



# Andrew 'Andy' Espinosa

For Selectman  
Medway, Massachusetts



## About Andrew Espinosa

After receiving a Business Administration degree in Finance, I worked as a Financial Analyst for a multi-billion dollar defense contractor. There I helped manage the financial cost for several multi-million dollar projects. My responsibilities were to establish budgets, track expenditures, monitor cash flow, as well as forecast cost overruns due to unforeseen events.

While in this role, the personal computer became a very important tool to the financial profession. With that I took the initiative of developing one of the first PC applications that programmatically took financial data from large computers, mainframes, into a PC. I was recognized for dramatically reducing the analytical time it took to manage large projects. This consequently led me to establishing my own start-up business in the area of software development. As an entrepreneur, I used my financial and software development skills to successfully venture an internet business.

I first moved to Medway in 1993 where I currently reside with my wife, Charla, and three daughters, Laura, Erin, and Jenna.

## Vision

My vision is a Medway that offers a lifestyle of a secure community where residents can count on its police, emergency medical personnel, and firefighters to respond promptly in time of need. A lifestyle where the residents invest in the future of our youth by providing a school system that offers its children an excellent academic education and life learning experiences through daily town living; a lifestyle where our community of seniors enjoys their golden years, providing them the support services, exercise and education programs, as well as other social activities that will enrich their daily lives; a Medway that takes pride in its history and develops a cohesive community through volunteerism from its religious and social communities; a Medway culturally rich in its arts, sports, and social activities.

## Plan For The Future

The goal to achieving this vision will not happen overnight. A good amount of progress has been accomplished by our current group of elected officials, administrators, town employees, and volunteers. But as indicated by the 2005 DOR Report and as the upcoming Government Study Commission's recommendations will indicate, a tremendous amount of work remains to be done.

I have developed a plan or framework that will help restore our town's fiscal health and restore the confidence of the residents towards its Board of Selectmen. There are five parts of the plan:

### First, we should restructure the town organization.

- Create an environment of accountability.
- Improve inter-governmental communication.
- Create synergies through consolidating responsibilities.

### Second, we should work to seek out more sources of revenue.

- Actively pursue all available state, federal, and private grants.
- Nurture tax growth through a revamping of the town's Planning Board which should have more control to pursue residential and industrial development.
- Make capital investments that will yield greater long-term returns, efficiencies, and tax revenue growth.

### Third, we should consider Alternative Service Delivery Options.

This means shifting services by regionalizing, outsourcing, or through intergovernmental cooperatives. Areas we can apply this would be tax assessing, snow removal, trash disposal, school busing etc...

### Fourth, we should change the way we allocate our revenue.

- Use a greater percentage of our predictable income, like property and excise taxes, to fund general expenditures.
- And use a greater percentage of our difficult to predict income, like Chapter 70 funds, to replenish our stabilization funds and meet our capital expenditure needs.

### Finally, we should implement key measurements to monitor our towns overall fiscal health.

- Monitor trends in key financial indices such as revenue, expenditures, operating position, and debt structure.
- Monitor the impact that proposed changes have on our town's financials.
- Proactively take action by anticipating potential problems.