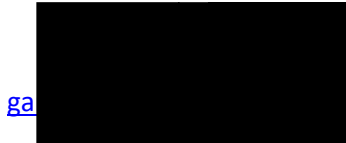


Town Administrator search

# Resume & Cover Letter

Town of Grafton, MA

Joshua A. Garcia  
Connect | Build | Grow



November 4, 2020

Bernard Lynch, Principal  
Community Paradigm Associates  
Grafton Town Administrator Search

Dear Mr. Lynch,

Please accept this cover letter and resume for the position of Town Administrator currently available at the Town of Grafton, Massachusetts. It is my intent to seek longer-term career opportunity within town government in the Commonwealth of Massachusetts that is in need of someone with exceptional planning, leadership, and management abilities with a background and keen focus in Public Administration. Upon review, you will recognize the combination of my education and experiences working with local governments on a local and regional capacity will be a competitive fit to address the unique challenges and opportunities in the town, collaboratively with the town's Select Board, personnel, and community stakeholders.

Sustaining a high level of public service is the center focus of my practice in the effort to secure the safety of local public resources, maintain good governance, and improving the quality-of-life of residents. The beginning of my career started after undergrad school at a local housing authority where I worked for five years. My role at the housing authority began in Resident Services and concluded as their Property Manager, managing 448 subsidized housing units. Right after grad school upon receiving a Master's Degree in Public Administration (MPA), I expanded my skill-set in the role of Municipal Services Project Manager in the Community Development Section of a metropolitan regional planning agency in the Pioneer Valley region of Western Massachusetts. My 5+ years of experience in this management position allowed me to work closely with local government leadership across the Pioneer Valley to improve the efficiency of direct municipal service functions and achieve economies-of-scale for taxpayers. This work included facilitating the Governor's Community Compact program within our region and working with municipalities to prioritize 'best practice' efforts to improve local government services. I have facilitated cross-departmental and cross-jurisdictional collaboration between stakeholders to accomplish shared priorities, draft feasibility studies and strategic action plans, and have created new programs to meet local and regional needs. Some of these include regional municipal accounting services, municipal IT services for 5 towns, shared Economic Development Director services for 6 towns, and shared police between two towns. Soon after, I transferred these skillsets to help the Town of Blandford as Town Administrator where I have been directly responsible for assuring effective management of town affairs and operations in accordance with all federal, state, and local laws and regulations. A notable accomplishment was the immediate need to get its financial house in order and we did this while cultivating an environment of collaboration at Town Hall which reflected positively throughout the community. We professionalized and reorganized financial departments and made system changes to provide greater efficiency and accountability. The changes implemented allowed for an improved budget setting process, timely closing of books of previous fiscal years and reporting, strong free cash certification balances, a much more efficient warrant processing and payroll system, and timely completion of annual audits. Together, we maximized on the town's available resources through grants and local appropriations, and made strategic investments in infrastructure, capital upgrades, and multiple investments in stabilization. We accomplished these objectives collaboratively with departments, Finance Committee, Select Board, and community. On my personal time, I have made multiple contributions to my hometown by serving on municipal boards and committees that were directly responsible for achieving growth and improving the quality-of-life in the community. My combined experiences in housing, community development, municipal planning, public education, town administration, and public safety coupled with my education has equipped me with the diverse and broad skills necessary to advance in the complex field of Public Administration and serve strongly in town government.

I am deeply committed to grow in this field and would be honored to make a significant contribution to the Town of Grafton together with local leadership. I look forward to discussing my qualifications in greater detail. References are available upon request. Also, I invite representatives to feel free to contact anyone within my network at any time should they want to learn more about my professional background and character.

Thank you for your consideration.

