

## **JAMES R. WALKER, JR.**

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Broad operational experience leading Accounting, Financial, Information Technology, Facilities, Customer Service, H.R. and Training Service functions in entrepreneurial settings.

- ❖ Develop innovative strategies to finance, reorganize, and grow small and middle market private companies
- ❖ Strong lender, vendor, and customer contract negotiation skills
- ❖ Ability to communicate financial and operational information in a meaningful and action oriented manner
- ❖ Strong knowledge of employee benefit administration, coaching, consulting, and performance evaluations
- ❖ Demonstrated cross-functional team leadership, collaboration, and project completion skills

### **PROFESSIONAL EXPERIENCE**

**Olancho Aid Foundation, Inc.(OAF) – Consultant to Executive Director**, Juticalpa, Honduras August 2018 to Present - Advising Catholic Nonprofit with four schools in Juticalpa on preparing for their first accounting audit. Review all business processes and recommend and draft accounting policies in English and Spanish. Gather, organize, and ensure all governance documents are up to date and recommend to the Board of Directors improvements and uncover gaps. With local Bishop, Board Chair and Executive Director align OAF mission with local needs of the Honduran community.

**AARP – Federal and State Tax preparer**, Portland Public Library, January – April 2018, met with clients, reviewed tax documents (W2s, 1099s SSA, Int., deduction support etc.), verified identity, entered return in Tax Slayer software, reviewed completed return with client, and electronically submitted return to state and federal tax authorities. Reviewed returns prepared by other AARP tax preparers to ensure accuracy prior to submission.

**Lathrop Asset Management(LAM) – COO**, Portland, ME (\$6 million property management company) Sept. 2017 – Dec. 2017 Recommended by Native Maine owner and recruited by LAM owner to work with existing management to transition company to new leadership/ownership. My work was cut short by terminal illness of owner. Developed strategy to ensure rents remained competitive while keeping longer-term tenants.

**Native Maine Produce & Specialty Foods - CFO**, Westbrook, ME (*\$35 million distribution company*) 2015 – 2017 Responsible for organizational Risk Management, Accounting, HR, and oversight of Customer Service. Worked with owners to determine options to grow and/or exit (ESOP or sale) the business. Prepared due diligence and then elected as CFO of NMO, Inc. post-sale. Developed weekly and monthly reporting for outside stakeholders. Key player in ensuring the success of the existing business carried over to the new company. Prepared and represented company in challenging DOT audit and lead the establishment of company-wide 401k plan. Migrated Paychex payroll to Commonwealth Payroll's human capital management software – iSolved.

**J. Weston Walch, Publisher - CFO**, Portland, ME (*\$5 million publishing company*) 2007 – 2015 Responsible for Accounting, HR, Customer Service, IT, and production staff. Directed collaborative process to drive profitable results. Worked with senior leaders to evaluate and negotiate large customer contracts and prepared the financial analysis and recommendations for production equipment. Led and coordinated budget process and mid-year corrections. Coordinated annual audit/review and 401k review, negotiated health insurance renewals, and audited state and federal tax return preparation. Determined nexus/state tax requirements for states.

- Negotiated an increase in line of credit from \$500K to \$1.5 million while reducing collateral requirement.
- Praised by external auditor (Macpage) and lender for timely and rich monthly financial reporting.
- Improved production and office safety and reduced worker compensation mod from 1.2 to 0.77.
- Identified existing staff member for promotion to production manager and mentored her during a period of substantial change and reorganization for commercial printing department.
- Developed the case, provided operational options, and implemented Board of Directors approved solutions that navigated company through difficult recessionary years (cut expenses, organized furloughs, significantly reduced fixed costs and organized and implemented two reductions in work force).
- Successfully competed for and won Maine grant.

**The Olympia Companies, (\$60 million hotel management company),** Portland, ME

2006 – 2007

***Olympia Hotel Management – Controller***

Responsible for the accounting and financial reporting function for 16 hotels. Reduced issuance time of all financial reports to 11<sup>th</sup> of the month following. Provided significant input into establishing framework to monitor performance, goals, and team building of the organization. Worked directly with accounting staff at each property to improve financial controls and reporting accuracy.

