



ADISA

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EXECUTIVE DIRECTOR OPPORTUNITY

DAKIN HUMANE SOCIETY
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ABOUT DAKIN HUMANE SOCIETY

Located in Springfield, Massachusetts, the Dakin Humane Society serves three counties—Franklin, Hampshire, and Hamden—which is referred to as the Pioneer Valley. Each county has a very different character - Hampden County is highly urbanized, Hampshire County is home to a number of colleges, and Franklin County is the most rural and similar to Southern VT. Dakin's main 47,000 square foot facility is in Springfield, MA.

Dakin has developed deep community roots since its inception in 1969. It is a beloved community resource and accepts all companion animals in need regardless of health condition or temperament. The New England region has been focused on reducing intake through highly successful spay and neuter campaigns, the introduction of Trap Neuter Return programs that work to eliminate unwanted litters of kittens born outside, education of the community, and the implementation of other programs designed to increase welfare of animals. Where there was once only space for high-volume sheltering, there is now room to help those in areas still suffering and offer individualized treatment and care.

The Covid-19 pandemic further reduced intake not only in the Valley, but nationwide. In 2020, Dakin's shelter population decreased by 46% to 3002 animals while its programmatic impact was greater than ever before.

In 2020, 1,264,533 pet food meals were delivered to companions in need; 4,349 surgeries were performed through their community spay/neuter clinic; 1,719 vaccinations were offered through their vet clinic; 232 community cats were helped through their Kitten Street Team; and over 2,000 pets found loving people and families through their adoption program.

Dakin has consistently been voted a top nonprofit. Recent recognition includes:

- 👍 Charity Navigator 4-star Rating
- 👍 GuideStar Platinum Rating
- 👍 Valley Advocate Best Nonprofit 2021; 2020
- 👍 Reader's Choice Award for Best Nonprofit 2021; 2020

Our Vision

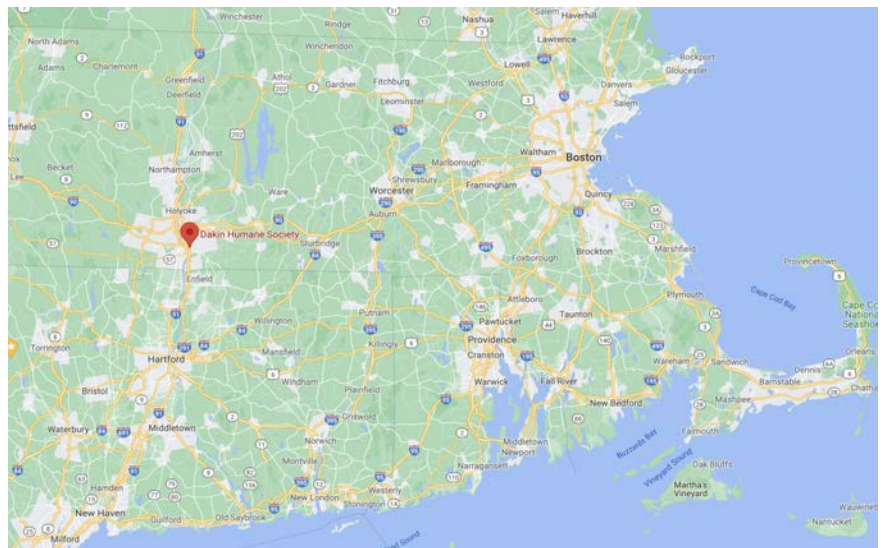
A world where services that support the human-animal bond are accessible to all and companion animals are no longer vulnerable.

Our Mission

Dakin Humane Society delivers effective, innovative services that improve the lives of animals in need and the people who care about them.

Our Foundational Belief

We believe people are good and will make good decisions for animals when they are treated with kindness and understanding, and when they have enough information and resources.



