Executive Vice President and Chief Financial Officer
Northern Virginia Family Services
Falls Church, VA

THE SEARCH

Northern Virginia Family Services (NVFS) seeks a strategic financial leader who embraces collaboration and pairs a bold, entrepreneurial mindset with rigorous financial discipline to serve as its next Executive Vice President and Chief Financial Officer (CFO). The successful candidate will be a creative, flexible thinker who brings strategic financial insight, disciplined analysis, and strong judgment. At this pivotal moment, NVFS requires a leader committed to radical collaboration and transparent communication about the financial realities, tradeoffs, and opportunities that inform enterprise-level decisions and shape the organization's future.

NVFS is one of the largest and most trusted human services agencies in Northern Virginia. For more than 100 years, NVFS has served individuals and families navigating poverty and its most complex challenges. The agency is known for being innovative, responsive to community needs, and deeply credible across the full spectrum of its relationships—with the people it serves, with government and private-sector partners, and with the philanthropic community. Through a broad array of programs and services, a $40+ million annual budget, and more than 350 staff members, NVFS positively impacts more than 40,000 individuals each year. Its wide-ranging services—from early childhood education to linguistically and culturally responsive mental health supports—enable the agency to meet individuals and families wherever they are in their journey toward stability and well-being.

Reporting to the President and Chief Executive Officer, the CFO will serve as a key member of the senior leadership team, offering an enterprise-level perspective, comfort in managing complex priorities, and the ability to operate as a true financial partner and colleague. They will guide NVFS through a shifting funding and regulatory environment, balancing technical excellence with foresight and helping the agency better understand its strengths to scale what works and right-size as needed.

NVFS has retained the executive search firm Isaacson, Miller to assist with this important recruitment. Confidential nominations, inquiries, and applications may be directed to the search firm as indicated at the end of this document.

NORTHERN VIRGINIA FAMILY SERVICES

Originally established in 1924, Northern Virginia Family Services (NVFS) has grown from a small community effort into a nationally recognized nonprofit dedicated to helping individuals and families achieve stability and self-sufficiency. Today, NVFS provides a wide range of services—including housing, health care, workforce development, early childhood education, and mental health supports—designed to strengthen financial, emotional, and physical well-being. Each year, the agency serves more than 40,000 individuals across Northern Virginia, working alongside families to build on their strengths, overcome challenges, and create pathways to long-term success. NVFS has over 350 employees and operates in all of Northern Virginia's counties, Arlington, Fairfax, Loudoun, and Prince William, as well as the cities of Alexandria, Falls Church, Manassas, and Manassas Park.

NVFS offers a full complement of wraparound services, helping children, adults, and families realize their full potential. These services cover the following areas:

Community Health

Child, Youth and Family Services

Housing, Food, and Urgent Support

Immigration Legal Services

Mental Health and Trauma Recovery

Workforce Development

The breadth, depth, and scope of services are sustained by an annual budget of approximately $40+ million. Most of the agency funding comes from federal, state, and local government sources. The additional revenue is generated through a mix of private philanthropy, foundation grants, and earned revenue, enabling NVFS to deliver on its mission of helping individuals and families thrive at every stage of life.

Agency Leadership

Stephanie Berkowitz is President and CEO of NVFS and has more than 25 years of experience working at the agency. Over the past decade, as CEO, she has led NVFS through a period of growth and transformation—expanding services, strengthening financial sustainability, and deepening the agency's impact across the region.

A forward-thinking leader and innovator, Stephanie is committed to ensuring that individuals and families have access to the services they need, not just to get by, but to truly thrive. Throughout her career, she has designed and advanced creative, community-driven solutions that meet people where they are, building strong partnerships across the public and private sectors to expand opportunity and support. Stephanie's leadership reflects a deep belief in the power of responsive, integrated services to change lives.

