through the deepening of the human-animal bond resulting from the elimination of undesirable hormonal behaviors. These surgeries have prevented millions of births of puppies and kittens, many of whom would have been unplanned and unwanted and would have been destined for lives of neglect, homelessness, and death on the streets or euthanasia. The generational ripple effect on reproduction is exponential. (See *Estimates of Births Prevented* in the Stats-at-a-Glance table on page 8.) By controlling population through spay/neuter, SNAP reduces the burden unplanned litters place on shelters and rescue groups, allowing them to focus on the animals already in need of care. ***The solution begins when the cycle ends***.

Veterinary wellness care was provided at affordable prices to an additional 8,686 animal patients. 24,784 rabies vaccinations were administered, greatly reducing the chance of this deadly disease spreading to companion animals and humans. Many of our clients live below poverty level or are income-challenged; their visit to SNAP is often the only time their pets will be seen by a veterinarian.

Many people have the misconception that high-volume spay/neuter clinics provide inferior veterinary care in order to cut costs and, therefore, determine that surgery performed by a private-practice veterinarian would be safer for the pet. Some even ask whether our surgeons are licensed veterinarians (they are) and if we use anesthesia (of course, we do). The truth is, because high-volume spay/neuter clinics' primary focus is on providing spay and neuter surgeries and perform many each day, the surgeons learn best practices and highly-efficient techniques. This not only makes the surgery itself safer, but also minimizes the length of time the animals are sedated, which greatly reduces the chance of anesthesia-related deaths. Additionally, these clinics have skilled and well-trained technicians prepping the patients for surgery and vigilantly monitoring them through the critical post-operative recovery period.

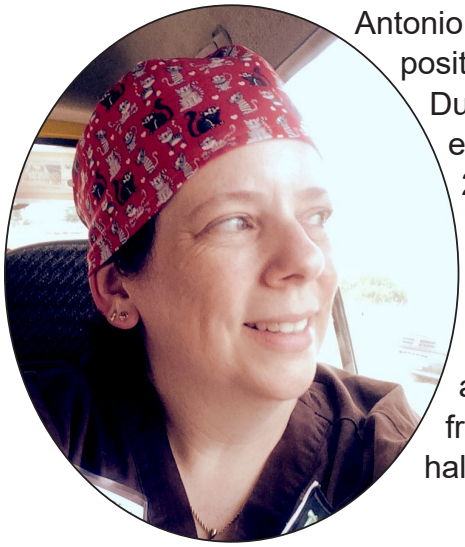
A 2017 study published in The Veterinary Journal recorded surgery outcomes for 113,906 dog (42,349) and cat (71,557) surgeries on animals who appeared to be healthy. The data includes a large number of patients; however, all of the surgeries were performed in a single high-volume spay/neuter clinic, which means that further research is needed to determine how representative of other clinics these findings are. In this study, the overall mortality rate of healthy cats and dogs undergoing spay/neuter surgeries at high-volume clinics is about one-tenth the mortality rate reported for private-practice clinics. Mortality rate for dogs was 0.009%, which is lower than the 0.01% mortality rate of humans undergoing hysterectomies. The mortality rate for cats was appreciably higher at 0.05%. In FY2022, SNAP performed 21,107 spay/neuter surgeries: 8,947 dogs (4,624 female and 4,323 male) and 12,160 cats (6,027 female and 6,133 male). We had 17 cat deaths (8 male, 9 female) and 2 dog deaths (both female). Of the cats, 11 were found (either before or during surgery or upon necropsy) to have preexisting conditions: one had a ruptured pyometra (uterine infection which would have been fatal without surgery, and the client had been advised of the high risk); 4 had hypertrophic cardiomyopathy (a thickening of the heart muscle which can cause arrythmia and/or cardiac arrest); 1 was FIV+ and in poor health. Improper regulation of anesthesia was thought to have contributed to the death of one cat. Because the 2 dogs and remaining 6 cats were not diagnosed with serious pre-existing conditions (did not have a necropsy performed, or the necropsy was inconclusive), these eight patients are deemed to have been healthy when presented for surgery. Of "healthy" animals, we lost 6 (0.02%) cats (compared with 0.11% from an earlier UK study of private-practice veterinary clinics) and 2 (0.02%) dogs (compared with 0.05% in the UK study). Losing a patient is always devastating to the SNAP veterinarians and team, and we empathize with our clients who experience the loss of a beloved pet.

