



Chief Financial Officer

Leadership Profile

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The Opportunity

Easterseals New Hampshire and Vermont has launched a national search to recruit a Chief Financial Officer, who will serve as a key strategic business partner, working closely with the CEO, senior leadership team, board and the community. Based in Manchester, NH, the CFO will assess the financial implications of new and existing opportunities, identify opportunities to increase margin and must be able to dig into the details and collaborate with others, inside and outside the organization to achieve organizational goals. Strong communication and relationship skills are essential, this leader must serve as an approachable, solution-oriented colleague to all.

This is a unique opportunity to assume a leadership role at one of the most respected and innovative human service organizations in New England. This CFO will identify and execute strategies to increase margins and enable the organization to do more for the population they serve.

Easterseals NH & VT is a leading nonprofit serving people across the lifespan—children, adults, seniors, and veterans—through innovative, community-based programs. Recent milestones include launching a first-of-its-kind military campus offering care coordination, housing, a retreat center, and wraparound services for veterans and their families. With expertise spanning early childhood education, intellectual and developmental disabilities, senior care, behavioral health, family support, and housing, Easterseals NH & VT delivers more than \$9.5 million annually in free and reduced-price services. Recognized as *Nonprofit Business of the Year* by *Business NH Magazine*, the organization continues to set the standard for leadership and responsiveness to evolving community needs.

Reporting to Chief Executive Officer, Maureen Beauregard, this CFO will be joining a dedicated, dynamic leadership team advancing through a complex environment. The ideal candidate will be an authentic, experienced finance executive who is relationship driven and transparent with a history of delivering strategic and successful financial partnership. Building bridges to all program areas, learning the story behind the numbers and inspiring the finance team to embrace a service orientation is essential. Understanding the culture, mission of the organization and displaying an unwavering commitment to serve vulnerable populations will be critical to this CFO's success.

Organization Overview

Easterseals New Hampshire and Vermont (NH & VT) is an unwavering ally to people of all abilities, their families, caregivers, and those in need at all ages. They do this by being the provider of first choice—delivering care, compassion, and clinical excellence with holistic, integrated comprehensive plans of care that empower individuals to live, learn, work, and play in their communities. Through community advocacy and education, they work to create inclusion, respect, and dignity for all. Easterseals NH & VT is recognized as one of the most progressive, impactful and diverse Easterseals affiliates nationally. The community-based facilities across New Hampshire and Vermont directly respond to the needs of their communities to break down barriers in employment, community access, housing, transportation, technology and more.

Easterseals New Hampshire opened its doors in 1936 as the NH Society for Crippled Children under the leadership of NH's first orthopedic surgeon Ezra Jones and Crotched Mountain founder Harry Gregg. At that time, the organization provided services to children out of a small office in Nashua, NH. Easterseals VT was formed in 1985 by Vermont residents who identified gaps in services in local communities. Since then, Easterseals NH & VT has expanded and come together to include services for all ages and abilities, offering programs that support children, adults, seniors, and veterans. The community of care is welcoming, inclusive, and person-centered. The staff of Easterseals NH & VT have the clinical expertise to manage the most complex physical, behavioral, and medical diagnoses. Extraordinary care and clinical excellence are a combination Easterseals NH & VT are proud to hold.

Easterseals NH & VT is a non-profit organization dedicated to providing services and support to individuals of all abilities and their families.

2,357

NH children supported through therapeutic and developmental services and child care



145

NH adults given access to stable housing



48

At-risk youth in Addison County, VT, supported to become productive community members



1,299

VT families helped to improve their safety, security, and well-being

766

NH students, adults, and seniors given curb-to-curb transportation



204

NH adults achieved independence and inclusion in their communities

191

VT teens and young adults helped to secure stable housing and employment



742

NH service members, veterans, and their families provided with care coordination, counseling services, and emergency financial assistance



97

NH Campers provided with life-changing summer camp experiences



86

VT children and families facing stability and safety challenges were provided intensive support



1,886

NH adults reclaimed their lives free from alcohol or substance use



209

VT families formed by adoption or guardianship given needed support



48

At-risk youth in Rutland County, VT, supported in transitioning to adulthood



1,050

NH seniors utilized therapeutic care, in-home assistance, and meaningful social engagements



280

NH children provided with special education and residential care

9,660

NH residents provided with valuable information and guidance about our programs



348

NH children and adults assisted in achieving their career goals and aspirations



19,416

PEOPLE IN NH AND VT UTILIZED OUR SERVICES

Mission

"We provide plans of care comprised of thoughtfully integrated services that help those with varied abilities live, learn, work, and play throughout their lifetimes."