Senior Leadership Team

The senior leadership team, led by five executive vice presidents, is organized across five interdependent pillars:

Impact + Innovation	Mission Integration + Strategy	Finance + Administration	Development + Communications	Human Resources
Programs Business Analytics + Modeling Scalable Systems Service Quality + Integrity	Strategic Roadmap Mission Alignment Impact Measurement + Insights Organizational Learning	Financial Stewardship Grant + Contract Compliance Operational Infrastructure IT + Workplace Solutions	Resource Development Storytelling Community Engagement Brand + Voice	People + Culture Talent Development Employee Wellbeing

NVFS is embracing a more integrated, collaborative leadership model to operate as true partners across areas of responsibility, bringing diverse perspectives and shared accountability to strategic decisions. This shift aims to foster a culture of collective leadership, positioning the agency for continued success in a complex, evolving environment.

THE MOMENT

NVFS has a strong history of operating and transforming in a dynamic and often uncertain policy and funding landscape. Today, more than ever, core services face heightened risk from shifting tides. External factors—including changes in public funding requirements, shifts in SNAP and Medicaid policy, affordability pressures, and demographic trends such as an aging population in shelters—are increasing both the demand for services and the complexity of delivering them.

At this stage in its evolution, NVFS is strengthening its approach to translating its long-standing mission into measurable, forward-looking impact. There is a compelling opportunity to develop more agile financial planning and forecasting to ensure the sustainability and nimbleness of critical services for the Northern Virginia community.

EXECUTIVE VICE PRESIDENT AND CHIEF FINANCIAL OFFICER

The Chief Financial Officer is a vital strategic partner to the President and CEO and Board of Directors. With a highly dedicated and experienced staff as a foundation, the CFO will have the opportunity to cultivate in partnership with the CEO and senior leadership a more analytically rigorous, integrated, and forward-looking culture—one that matches the ambition and complexity of NVFS's mission and ensures the organization continues to innovate and expand its reach for years to come.

At their core, they must operate with an unwavering commitment to mission, understanding that every financial decision is not simply numbers on a spreadsheet but choices that affect children, families, individuals, housing stability, food access, and community well-being. The CFO must be able to articulate financial realities clearly while helping leaders understand the human consequences of those decisions.

The CFO will attend all board meetings, staff the investment and audit committees, and provide the financial analysis and context that inform board discussions of strategy and organizational direction. Direct reports to the CFO include the Director of Finance, Director of Grants Administration, Vice President for Technology and Workplace Solutions, and the NVFS Thrift Store.

KEY OPPORTUNITIES AND CHALLENGES

Provide Strategic Financial Leadership in a Complex and Dynamic Environment

NVFS enters this search from a position of stability and strength. The organization has grown from a roughly $10 million organization two decades ago to a nearly $40+ million enterprise serving tens of thousands of individuals and families across Northern Virginia. NVFS has a strong foundation of fiscal stewardship, sound accounting practices, and disciplined financial oversight. The next opportunity lies in strengthening enterprise-wide financial planning and analysis capabilities that support more proactive decision-making. The CFO will help develop robust forecasting, scenario planning, multi-year modeling, and decision-support tools that enable leaders to anticipate challenges, evaluate investments, and understand the implications of strategic choices before they are made. Success will require translating complex financial information into actionable insights and helping leaders across the organization use data to align resources with mission priorities.

Strengthen Financial Sustainability

Operating within a predominantly government-funded and highly regulated environment presents both opportunity and complexity. Because much of NVFS's funding is tied to reimbursement-based contracts, the organization must navigate ongoing cash-flow pressures while maintaining uninterrupted services for the community. The CFO will play a central role in strengthening long-term financial sustainability by building reserves, providing the financial modeling and analysis that inform revenue diversification strategies, and ensuring unrestricted and other resources are allocated to their highest strategic use across the organization. This includes serving as an experienced, hands-on steward of NVFS's investment portfolio and banking relationships – executing on decisions made in partnership with the Board's Investment Committee and outside broker, and managing cash and banking relationships in ways that maximize the organization's resources. Success will require balancing immediate programmatic needs with the organization's long-term financial health.

