



POSITION GUIDE

POSITION: EXECUTIVE DIRECTOR

ORGANIZATION: The SPCA Serving Erie County
www.yourspca.org

LOCATION: 205 Ensminger Road
Tonawanda, NY 14150

REPORTS TO: Board of Directors

MISSION

The mission of the SPCA is to create a caring and kind community that encourages fair and humane treatment of all creatures. Their knowledgeable, caring, and open-minded team of staff and volunteers achieves that mission through proactive efforts to address the current status of animals in their community, education of adults and children, rescue and sheltering of animals in need, and placement of animals into appropriate homes.

BACKGROUND

The SPCA Serving Erie County opened its doors in February of 1867. It is the second-oldest humane society in the country. The SPCA cares for approximately 14,000 animals each year through programs that include adoptions; admissions; animal rescues; animal emergency transports; stray lost and found services; animal cruelty investigations and seizures; care for wildlife, reptiles, exotics, and farm animals; and much more.

The SPCA has a large shelter in Tonawanda and several off site locations like PetsMart, Petco and a mall storefront. The SPCA was very fortunate to have received a Maddie's Fund the Pet Rescue Foundation donation of \$5 million in 2009 that was distributed to collaborative partners in their community to ensure

that every treatable dog and cat receive a new home. This has tremendously increased treatments and furthered adoptions at the SPCA. They currently adopt between 6,000-8,000 animals per year. The difference in their intake number and adoption rate is made up of returned to owner pets, wildlife released back to nature, owner request euthanasia as well as a small number of euthanasia due to extreme health or behavioral conditions.

The SPCA is the most influential and sought after humane society in the Western New York region. Local media often calls upon the SPCA to get a sense of the issues affecting animals in their community, state and the nation. In addition to caring for and adopting animals, their dedicated staff rescues animals, investigates cruelty, houses farm animals and treats wildlife for release. Their humane education department, volunteer staff and behavior crew promote the quality care and attention that the SPCA provides to both the animals and the people of Erie County.

THE OPPORTUNITY

The SPCA is at an exciting crossroads. After 23 years of successful and strong leadership, Executive Director Barbara Carr is retiring. Under her direction, the SPCA has grown from a small local shelter into a well-respected national voice. However, with that growth, the facility that served its needs since 1962 can no longer handle the increase in programs and services. Therefore, the Board took on the challenge of finding new land, a new design, and new plans and then launched the *Raise the Roof* capital campaign with a goal of \$9 million. Having successfully raised that amount, the price tag for the building came in significantly higher. After careful review by the Board, architectural firm and staff, the plans were refined and the cost cut. However, additional funds of approximately \$2-4 million have yet to be raised. Nevertheless, there are proposals outstanding and pledges on hand. The Board anticipates ground breaking to take place in spring of 2016. The new Executive Director will have the opportunity to monitor the construction of the new facility, re-locate all shelter activity and develop strategic plans to move the SPCA into the future.

Further, as part of this new construction, the SPCA will build a new Veterinary Clinic and change their business structure to include full-service veterinary care to the community's animals. A great deal of careful consideration, detailed planning projections and excellent facilities design were done for this new Clinic. The Board then engaged the services of Animal Welfare Management Services to look at the feasibility and support of the new Clinic. The report gave them the impetus and determination to move ahead with this project. The Clinic will be a part of the new building; however, it will have its own administrator who will report to the Executive Director. This too is an exciting undertaking for the new

Executive Director in that policies, procedures, marketing, and operating the new Clinic will all be new opportunities for this person.

THE POSITION

Reporting to the Board of Directors, the Executive Director is responsible for the oversight of the SPCA, which includes administration of all programs and services of the organization. The Executive Director is responsible for the strategic processes of the organization, managing and developing a talented paid staff of 110 and volunteer staff in excess of 1,700; and overseeing a \$6 million budget and a reserve of approximately \$7 million. The Executive Director supervises six direct reports.

The Executive Director is responsible for developing an organizational culture that fosters collaboration, empowers and appreciates staff and volunteers, treats people fairly and applies best practice business leadership and management skills. A demonstrated passion and working knowledge of programs and issues in the animal welfare field is needed. It is expected that the individual will be a key spokesperson for the agency and will be expected to be visible with donors, community leaders, the veterinary community, animal welfare advocates, government officials, media, volunteers and other key stakeholders to promote animal welfare and the mission of the SPCA.

