

PETS IN NEED

Executive Director

The Board seeks an experienced leader to manage and advance one of the Bay Area's preeminent animal welfare nonprofits, and help the PIN community implement humane best-in-class animal care concepts to address community needs.

Pets In Need (PIN) has provided animals with loving care and lasting homes for almost 60 years by advancing no-kill policies in partnership with communities. This is accomplished by transferring cats, dogs and other small animals from public shelters where they may be euthanized, to PIN facilities where animals receive necessary medical care, are spayed/neutered, micro-chipped, and vaccinated by compassionate staff and volunteers working tirelessly to ensure that these prospective pets are healthy, safe and ready for their forever home.

Pets In Need has an annual operating budget of \$6M, and in FY 21/22 PIN received about \$4.2M in contributions. Donors have shown a strong and sustained philanthropic commitment over the last several years, and PIN is exceptionally well-positioned among donors interested in animal welfare organizations as it competes for major gift funding. PIN has a \$10M endowment, employs a dedicated team of 44, and is governed by a ten-person Board of Directors.

BASIC FUNCTION

The Executive Director is responsible for the successful leadership and management of PIN according to the strategic direction set by the Board of Directors, and for ensuring the organization's consistent achievement of its vision, mission and financial goals.

He/she is responsible for planning, organizing, and supervising all aspects of PIN operations, including periodical upgrade to PIN's strategic plan to promote a no-kill philosophy by increasing lifesaving efforts throughout the community. Central to the Executive Director's success will be to increase contributed revenue so that PIN is able to broaden the scope of its work, and ensuring that funds are responsibly managed.

In the first six months, the Executive Director's immediate priorities are to:

- Thoroughly understand Pets In Need - its history, culture, programs, personalities and constituencies; understand its base of financial support and the short and long-term funding requirements of all segments of the organization; develop positive working relationships with the board of directors, Executive Team and the staff as a whole.
- Immediately assess the current status of ongoing fundraising efforts and provide support for those efforts as needed; assume a hands-on leadership role in the identification, cultivation and solicitation of major gifts and corporate funders; meet with key funders and others critical to individual and institutional fundraising efforts.
- Internalize the board's strategic direction; take stock of priorities and progress to date and work with the Board to set realistic expectations.
- Hire a Director of Development; take a refreshed look at PIN's operations and organizational structure to create better cohesion; review staffing to ensure Directors have the manager-level support they need; ensure clarity of priorities, reporting relationships, relationship with staff vis-à-vis the Board; stronger systems that "talk" to each other, and ongoing professional training.
- Manage relationship with the City of Palo Alto, and ensure that PIN's interests are protected.

ONGOING RESPONSIBILITIES INCLUDE:

LEADERSHIP AND CULTURE

- Provide inspiring leadership that fosters an open, inclusive, collaborative, transparent, culture that welcomes different points of view; decisive, holds team and self accountable toward goals.
- Continually evolve the strategic plan, in accordance with the vision, mission, values, strategic direction, and goals set by the Board of Directors; assume responsibility for the timely implementation of the plan, including development of metrics by which success will be measured; ensure that all staff and Board members are working toward plan objectives.
- Ensure that all functional areas are well-versed in current best practices and are incorporating the same in the execution of their work.

GENERAL MANAGEMENT, FINANCE AND ADMINISTRATION

- Oversee that efficient and effective day-to-day operations ensure the senior leadership team is focused on organizational priorities, big picture strategies and day-to-day operating details; identify and evaluate the risks to the PIN; implement measures to mitigate and control risks.
- Ensure the financial strength of PIN; with the Director of Finance, prepare, manage and execute a comprehensive budget, prepare financial reports and monitor compliance of expenditures within board approved annual budget; ensure appropriate bookkeeping and accounting procedures are followed; that growth is sustainably funded, and long-term financial planning is robust; foster transparency and accountability.
- Maintain an organizational climate that attracts, retains, motivates and develops a multi-cultural, diverse, high-quality staff and board; ensure team is well-suited and trained to address PIN's challenges and opportunities; promote employee engagement by remaining attentive to team concerns; provide opportunities for team to develop new and better ideas, skills, workflows and service approaches, and to grow within the organization.
- Understand and ensure operational compliance with current federal, state, county and local laws, regulations and guidelines that affect operations. Ensure that PIN's physical plants are safe, well-maintained and remain at the highest quality for team and animals.
- Establish safe and consistent record-keeping practices for legally compliant adoptions, staff personnel files, budgetary accountability, board activity, and all other functions; maintain official records and documents.

REVENUE / COMMUNICATIONS / EXTERNAL RELATIONS

- As PIN's "Fundraiser-in-Chief" and Chief Spokesperson, serve as a credible voice about PIN's work in a variety of public settings with members of the community, stakeholders, and current and prospective supporters.
- Recruit the Director of Development to complement the Executive Director's fundraising, and to orchestrate systematic fundraising outreach driven by the Executive Director, Board members and staff; take personal responsibility for all aspects of fundraising including the development of strategies and events that sustainably increase contributed revenue, major

donor and planned giving programs, and processes for identification, cultivation, solicitation and stewardship.