Our Strategic Imperatives

Focus | Continuum of Care | Integration | Access

In 2023, we moved forward with our vision for a stronger, more integrated Easterseals NH & VT with the goal of better serving our clients and communities.

SEIZING THE FUTURE WITH INTENT



Vision

To create a world where people of all abilities are empowered to live their best lives and are treated with dignity and respect.

Core Purpose

We provide plans of care comprised of thoughtfully integrated services that help those with varied abilities live, learn, work, and play throughout their lifetimes.

Goals and Outcomes

Clinical excellence and outstanding care.



Focus on Success

Program outcomes focus on the social determinants of health to provide the best possible outcomes.



"Social determinants of health are conditions in the environments in which people live, learn, work, play, worship, and age that affect a wide range of health, functioning, and quality-of-life outcomes and risks."

Purposeful Growth

PHASE 1

Support, strengthen and plan for growth:

- Strengthen staffing & administration
- Plan for Residential Education Facility

PHASE 2

Build momentum for and focus on expansion of service areas:

- Integrated Education offerings
- Home Health Services
- Older Adult Day expansion post COVID
- Completion of Rochester facility
- Re-purpose Franklin facility
- Evaluate CBS Homes

PHASE 3

Create options for future offerings:

- Residential Education facility completion
- Implement Phase 2

Services & Service Area

- **Early Childhood Services** - Every year in New Hampshire and Vermont, hundreds of young children with unidentified disabilities enter school with learning and health issues that put them far behind their peers and have a lasting, negative effect on their ability to meet their full potential. At Easterseals NH & VT, we believe every child deserves the right to have access to programs and services that will enhance their growth and development. Easterseals NH & VT offers outpatient services for infants, toddlers, children, and adolescents with a range of conditions at our Early Childhood Centers of Excellence in Manchester, NH. The team of caring pediatric professionals partner with families and their support systems to maximize outcomes for each child. Early Childhood Centers of Excellence, Autism Services, and Therapeutic Services highlight an array of childhood services.

- Camping and Recreation - Residential camp for youth featuring water sports, team sports, hiking, archery, arts and crafts, and more at our fully accessible location in New Hampshire's Lakes Region.
- Residential & Educational Services - CARF-accredited special education and therapeutic services for children and youth ages 5 to 21. Services range from intensive-level care in residential settings to support for individuals at home or in their community.
- Community-Based Services - Residential and community-based support for individuals with intellectual disabilities or acquired brain injuries promoting independence and inclusion in their communities.
- Workforce Development - Partnering with employers, schools, and other nonprofit and government agencies to assist teens and young adults in achieving goals of education, training, volunteering, and meaningful employment.
- Veterans Count - Providing critical and timely case management and clinical services, as well as financial assistance, to service members, veterans, and their families when other resources are not available.
- Military & Veterans Campus – An all-in-one space for service members, Veterans, and their families offering affordable housing, essential services, and conference and retreat space.
- Transportation Services - Accessible door-to-door transportation services for program participants, students, and seniors that help them stay independent and connected to the community. Passenger assistance available.
- Senior Services - Programming that promotes better living while aging. Adult Day with peers in a caring and therapeutic environment. In-home services include one-to-one support with housekeeping, errands, personal care, and nursing needs.
- Information & Referral - Connecting New Hampshire residents with valuable information and guidance so they can find the support they need to move forward.
- Supportive Housing - Providing rapid access to stable housing and comprehensive services for individuals and families who are homeless or housing insecure.
- **Child & Family Welfare (Vermont)** - Easterseals VT programs empower and assist parents and children to improve their lives. At the heart of all we do is our belief that families can, with sufficient assistance, address their problems and be safe and healthy within their communities.



Centers of Excellence

Military & Veterans Campus

The Easterseals NH Military & Veterans Campus is under development to meet the specialized needs of service members, veterans and their families. The organization is transforming its 15-acre campus and facilities in Franklin, NH, into a unique center of excellence for members of the military community. Designed and developed by PROCON, the campus will ELEVATE ALL ABILITIES by providing affordable housing, a retreat center, and enhanced support for service members, veterans, and their families through centralized access to a variety of services and recreation activities. Phase I construction of the Military & Veterans Campus, including affordable housing, the connector building and elevator that provides accessibility, and The Bernadine Herron Center is expected to be completed in the summer of 2025. Phase II, including the Solinsky Equine & Recreation Center, the Solinsky Empowerment Center, Swim With A Mission Aquatics and Fitness Center, and outdoor recreation components, will unfold dependent on raising \$23 million in additional funds.

