

## ANDREA CARTER

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### LEADERSHIP PROFILE

**Accomplished Corporate Controller and Sr. Level Accounting Management Professional** with proven success developing, implementing and directing all aspects of the accounting and finance function. Tactical thinker with a strong foundation of common sense who creates value through cost reduction, strategic budget planning, and operational improvement and implements directives achieving sustainable fiscal health for a corporation. Fluent in the latest laws, principals and methodologies in US GAAP accounting. A leader who guides and motivates others through positive attitude, integrity, and encouragement. Other strengths include:

- ▲ Strategic Financial Planning
- ▲ Financial Modeling/Planning & Risk Management
- ▲ Process Improvement/Best Practices
- ▲ Capital Expenditure Analysis, Planning & Funding
- ▲ Budgeting, Forecasting and P&L
- ▲ Operational & Financial Analysis
- ▲ Internal Audits/Controls
- ▲ Financial Statements & Reporting
- ▲ Revenue/Profit Optimization
- ▲ Cash Flow Management
- ▲ Credit Management
- ▲ Regulatory/SEC Compliance

### PROFESSIONAL EXPERIENCE

**POSTAL CENTER INTERNATIONAL, INC. AND ORIGINAL IMPRESSIONS, LLC | WESTON, FL**

**08/2013 - PRESENT**

#### ■ Director of Accounting/Human Resource Administrator

Key member of the management team responsible for the evolution and execution of the corporate Finance and Operational strategy, as well as the safeguarding of company assets. Accountable for full cycle accounting for two companies generating more than \$640MM annually with 350 employees. Responsibilities encompass A/P, A/R, financial systems, general ledger, reporting, billing, inter-company reconciliations, internal controls, forecasting, cash flow, budget management, company credit, payroll, sales commissions, taxes, fixed assets, audits, month-end close, and financial statements. Provide leadership for a staff of 10.

- Protect the company's assets by implementing tight internal controls, ensuring accurate financial trends analysis and projections, and generating alternate ideas and suggestions to improve operating performance.
- Produce monthly financials, reconciliations, and analysis and present financials to the executive team.
- Prepare annual budget and monthly forecasts, as well as daily cash report.
- Consistently ensure month-end and year-end closing activities are completed within targeted deadlines.
- Reconcile intercompany balances and support intercompany daily operations.
- Coordinate the provision of information to external audits for the annual audit.
- Maintain vendor agreements and monitor upcoming expiring contracts.
- Manage insurance policies and renewals for property and casualty.
- HR duties include overseeing all 401k activity, benefits, payroll, interviewing/hiring, administering HR policies and procedures, compensation, employee discipline, exit interviews and providing monthly analysis of headcounts and payroll trend reports.

#### Select Accomplishments

- Restructured the accounting department, instituted proper accounting procedures and conducted cross training of staff to aid in the growth of both companies.
- Implemented a 360 integration for 401k and benefits platforms.
- Led and guided the CSS department to reduce billing errors. Implemented processes, delivered training, and created SOPs.
- Implemented multiple accounting software systems and trained staff on their use.
- Instituted Fred Pryor training for staff to develop knowledge and skills that enhanced their efficiency.
- Conducted due diligence for the company for two new acquisitions.
- Implemented KPIs used for training and merit recognition.
- Instituted corrective measures to bring AR past dues to remain current.
- Created vendor and client lease/contract schedules and tracked all contracts.
- Developed new vendor form and supplier registration forms.
- Saved the company money on auditing fees by reviewing and identifying transactions prior to year-end close. Reduced audit time from 6-8 weeks to 3-4 weeks.

**VENTRON MANAGEMENT | BOCA RATON, FL**

**01/2012 - 08/2013**

#### ■ Accounting Specialist

Accountable for the timely processing of all A/P and A/R for this property management company. Responsible for processing invoices, journal entries, general ledger, cash reports, reconciliations, credit card statements, accruals, trial balance, resolving billing discrepancies, P&L statements, and vendor relations. (Cont. P2)

## PROFESSIONAL EXPERIENCE

### VENTRON MANAGEMENT - (CONTINUED)

- Prepared journal entries and performed on-going analytical review in support of the monthly close process.
- Conducted extensive bank reconciliations for multiple accounts and reconciled mortgage statements.
- Handled closing of assigned properties, reviewed GL for errors and made corrections.
- Calculated and entered monthly contracted items and accruals, matched expenses to period incurred, and reviewed trial balance.
- Prepared P&L statements and distributed to property managers for variance review.
- Reviewed vendor aging for delinquencies. Reconciled vendor statements, conducted research and made corrections of discrepancies.
- Prepared and processed checks of accounts payable, wire transfers and ACH payments.
- Reviewed security deposit refund invoices and made payments on time.
- Worked efficiently in high volume environment with exceptionally accurate results.

