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Office of the Mayor  
Gavin Buckley, Mayor  
160 Duke of Gloucester Street  
Annapolis, MD 21401-2517

August 27, 2018

To: Alderpersons, City of Annapolis

From: Mayor Gavin Buckley

Re: Financial Advisory Commission

Pending your approval, I would like to appoint **James A. Cardillo** to the **Financial Advisory Commission**.

Mr. Cardillo's resume and application are attached.

**James A. Cardillo**  
**1424 Corey Lane**  
**Annapolis, MD 21401**

Sincerely,

Gavin Buckley  
Mayor

Reviewed by: Finance Committee	
_____ Favorable	_____ Unfavorable
_____	_____
Committee Chair	Date



**City of Annapolis**  
Office of the Mayor  
160 Duke of Gloucester Street  
Annapolis, MD 21401-2517

Mayor@annapolis.gov • 410-263-7997 • Fax 410-216-9284 • TDD use MD Relay or 711 • www.annapolis.gov

### Boards and Commissions Application

**Personal information**

Name James A. Cardillo

Address 1424 Corey Ln

City Annapolis ST MD Zip 21401-4001

Phones Home (410) 263-7524 Other (202) 680-8832

E-mail jimcardillo@gmail.com

**Statement of interest – Why should you be appointed to this board/commission?**

As a resident of more than 25 years, I have been looking for a way to devote my time and talents to our city. I have a strong foundation in finance and seek this opportunity to serve our community.

Are you a resident of the City of Annapolis?  Yes  No

Are you an employee of the City of Annapolis?  Yes  No  
If yes, please state your job title, department & duties.

Do you do business with the City of Annapolis?  Yes  No  
If yes, please detail.

Are you currently serving on any city boards or commissions?  Yes  No  
If yes, please list board(s).

**Work experience (titles and duties)**

I have 25 years experience as a finance professional, I began my career in public accounting and have spent the past twelve years working exclusively in nonprofit finance. I serve as CFO for an array of small and medium sized organizations.

**Educational background (certificates, diplomas, degrees, seminars, etc)**

Bachelor's and Master's Degrees from George Washington University  
Active CPA License issued by the Maryland State Board of Public Accountancy (License #25845)

**Other experience (volunteer experience, memberships etc)**

Prior volunteer experience as finance advisor/board member on various community organizations (Peninsula Athletic League, Annapolis Soccer Club, St. Mary's Church).

**References**

Name Teresa Sutherland Phone (410) 263-7939

Address \_\_\_\_\_

Name Raymond Sears Phone (410) 263-9463

Address 3221 Magnolia Ridge Road, Annapolis, MD 21403

Name Thomas Rozylowicz Phone (410) 266-5975

Address 1904 Manor Grove Road, Annapolis, MD 21401

Appointees are subject to the provisions of the City of Annapolis Ethics Code, Annapolis City Code Chapter 2.08. Appointees are strongly encouraged to review this Code and contact the City of Annapolis Office of Law and/or City of Annapolis Ethics Commission with all inquiries.

**James Cardillo**

Digitally signed by James Cardillo  
DN: cn=James Cardillo, o, ou,  
email=jimcardillo@gmail.com, c=US  
Date: 2018.08.02 16:17:22 -04'00'

Signature \_\_\_\_\_ Date 08/02/2018

E-mail electronically completed form to [constituents@annapolis.gov](mailto:constituents@annapolis.gov). Paper copies may be faxed to 410-216-8284 or mailed to the Mayor's Office address above, attention Boards and Commissions Coordinator.

# JAMES A. CARDILLO, CPA

(202) 680-8832

[jimcardillo@gmail.com](mailto:jimcardillo@gmail.com)

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## SUMMARY

Experienced, successful executive with a wide breadth of financial and administrative knowledge and expertise. Particular areas of proficiency include identifying and implementing cost-saving strategies, analyzing operations for continuous process improvement, and implementation of new technologies. Skilled at managing financial operations of small and mid-sized enterprises. Adept at both consolidating redundant financial processes and implementing new operating units. Managed business reorganizations in excess of \$100 million. Developed concise, accurate analysis of revenue projections and spending patterns to achieve desired targets. Commended for strategic guidance in forecasting and modeling. Demonstrated expertise in designing and producing meaningful internal and external reports. A key player in successful change management implementations.

## PROFESSIONAL EXPERIENCE AND ACHIEVEMENTS

ATLAS NETWORK, WASHINGTON, DC

**Vice-President of Finance & Administration, CFO**

FEB 2017 – PRESENT

**Served** as first CFO for growing global charitable think tank committed to spreading the principles of economic freedom and limited governments.

