

Report  
FY 2010/2011 Achievements  
of  
Mark Andrews, Town Administrator

**A. Continued to improve the Town's Fiscal Stability and overall Financial Administration:-**

**The Fiscal and Financial Results:**

- 1. Worked aggressively with the Board to improve the Town's fiscal and overall stability through the establishment of a Financial Management Action Plan (FMAP) that addressed 91% of the Massachusetts Department of Revenue's report on financial services and our outside, independent Auditors, Powers and Sullivan.**
- 2. Created a plan to "unify the budget process" using one set of forms for both operating and capital expenditures. Also, wrote "Budget Instructions" for FY 2012 for all Departments and our Leadership Team.**
- 3. Implemented the new budget writing plan for all Departments that integrated their respective goals into the budget through an electronic submission.**
- 4. Worked with the Board of Selectmen and the Finance Committee to fine tune this plan.**
- 5. Upgraded the personnel selection process by establishing Review Committees made up of stakeholders within Town Government.**

- 6. Met with Finance Committee designee on a weekly basis to set an agenda and maintain more effective communications with the Town's Finance Committee.**
- 7. Created a Budget Schedule for FY 2011 and FY 2012 that set specific timelines and outlined responsibilities for Department Heads and the Finance Committee.**
- 8. Set the tax rate on time with approval from the Massachusetts FY 2011 (12/21/10) which saved the Town financing charges and other resources.**
- 9. Upon the resignation of the former Director of the Community Development and Economic Development Agency, outsourced the position with a qualified advisor. Mr. Sandborn of Community Opportunities Group and Staff to ensure that we secured our \$1 million Mini-Entitlement grant.**
- 10. Worked with the Town Accountant to finalize the Health Care Trust Audit for FY 2009 that confirmed our solid financial footing for this trust fund.**
- 11. Encouraged Department Heads to take responsibility for their budgets, requiring sign-off of their budgets requests and established an all day Departmental budget workshop.**
- 12. Worked to reduce our Legal expenses. As of 12/31/10, 29% of the FY 2011 budget has been expended, compared to a benchmark of 50%.**
- 13. Explored new recurring revenue sources at the Federal, State, and Local Levels of government, such as, the so called Wareham Jobs Bill.**
- 14. Coordinated and refined a Five Year Capital Plan with the Board and our Capital Planning Committee that uses resources efficiently and effectively.**
- 15. Provided efficiencies to the Town's administration, including the use of interns for College and University credit. Also,**

**provided student interns with real public service experience.  
Projects included: Strategic Planning; Betterment Analysis;  
Energy Grants and Emergency Preparedness Planning.**

**B. Reviewed the organizational effectiveness of Town operations and used resources more effectively for our residents:-**

**The Administrative Results:**

- 1. Established clear organizational goals and objectives for all Town Departments and by building a “Leadership Team” that is dedicated to a high level achievement.**
- 2. Incorporated my goals and objectives into the planning phase of the FY 2011 and FY 2012 budget and administrative processes and procedures.**
- 3. Created a “Leadership Team” that is committed to improving the effectiveness and efficiency of Town’s delivery of services and that work together.**
- 4. Reviewed the organizational effectiveness of Town Departments and made recommendations, and/or changes as needed.**
- 5. Managed the municipal operations with the highest level of professionalism, honesty and ethics.**
- 6. Settled 5 out of 11 Collective Bargaining Agreements, moving the Town forward on our labor relations front.**
- 7. Established weekly Departmental Leadership Team meetings and nurtured new educational opportunities (e.g. Ethics Seminars, Open Meeting Law Implementation, Planning and 53G accounting, Non-Profit Management and Fiscal Affairs and our Memorandum of Understanding, and Liquor License Responsibilities’ for our new Jobs Bill).**
- 8. Worked to formalize the relationship between Town government and Non-Profit organizations and instituted**

**our new Memorandum of Understandings (MOU) to clearly define roles and responsibilities.**

**9. Established better communications with State government.**

**10. Ensured that the Leadership Team informs the Town Administrator of time away from Town Hall, by pre-approval of time off and sign off of time sheets and other payment type documents.**

**11. Reinforced the State Ethics questionnaire requirement with the Leadership Team and overall accountability.**

**C. Enhanced internal and external communications so that Residents understand and participated in Town Governance:-**

- 1. Established weekly Leadership Team meetings (full body) and individual Team Member weekly meetings on a regular basis.**
- 2. Created an open policy for businesses and industry by taking “walking tours” and meeting with business and industry owners.**
- 3. Worked with our Legislative Delegation to pass home rule and legislative measures that move the Town forward, including the “Wareham Jobs Bill”, Massachusetts Chapter 194 of the Acts of 2010.**
- 4. Created weekly “Open Office Hours” with the general public and provided direct access to the Office of the Town Administrator (For example, Over a one year period, I have logged over 150 hours of unscheduled time to meet with Residents to date 1/25/11). Met with dozens of residents!**
- 5. Launched the “Town Administrator’s Report” that reports on Town activities and reinforces public participation, that airs on local cable access TV.**
- 6. Conducted a comprehensive space study of Town Offices and make enhancements. For example, the reorganization of the Board of Selectmen, Town Administration Offices 12/23/09; and our new Land Use Offices).**
- 7. Convened a working group of Commission and Committee members to outline their responsibilities under new laws by utilizing our outside professional resources with no additional costs to the Town (For example, State Ethics, Non-Profit Organizations and the new Open Meeting Law Seminars).**

- 8. Conducted systematic Business & Education Outreach and economic development programs and supported other economic development programs, such as the “Wareham Works 2010”, Cranberry Commons Task Force, Oak Grove School Cultural Center, Wareham and Onset Business Associations and other neighborhood groups**
- 9. Coordinated and expanded grants management and laid a solid foundation of support for new grants.**