Sincerely,

Joshua A. Garcia

## Joshua A. Garcia

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### EDUCATION

- Westfield State University, Westfield, MA. Master's Degree in Public Administration (MPA), concentration in Public Management, May 2012
- Westfield State University, Westfield, MA. Bachelor's Degree in Psychology and Minor in Regional Planning, May 2008

### EXPIERENCE

*Town of Blandford*

*April 2, 2018 to Present*

#### **Town Administrator**

- Keep the Select Board informed of all important matters involving the town and make reports and recommendations to the Select Board as it so directs or as deemed advisable.
- Attend meetings of the Select Board, preparing and providing supporting documents and information pertinent to agenda items to ensure consistent and smooth operation.
- Assist the town achieve permanent solutions to handle its municipal finance needs in the area of Accounting, Treasurer, Tax Collector, and Assessors.
- Assisted with strengthening the Finance Committee and its role in budget management process.
- Leveraged community compact best practice resources to establish town-wide financial policies and a financial forecasting budget tool.
- Draft town-wide Personnel Policies and Procedures Manual.
- Coordinate and execute new and/or existing grants and other municipal projects that support strategic goals and priorities. These grants include: Green Communities (\$249,189) for energy conservation measures at public buildings; Small Bridge Grant (\$500,000) for superstructure replacements of two small bridges; Efficiency & Regionalization Grant (\$43,400) to support one-time transitional costs of shared police department; Municipal IT Grant (\$15,360) for implementation of an online streamline permitting system; DLTA; Municipal Vulnerability Preparedness (MVP) Grant which included \$20,000 to become an MVP certified community, and \$102,000 MVP Action Grant to implement a community resilient town-wide Master Plan.
- Collaborate with department personnel and municipal committees as-needed to support department and town objectives.
- Serve as liaison between Select Board, departments, and the public to ensure greater facilitation of services and communication.
- Managed capital needs of building and equipment.
- Facilitate procurements of goods and services in accordance to M.G.L. Chapter 30B.
- Work with Planning Board and assisted with Zoning Bylaw Updates.
- Facilitated negotiations for PILOT agreements between the Town and three solar companies.
- Facilitated negotiations for a Host Community Agreement between the Town and a marijuana cultivating company.
- Prepare Town Meeting Warrants.

*Pioneer Valley Planning Commission (PVPC)*

*June 3, 2013 to June 2018*

#### **Municipal Services, Manager**

- Work closely with Town Administrators/Managers, Mayors, and Select Board members with priority setting and leveraging resources to achieve city/town goals.
- Developed and facilitate municipal support service programs for member municipalities, including serving as interim-Town Administrator at Town of Blandford, created a Regional Municipal Accounting program, and developing a Municipal IT Support services program.
- Collaborate with State officials to implement State priorities together with local leadership in the Hampden and Hampshire region.
- Project/Grant/Financial Management Coordination and Administration.
- Coordinate procurements according to M.G.L. Chapter 30B.
- Serve as an advocate for the regional community as needs and circumstances dictate.

- Assist communities with implementing innovative strategies that change the way local government meets local needs for the purpose of achieving efficiency when meeting mandates.
- Facilitate cross-jurisdictional sharing of Municipal Services, including conducting feasibility analysis and assist with developing Inter Municipal Agreements that determine the governance parameters of the shared service arrangement.
- Work with municipalities to leverage state resources to encourage and incentivize efforts for collaboration, partnerships, and shared service opportunities.

*Holyoke Housing Authority*

*July 2012 to May 2013*

**Property Manager – Federal**

- Managed 448 Public Housing Units, a combination of Elderly/Disabled and Family developments.
- Co-supervised all on-site personnel at properties assigned and personnel assigned on special projects.
- Maintained relationships with other departments within the agency, including Resident Services, Maintenance, Admissions and Modernization departments - worked toward achieving cross-departmental collaboration.
- Worked closely with residents, resident council, and the community as appropriate.
- Oversaw the timely turnaround of all vacancies.
- Educated residents on all pertinent policies.
- Ensured effective lease compliance.
- Monitored and acted upon delinquent payments in a timely fashion.
- Maintained operational consistency.