The CFO will also provide leadership in advancing the organization's risk management, compliance, and contract administration functions. This includes overseeing internal controls, procurement practices, contract review, grant administration, and adherence to Uniform Guidance and other regulatory requirements. Beyond ensuring compliance, the CFO will have the opportunity to establish scalable systems, processes, and accountability frameworks that strengthen organizational resilience, mitigate risk, and support future growth.

Drive Greater Consistency and Accountability Across a Highly Decentralized Portfolio of Programs

NVFS operates a diverse collection of human service programs, each with its own funding structure, operating model, regulatory requirements, and financial realities. Across this decentralized portfolio, budgeting, allocation, reporting, and performance management practices have evolved in program-specific ways to meet varied operational needs. The next CFO will have an opportunity to establish greater consistency in budgeting practices, management reporting, forecasting assumptions, and financial accountability while preserving the flexibility necessary for different program models. This work will require diplomacy, relationship-building, and a commitment to helping program leaders become more confident financial managers.

Establish Strategic Intelligence for the CEO and Board

The CFO will serve as a key strategic partner to the CEO, who values analytically grounded, contextually rich, and forward-looking information to guide decision-making. The CEO is an engaged thought partner who relies on substantive, timely information – presented with the right context and strategic framing - to support decision-making, board engagement, and external relationships.

EVPs at NVFS are expected to exercise strong judgment and initiative within their area, while maintaining robust, proactive information flow with the CEO and across the senior leadership team. The CFO will establish a rhythm of communication that anticipates what leadership needs to know, presents it in ways that are analytically grounded, accessible, and actionable, and enables enterprise-level thinking and decision-making.

QUALIFICATIONS AND CHARACTERISTICS

NVFS recognizes that talented individuals obtain skills through a variety of professional, personal, educational, and volunteer experiences. The qualifications listed below are not meant to be prescriptive or exhaustive, but representative of the types of knowledge, skills, and abilities related to successfully executing this role. No single candidate is likely to have every qualification, but the successful candidate will likely have many of the following:

- Resonance with the mission, values, and legacy of NVFS.
- Meaningful exposure to the issues NVFS works on—workforce development, housing, early care and education, family stability—sufficient to bring genuine mission grounding and contextual understanding.
- Significant progressive leadership experience in nonprofit finance, ideally within a complex, multi-service organization supported by a mix of government contracts, grants, philanthropic support, and earned revenue.
- Demonstrated success balancing strategic leadership with operational execution, including a willingness to engage in the details while maintaining focus on long-term organizational priorities and sustainability.
- Experience developing sophisticated financial planning, forecasting, and scenario-modeling capabilities that support organizational decision-making in changing and uncertain funding environments.
- Demonstrated experience managing institutional investments and banking relationships, including the judgment to execute sound investment decisions in partnership with an investment committee and outside broker/advisor, and to manage cash and banking relationships to maximize organizational resources.
- Ability to influence across the organization through relationships, credibility, and sound judgment rather than formal authority, holding complexity with patience, and moving things forward without bulldozing.
- Experience leading, developing, and mentoring high-performing teams while fostering accountability, professional growth, and a culture of continuous improvement.

- A natural orientation toward proactive, generous communication—someone who keeps colleagues informed not because they were asked, but because they understand what others need to know and why.
- An MBA, MPA, CPA, or other advanced degree in accounting, finance, business, public administration, or a related field is preferred.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the search process is complete. The target salary range for this role is $250,000 - $260,000. Materials submitted by October 31, 2026, will be assured full consideration. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website: https://www.imsearch.com/open-searches/northern-virginia-family-services/chief-financial-officerexecutive-vice-president

Donna Cramer, *Partner*
Berlinda Mojica, *Senior Associate*
Ryan Smillie, *Managing Search Coordinator*
Isaacson, Miller

NVFS is an equal opportunity employer, E-Verify participant, and drug-free workplace.