People are the Heartbeat of Dakin

Dakin's guiding philosophy is that animals cannot be helped without helping people. The organization recognizes that providing our fellow humans with tools and resources is the best way to help save animals. Replacing judgment and blame with compassion, understanding, and solutions keeps people and pets together and strengthens a community built on trust and a mutual concern for animals.

Dakin has been intentional in shaping its organizational culture, which can be evidenced in each interaction. Energy is devoted to upholding its core values day-to-day, in the way the team works with one another and the community at large. Dakin's core values include:

Integrity: We hold ourselves to the highest standards of transparency, honesty, and respect in our words and actions. This means:

- Communicating with clarity and kindness to customers and colleagues
- Being transparent and collaborative in our work
- Acknowledging a shared commitment to improving lives

Compassion: We serve all people and animals with open hearts and open minds. This involves:

- Listening carefully to the challenges of others
- Placing ourselves in the shoes (and paws) of those connected to us
- Believing in the inherent good of people

Innovation: We seek new ideas and new ways of doing things, we are adaptable, and we enjoy building creative solutions in a sustainable way. This is achieved by:

- Welcoming ideas from all staff and volunteers
- Meeting challenges with a spirit of enthusiasm and optimism
- Remaining curious about new and better approaches to achieve our mission safely

Dakin believes in the power of community and volunteerism. Volunteers can be found in all departments doing work that ranges from hands-on activities with shelter animals to fostering to administrative duties and staffing events. Volunteer opportunities include weekly, monthly, seasonal, remote, and flexible on-call positions.

Strategic Priorities

The incoming executive director (ED) will lead the organization's next strategic planning process. As Dakin looks forward, providing accessible medical care for pets will play a prominent role. Current programs include:

Programs & Services

<i>Adoption</i>	Connects pets with loving people and families.
<i>Foster care</i>	Provides resources to support those who are fostering animals to prepare them for adoption.
<i>Animal transport</i>	Partners with shelters in the mid-West and South to transport cats from severely overpopulated shelters where they would otherwise be at risk for euthanasia.

Barn Cat Program	Places cats who are better served to an environment outside the home, or would enjoy being in the company of other animals, are placed in barns, stables, and other buildings where they can thrive.
Spirit Cats	Placement program for very shy cats who live inside a home.
Kitten Street Team	Helps to manage community cat populations in the Pioneer Valley through TNR (Trap, Neuter, Return), a humane and effective way to prevent unwanted litters of kittens born outside year after year.
Pet Food Aid	Offers dog and cat food to pets and their people who may be food insecure.
Grooming	Provides grooming services to dogs and cats.
Home Again Thrift Shop	Managed completely by volunteers, the thrift shop raises more than \$50,000 a year for important programs

Community Veterinary Care

Dakin has offered veterinary care for its animals and the community for many years. Going forward, they have identified the expansion of accessible veterinary care for the public as a high priority. The incoming ED will work with stakeholders to develop the roadmap for growth. Below are current programs:

Program for Animal Wellness (P.A.W.S.)	Meets the wellness needs for the animals in Dakin' care, treating complex cases, offering animals life-saving treatment, and providing compassionate euthanasia when it is the most humane option.
Community Spay/Neuter Clinic	New England's largest spay/neuter provider, offers high-quality, affordable spay or neuter surgery.
Vaccine Clinic	Offers affordable vaccination opportunities for pets.
Clinic PLUS	Provides veterinary treatment for a limited number of non-urgent, common pet health issues.
Snip Trip	Provides transportation support for those who need assistance transporting their cat to the Community Spay/Neuter Clinic.

THE OPPORTUNITY

Reporting to the board of directors, the ED is the primary management leader of Dakin and is responsible for providing strong leadership for the overall direction, coordination, performance, evaluation, and fiscal stewardship of Dakin as guided by the mission, policies, and authority established by the board of directors.

The ED serves as the primary example and resource for all constituents in upholding the vision, mission, values, and philosophies. They are responsible for the administration of all programs and services and have the capacity to develop a strategic vision and execute it.

