



EFL Associates

Metropoint 1
4600 South Ulster Street, Suite 900
Denver, CO 80237
Ph: 303.779.1724
www.effassociates.com



**FREEDOM SERVICE DOGS OF AMERICA
PRESIDENT & CEO**

POSITION SPECIFICATIONS

CLIENT

Our client, **Freedom Service Dogs of America (FSD)** transforms lives by partnering people with custom-trained assistance dogs. **FSD's** clients include veterans with PTSD, children and teens with autism and other neurocognitive disabilities, and individuals with physical disabilities such as cerebral palsy, muscular dystrophy, multiple sclerosis, spinal cord injuries, and traumatic brain injury. **FSD** also provides therapy dogs to serve as partners for clinicians, therapists, law enforcement and more. Since its founding in 1987, **FSD** has graduated hundreds of client-dog teams and provided lifetime support to nearly 200 active teams at no cost to its clients.

FSD is proud to be an accredited member of the Assistance Dogs International (ADI) and has passed regular on-site inspections to ensure compliance with strictly defined ADI standards for assistance dog training. ADI is the nonprofit organization that sets and promotes standards and ethics for assistance dog training organizations around the world. **FSD** is a voting member of ADI.

FSD embraces the following Mission, Vision, DEI stance and Values:

Mission

We transform lives by partnering people with custom-trained assistance dogs.

Vision

We envision a world where individuals have the freedom to live their lives to the fullest with a custom-trained assistance dog by their side.

Diversity, Equity, and Inclusion



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We believe in harnessing the power of diversity to create a culture of belonging where individuals are celebrated and valued for their unique ideas, perspectives, and strengths as a means to achieving personal excellence and organizational success.



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Values

Lead the Pack – Commit to excellence in all we do.

Be the Person Your Dog Thinks You Are – Demonstrate integrity to build trust.

Work Together, Wag Together – Achieve shared goals while having fun.

Keep Our Dogs in a Row – Steward all resources efficiently and effectively.

Unleash the Power of Diversity – Foster a diverse, equitable, and inclusive organizational culture.

In year's past, **FSD** has sourced dogs to be trained from shelters. In 2019, in order to increase graduation rates and more effectively meet the needs of the 80+ clients on the waiting list, **FSD** made significant changes to its operating model. The Board and **FSD** staff leadership made the decision to shift organizational focus, expertise and resources to:

- Sourcing **FSD** service dog candidates from a select group of carefully vetted partners, including reputable breeders with suitable puppies and adult dogs, guide dog organizations with career-change dogs, and organizations that donate purpose-bred puppies to nonprofits such as **FSD**.
- Placing more emphasis on puppies in its program because of the ability to shape their behaviors very early in the training process, thereby improving chances for success.
- Initiating a small-scale breeding program that will give **FSD** control over the genetics, health, and temperament of the dogs in its program, allowing **FSD** to produce more reliable dogs and graduate more client-dog teams in a timelier manner.
- Supporting the critical early development and training of puppies in its program with the help of neonatal volunteers and volunteer puppy raisers who provide basic obedience training and socialization to its pups in their homes – a program that has proven successful and has been expanded to meet graduation goals.
- Implementing a new behavior evaluation program for puppies and dogs that will help **FSD** more effectively evaluate and select potential service dog candidates in its training program.

As part of this strategic and operational shift, as mentioned above, **FSD** relies on a cadre of volunteers that: raise puppies in their homes from ages 2-4 months until the puppies are 13-14 months old; foster dogs for weekend stays; and, finally, work alongside **FSD's** kennel technicians to care for its hardworking adult dogs in training and to keep their kennels in tip-top shape.



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FSD is governed by a 14-member committed and dog-loving Board of Directors. **FSD** operates both its offices and kennel operations from the suburb of Englewood in the southeast Denver metro area.

For more information about **FSD**, please see www.freedom servicedogs.org.