- With the Director of Development, directly solicit major donors; understand the interest of donors and align the case for support of PIN; involve board and staff donor cultivation roles, engaging members of the PIN team when their special expertise, contacts and perspectives can add value to the case for support.
- Ensure gifts are used as donors intended, and they are regularly updated on the progress and impact of their gifts, and meaningful ways to further engage them in PIN.

**PROGRAM DEVELOPMENT AND ADMINISTRATION /
HUMANE CARE AND SHELTER OF RESCUED DOGS, CATS, AND SMALL ANIMALS**

- Provide leadership to and supervision of both the Medical Director and Shelter Operations Director in the administration of PIN programs.
- With the program team, develop and implement short and long-term strategies that responsibly increase rescues, increase adoptions, improve animal care, provide behavior and medical rehabilitation for shelter guests, and safeguard humane treatment.
- Strengthen community outreach designed for those with limited means to keep their pet at home, preventing them from ending up in shelters.
- Champion sustainable, high-quality services and programs while managing risks and liabilities that emerge during service delivery.

GOVERNANCE

- Facilitate Board meetings and prepare agendas for effective board meetings; with the Board Chair, coordinate the efforts of various board committees and task forces; review existing policies and draft board or organizational policies for the approval of the Board.
- Provide transparency, ongoing communication, and timely updates on the state of PIN to the Board Chair; serve as a professional advisor to the Board of Directors on all aspects of PIN activities and trends and emerging issues in the external environment.
- Help identify and recruit new Board members, whose talents, commitment, and fundraising abilities are congruent with the needs and mission of Pets In Need; encourage board members' involvement in PIN's full range of activities that advance the mission.

QUALIFICATIONS AND CHARACTERISTICS

The successful candidate will have senior level executive experience in an organization of similar scale and complexity, be an animal lover, and have a professional or personal alignment to the mission of Pets In Need. A strong connection to the Peninsula/Silicon Valley community would be a plus. They should possess many of the following qualifications and characteristics:

- Proven senior-level managerial and operational experience, organizational development, or revenue-generating experience in the for-profit or nonprofit sector; working with a board or directors or sitting on a board of a nonprofit is advantageous.
- Demonstrated business acumen, analytical and problem-solving skills and an understanding of budgeting and finances.

- Track record of attracting new revenue, whether earned or contributed.
- Decisive and resourceful, with the organizational sensitivity to gain the support and confidence of the Board and staff at all levels; a leader who empowers their team and holds them accountable; a team builder who understands the subtleties of recruiting, motivating, directing and retaining a diverse group of personalities with different work styles.
- An individual with outstanding human qualities; one who is straightforward, shares information easily, listens as well as offers advice, and respects the abilities of others; someone who imparts trust and integrity, and guides others in a similar vein.
- Outstanding interpersonal, oral and written communication skills, including excellent public speaking skills.
- A BA degree or equivalent and 10 years in a leadership role is preferred.
- Experience in handling sensitive matters with diplomacy and discretion; adept at conflict resolution with a sense of humor and grace under pressure.

MORE ON PETS IN NEED

PIN operates two locations which are about six miles apart. Both shelters provide adoption, behavior and foster services as well as medical care. The Redwood City shelter is privately funded while the Palo Alto shelter is a public-private partnership, and is therefore an open access shelter. In 2019, PIN began operating Palo Alto Animal Services, which receives funding from the City of Palo Alto as well as private donated support, and provides animal care and control services for the residents of Palo Alto, Los Altos and Los Altos Hills. The partnership between Pets in Need and the City of Palo Alto is a national model for the humane treatment of animals in public shelters.

PIN is implementing a new "Access to Care" model, a best-in-class animal care concept that directs resources toward keeping pets in the community and out of shelters, and that supports anyone interested in pet adoption. There have also challenges, including that some ill puppies passed away during transport to PIN facilities last year. This resulted in a top-to-bottom review of care protocols, and certain changes designed to improve examination of animals and reduce stress during their initial entry into the PIN environment.

PIN initiatives include veterinary and other assistance to communities that are more economically challenged. PIN has a number of critically important programs, including free or low-cost spay/neuter, pet care assistance and advice, low-cost medical clinics, Cause for Big Paws, owner surrender, corporate outreach, education, youth programs, foster and volunteer programs, technical and financial support of partner shelters. Central to PIN's culture is a forward-thinking approach to improving how animals are cared for; broadening the range of services provided to both people and animals; and developing increased funding support for its programs.

Through exceptional leadership, management and people skills, the Executive Director will lead Pets In Need into a bright future.

For more information please contact:

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