The ideal candidate will excel at working with individuals and teams whether they are the board of directors, staff, volunteers, or others who are working on behalf of Dakin. They must demonstrate a high degree of integrity in all aspects of performance and interactions with all stakeholders and be able to deftly manage difficult and confidential situations.

They must possess strong people skills and emotional intelligence, and can work up, down, across the organization to achieve goals in a way that inspires and engages others. They have experience working with a board of directions, staff and volunteers, and the capacity to develop and nurture relationships with key stakeholders both inside and outside the organization.

A visionary leader will build upon Dakin's history as an innovator in animal welfare nationally and regionally. The organization is progressive in its practices and is focused on serving the community's greatest needs, which includes providing wellness and veterinary services to those in need. Working with their team and a variety of stakeholders, the ED will be the chief architect responsible for determining how the organization will respond to today's community's needs.

Principal Duties and Responsibilities

The ED will manage day-to-day operations and partner with the board to grow the organization's base of support. Priorities include the following:

- Provide leadership & direction** Provide leadership and developmental opportunities to a strong team committed to the mission. They will nurture best practices and exemplary customer service to ensure growth and maximization of employees and volunteers' potential. They will lead and participate in a way that promotes high levels of teamwork, cooperation, spirit, and synergy.

- Provide sound financial management** Oversee budget of approximately \$3.8-\$4 million and measure performance against key operational and financial targets/goals; responsible for the fiscal health of the organization in partnership with the board of directors.

- Board of Directors and Strategic Planning** Successfully partner with the board of directors to revise and develop Dakin's strategic plan and identify opportunities to create and advance the organization's activities and relationships. Working closely with committee chairs, provide updates and policy recommendations.

- Communications, brand management** Serve as the chief spokesperson and primary ambassador for Dakin representing the organization before the media, stakeholders, and other public venues. Oversee the development and execution of the communication and marketing strategy.

- Partners and relationship management** Effectively engage and collaborate with a diverse constituency in urban and rural settings including staff, volunteers, community, influencers, board, government officials, civic and social organizations, donors, general public, and other

stakeholders. Uses multiple ways to get things done, being attentive to interpersonal dynamics.

Fund development

Effectively partner with the board, staff, and donors to develop a successful approach that will enable Dakin to grow its base of support. Foster relationships with donors, foundations, and businesses to expand financial support; cultivate prospective donors while ensuring that activities are managed in a cost-effective manner, deploying resources wisely.

Compliance with Contracts, Laws, Regulations, Policies and Guidelines

Maintain and communicate an accurate understanding of laws, regulations, and guidelines that affect shelter operations. Provide oversight of record keeping practices.

Key Relationships

The ED reports to a 11-member board of directors and will manage a team of approximately 45-60 staff and 450+ volunteers who donated 37,022 hours in 2020. Direct reports include:

- Director of Operations
- Director of Development & Marketing
- Director of Finance & Administration

Other key relationships include:

- Board of Directors
- Staff and volunteers
- Community members
- Donors
- Partners
- Local businesses
- Other animal welfare groups
- Vendors

Attributes and Qualifications

The ideal candidate possesses the following attributes, qualifications, and experience:

Attributes:

Mission match – The ideal candidate has a true passion for community service and connecting people and pets; they are invigorated by the work of the organization, serving as an effective champion for the mission and community.

Respected leader with strong emotional intelligence – They inspire the confidence and respect of the staff, board, volunteers, and donors by their actions and leadership. They demonstrate sound judgment and exhibit strong emotional intelligence. They are confident and know when it's time to lead and when to be a team member. They demonstrate a sense of purpose and are trusted to "walk the talk." They can work across educational and social strata, rural and urban communities; work well with front-line staff

as well as community leaders. They are focused on nurturing a diverse, inclusive, accountable, and compassionate organizational culture.

Ethics, Integrity and Value – They demonstrate honesty, integrity and unquestionable ethics in all interactions. They are widely trusted; keep confidences; and do not misrepresent themselves for personal gain or protection. Adheres to a set of core values and beliefs during both good and tough times; acts in line with those values; rewards the right values and disapproves of others; practices what they preach.

