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SAN FRANCISCO • OAKLAND • EAST BAY • PENINSULA • NORTH BAY

ORGANIZATION

Name: Daniel Crain.

Title: President.

Organization: San Francisco SPCA.

Mission: We're dedicated to saving the homeless dogs and cats, providing lifesaving treatment and promoting the animal-human bond.

Founded: 1868.

Milestone: Our save rate — the number of animals that enter the system coming from animal care and control and end up in homes — is 82 percent, twice that of any city in the country.

Annual income: \$12,834,000.

Expense allocation: 77 percent programs, 23 percent management and support.

Corporate support: Less than 1 percent.

Board chair: Rick Dirickson

Board members: 19, including Eric Roberts, Katherine Black, Buzz Kramer, Leslie Lava, James Ludwig.

Employees: 158.

Volunteers: Just under 900.

Events: Holiday windows, doggone fun run, bark and wine ball.

Telephone: (415) 554-3000.

Web site: www.sfspca.org

Nonprofit Profile: SAN FRANCISCO SPCA

OFFICE ISSUES

Recent challenge: The number of disasters that have taken place, especially Katrina, have been a big challenge for all animal welfare agencies. Trying to balance between sending money there, keeping animals closer to home, or bringing them here and hoping to reunite them with their families, has been very sensitive.

Measure of success: The save rate is our No. 1.

Smartest move: Maintaining the partnerships with Animal Care and Control; it's the reason San Francisco is so successful. Many organizations have not developed that relationship.

Missed opportunity: Because so many changes have taken place and we're a much smaller staff, and we have the new hospital project, I've not been able to attend conferences and really learn from other people in the industry.

Misconception about nonprofits: Of the SPCA, that our funding comes from corporations and the city when it's all \$5 and \$10 checks. People think of the SPCA as the big fat cat, but it's a lot of work to raise our annual budget.

PROFESSIONAL INSIGHTS

Personal path to nonprofit work: I was born on the Feast of St. Francis and have been an animal person my entire life. I came to a street fair the SPCA had, and one of my dogs won the raffle. I came in, talked to the development person, and they were looking for an HR person. I had been in hotel management 19 years, and the hotel industry was not doing well at the time, and my conception — or misconception

— of the SPCA was of this warm, fuzzy, come-to-work-and-pet-puppies place. And then I found this organization's work fascinating, so I just jumped in full force.

Toughest aspect: Keeping the programs going and keeping good people because nonprofits don't pay like a lot of corporations pay.

Most surprising aspect: How many people come at the organization from a point of being very much impassioned of animals, and the first time they don't like a decision you've made, they can come at you pretty hard.

Biggest pain: When I see my staff hurt over a situation, like an animal that comes in and the staff gets around it and sometimes situations go bad. I came in one day to a three-legged dog tied to the door. The staff worked hard, but it had to be put down. There's a lot of emotion in this business. **Greatest pleasure:** I love when it's really stressful to go over to the shelter and spend some time in one of the rooms with an animal, or see a seemingly hopeless case go up for adoption and be adopted. There's nothing like that.

INTROSPECTIONS

Best recent moment: Finalizing a gift (\$13 million from George Roberts) to know we are moving forward with our hospital and knowing that we will save more animals in San Francisco. It's really a turning point for our organization.

Worst recent moment: This whole Katrina disaster and the number of animals that have been euthanized.

Dream for another life: I'd probably have

a sanctuary and take in not just dogs and cats, but several different animals.

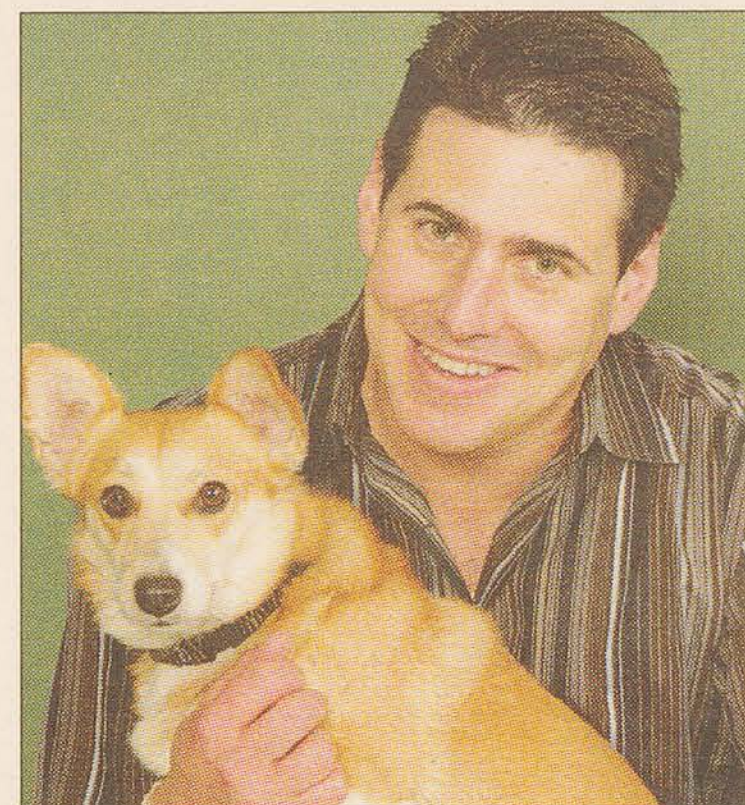
Greatest inspiration: The founder of this organization, James Sloan Hutchinson. Way before the time, he really saw the future and because of his strong belief in making sure animals should be treated fairly and not out in cruel situations. And it's not like he had nothing better to do — he was a prominent banker.

Down time: I spend as much time as I can with my bird and my dogs.

Causes: I work with AIDS and our partnership here with PAWS.

Most like to meet: I would have liked to meet Mr. Hutchinson the most. And Jane Goodall; she took her dream and made it a life.

— Sarah Duxbury ■



DAVID BRAUN

CRAIN: Dogged determination.