- **Delivered** annual audit in accelerated time frame. Completed all audit and Form 990 deliverables in a compressed schedule. Implemented recommendations in advance of notification from auditors.
- **Implemented** time allocation model to better track costs to restricted projects. Used employee time reporting system to allocate firm-wide labor costs. Improved expense reporting of restricted projects.
- **Introduced** new human resources initiatives, addressing both compliance and team-building issues.
- **Implemented** joint cost allocation formula. Used accounting principles to allocate costs of direct mail activities between programmatic and fundraising costs.
- **Delivered** two-part webinar on Nonprofit Financial Management to 120 attendees. Followed up webinar with one-on-one interactions to delve deeper into topics presented.
- **Supplemented** existing compensation and benefits structure with additional benefits. Added new employee benefits while keeping overall compensation costs within budgetary restrictions. Negotiated favorable premiums with providers and won praise from CEO for new programs.

FREEDOMWORKS, WASHINGTON, DC

**CFO and Treasurer**

Nov 2014 – MAY 2016

- **Served** as CFO for \$20 million combined public policy/grassroots 501(c)(3) and 501(c)(4) entity, along with two political action committees.
- **Delivered** presentation to fundraising community on responsible stewardship and benchmarking fundraising effectiveness.
- **Streamlined** cost sharing procedures, implemented separate company budgeting process, managed cash flow during tight cash period.
- **Created** three-tiered budget structure to provide for alternative funding levels.
- **Negotiated** with and obtained subtenant to relieve overhead.

CORDIA PARTNERS, VIENNA, VA

**Contract CFO**

MAY 2016 – FEB 2017

OCT 2013 – Nov 2014

**Served** on various short and intermediate-term engagements for clients in the Washington, DC area with annual budgets ranging from \$7 million to \$90 million. Work performed includes:

- **Delivered** annual budget presentation for 501(c)(3) non-profit to Executive Committee. Identified innovative presentation methods and brought a collaborative practice to the budget process. Received accolades for originality and comprehension.

- **Served** as CFO for \$15 million spin-off organization from affiliated entity. Created Finance/Administration Division, established departmental policies and procedures, evaluated staff, implemented cloud-based accounting services, negotiated contract services for external providers. Restructured budget process to align with organization structure.
- **Supervised** 501(c)(3) non-profit through audit preparation process in absence of CFO and Controller. Completed field work ahead of schedule and received appreciative remarks from audit partner on smooth delivery on a typically challenging audit engagement.
- **Assisted** government contractor (woman-owned 8(a)) through debt restructuring and the resignation of former CFO.

REPUBLICAN NATIONAL COMMITTEE, WASHINGTON, DC  
**CFO and Director of Administration**

MAY 2011 – OCT 2013

- **Implemented** web-based portal for expense approvals on \$44 million presidential events program. Ensured accuracy of real-time reporting on spending against budget and proper consolidation into firm-wide financial operations.
- **Managed** 2012 Presidential election spending of in excess of \$340 million. Ensured real-time position of cash on hand, amounts spent against budget, and open commitments. Successfully managed cash to pay off \$13 million in debt before year-end and initiated no new borrowings.
- **Updated** general ledger to improve reporting function. Added new sub-modules to leverage technology. Trained staff on new system features. Redesigned monthly, daily and weekly reports to increase utility.
- **Implemented** online vendor payments and eliminated manual entry of wire transfer transactions. Accelerated monthly closing process and increased frequency of cash recordation process from weekly to daily.
- **Converted** paper-intensive HR onboarding process with fillable electronic forms and online benefits enrollment. Delivered improved customer service, increased accuracy, and reduced staff processing times.

ST. MARY'S CATHOLIC CHURCH AND SCHOOLS, ANNAPOLIS, MD  
**Controller and Chief Financial Officer**

SEP 2006 – MAY 2011

- **Consolidated** cash accounts among four divisions into one master disbursement and sweep arrangement. Implemented new general ledger structure to ensure accurate reporting of historical and ongoing cash balances.
- **Led** annual budgeting process for \$22 million operating and capital budget. Worked with budget committee to keep tuition and fee increases at manageable levels. Reported on process and results to School Board and parent community.
- **Implemented** online donation program, reconciling activity with receivables sub-ledger. Increased recurring giving by 5% per year. Supplemented online transactions with first online re-enrollment and electronic payments. Successfully integrated online transactions into registration database.
- **Implemented** new payroll service provider, replacing legacy manual internal process. Reduced processing time by 50%. Implemented EDI to the general ledger for accuracy and timeliness of posting in the general ledger.
- **Implemented** new billing system for 1,400 students. Replaced manual process with billing software. Improved collections and minimized losses on tuition. Contracted with attorneys to provide collection services on delinquencies.
- **Promoted** to CFO during tenure, resulting from successful entity reorganization.