### LLOYD BENEDICT CPA | PLANTATION, FL

07/2010 - 01/2012

#### ■ Accountant

Provided accounting and tax services to various domestic and international business clients, as well as high net worth individuals.

- Serviced client accounts and presented financial and accounting reports to CPA.
- Completed monthly, quarterly and annual bank reconciliations for small companies. Reconciled and reported discrepancies.
- Performed complex general accounting functions, including preparation of journal entries for small companies.
- Prepared corporate monthly and quarterly write-up work including payroll and state sales tax returns in QuickBooks.
- Assisted clients in organizing their finances, general bookkeeping, and preparing them up for e-filing, payroll deposits, etc.
- Consistently provided the highest quality services, meeting/exceeding deadlines, schedules, and performance requirements.

### SCOTT'S REALTY LIMITED | CLARENDON, JAMAICA

02/2007 - 03/2010

#### ■ Accountant/Manager

Reporting directly to the Controller, managed all aspects of the accounting function for this realty company. Accountabilities encompassed A/P, A/R, journal entries, GL, reconciliations, bank deposits, collections, financial reporting, commissions, and payroll. Recruited, hired and managed a staff of three

- Received, recorded, and banked cash, checks, and vouchers, as well as reconciled records of bank transactions.
- Analyzed and reviewed financial data and prepared financial statements and reports for both internal and external purposes.
- Verified invoices for accuracy and resolved all billing discrepancies with vendors.
- Managed accounts receivable and kept account collections under 30 days.
- Executed payments of all statutory and tax payments monthly.
- Calculated and paid sales/valuation and surveyor's commissions.
- Consistently met/exceeded demands, expectations and deadlines through exceptional work ethic and commitment to excellence.

### TERI-MAX SERVICES | CLARENDON, JAMAICA

03/2002 - 02/2007

#### ■ Accounting Supervisor

Key member of the finance team accountable for the full accounting cycle, month-end close, general ledger, and financial statement preparation for this department store corporate office. Supervised a team of five accounting clerks.

- Maintained records for accounts receivable and accounts payable for multiple accounts independently.
- Carried out payroll processing tasks for over 200 employees.
- Conducted complex and extensive bank reconciliation activities.
- Interacted with external auditors in completing audits.
- Executed payments of all statutory and tax payments monthly.
- Worked closely with the Financial Controller regarding budgeting and forecasting.
- Processed payments to logistics and freight companies for all charges for incoming shipments.

## EDUCATION

**Master of Science Degree in Forensic Accounting**, Florida Atlantic University - Expected 08/2025

**Bachelor of Science Degree in Accounting**, Florida Atlantic University

**Associate of Science Degree in Accounting**, Broward College

**Bachelor of Science Degree in Finance**, Northern Caribbean University

## TECHNICAL PROFICIENCIES

MS Office (Word, Excel, PowerPoint, Outlook), ADP, Paylocity, QuickBooks, Microsoft Dynamics GP, Business Central, and e-base



## Candidate Questionnaire

Candidate Name: Andrea Carter

Position: City Manager

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1. Please list your previous jobs/positions going back at least 10 years, plus any previous jobs/positions beyond 10 years that is related to the position of City Manager. Please include the following:
  - a. Position start and end dates.
  - b. Position title and organization.
  - c. To whom you directly reported.
  - d. Ending salary.
  - e. Population of community served.
  - f. Total number of employees in the organization.
  - g. Number of employees supervised (directly and indirectly).
  - h. Total budget of the organization.
  - a. 12/2/2013 - Current
  - b. Director of Accounting, Postal Center International, Inc. and Original Impressions, LLC.
  - c. I report directly to the CFO
  - d. \$159,000 per year plus 40% bonus per year paid quarterly.
  - e. n/a
  - f. 522 employees
  - g. I supervise a staff of 12 employees.
  - h. 600 Million
  
2. Why are you interested in pursuing this position? I am drawn to this position because it provides an opportunity to apply my extensive experience in financial planning, operational improvement, and strategic leadership to benefit the City of Fort Pierce. Throughout my career, I have successfully optimized budgets, implemented cost-saving initiatives, and developed operational strategies that create long-term sustainability. I am



excited about contributing to the city's fiscal health and ensuring efficient delivery of services to its residents.