These are sweet caring staff that go the extra step to ensure your fur baby is well cared for. I highly recommend SNAP.

~ Francine R. ~

3. Transitions:

Dr. Mary Kate Lawler started working for SNAP as Director of Operations for our San Antonio clinics in 2006. In 2015 she was promoted to the position of Executive Director for the entire organization. During her tenure, Dr. Lawler focused on increasing efficiency and building a team culture. Near the end of 2021, Dr. Lawler announced her retirement from SNAP so that she could be closer to her aging parents. She has led SNAP through some difficult times and is leaving the organization in better shape than when she first became Executive Director—an especially significant achievement in light of the added stressors resulting from the coronavirus pandemic over the past two-and-a-half years.



In her final communication with the SNAP team, Dr. Lawler wrote:

> *I have always known that I would help my parents in their later years. Over the past eighteen months as SNAP has become stronger and stronger both financially and as a TEAM, I came to the realization that my chapter in the SNAP story was coming to a close…. As I begin this new chapter in my life, I am excited to see TEAM SNAP continue to move SNAP forward. You, TEAM SNAP, are what makes this organization efficient and successful. You, TEAM SNAP, know what to do… go out there and do it, and continue to make me proud of what we have built.*

As we bade farewell to Dr. Lawler, we were very pleased to welcome Dr. Karel Olguin as SNAP's new Executive Director. Since August, Dr. Olguin has been Lead Veterinarian for SNAP's three clinics, and she and Dr. Lawler conscientiously worked together to ensure a smooth transition.

Dr. Olguin received her Doctorate of Veterinary Medicine from Tuskegee University in 2008. While the bulk of her career has focused on small animals, she has a broad array of experience, including working with horses, sea turtles, marine mammals, and zoo animals. Dr. Olguin is affiliated with a number of professional veterinary associations, including the Bexar County Veterinary Association, the American Zoo and Aquarium Association, the Society of Marine Mammalogy, the International Association of Aquatic Animal Medicine, and the American Veterinary Medical Association.

Changes in leadership can be very difficult and destabilizing for an organization. SNAP is very fortunate to have two capable leaders who navigated us through the transition as seamlessly as possible.

Pictured top left: Dr. Mary Kate Lawler working with an international team of veterinarians on a spay/neuter project in Ambato Ecuador in February of 2015.

On the bottom right, Dr. Karel Olguin is pictured with her dog Duke.

4. Successes and Challenges:

Successes:

The Review of Programs & Activities for FY2021 reported that SNAP Executive Director, Dr. Mary Kate Lawler, had been chosen among nominations from across the U.S. as a finalist in American Humane's *Hero Veterinarian Awards*. We were all very pleased and proud of Dr. Lawler when it was announced that she had been named as the 2021 Hero Veterinarian. The award generated national recognition—both for Dr. Lawler and for SNAP.

In spite of a reduction in clinic hours due to staffing shortages (see "Challenges" below), SNAP still managed to keep expenses lower than revenue.

SNAP's development team exceeded $1 million in unearned revenue this year (see "Finances" below).

Beginning in October 2021, SNAP was able to partner with Petco Love (formerly Petco Foundation) to administer distemper vaccines for dogs and cats at no cost to the pet custodians. In FY2022, SNAP vaccinated over 11,000 dogs and cats to protect them against this preventable disease.

SNAP spayed and neutered 1,879 community cats (*i.e.* "feral") in FY2022. Of these, about 380 were provided through a partnership with Best Friends Animal Society. "Trap-Neuter-Return" programs (TNR) are very effective in controlling the population of free-roaming cats in our communities.

Challenges:

SNAP's leadership and team continue to adapt to changing dynamics, variants, recommendations, etc. in regard to the coronavirus pandemic and implement appropriate protocols to keep our employees and clients as safe as possible.

A change in leadership always presents challenges for an organization. Dr. Lawler's departure and Dr. Olguin's succession as Executive Director were no exception. SNAP is very fortunate to have a number of long-term team members, and the experience and skills our team members contribute kept operations stable throughout the transition.

