



# Memorandum



**Date:** December 9, 2008

**To:** Honorable Chairman Bruno A. Barreiro  
and Members, Board of County Commissioners

**From:**   
Carlos Alvarez  
Mayor

  
Harvey Ruvin  
Clerk, Circuit and County Courts

**Subject:** Appointment – Finance Director

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Pursuant to Section 5.03 of the Miami-Dade County Home Rule Charter, we hereby jointly appoint Carter Hammer to the position of Finance Director.

Mr. Hammer has nearly 30 years of experience in financial management and planning positions in both the public and private sector. Most recently, Mr. Hammer has served as the Chief Financial Officer, Treasurer, and Auditor for the Beach County Clerk's Office, FL, where he has supervised over 150 employees, managed an investment portfolio of over \$2 billion, managed a debt portfolio of nearly \$2 billion, maintained a AAA bond rating, and lead the effort to implement Palm Beach County's Oracle/PeopleSoft enterprise resource planning system. Prior to his tenure at Palm Beach County, he has held multiple chief financial officer, controller, and management accounting related positions in the private sector.

Mr. Hammer holds a Masters of Accounting and a Masters of Business Administration from Florida Atlantic University, and a Bachelors of Business Administration from the University of Miami. He is currently seeking to become a Certified Public Accountant and a Certified Financial Analyst.

Please join us in congratulating and welcoming Mr. Hammer to our County family. Attached is his resume and charge memorandum from the County Manager for your reference.

## Attachments

- c: Honorable Joseph P. Farina, Chief Judge, Eleventh Judicial Court
- Honorable Kathy Fernandez-Rundle, State Attorney
- R.A. Cuevas, Jr., County Attorney
- George M. Burgess, County Manager
- Denis Morales, Chief of Staff
- Assistant County Managers
- Department Directors
- Marvin O'Quinn, CEO, President, Public Health Trust
- Robert Meyers, Executive Director, Commission on Ethics and Public Trust
- Christopher Mazzella, Inspector General
- Charles Anderson, Commission Auditor

# Memorandum



**Date:** December 9, 2008

**To:** Carter Hammer  
Finance Director

**From:** George M. Burgess  
County Manager

A handwritten signature in black ink, appearing to read "G. Burgess", written over the printed name of George M. Burgess.

**Subject:** Charge Memorandum

Congratulations on your appointment as the County's Finance Director. You join Miami-Dade County at a very challenging time. It is my practice to provide new and current department directors with priorities that I feel are urgent for the County and community. My staff and I will work with you to help in your transition to Miami-Dade County and to help you achieve these goals, as well as others that we may establish throughout your tenure.

In your first year as Finance Director, I task you with accomplishing the following key goals:

- Proactively identify, and bring to my immediate attention, any fiscal issues that may impact the County.
- Familiarize yourself with the County's debt portfolio and work closely with the user departments and the County's financial advisors to ensure all capital needs are met and advise me of any necessary actions needed to mitigate the current market's instability on the County's finances.
- Review the County's investment policy to ensure compliance and that investments are secured while maintaining competitive returns.
- Ensure that the annual financial audit is completed on a timely basis and meets all generally accepted accounting principals. Also continue to coordinate with all County departments to ensure accounting principals and guidelines are met.
- Work with our Enterprise Technology Services Department to develop an Enterprise Resource Planning implementation plan to update the County's financial systems.
- Continue the automation improvements underway for the tax collection division and provide me with an update on a quarterly basis.
- Work closely with the Commission Auditor and the County Commission to educate and provide needed information when significant bond related or financing items are pending approval before the Board.
- Continue to work with the Office of Strategic Business Management and my office to provide responses to information requests on a timely basis.

In addition, there are several key senior level members in the department who are near retirement. At this point, succession planning is needed to ensure the Finance Department has a strong management team in the future. I would like for you to work with my office and Human Resources to prepare a succession plan for my consideration.

I look forward to working with you and have no doubt that you will be able to accomplish these tasks, and any other immediate needs that will arise during the course of the year.

If you have any questions, please feel free to contact me directly at 305-375-1880.

c: Honorable Carlos Alvarez, Mayor  
Denis Morales, Chief of Staff  
Cynthia W. Curry, Senior Advisor to the County Manager

# **Carter Hammer, MBA, MACC, AIF**

12641 WHITBY STREET, WELLINGTON, FL 33414

CELL PHONE: (561) 801-5580 \* EMAIL: CARTERHAMMER@YAHOO.COM

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## **CFO / Controller**

### **Summary**

A Business Leader with proven expertise to support the development and execution of strategic plans. Pro-active and results oriented with significant accomplishments in all aspects of accounting and financial management. Target and goal setting with focus on identification of opportunities and continuous improvement.