3. How would you describe your management style? My management style is collaborative yet results-oriented. I lead by empowering my team through clear communication, setting achievable goals, and fostering professional growth. I believe in leading by example, maintaining integrity, and encouraging innovative solutions. This approach has consistently delivered measurable improvements in operational efficiency and team productivity.
4. Describe your approach to managing personnel issues such as hiring, discipline, ethical violations, labor relations, and performance evaluations. My approach to managing personnel issues is grounded in fairness, transparency, and adherence to policies. In hiring, I focus on selecting candidates who align with organizational values and possess the required skills. For discipline and ethical violations, I ensure a thorough investigation, fair application of policies, and clear communication of outcomes. I also prioritize regular performance evaluations to provide constructive feedback and recognize achievements, fostering a culture of accountability and growth.
5. How would you deal with city budget constraints and identify new revenue sources? I have extensive experience managing budgets and identifying cost-saving opportunities. To address budget constraints, I would conduct a comprehensive review of expenses to identify inefficiencies and areas for cost reduction. I would also explore innovative revenue sources, such as public-private partnerships, grant opportunities, and optimizing city-owned assets to generate additional income.
6. How will you prioritize competing demands for resources within the city? Prioritizing competing demands requires a combination of data-driven decision-making and stakeholder input. I would evaluate requests based on their alignment with the city's strategic goals, potential impact on residents, and available resources. Engaging the community and city council in setting priorities ensures transparency and alignment with public needs.



THE SUNRISE CITY

**FORT PIERCE**  
CITY MANAGER'S OFFICE *Florida*

7. Describe a successful initiative you have led as a City Manager. In my current role, I led a restructuring initiative that significantly improved operational efficiency. By implementing new accounting procedures, cross-training staff, and introducing key performance indicators, we reduced billing errors, improved reporting accuracy, and shortened audit times by 50%. This initiative demonstrated my ability to implement sustainable improvements through strategic planning and leadership.
8. Describe a time when you had to manage a crisis situation in a city setting. During a major system migration, our company faced significant disruptions that threatened billing and payroll accuracy. I quickly assembled a cross-functional team, developed a crisis management plan, and communicated transparently with stakeholders. We resolved the issue within days, minimizing disruption and maintaining trust. This experience reflects my ability to lead during crises, which is critical for city management.
9. What steps do you take to ensure transparency and accountability in city operations. I prioritize clear communication, robust internal controls, and regular reporting to ensure transparency and accountability. Establishing KPIs, conducting audits, and fostering open communication channels with stakeholders are central to maintaining trust and operational integrity.
10. Please describe your experience working with unions. While I have not worked directly with unions, I have extensive experience in managing employee relations, negotiating contracts, and ensuring compliance with labor laws. My ability to foster positive relationships with employees and address concerns fairly positions me to work effectively with unions.
11. Please describe your experience managing or overseeing a police department? What do you see as your role in guiding the police department? I have not managed a police department directly, but I have overseen diverse operational teams with complex responsibilities. My role would involve ensuring the department has the resources and support needed to operate effectively, fostering collaboration between the police and community, and upholding accountability to maintain public trust.



THE SUNRISE CITY

**FORT PIERCE**  
CITY MANAGER'S OFFICE *Florida*

12. How will you ensure that the city's services meet the needs of all its citizens? I would ensure services meet citizens' needs by engaging with diverse community groups, conducting regular needs assessments, and soliciting feedback. This would help identify gaps and areas for improvement, ensuring equitable access to city services.
13. What strategies will you use to build relationships with stakeholders in the community? I would prioritize regular communication, establish advisory groups, and attend community events to build trust and foster relationships. Partnering with local businesses, nonprofits, and residents ensures alignment between city initiatives and community needs.
14. What strategies would you implement to promote economic growth and job creation? I would collaborate with local businesses, attract new investments, and create incentives for business development. Promoting entrepreneurship, streamlining permitting processes, and supporting workforce development programs would be key strategies to foster economic growth.
15. Have any adverse or critical statements been made about you in print or online media reports, on social media, or any other related form? If an online search of you were completed, what would be found that you yourself would want to know about you if you were looking to hire yourself as a City Manager? absolutely nothing.