THE OPPORTUNITY

The **President & CEO** serves as the chief executive of the organization. Reporting to the Board of Directors, the **President & CEO** is responsible for providing direction and leadership toward the achievement of the organization's vision, mission, strategic plan and its annual goals and objectives. This position is also responsible for overall day to day management, in collaboration with the director positions, including but not limited to administration, fund development, human resources, programs, communications and marketing, and board and community relations. The **President & CEO** will lead a staff complement of approximately 54 through 6 direct reports to include the Director of Philanthropy, the Director of Finance and Administration, the Director of Communications, the Associate Director of Dog Training, the Associate Director of Health and Reproduction, and the Associate Director of Client Services. This role will oversee an annual operating budget in excess of \$5.3 million.

This role operates in a professional office environment while working in close proximity with all types and breeds of dogs to help socialize dogs in training. Occasionally, this role will involve operating in dog kennels and surrounding areas.

Essential Functions

The essential functions listed below are intended only as illustrations of the various types of work that may be performed; the omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to be completed by the position:

Leadership

- Responsible for overall staff leadership in the development and implementation of strategic plan and annual goals and objectives. Assures plans align with the organization's mission and driving progress towards attainment of this mission.
- Provide overall leadership to 50+ staff members.

Fiscal Management

- Responsible for the financial management of the organization, including the development and implementation of the annual budget. Oversees all financial



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practices and functions including those necessary for auditing, budgeting, financial analysis and reporting, capital asset and property management, and payroll in accordance with generally accepted accounting principles and other rules and regulations. Ensures that adequate funding is available for the organization out carry out its work.

Strategic Planning

- Works with the Board Chair and Board of Directors in setting strategic goals for the organization. Provides leadership in the development, implementation and accomplishment of the annual plan as approved by the Board.

Fund Development

- Oversees all fundraising planning and implementation to include major donor identification and cultivation by taking an active role in personally developing relations with major donors. Identifies resource requirements, develops strategies to approach funders including proposals and grant applications, fundraising events, direct mail, planned giving and other fundraising revenue streams. Ensures accuracy and propriety of fundraising records and documentation.

Board Relations

- Provides information, advice and counsel to the Board Chair, Board committees, and Board as a whole in the creation of policies, programs, and strategic direction for the organization. Ensures the Board is kept fully informed on the condition of the organization and all-important factors influencing it. Recruits new members to the Board with the skills needed to further the goals of the organization. Facilitates the work of the Board and its committees by developing resource materials, providing appropriate information and reports, and assisting committee chairs as necessary. Recommends new policies, programs and action plans consistent with the mission of the organization and ensures compliance with all approved Board policies. Schedules Board and Board committee meetings and develops appropriate agenda items.

Human Resources

- Oversees all aspects of human resource management for employees, including but not limited to, hiring and termination, developing position descriptions, setting compensation, applying Board-approved employee policies and benefits, and supervising management staff. Leads the management team with appropriate provisions for succession. Encourages staff development and education in



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recognizing how their individual roles contribute to the mission of the organization. Maintains a workplace atmosphere which attracts, retains and motivates a diverse staff of top-quality candidates.

Volunteers

- Promotes active and broad participation by volunteers in appropriate areas of the organization's work.

Program Expertise

- Work with Associate Directors to ensure Assistance Dogs International (ADI) standards, Animal Assisted Intervention International (AAIL) standards and Colorado PACFA regulations are adhered to, and all program and administrative staff have knowledge and understanding of standards and regulations.
- Work with Associate Directors to develop, implement, and monitor strategies in genetics and reproduction, puppy development, animal care, and dog training designed to improve dog graduation success.
- Work with Associate Director of Health and Reproduction to grow and maintain **FSD** breeding colony; maximizing genetics and lineage to meet the needs of clients.
- Work with Associate Director of Dog Training to ensure robust puppy raising and adult dog training programs designed to improve dog graduation success rates.
- Work with Associate Director of Client Services to ensure creation and continuation of successful client dog partnerships.
- Leads ADI and AAIL accreditation process.
- Maintains a solid working knowledge of significant developments and trends in the assistance dog and animal assisted intervention fields.
- Actively participates in Assistance Dogs International work and AAIL work as applicable.