Gammon Academy

Easterseals NH has embarked on major upgrades to expand its Manchester, NH-based Gammon Academy on Zachary Road. Gammon Academy provides residential and educational services, a true continuum of care for individuals with significant developmental, behavioral, or intellectual disabilities throughout the school-age years and into early adulthood.

The project's first phase is a newly completed purpose-built school that more than doubled the existing educational space with additional classrooms and conference rooms, as well as designated rooms for various forms of therapeutic care. Once additional funds are raised, the second phase will include updates to modernize the campus residence.

With these enhancements, Easterseals NH is working to ELEVATE ALL ABILITIES by empowering children and young adults to live their best lives and reach their full potential.

Champlin Place

Champlin Place, Easterseals NH's new independent living community for adults 62 and older, is fully occupied. Construction began in November 2022, and after nearly 18 months and a \$18 million investment, Easterseals NH held the official ribbon-cutting for the building in May 2024. Now, Champlin Place's 65 apartments are home to 70 residents.

Champlin Place ELEVATES ALL ABILITIES by offering affordable, well-equipped, modern apartments and features elevators, a community room, a library, an outdoor leisure space, and on-site parking. Each floor has laundry and trash rooms, and each unit has a dishwasher and microwave. Residents can access Easterseals NH resources, and many participate in our Adult Day Program or receive care through our In-Home Care & Health Services, both available on-site.

Position Summary

Reporting to the President and CEO, the CFO will work closely with colleagues on the executive team and have primary responsibility for management oversight and strategic direction of the organization's finances. The CFO will serve as a partner to the CEO and work with others throughout the organization to determine how best to navigate the future, so that Easterseals NH & VT continues to thrive. From an operating perspective, the CFO must make sure the infrastructure, processes and talent are in place to keep pace with the growth of the organization, while also responding to changes and pivoting appropriately. This person will develop, review and refine policies and procedures related to accounting, budgeting and financial planning, financial controls, investments and real estate; and develop, maintain and enhance relationships with regulators, financial institutions, payers and other stakeholders.

Equally important will be the need to fit culturally and work collaboratively across the organization. A proactive, polished and engaged leader is needed, someone who can plan, direct, coordinate and communicate all financial activities. The CFO must also evaluate the skills, experience and assigned responsibilities of the finance team, making sure the team's talents and capabilities align with what is needed for continued success. Developing collaborative relationships with program leadership and partnering with them to achieve organizational goals is imperative. The CFO must play a key role in making sure Easterseals can recruit and retain the team to deliver such important services. Mentoring, career development and recruiting new talent as needs arise will all be important for the CFO's success. This executive will work closely with the CEO to meet strategic objectives, building the infrastructure representative of a best-in-class organization. The CFO must serve as a partner across the organization, bringing a customer service focus with a determination to find creative solutions.

Responsibilities

Strategy, Planning and Management

- Lead the process of establishing financial projections to inform the growth and planning of the organization.
- Function as a strategic business partner to the CEO, senior leadership and board. Be seen as a builder, someone who understands what levers to pull and enables the organization to be more efficient. Delineates roles and responsibilities, clearly communicating deliverables and holds people accountable. Generates enthusiasm around creative new ideas and inspires the team to join in.
- Analyze and evaluate the financial performance of the organization regarding long-term operational goals, budgets and forecasts, and provide insight and recommendations for both short-term and long-term growth plans of the organization.
- Lead and support a diverse, equitable and inclusive culture among the Finance team, ensuring all staff feel valued, supported and inspired. Encourage proactive, solution-oriented behavior. Enable all to see how their individual efforts contribute to the overall success of the agency.
- Proactively contribute and take ownership for processes, especially as it relates to rapid and effective decision-making and emerging opportunities; identify and implement opportunities for continuous improvement. Must be able to take advantage of windows of opportunities, while assuring the quality of the deliverables meet Easterseals NH & VT's high standards.

Board and Board Committee Relationship Management

- Present to the Board of Directors on the organization's financial results and other financial matters.
- Provide management support to the Audit and Finance Committee and Investment Committee setting agendas, preparing materials, and managing the independent auditor relationship.

Core Finance

- Establish professional expectations and accountability across the Finance department. Identify, train, mentor and develop leaders within departments. Develop succession planning to prepare the next generation of leadership. Develop performance evaluation standards that will support building an effective and efficient team dynamic.
- Ensure timely and accurate financial and management reporting data for leadership, city, state, and federal funders, and the Board. Includes the preparation and communication of monthly and annual financial statements and all necessary compliance requirements.
- Manage the relationship with the external auditor's engagement partner and senior manager. Remain current on audit and operational best practices and on local, state and federal law regarding the operations of the organization.
- Display exceptional contract management and negotiation skills. In consultation with CEO, legal counsel, and internal team members, negotiate and sign contracts that assure cost-effective results from existing and/or new vendors, strategic alliances or prospective partners.

