



SUMMARY: More than 32 years of experience: administered financial management information system; managed complex capital construction projects that were completed on time and under budget; supervised business office, fiscal staff and completed performance evaluations; reviewed budget requests and budget preparation; served as liaison with external auditors; reviewed audit findings for compliance, economy and efficiency with recommendations for improvement; oversight of risk management; developed and signed contracts; successfully negotiated collective bargaining agreements, taught at graduate and undergraduate levels; researched and assisted in the publication of major resource texts.

SKILLS AND KNOWLEDGE:

Extensive knowledge of:

- Creative Economic and Community Development Programs
- Municipal Administration and Finance
- Innovative Collective Bargaining Strategies
- Financial Management Systems
- Capital Projects DCAM Certified – Massachusetts Inspector General
- GASB Accounting and Auditing Programs
- Capital Planning, Design Development and Construction Management
- Administrative Planning, Budget Development and Grant writing
- Contract Management and Deferred Maintenance of Public Buildings
- Strategic Planning and Management Principles
- Legislative Process
- Teaching – University Level

OVERVIEW OF RESPONSIBILITIES:

Current – Town Administrator for the Town of Wenham, Massachusetts. In March of 2012, the Board of Selectmen unanimously voted this appointment. Under the direction of the Board of Selectmen, the Town Administrator serves as the chief administrative staff person and is responsible for on-going project management and implementation of Selectmen policy decisions. The Administrator fosters and promotes effective working relationships within all Town boards, departments, commissions and committees and is accountable for all Town functions under the jurisdiction of the Board of Selectmen. The Town Administrator also provides administrative direction and control over department heads and staff as authorized by the Selectmen.

Immediate Prior – Town Administrator for the Town of Wareham, Massachusetts—Appointed by the Board of Selectmen by unanimous vote of the Wareham Board of Selectmen on November 18, 2009. As Town Administrator, responsible for the over all town affairs, including: supervise, direct and be responsible for 204 employees and the efficient administration of town business; appoint and remove all department heads, officers and employees; oversee the Town’s personnel system and compensation plan; and manage all day-to-day operations. Wareham has an open town meeting, charter form of government. An elected five member Board of Selectmen set policy. The current annual budget is \$60 million dollars. Strong positive leadership; financial management, communication and interpersonal skills; a willingness to work with involved citizens representing a culturally and economically diverse community, and a strong commitment to provide positive delivery of customer services to the taxpayers of Wareham is essential. Work to improve commercial and business base to



address tax levy limitation. Strong collective bargaining skills are required to negotiate labor contracts and maintain positive labor/management/employee relations.

Prior -- Director of Budget and Finance for the City of Lawrence, Massachusetts. Report directly to the Mayor. Responsible for comprehensive management of all financial operations of the City. Assisted the Mayor in balancing a \$242 million budget for FY 2009. Direct management oversight for an additional \$30 million in capital projects. Responsible for the preparation, development and overall administration of budget finance, auditing and management of City finances. Administration and oversight of 36 Staff members in Budget and Finance, Comptroller, Accounting and Treasurer and Collector functions. Co-Chair of \$15 million new police station capital project. On June 18, 2008 the Lawrence City Council approved a \$242 million budget, which was the earliest adopted budget in 7 years and subsequently certified by the Massachusetts Department of Revenue as being balanced. Authored a fiscal recovery transition plan for the Mayor in December 2009.

Prior --Managed a \$45 million budget for a community college. Supervised a staff of 60 in Administration, Finance, Bursar, Human Resources and Buildings and Grounds departments on three campuses. Assisted businesses with a myriad of economic development programs, including the College's Center for Business and Industry, Workforce development and training programs. Developed a state-of-the-art budget and finance system that interfaced with the state system in conformity with generally accepted accounting principles. Secured 10 straight, clean financial audits from an outside, independent auditor (1998-2007). Implemented new GASB accounting and auditing standards. Managed \$12.5 of capital construction projects, including a new \$9.5 million Technology Training Center and a \$3 million renovation of a One-Stop Student Center. Contributed to the development of the Funding Formula for Higher Education, Capital Outlay plan and the Community College Leadership Academy. Chief Financial Officer and signatory for all contracts for the President of the College.

Established a new Office of Economic Development and Planning for Haverhill, Massachusetts. Managed all aspects of Economic Development and Planning, Zoning, Land Use, Conservation and Permitting. Developed a Master Economic Development Plan with incentives that attracted 300 new businesses and created more than 3,000 jobs. Implemented the State's Economic Development Incentive Program and wrote a Tax Increment Financing plan for new business development. Functioned as a Deputy Mayor on economic, financial and fiscal issues. Assisted in the construction of a new \$7 million Police Station and renovation of two middle schools.

Performed the duties as Chief Financial Officer for a branch of government in Massachusetts. Managed the total operation of a \$35 million budget of the House of Representatives Business Office. Designed and implemented a reorganization plan that created a new financial management information system. Co-chaired a \$60 million renovation and restoration of the State House. Supervised a business office staff of 12 assistants and initiated improvements based upon audit recommendations, wrote business office policy manuals and reviewed quality assurance procedures. Secured the first ever, outside independent audit of the House of Representatives.