MAXIM HEALTHCARE SERVICES, INC., COLUMBIA, MD  
**Corporate Controller**

MAR 2004 – SEP 2006

- **Reorganized** companywide \$900 million per annum lockbox structure to streamline receipt and application of cash. Consolidated divisional departments, removing internal inefficiencies. Reduced recurring unapplied cash totals by 25%.
- **Implemented** state-of-the-art business intelligence software, linking six data sources, to deliver weekly management reports and monthly financial reports. Improved quality and timeliness of deliverables and reduced preparation time by over 20%.
- **Assisted** in the formation of a new operating division servicing government clients. Selected entity structure and ownership, filed formation documents, selected general ledger system, and assisted business unit managers in meeting all compliance

requirements for ongoing government reporting. Integrated general ledger system with company-wide business intelligence software.

- **Successfully implemented** all aspects of Sarbanes-Oxley compliance.
- **Recovered** over \$3.5 million residing in non-interest-bearing cash accounts. Consolidated funds with existing overnight sweep account yielding an additional \$120,000 in income per annum, as well as reducing monthly bank fees.

MICROS SYSTEMS, INC., COLUMBIA, MD  
**Tax Manager and Tax Director**

AUG 2001 – MAR 2004

- **Assisted** in a \$52 million stock acquisition. Researched applicable Internal Revenue Code regulations to obtain favorable entity structuring, resulting in savings in excess of \$5 million over 5 years. Recorded proper “push-down accounting” policies to ensure accurate financial reporting.
- **Implemented** domestic entity restructuring to minimize state income taxes. Reduced quarterly tax accrual preparation time through technology implementation and elimination of redundant functions.
- **Implemented** a web-based domestic representation for registered agent services. Streamlined state representation status and monitoring. Established web-based tax reporting calendar to ensure timely compliance.
- **Assisted** in global entity restructuring. Formed domestic special purpose entities, migrated intangible assets to holding companies, executed “check the box” elections for foreign entities, liquidated and/or dissolved redundant entities.
- **Conducted** valuation of intellectual property assets in preparation for intercompany sale. Drafted legal and accounting documents and memoranda in support of the transaction.
- **Calculated**, applied for, and received the Maryland Research & Development Tax Credit, resulting in state tax credits of \$75,000 (equivalent to expense reduction in excess of \$1,000,000).

STURN WAGNER LOMBARDO & Co., LLC, ANNAPOLIS, MD  
**Senior Accountant, Supervisor, and Manager**

JUL 1997 – AUG 2001

- **Performed** a business valuation of the largest division of a publicly-traded REIT in advance of spin-off IPO. Delivered the final report and an oral presentation to senior management.
- **Restructured** domestic acquisition to obtain cash-flow savings and substantial tax benefits. Worked with transaction attorneys to modify the terms of the agreement. The modification resulted in cumulative savings in excess of \$45 million over 10 years.
- **Implemented** major technology conversion in a regional accounting firm. Supervised firm-wide training program for Microsoft Office suite. Trained staff in new tax compliance and tax research software. Participated in the selection and implementation of a new time and billing system, reducing a one-week billing lag time to two days.

PRICE WATERHOUSE LLP, WASHINGTON, DC  
**Staff and Senior Accountant (Audit and Tax Departments)**

AUG 1993 – JUN 1997

#### SOFTWARE SKILLS

Proficient in MS Office Suite, MS Dynamics GP & CRM, Sage Intacct and MIP, FRx, Oracle ERP, Lawson, Deltek GCS, NetSuite ERP, Blackbaud Suite, Crystal Reports, Salesforce, SAP BPC, Expensify, Concur, Certify, Open Systems.

#### EDUCATION AND AFFILIATIONS

**Master of Accountancy, School of Business**  
GEORGE WASHINGTON UNIVERSITY, WASHINGTON, DC

**Bachelor of Business Administration, School of Business**  
GEORGE WASHINGTON UNIVERSITY, WASHINGTON, DC

Member, American Institute of CPAs, Nonprofit Section  
Member, Maryland Association of CPAs and former instructor  
Active CPA License (#25845), State of Maryland