An ongoing nation-wide veterinarian shortage has been exacerbated by increased demand due to the pandemic. Our San Antonio clinic was able to keep a full team and continue to operate near capacity. Our Houston and Pasadena clinics had to reduce service hours in order to fully staff one of the two clinics five days a week. We continue to actively recruit and hire.

5. SNAP Finances:

SNAP's development team conducted several major appeals in FY2022. For the first time in many years, unearned income (gifts, grants, and in-kind donations) surpassed a million dollars.

- The 2021 ***Big Give*** in September yielded $60,827. A generous matching gift of $10,000 helped us surpass our goal.

- ***Celebrate With Us*** (2021 Year-End Appeal) was very successful, bringing in $103,802. Beloved TV personality Betty White passed away on December 31—just 17 days shy of her 100th birthday. In tribute to her and in recognition of her life-long legacy of animal advocacy, SNAP joined animal welfare nonprofits across the nation participating in the ***Betty White Challenge***. Almost $10,000 raised through the challenge is included the year-end appeal total shown above.
- Our ***Sharing the Love*** Appeal raised $26,175
- Our ***World Spay Day*** Appeal in February raised $16,775, aided by a $5,000 matching gift.
- ***Pets Are Family*** (2022 Summer Appeal) raised $25,484 in FY2022. This appeal continued into FY2023.

In FY2022 SNAP received $378,539 in ***Foundation support*** including grants from the following foundations:

- The Leslie L. Alexander Foundation (three grants)
- The Bernice Barbour Foundation
- Petco Love (formerly Petco Foundation) supported SNAP's lifesaving work through a grant as well as in-kind donations of vaccines to be made available free to dog and cat guardians. In FY2022, distemper vaccines were given to 8,500 cats and 3,400 dogs.
- SNAP received a two-year grant from: The Aid to Helpless Animals Trust, Max and Victoria Garbich Memorial Fund, Alice E. Jacques Animal Support Fund, Jesse Wright Boyd, Jr. Animal Assistance Fund, Ruth Lang Charitable Fund, Gaynelle and Gene Rankin Endowment Trust, Frances Margaret Seaver Fund, Winnie Converse Tappan Charitable Trust, and the Dr. Thomas E. Vice Fund of the San Antonio Area Foundation.

San Antonio Area Foundation
Where Giving and Community Connect

In recent years, a number of the major foundation funders of animal welfare organizations have shifted their investments to programs which help families avoid having to surrender their pets to shelters and programs which transport animals out of areas with high rates of animal homelessness and shelter populations (like Texas). These programs are unquestionably needed, but the loss of funding for spay/neuter is unfortunate. Spay/neuter continues to be the first line of defense in battling animal overpopulation; maintaining funding for spay/neuter will reduce the need for funding down the line.

The ***Circle of Champions*** Sustaining Partners Program brought in 1,193 donations totaling $55,520. This sustained monthly giving helps SNAP forecast our monthly income, making budgeting more reliable and keeping cash flow steady. Sustaining Partners can commit to as little as five dollars per month.

Effortless Giving continues to bring in income through our partnerships with Amazon Smile, Kroger, and Randalls ($3,607). Peer-to-peer donation drives on Facebook gave SNAP supporters opportunities to celebrate a birthday or honor a loved one in support of SNAP ($9,896).

Workplace giving gives donors the convenience of having contributions to their favored charities taken directly out of their paychecks. In FY2022, workplace giving totaled $17,135.

Our **Spay-It-Forward** effort—a year-round solicitation for in-clinic donations over-and-above invoiced service fees—brought in $97,080 during FY2022 (up 10.5% from FY2021). This is an important way to remind our clients that SNAP is a publicly-supported charity, giving them an opportunity to have personal "buy-in" to our mission.

We've had remarkable responses to our **in-kind donation** drives. In the days immediately following announcement of our drives, our clinic lobbies look like Christmas, with boxes piled high—paper towels, toilet paper, trash bags, copy paper, towels and blankets, and other consumable products. Many of our supporters continue to donate items regularly throughout the year. In FY2022, we saved approximately $15,444 by having these supplies donated.