WORK HISTORY:

Town of Wenham

2012 – Present Town Administrator

Town of Wareham

2009 – 2012 Town Administrator

City of Lawrence

2007 – 2009 Director of Budget and Finance and Chief Financial Officer

Northern Essex Community College

Haverhill and Lawrence Massachusetts

1998 – 2007 Vice President of Administration and Finance

City of Haverhill

Haverhill Massachusetts

1994 – 1998 Director of Economic Development and Planning

Massachusetts House of Representatives

Boston, Massachusetts

1987 – 1994 Chief Financial Officer

1984 – 1987 Staff Director, Joint Committee on Public Service

OTHER PROFESSIONAL EXPERIENCE:

Suffolk University

Boston, Massachusetts 1986 – Present

Adjunct Professor of Public Administration and Finance – Designed and taught graduate and undergraduate courses in Finance, Urban Economic Development and Planning, Fiscal Affairs and Nonprofit Organizations, Management for Public Safety Officials and Administrative Strategies for Local Government

University of Massachusetts Medical School

Waltham, Massachusetts 2008– Present

Adjunct Professor of Public Administration and Finance focusing on Nonprofit Health Care Organization

EDUCATION:

Master of Public Administration -1984, Suffolk University, Boston, Massachusetts. Graduated High Honors:

Pi Alpha Alpha

Bachelor of Arts – 1979, University of Lowell, Lowell, Massachusetts.

Double Major: Secondary Education and Political Science Certified 1979

New England Coaching – 2008 Completed iPEC Training Module I

State Certified—Capital Projects 2002 by the Massachusetts Inspector General



COMMUNITY SERVICE:

Massachusetts Municipal Managers Association 2009
Elected Treasurer of the Merrimack Valley Workforce Investment Board 2008
Keynote Speaker for the Greater Boston Leadership Academy 2007
Moderator for new Legislative Staff and Aides at Suffolk University Law School 2007-Present
Board of Trustees Lawrence Family Development Charter School Fund 2005-2009
Greater Haverhill Foundation Elected Clerk 1998- 2010
Community College Council of Vice Presidents-Elected President 2002-2003
Founding Member of the Community College Leadership Academy 2002-2007
Board of Registrars of Voters-City of Haverhill-Appointed 1998-2003
Board of Directors Greater Lawrence Community Action Council 1981-1993

REFERENCES:

Provided upon request.

Mark J. Andrews



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Previously, Mark Andrews was appointed by the Board of Selectmen by unanimous vote of the Wareham Board of Selectmen on November 18, 2009. As Town Administrator, he is responsible for the overall town administration including all departmental appointments. He has worked to build a new Leadership Team that integrates Town management into an efficient and effective government. Mark Andrews serves as the Chief Procurement and Personnel Officer for the Town. He has worked to streamline procurement and has settled seven out of eleven long outstanding collective bargaining agreements. He has written two balanced budgets in his tenure as Town Administrator. In July of 2010, the Massachusetts Department of Revenue issued a management report on the Town of Wareham. It highlighted the importance of allowing the Town



Administrator to manage all day-to-day operations. He has followed the recommendations of this report. In the Spring of 2010, Mark launched a new \$750,000 Capital Improvement Program that included new police vehicles, public safety equipment, maintenance equipment and Town Hall virtualization. On February 15, 2011, the Board of Selectmen voted unanimously to approve the highest level of compensation available under his contract.

Mark Andrews began his career in public service over 30 years ago in a Community Development Department focusing on municipal energy management during the 1979 OPEC oil embargo. In 1981, he launched a 13 year career on Beacon Hill at the Massachusetts House of Representatives. During this career, he worked for a State Representative, State Secretary of Communities and Development, and two Speakers of the Massachusetts House of Representatives. Subsequently, he became Senior Municipal Affairs Officer for the Executive Office of Communities and Development, and was then appointed Chief Financial Officer for the Massachusetts House of Representatives. His accomplishments include managing a \$35 million budget, and establishing a financial management information system.

In 1994, Mark became Director of Economic Development and Planning for the City of Haverhill, where he created a Master Economic Development Strategy which bolstered economic growth and expanded commercial and industrial growth of the city.

In 1999, Mark was appointed Vice President of Administration and Chief Financial Officer of the Northern Essex Community College. He served on the President's Leadership Council, the All College Council Finance Committee, the Master Space Committee, and the Master Energy Committee. He assisted in the completion of nine straight clean, financial audits. Also in 1999, he was elected to the Greater Haverhill Foundation Board of Directors, an organization which supports positive business growth in the region.

In the fall of 2007, Mark was nominated by Mayor Michael J. Sullivan, Mayor of the City of Lawrence to be the City's Budget and Finance Director. He was approved by unanimous vote of the Lawrence City Council (9 – 0) on September 18, 2007. He reported directly to the Mayor and oversees the \$242,123,577 budget and overall fiscal and financial operations of the City of Lawrence. The Offices of City Treasure/Collector, Comptroller, Assessors, Purchasing and Procurement, Auditing and Budget and Finance are under his jurisdiction. On January 22, 2008 the Mayor and Mark Andrews received final City Council approval for a Comprehensive Technical Corrections Plan that helped balance the FY 2008 budget. Within a week the Massachusetts Department of Revenue authorized the City of Lawrence's tax rate and balanced budget. On May 6, 2008 the Mayor filed his FY 2009 budget on time and it was passed by the Lawrence City Council, two weeks early on June 18, 2008. The FY 2009 budget was certified as balanced by the Massachusetts Department of Revenue and the tax rate for the City of Lawrence was set. He left this Office in the fall of 2009, at the end of Mayor Michael J. Sullivan's tenure in Office (term limited by City Charter).

Mark graduated from the University of Lowell, and received a Master in Public Administration from Suffolk University. Mark is an adjunct professor at Suffolk University. He has over 26 years of teaching experience at both the undergraduate and graduate levels of municipal management, urban economic development and planning, public management, managing public resources, nonprofit financial management, public policy and public financial administration.