Public Relations

- Serves as the public face of the organization and ensures that FSD and its mission, programs, products and services are consistently presented in a strong, positive image to relevant stakeholders and the public.

Community Partnerships

- Responsible for establishing and maintaining sound working relationships with community and nationwide partners and encouraging collaboration.

Legal & Regulatory Compliance



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- Maintains all official records and documents and ensures compliance with federal, state and local regulations.

THE PERSON

FSD seeks a solid strategist that can formulate and articulate a vision for the organization and lead/motivate/mentor a team of dedicated staff members consistent with the organization's strategic goals. The successful candidate must be a results-oriented, experienced and highly mission-driven leader. Other qualities sought include:

- An undergraduate degree in Business, Nonprofit Management, or closely related field of study; an advanced degree will distinguish the most attractive candidates.
- Significant (ideally 10 or more years) of progressive experience in the nonprofit sector with at least five (5) years of demonstrated success in staff leadership, fundraising, partnership development and financial management.
- Prior experience in dog breeding and training operations is a plus, but not required.
- A demonstrated track record of success in acquiring organizational financial support including major donors.
- Previous experience with a significant capital campaign is a plus.
- Experience with facilities design and expansion planning and execution is a plus.
- Demonstrated skills in leveraging prominent office technology applications to include the Microsoft Office Suite. Familiarity with Salesforce is a plus, but not required.
- Experience with stakeholder marketing, communications, and public relations to successfully engage stakeholders that include foundations, donors, corporations, policy makers, the media and general public.
- Working knowledge of public policy and health issues faced by veterans and individuals with disabilities.
- Demonstrated acumen in driving and successfully shepherding organizational change and strategic evolution, creating a welcoming and inclusive culture focused on excellence. Examples will be sought.
- Demonstrated experience in financial reporting, budget management, and organizational processes.
- Prior experience working for and/or closely with board members or trustees.
- Demonstrated staff management and development experience.
- Proficiency in public speaking.
- A passionate personal alignment with the vision and mission of **FSD**.

PERSONAL CHARACTERISTICS

- An energetic, hands-on, strategic and confident yet down-to-earth leader who embodies **FSD's** core values.



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- Able to collect and research data and analyze diverse information to make recommendations to improve programs
- An inspirational leader: proven ability to support the leadership team and diverse groups of staff members to reach agency goals.
- Results-oriented and driven to move things forward; strives toward continuous improvement and measurement against goals.
- A “people person” who is compassionate, operates with humility and effectively integrates into the **FSD** culture and environment, rapidly gaining the trust and respect of colleagues and team members throughout, even as he/she simultaneously drives change and operational process improvements.
- A relationship builder who is able to develop strong relationships with donors, external partners and stakeholders.
- Oral and written communication abilities – strong presentation skills; persuasive and articulate; diplomatic and open style; a good listener; credible.
- Impeccable ethics and highest integrity.
- A proactive leader; intellectually curious; regularly investigates and brings new ideas to the organization, especially with regard to operational best practices and staff leadership; skilled in critical and creative thinking to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to issues.

COMPENSATION

FSD will offer the successful candidate compensation of \$145,000 to \$185,000, dependent on experience and qualifications. **FSD** also offers a comprehensive benefits program that includes Medical, Dental, Vision, and Life insurance coverage, 401k retirement savings plan with organizational match and immediate vesting, a generous PTO policy, and the ability to work remotely 1-2 days per week.

APPLICATION PROCESS

EFL Associates, an executive search firm, is assisting **FSD** with this important search. All calls and inquiries should be made through the search firm representatives listed below. Referrals and applications will be held in confidence. Review of applications will begin immediately and will continue until the position is filled.

NON-DISCRIMINATION

Our client and EFL Associates firmly support the principle and philosophy of equal opportunity for all individuals, regardless of age, race, gender, sexual orientation, creed, national origin, disability, veteran status or any other protected category pursuant to applicable federal, state or local law.



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