Financial Analysis, Budgeting and Forecasting

- Present the organization-wide annual operating and capital budgets to the Board and Audit and Finance Committee for approval.
- Review and analyze monthly financial results and provide recommendations to the CEO and COO and Leadership Team.
- Insist on high-quality deliverables, taking ownership to ensure that everything that leaves the department meets the quality standards associated with the organization.

Finance Systems

- Lead the research into and the implementation of technologies that enable the organization to operate at the highest levels possible, with the information needed to make business decisions, explore partnerships and meet budgeted annual goals.
- Fully leverage currently available technology to provide full security of the organization's data, as well as compliance on all grants or alliances. Be current with available systems and technologies that enable the organization to be more efficient and informed.

Financial, Risk Management and Investments

- Manage the cash flow planning process and ensure funds availability.
- Maintain strong relationships and strategic alliances with funders and business partners.
- Negotiate the terms of all contracts and loans, including new and maturing deferred debt.
- Come up to speed quickly on yearly reporting and audits; ensure reporting is completed on a timely basis so that reimbursements are set at the correct rates.

Goals and Objectives

In the first 12-18 months, the CFO will be expected to focus on the following:

- Listen and learn: develop an understanding of Easterseals NH & VT and its working culture by visiting all locations, learning the programs and building bridges to all program areas. Enable all programs to move forward in their development toward sustainability. Demonstrate an appreciation and empathy for the extra efforts of all employees and partners, the difficulty of the environment in which they operate and seek to continually improve the conditions wherever possible. Learn and respect the histories and traditions of the organization, its relationship with the community and community partners.
- Earn the reputation as a competent, credible and respected leader. Assess the talents present on the Finance team and the future needs of the organization. Hire the team today to enable the finance team to be successful in that future state. Build and mentor a team reflective of the complexity and size of the organization, maintain high performance standards, service quality and financial integrity. Ensure stability across the team and create a culture of transparency, responsiveness and accountability.
- Enable leadership, the Board, and all involved to have confidence in, and quick access to, revenues, grants and performance data. Get timely information out of the Finance Department to aid others in budgets, project staffing, and other business decision-making. Participate in the strategic planning process, ensuring that business planning and finance are in lockstep with the rest of the organizational goals. Anticipate risks and prepare alternative plans for different scenarios.
- Build and cultivate internal and external relationships: develop a trusted working relationship with the CEO, senior leaders, and program leaders gaining the confidence of all partners or stakeholders.
- Communicate frequently and clearly, cultivating a culture of transparency and cooperation. Be an accessible and receptive partner, someone colleagues do not hesitate to contact with questions and view as a trusted resource.
- Be curious and encourage discussions/healthy debates with the CEO and others that bring out best practices and new ideas that disrupt the system for the better. Proactively seek ways to strengthen revenues including advocating for better reimbursements, negotiating improved terms or introducing streamlined processes.
- Develop a strong grasp of the many funding sources and how revenue flow throughout the organization. Develop real-time dashboards to quickly determine financial health of programs. Build relationships with the development team, key donors and other public/private funders to anticipate changes coming and communicate them with leadership.

Candidate Qualifications

Education/Certification

- Graduate degree in business administration, health care administration, management, or related field.

Knowledge and Work Experience

The ideal candidate will be a successful, experienced finance leader with at least 15 years of finance and accounting experience, at least half of which has been served as the top financial executive for an organization noted for its financial discipline, positive reputation and standing. There is a strong preference for a proven CFO given the complexity of the organization's programs and initiatives. Evidence of having managed complex teams and budgets, identifying and executing strategies to increase margins, focus on the long term sustainability of programs and achieving organizational goals. The CFO should have worked as a true business partner in a multi-divisional or multi-site organization, of at least a similar size and scope to Easterseals NH & VT is important. This leader must have a track record of making hard decisions in a timely manner, displaying the gravitas necessary to earn credibility.

Experience in a social service or healthcare environment is ideal, with for-profit and nonprofit financial career paths given consideration. Understanding of grants, funding, reimbursements and the pressures affecting these dollars is important. Experience that includes interactions with insurers, state and government agencies and other care-centered payors would be helpful. Familiarity with the social determinants of health and a holistic view of providing services to those in need is a plus. Mission and a servant leader approach must be the primary drivers. Keeping an open mind, engaging in healthy debate and seeking solutions to bring big ideas to life should be hallmarks of this CFO's career. This leader must have demonstrated leadership ability, confidence and executive presence with the ability to inspire, teach and motivate staff.