**Laurin Publishing Company, (\$12 million photonics magazine publishing company),** Pittsfield, MA

***Director of Operations***

2004 – 2006

Recruited by the company's President and the CEO to fill financial and operational gaps between Laurin Family members. Areas of support included financial analysis; operational workflow analysis, simplification, and documentation; business planning; vendor and supplier negotiation; aspects of Human Resources; and special projects as assigned by the President or the CEO.

**Channing Bete Company, Inc., (\$60 million media company),** South Deerfield, MA

1987 - 2004

***Treasurer, Vice President & General Manager, Communities That Care®***

2001 - 2004

Volunteered to lead acquired subsidiary in Seattle, WA and subsequent integration within Channing Bete Company. Established team to market, train, and service product developed to promote the positive development of children and youth and prevent problem behaviors, including substance abuse, delinquency, teen pregnancy, school drop-out and violence. Set product pricing and gross margin on large custom proposals.

- Evaluated and discontinued marketing of an unprofitable costly GIS product, saving \$500,000 dollars annually and providing greater focus on more profitable products.
- Developed and executed a marketing strategy that grew 2003 revenue to \$2.8 million (81% annual increase), while staying below expense budget. Negotiated largest single order in the company's history (\$817,000).

***CFO, V.P. Finance and Support Services***

1999 - 2001

Directed the company's financial affairs, including banking relations, financial and tax audits, property and liability insurance, and cash flow forecasts. Managed relationship with external auditors and drafted year-end GAAP audit report. Elected Chairman of the Employee Stock Ownership Plan (ESOP) Trust.

- Conducted financial due diligence for the acquisition of DRP, a Seattle-based prevention science firm. Researched and implemented an innovative acquisition strategy using an ESOP loan and S-Corp status to save the company millions of tax dollars.
- Partnered with the President to acquire the largest loan (\$16 million) in the company's history and negotiate favorable loan covenants.
- Successfully negotiated the closing of a Small Business Innovation Research (SBIR) grant, saving the company \$150,000.

***Vice President and Operations Manager, Finance and Support Services***

1987 - 1999

Accountable for facilities, word processing and support, information systems, and call center, encompassing 62 FTEs. Member of the company's Strategic Planning and Operation Management Teams.

- Part of senior management team that developed business continuity strategy to ensure ongoing financial viability using an ESOP, resulting in the financial flexibility to grow business.
- Successfully negotiated and defended the company during significant sales and use tax audits and two IRS audits, resulting in over \$100,000 in tax savings.
- Managed the year-end external audit and stock valuation process, ensuring compliance with ERISA regulations, GAAP, and ESOP Plan. Audited year-end results available by mid-February.
- Participated in the selection and conversion of company-wide computer systems to J.D. Edwards software (now part of Oracle), which standardized enterprise-wide computing platform, improving customer service and order management.
- Reduced the call center's abandon call rate 50% by optimizing existing technology, installing standard policies and procedures and using part-time and temporary staff during peak volumes.
- Reduced days-sales-outstanding ratio (DSO) 35% and bad debt expense 83% and saved \$80,000 annually by developing the best mix of people, technology, and process to achieve consistent results.

## **EDUCATION & PROFESSIONAL DEVELOPMENT**

Western New England University, Springfield, MA - MBA 1993

Candidate for Certificate in Management Accounting (CMA) passed part one in 2016

Bachelor of Science, Business Administration - Accounting, Old Dominion University, Norfolk, VA

## **PROFESSIONAL & COMMUNITY AFFILIATIONS**

AARP Volunteer Tax preparer February 2018 to April 2018. Member Inst. of Mgmt. Accts. (IMA), IMA Committee on Ethics (COE) in 2005-2012, Chair of COE 2010-2011, member of IMA Global Board of Directors 2010-2012 & 2014- June 2018. May of 2017 trained IMA Board on self-assessment which was co-developed to improve IMA's leadership pipeline.

President So. ME Chap. of IMA 2012-2014, U.S Navy veteran