CORE COMPETENCIES

LEADERSHIP

In collaboration with the Board of Directors provide support in all its activities; suggest direction toward the achievement of the SPCA mission, philosophy, and strategy; provide guidance, stability, support and collaboration to a staff of talented professionals; and implement Board driven long-range and strategic plans to ensure that the goals and objectives of the SPCA are successfully achieved. In conjunction with the Board, provide vision and direction for the future growth of programs, policies and procedures for the SPCA. Act as a resource for other humane organizations.

FINANCIAL ACCOUNTABILITY

Oversee the SPCA budget and business plans and ensure sound fiscal management and capital allocation. Maintain and implement fiscal policies and procedures in accordance with Board directives. Oversee and guide the policies for the investment of fiscal resources for the organization so as to achieve reasonable returns.

FUND DEVELOPMENT

Demonstrate development skills to reach a new population of major donors who can and will support a capital campaign gifts initiative and continuing annual fund. Continue to develop and nurture past relationships with major donors including individuals, foundations and corporations. Develop new, creative fundraising opportunities with staff in order to secure the SPCA's financial position. Strengthen planned giving programs thereby adding financial security to SPCA endowment.

PUBLIC RELATIONS AND COMMUNITY OUTREACH

Serve as one of the spokespersons for the SPCA and effectively represent its goals and mission to individuals, private foundations, government leaders, the media, sponsors and donors in order to attract the widest interest and support. Ensure that the SPCA is represented locally, regionally and nationally at coalitions, membership organizations and other humane field associations. Help develop the SPCA's legislative agenda and collaborate as necessary in order to promote animal welfare initiatives.

ADMINISTRATION AND MANAGEMENT

Ensure that staff is well informed of decisions that affect them and the agency and ensure that those policies are explained and communicated clearly and concisely. Develop and implement procedures to ensure good management, administrative and fiscal practices; ensure that staff understands the vision and direction of the SPCA and that in return they will be able to develop and mature in their roles and responsibilities; lead by example and maintain the highest professional standards and practices for the SPCA.

PROGRAM AND SERVICES DEVELOPMENT

Establish short range objectives and work plans, research and evaluate potential programs for the SPCA in consultation with other staff, based on Board-approved strategic plans and goals; develop and implement new programmatic activities as required by funding sources and by capitalizing on new opportunities for new service areas.

THE PROFILE

We seek a highly experienced animal welfare leader and manager with demonstrated vision and passion for the humane and ethical treatment of animals. A successful track record of strong innovative and inclusive leadership

that will facilitate open communication to harmonize staff, the Board and the other constituents with whom he/she will interface is sought.

Demonstrated accomplishments in fundraising including capital campaign experience and financial management of a multi-million dollar budget are needed. Experience in a senior leadership role where he/she has either reported directly to or worked closely with a Board of Directors is expected. The ideal candidate will bring strong and successful leadership of an animal welfare/control agency or other nonprofit organization if there is a demonstrated level of both passion for and involvement with an animal welfare organization. The person we seek should demonstrate a balance between creative thinking and management acumen as well as the ability to assess and maintain policies and procedures for building an organization. The candidate should excel in planning, forecasting and determining courses of action.

We seek an exceptional communicator who can demonstrate a successful background in external relations as well as the internal organization. This person will be articulate and passionate about the humane treatment of animals and who will welcome and respect the multiple perspectives and groups that demonstrate an active interest in animal welfare. This individual has also demonstrated success in building and sustaining coalitions toward the achievement of goals. The candidate should also demonstrate an ability to address situational confrontation presented by issues faced by the SPCA.

An understanding of business principles applied to a nonprofit enterprise, including a background of good budget management, is necessary. Personnel management skills that include an ability to work collaboratively, listen, provide feedback, build morale, delegate, "roll up one's sleeves" and make decisions are essential. The candidate should be motivated by the best interests of the organization, demonstrate success managing change, and be an exemplary manager of financial, capital and human resources.

An undergraduate degree from a four-year college or university is required; an MBA or other graduate degree is preferred. Evidence of a passionate commitment to the proper care of all animals is strongly recommended. CAWA credential is helpful.

Applications and nominations are being received by Noetic Search via electronic mail at resumes@noeticsearch.com. If interested, please submit a current resume and cover letter to the above email address.

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