### **Experience**

#### **Palm Beach County Clerk & Comptroller CFO**

**2007 - Present**

CFO of the third largest Clerk's offices in Florida, serving a population of over 1.28 million citizens  
As Chief Financial Officer, Treasurer and Auditor (see <http://www.mypalmbeachclerk.com/>)

- ◆ Directed staff of 150+ supporting all finance, accounting and treasury for Palm Beach County
- ◆ Managed investment portfolio of over \$2 billion generating investment income exceeding target
- ◆ Maintained AAA Bond Rating – provided to only 22 counties in the U.S. and only one in Florida
- ◆ Managed a debt portfolio of almost \$2 billion
- ◆ Created the first award winning Popular Annual Financial Report (PAFR) for the office
- ◆ Won numerous awards for quality of financial reports
- ◆ Project owner of Oracle/PeopleSoft ERP implementation

#### **Park-Ohio Corp & ILS Technology CFO, ILS Technology**

**2005-2007**

CFO of ILS Technology (formerly part of IBM), a leading provider of secure interfaces for industrial and factory automation equipment used by top Fortune 500 companies

- ◆ Senior financial officer of executive team responsible for the strategic financial planning of this global growth business. Responsibilities include all financial planning and accounting, as well as negotiation of major contracts with customers such as Daimler Chrysler, IBM, Ford Motors, General Motors, Applied Materials, Intel and others.

#### **PHILIPS ELECTRONICS Controller, Philips Electronics**

**2001-2004**

Controller of North America operations providing payroll, medical benefits, pension, recruitment, learning and transfer services to employees of Philips Electronics

- ◆ Implemented web self-service for employees in North America reducing cost per transaction by more than 50%
- ◆ Implemented PeopleSoft Canada payroll and tax services in both French and English
- ◆ Created manager self-service for all product divisions in North America providing managers with centralized web-based salary planning tool and employee management tool
- ◆ Executive member of Siebel call center evaluation and installation driving greater integration of customer requests and increasing customer satisfaction to more than 95%
- ◆ Incorporated North America Recruiting Services and Learning Services into centralized shared service location reducing redundancy and costs across multiple divisions
- ◆ Incorporated Regional Transfer Services for "Global Movers" into center providing specialized services for the inpatriate and expatriate employees
- ◆ Established centralized global stock option program for Philips
- ◆ Drove the North America annual HR service fee publication to a centralized approach supporting the planning efforts of the product divisions
- ◆ Executive member of team to outsource the printing and mailing of checks and advices resulting in a reduction of resources and reduced cycle-times
- ◆ Maintained annual cost reduction of controllable budget each year & exceeded P&L targets
- ◆ Installed Internal Control System focused on shared service operations & Sarbanes-Oxley
- ◆ Key member of team leading all software installations including PeopleSoft 8.8 and SAP 4.6

**Group Controller – GSPD Motorola (2000-2001)**

Controller of Global Subscriber Products Division with budgets of \$100M+ and headcount of 600+. Directed all aspects of financial management including financial forecasting, budgeting, reporting, capital approvals, and financial recommendations to GM.

- ◆ Assisted with major reorganization of this multi-divisional organization reducing costs 20%
- ◆ Reduced worldwide capital requirements by more than 50%

**Profit Planning Manager (1998-2000)**

Completed 1999 manufacturing plan for Paging & Cellular worldwide sites including direct labor, indirect labor, material cost reduction and capital spending

- ◆ Consolidated Paging & Cellular business, including merger of all Essbase financial reporting to a central Hyperion reporting system
- ◆ Drove the transition to a centralized Oracle chart of accounts creating opportunity to move towards centralization of Accounts Payable, Capital, and Purchasing.

**Business Analyst (1997-1998)**

Developed financial systems strategy to meet future business goals. Managed relationship between Finance and Information Technology on all systems projects. Responsible for management and control of IT budgets.

- ◆ Finance representative for the Year 2000 Planning Committee
- ◆ Finance representative for the Disaster Recovery / Operations Resumption Team
- ◆ Led CPR team to develop and implement automated equipment returns system removing 30 steps from process and decreasing cycle time by over 40%

**Distribution Accounting Manager (1995-1997)**

Responsible for the accounting of more than \$1 billion of sales and receivable activity.

- ◆ Reduced average account variances by over 75%
- ◆ Reduced cost of customer invoicing 40% by outsourcing of activity

**International Accounting Manager (1993-1995)**

Managed all transactions between our U.S. entity and more than thirty entities around the world. Responsible for management of staff of 7 accountants.

- ◆ Created and implemented worldwide related party accounting for all worldwide entities
- ◆ Developed new automated world-wide system for maintaining and eliminating Intercompany Profits resulting in elimination of errors at consolidation

**Senior Financial Analyst (1990-1993)**

Assistant Controller level position for the Paging and Wireless Data Group (PWDG). Responsible for all financial forecasting, budgeting and reporting of this \$2 billion business. Developed and implemented use of advanced analytical financial models to analyze business

**FIRST NATIONAL & SUBURBAN BANK (WACHOVIA BANK), Palm Beach, FL****1990-Prior****Commercial Lending Officer****Credit Officer****AMERICAN EMBASSY, Paris, France****Budget & Fiscal Auditor**

Audited documents, in both French and English, from all departments of the Embassy. Reviewed salaries, contracts, purchase orders, government travel requests and publications.

**Education & Skills**

CPA & CFA, in progress

MACC, Masters of Accounting, Florida Atlantic University, Boca Raton, FL.

M.B.A., Florida Atlantic University, Boca Raton, FL

B.B.A International Finance, University of Miami, Coral Gables, FL (Dean's List)