Partnership with the Board of directors – They have experience working with a board of directors and have the capacity to partner effectively with board leadership and committee members. They enjoy helping to develop a dynamic, representative group of volunteers that serve as Dakin's lead ambassadors.

Strategic thinker with ability to execute – They must be able to see the entire organization in its relationship to the community at large. They can conceptualize, plan, prioritize, effectively implement across an organization. They can articulate the pathway forward, anticipating possible future consequences and trends while working with others to create strategies and work plans. They can approach mission-focused work in a business-like manner and have the discipline to set clear priorities and track results. They can make difficult decisions and handle challenges with aplomb.

Fiscal and business acumen – They must be effective in forecasting, cash flow, budget management, and reporting with the support of in-house experts. A track record of developing and managing the changes of a nonprofit organization that is adapting to serve the needs of a changing external environment is helpful.

Change management – They are a versatile learner and adept at leading an organization through change and helping others experiment with new approaches. They can shift gears comfortably, and invite input from others, sharing ownership and visibility.

Strong communicator – They are a compelling communicator who persuasively shares internal and external messages. They are personable, humble, and approachable. They possess good written and excellent verbal communication skills, and the ability to synthesize various sources of information in order to provide timely and regular communications.

Coalition builder – They are forward-thinking and have shown success in building widespread support for an organization through collaborative efforts with internal and external stakeholders.

Composure – They must exude a sense of composure and stature in a work environment where emotions can run high and difficult decisions are necessary (e.g., cruelty, neglect, owner surrenders, and the like). They must demonstrate capacity for staying steady under pressure while maintaining perspective.

Effective fundraiser – They possess an understanding of the variety of fundraising strategies and methods used to support the mission including major and planned gifts, grants, in-kind support, annual funds, and the like. They have experience or acumen to cultivate and close major donors to secure support for the organization.

Education and experience requirements:

- Minimum of 5 years' experience in a substantial leadership role, either reporting directly to or working closely with a Board of Directors is expected. Experience in animal welfare is preferred but is not required.

COMPENSATION AND BENEFITS

The compensation and benefits package is competitive and discussed with candidates.

LIVING IN THE PIONEER VALLEY

Life in the Pioneer Valley has been described as a perfect combination of the bucolic and the cosmopolitan, situated as close to cultural capitals like New York City and Boston as it is to the Vermont ski slopes and the Berkshires summer theater¹. In recent years, the US News and World Report ranked the Pioneer Valley as one of the top areas in the country for its quality of life.

The Pioneer Valley is home to approximately 630,000 residents and is surrounded by mountain ranges set beside the banks of the Connecticut River. The region is home to several college towns and offers abundant, unspoiled, opportunities for walking, hiking, and biking. There are many opportunities for enjoying cultural offerings such as live music and art festivals, museums, theater, and farm-to-table dining, and the region offers an atmosphere that is welcoming and affirming to all regardless of race, creed, or whom you love.



Photo credit: Denis Tangney Jr / Getty Images

¹ Living in the Pioneer Valley: <https://www.cooleydickinson.org/careers/pioneer-valley/>

Visit these websites for more information about the Valley:

- <https://explorewesternmass.com/>
- <https://visithampshirecounty.com/>
- <https://springfieldregionalchamber.com>
- <https://www.visit-massachusetts.com/berkshiresandpioneervalley/>
- <https://www.movoto.com/guide/ma/moving-to-pioneer-valley/>

TO APPLY

Please submit a resume and cover letter summarizing your qualifications as they relate to the position description to search@adisagroup.com. For more information about this position or to suggest a prospective candidate, contact:

Laura Maloney

Principal, Adisa

search@adisagroup.com

All inquiries and discussions will be considered strictly confidential. Additional information about Dakin can be found on their website: <https://www.dakinhumane.org>.