*Holyoke Housing Authority*

*September 15, 2008 to July 2012*

**ROSS - Service Coordinator**

- Coordinated housing assistance with supportive public and private resources in the community to enable assisted families to achieve economic self-sufficiency.
- Strategically collaborated with FSS Case Managers and Clerk Cashiers to increase participation in the FSS program.
- Maintained relationships with other departments in the agency to meet departmental objectives.
- Trained FSS Case Managers on how to do case management.
- Maintained open escrow accounts for FPH and HCV FSS participants.
- Provided Resident Service Director with detail monthly report on department progress and future objectives.
- Assisted with Property Management functions as-needed.

**MEMBERSHIP AND AFFILIATIONS**

*Holyoke Community College Foundation, Inc.*

*January 2018 - Present*

**Board of Directors**

*Public Health Institute of Western MA*

*January 2018 - Present*

**Board of Directors**

*Holyoke Fire Department, Holyoke, MA*

*December 2015 to December 2018*

**Vice-Chair, Fire Commissioner, appointed by the Mayor**

- Engage in regular Board of Commission meetings.
- Oversee the duties and responsibilities of the Fire Chief and operations of the Fire Department.
- Oversee policy setting and enforcement of policies, rules, and regulations.
- Appoint and/or promote, subject to the laws of Commonwealth's rules and regulations relating to Civil Service, members of the fire department and define their rank and duties.
- Suspend and/or remove members in accordance to what's allowable under Civil Services.
- Participate in grievance hearings.
- Advocate for Fire Department needs to achieve department purposes.

- Participate in collective bargaining.

*Small Town Administrator of Massachusetts (STAM)*

*2015 - Present*

**Member**

- Attend regular Association meetings.
- Network with other Town Administrators from across the Commonwealth to share best practices.
- Regularly attend the Massachusetts Municipal Association (MMA) Annual Meeting and Tradeshow.

*Holyoke Public Schools, Holyoke, MA.*

*January 2012 to December 2013*

**Elected Official - School Committee Representative – Ward 1**

- Chaired the Communication and Policy sub-committee.
- Met federal and state mandates for the Holyoke Public Schools.
- Provided important administrative oversight relative to the educational policies and programs the committee institutes.
- Appointed and oversaw the duties and responsibilities of the Superintendent.
- Developed and adopted an annual budget for the Holyoke Public Schools.

*Nueva Esperanza, Inc., Holyoke, MA.*

*January 2011 – Present*

**Board of Directors, local community development organization**

- Served as Chair for 4 years of the 6 years.
- Provided administrative oversight relative to the organizations policy and programs.
- Advocated on behalf of the disenfranchised neighborhoods, including resident and business interests, on issues directly effecting their housing and social needs.
- Assisted with establishing and maintaining affordable housing for low-income families and individuals.
- Worked in partnerships with all stakeholders to create and provide supportive services that assist with self-sufficiency efforts for low-income families and at-risk youth to gang violence.
- Grew capital reserves and maintained strong cash-flow at existing residential developments.
- Self-sustained and maintained all existing assets owned by the organization.

**TRAININGS AND CERTIFICATIONS**

- Leadership Pioneer Valley, 2016
- BusinessWest 40 Under Forty recipient 2015
- Town Manager/Administrator Boot Camp, October 2014
- Certified Specialist Public Housing Manager (CS-PHM) certification through Mass NAHRO, December 2012
- Attend yearly the Massachusetts Municipal Association Annual (MMA) Meeting & Tradeshow

**SKILLS**

- Keen understanding of local government and public administration.
- Solid knowledge of Massachusetts General Laws.
- Excellent capability to adopt a unifying vision and mission.
- Experience with coordinating procurements.
- Strong ability to soliciting and balancing the participation and input of stakeholders.
- Great comprehension of Spanish and basic conversational skills.
- Excellent knowledge and use of social media networks.
- Solid knowledge of community issues and community planning.
- Experience working in a team environment in support of departmental and organizational objectives
- Knowledge of municipal budgets and ability to comprehend local departmental needs to meet obligations.
- Knowledge in capital planning/budgeting.