Additional work experience should include:

- In-depth knowledge of general and nonprofit accounting, budgeting, nonprofit reporting and audit requirements. Sound financial management in a complex environment. Has a record of accomplishment of finding funding sources to support new strategic initiatives or innovative programs. Knowledge and understanding of GAAP compliance and reporting.
- Well-honed relationship-building and advocacy experience, displaying success leading discussions with boards, public officials, regulatory agencies and other key influencers.
- Significant experience working with external auditors, outside vendors and other reporting agencies, including compliance related issues.
- Excellent project management and organizational skills that show the ability to set priorities, establish expectations and manage to outcomes. Uses data to drive decisions and performance metrics to prove impact. Brings order and clarity to a variety of competing priorities and pressures.
- Proven mentor with strong experience effectively recruiting, developing and retaining staff. Identifies appropriate training opportunities and motivators unique to the individual team member. Helps to build, align, and motivate the team with an eye toward developing future leaders for the organization.
- Background coordinating IT staff, harnessing new technologies to create efficiencies and insights on managing and/or upgrading an accounting system would be attractive.
- Understanding of facilities, real estate management, either directly or through vendors. Become familiar with all aspects of the business and potential impact such as: Investments, property management, housing project development.

Leadership Skills and Competencies

- Clear evidence of a commitment to mission and the 24/7 nature of a highly visible service agency.
- Open, collaborative and adaptable, with a willingness to listen and a balanced approach to decision making. Humble, kind, and inclusive.
- Served as a driver of change across an organization, knows how to eliminate silos, inspire collaboration and build a healthy culture.
- Deep commitment to and belief in equity. Treats all with dignity and respect. Embraces the "One Easterseals" approach.
- Polished communication and presentation skills, with a commitment to transparency
- Highly respected and credible financial leader with impeccable integrity. Operates with a sense of accountability across all disciplines and creates a culture where it is expected of all.
- Ability to pivot as needs arise, while maintaining momentum on other key priorities. Comfort with ambiguity, predisposition toward action.
- Proponent of and demonstrated competency with harnessing technology in regard to efficiencies, communications, reporting, advocacy, fundraising, etc.
- Builds a service-oriented culture, not one who immediately reverts to saying no, but asks questions and seeks solutions. Builds a team of professionals who will work in partnership with others throughout the organization.
- Strong grasp of details, consistently ahead of the curve when it comes to interpreting data, seeing trends and anticipating inquiries. Able to quickly process new information and point to areas requiring deeper investigation.
- Ability to deal with uncertainty and ambiguity and manage when results may not be readily apparent.

The Community

Manchester, NH

Manchester, New Hampshire is a New England city rich in history, offering a blend of urban excitement and natural beauty. Settled in 1722, Manchester has a rich history that you can explore through its many historic landmarks and museums. The Millyard Museum, for example, offers fascinating insights into the city's industrial past, and other venues like The Palace Theatre and the Currier Museum of Art feature works from European and American masters. The city also hosts numerous festivals and events throughout the year, ensuring there is always something exciting happening. Manchester boasts a robust economy with opportunities in various sectors, including technology, healthcare, and manufacturing. [It is also known for its short commutes and walkability, making it easy to get around and enjoy everything the city has to offer.](#)



If you love the outdoors, Manchester is perfect for you. [The city is close to the White Mountains, offering some of the best skiing and snowboarding in the Northeast. In the warmer months, you can enjoy hiking, kayaking, and fishing.](#) The Atlantic coastline is less than an hour away, with many picturesque beaches perfect for swimming, sunbathing, picnicking, or more exciting adventure sports. If you spend time indoors at a restaurant, the city's food scene is surprisingly diverse and vibrant.

Home to several colleges and universities, Manchester provides ample opportunities for higher education and career advancement. The city's strong educational system is a big draw for families and young professionals alike. Compared to other cities in the region, Manchester offers a more affordable cost of living without sacrificing quality of life. You'll find diverse housing options that cater to different lifestyles and budgets.

With its perfect mix of urban amenities and natural beauty, Manchester, NH, offers a high quality of life that is hard to beat.

Procedure for Candidacy

Please direct all nominations and applications to John Fazekas and Melaney Mooradian through the WittKieffer Candidate Portal by [clicking here](#). Candidates can also find this portal via the WittKieffer website at www.wittkieffer.com and selecting the "Become a Candidate" button.

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Easterseals NH & VT values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.

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