In 2020, SNAP was a beneficiary of a bequest from the **Estate of Nancy White Magee**. A residual payment of $40,100 was received in FY 2022. We were also a beneficiary of $119,235 from the **Estate of Virginia Lynn Thomas**. SNAP has been fortunate to have been a recipient of planned giving from a number of donors. We are honored to carry on their legacy through stewardship of these gifts in support of SNAP's important mission.

SNAP's FY2022 audit has not yet been conducted. Preliminary numbers show that revenue exceeded expenses and earned income (program service fees) made up 79% of total revenue. As soon as the audit is complete, we will upload audited financials and IRS Form 990 to our website (https://www.snapus.org/financial-information/).

6. Goals for the Coming Year

Our primary goals for the coming year are:

- hire enough veterinarians and animal care team members to keep all three SNAP clinics open five days a week
- grow our spay/neuter surgery capacity by 18%, which would bring our annual total to 25,000
- implement a formal "Legacy Giving" program
- grow our Circle of Champions sustained giving program
- formulate a comprehensive succession plan for board members and leadership
- find ways to reconnect with clients and supporters after two-and-a-half years of distancing due to the COVID pandemic

Since our founding, SNAP has been dedicated to reducing animal suffering and death resulting from pet overpopulation, and we continue to work for a world with no homeless pets. We also understand that, for most of us, our animal companions are not "just" animals, but members of the family. Therefore, we are also committed to improving the welfare of the animals with whom we share our lives and to nurture the incredible bond we have with them. As animals domesticated by humans, our dogs and cats depend upon human care in order to live healthy and happy lives, and SNAP strives to make that care affordable for the people and pets in our community.

Fiscal Year 2022 Stats-At-A-Glance

	Houston Clinic	Pasadena Clinic	San Antonio Clinic	TOTAL
Dog Spay	1,279	968	2,377	4,624
Dog Neuter	1,227	950	2,146	4,323
Total Dogs	**2,506**	**1,918**	**4,523**	**8,947**
Cat Spay	2,027	1,181	2,819	6,027
Cat Neuter	1,955	1,384	2,794	6,133
Total Cats	**3,982**	**2,565**	**5,613**	**12,160**
Total Surgeries	6,488	4,483	10,136	21,107
	Houston: 10,971		San Antonio: 10,136	
Subsidized Surgeries	1,296	540	1,608	3,444
	Houston: 1,836		San Antonio: 1,608	
% Subsidized	20%	12%	16%	16%
	Houston: 17%		San Antonio: 16%	
EPP†	320	296	1,032	1,648
	Houston: 616		San Antonio: 1,032	
% EPP	5%	7%	10%	8%
	Houston: 6%		San Antonio: 10%	
Community Cats	627	290	962	1,879
	Houston: 917		San Antonio: 962	
Wellness Care	2,157	969	5,560	8,686
	Houston: 3,126		San Antonio: 5,560	
Microchip Insertions	2,718	1,648	2,640	7,006
	Houston: 4,366		San Antonio: 2,640	
Rabies Vaccines	6,835	5,090	12,859	24,784
	Houston: 11,925		San Antonio: 12,859	
Total Animals Helped	8,645	5,452	15,696	29,793
	Houston: 14,097		San Antonio: 15,696	

†EPP=Empowering People & Pets = Subsidized Spay/Neuter Program (largely funded by grants).
EPP surgeries are a subset of "Subsidized Surgeries," and are also included in the Subsidized Surgeries totals

Estimates of Births Prevented*

	End of Year 1	End of Year 7
Community Cats	**3,773**	**2,198,635**
House Cats	**29,167**	**154,049,519**
Dogs	**27,657**	**66,885,572**

***Assumptions**

The numbers of animals directly affected are exact numbers, recorded in our computerized database. The number of births prevented is estimated using research-based formulas derived by National Pet Alliance researcher Karen Johnson, assuming 50% of the offspring would have been female.

•The formula for feral ("community") cat reproduction rate is 2.1 litters per year with an average litter size of 4.25 kittens and an infant mortality rate of 62.5%.

•The formula for house cat reproduction rate is 2.1 litters per year with an average litter size of 4.25 kittens and an infant mortality rate of 33%.

•The formula for dog reproduction rate is 1.45 litters per year with an average litter size of 5.5 puppies and an infant mortality rate of 25%.

None of these three calculations takes adult mortality into account.