

David R. Williams

247David.Williams@gmail.com

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63 Summer St. Framingham, MA 01701
508.963.1705

Mr. Bernie Lynch, Principal
Community Paradigm Associates
Apply@communityparadigm.com

Re: Dover Town Administrator

The Honorable Dover Select Board:

Please accept this cover letter and resume as an expression of my sincere interest in being considered for Dover's Town Administrator position. I am very excited about the possibility of assisting you in sustaining and building on Dover's solid foundation of good governance, healthy finances, and smart development; as well as helping you maintain Dover's positive reputation of community engagement and responsible protection of both its historical and natural resources.

I believe that I am a strong candidate for this position due to a background of extreme multi-tasking in various municipal roles. This includes more than a decade of professional management experience supervising and directing a broad portfolio of departments and services in various size local governments. Over the years, I have learned that successful delivery of municipal services is dependent on clear communications, teamwork, responsiveness, and integrity, as well as accepting that there is an obligation to do more, better, with less resources.

My most recent municipal management position was as Town Administrator at the Town of Sherborn for nine years – the longest serving administrator in Sherborn in modern memory. In accordance with the bylaws, I had many titles and duties as you can see in my resume. My resume includes details of my full municipal career, including positions, duties, and communities served. It does not include specifics about my current employment.

Currently, I am the Chief Financial Officer at Brockton Housing Authority, which is an Authority with sixteen properties and more than four thousand tenants. I am responsible for financial operations and funding of ongoing capital projects. I'm currently working on the financing and design of two new, mid-rise towers with 400 units, with an estimated price tag of \$160 million. Although I have been at the Authority only about nine months, every day I learn something new about cashflow, alternative funding, affordable housing, and procurement. Unfortunately, the substantial commute from my home in Framingham is not something I can continue to do longterm, which is why I am looking for a more local position.

Please contact me at anytime if you have any questions. Take care and thank you in advance for your consideration.

Sincerely,



David R. Williams

DAVID R. WILLIAMS

E: 247david.williams@gmail.com
Ph/Txt: (508) 963-1705

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SUMMARY

Proven municipal leader with expertise in the following areas:

- Financial and Personnel Leadership
- Buildings / Facilities Management
- Procurement, Contracts, Leases
- Capital Planning, Debt, Bonds
- Intergovernmental, Regional Cooperation
- Community Preservation and Land Use
- Transparency, Media Relations
- Grants, Alternative Funding

A creative and resilient local government executive with extensive managerial, financial, and decision-making experience. A proactive team-builder who leads by example and displays a great sense of humor as needed. Communicates efficiently and establishes credibility with employees and the public, so residents can feel informed, involved, and proud of their local government.

RELEVANT LOCAL GOVERNMENT EXPERIENCE

Town Administrator, Town of Sherborn, Massachusetts

2013 - 2022

Incorporated in 1674, Sherborn is a small, desirable, rural town of 16 square miles with more than half of it being classified as recreational open space and agriculture. It has a population of only 4,500, and is uniquely located in MetroWest Boston (Greater Boston metro population is roughly 8 million). Approximately 35,000 commuters pass through Sherborn's primary commercial area each business day, which creates a high demand on public safety personnel and roads maintenance. Residents are highly educated, affluent, professionals, who are among the wealthiest residents in the Commonwealth. Sherborn was governed by an open town meeting and a Board of Selectmen consisting of three members for more than 300 years before expanding to five members in 2015. I facilitated this transition with no increase in budget or staffing.

Duties and Responsibilities as Town Administrator:

- Chief Administrative Officer of a municipal government with a \$26 million budget (including town schools) and 100 employees.
- Served as Human Resources Director, Chief Procurement Officer, Technology Manager, Buildings and Facilities Director.
- Supervisory responsibility for the following functions: emergency services, public safety communications, public works, environmental issues, beach, and strategic planning.
- Operations budget development. Also developed capital budgets for buildings, vehicles, and roads, and presented projects for consideration at an annual town meeting. Capital budgets annual total ranged from \$300k to over \$1 million.
- Served as a primary spokesperson to the media and the public, as well as received and responded to public document requests from legal entities and special interest groups.

Achievements:

- Served as Town Administrator longer than anyone in Sherborn's modern history.
- Prior to my arrival in 2013, the community had a reputation of instability and residents

were paying the highest tax rate in the Commonwealth, which increased each year. Immediately addressed the Town's financial and organizational challenges, making positive changes that resulted in stability and a tax rate that has a downward trend since 2018.

- Facilitated the largest housing development the Town has ever supported (140+ units). Led multi-faceted affordable housing project involving a Legislative Special Act, complex utility infrastructure, multiple inter-municipal agreements, and memos of understanding with the two primary developers.
- Redeveloped public eyesore property containing dilapidated structure into affordable housing; maintained positive relations with developers of several affordable housing projects, formed affordable housing committee and trust.
- Negotiated shared water system between senior housing development and private condo association, utilizing \$180,000 federal ARPA funds to complete project construction.
- Obtained \$100,000 legislative earmark three years in a row to hire a Sustainability Coordinator and fund the creation of the dedicated department under the Town Administrator. The Coordinator provided internal and external consulting, as well as developed and managed its own website.
- Routinely identified, applied, and obtained grants, legislative earmarks, and other funding for projects exceeding \$1 million. Projects included technology upgrades at Town Hall; power surge protectors installed on all buildings; public safety traffic calming equipment; technical assistance for housing production plan, capital planning, and road projects prioritization; public safety equipment purchases such as Jaws of Life and air-packs; implemented full network connectivity between all town buildings; other safety and structural improvements.
- Coordinated funding of a 'community playground build', working with a local non-profit. Renovation was about \$250,000 using privately raised funds and in-kind labor.
- Transformed email system and accounting package to cloud-based, thereby enhancing remote capabilities long before the pandemic hit. Town Hall staff was immediately responsive with no loss in business when switching to home offices.
- Implemented an online document request system so the Public could have easier access to Town documents, thereby improving transparency and the Town's customer service reputation.
- Statewide award for best small-town website after implementing a major overhaul of website design and capabilities.
- Revised personnel policies and created new position rating and classification and compensation system, which saved consultant cost estimated at about \$50,000.

Assistant Town Manager, Town of Framingham, Massachusetts

2010 - 2013

Framingham has a population of about 70,000 residents, and a large population requiring public housing and services. It is an urban city about 20 miles west of Boston with dense residential, but also areas of farmland. It had a five-member executive body and was known as Massachusetts' largest town. Framingham has an approximate budget of \$300 million, and more than 3,400 employees with about twelve non-educational union contracts (Police, Fire, Public Works, Recreation and Technical Staff). It is home to the world headquarters of Staples, Bose, TJX Corporation, as well as several large biotech companies, such as Genzyme.

Duties and Responsibilities as Assistant Town Manager:

- Served as Human Resources Director, Chief Procurement Officer, Buildings / Facilities Director, and Disability Coordinator.
- Supervisory and Oversight responsibility for the following functions: town hall operations, capital projects (vertical), parking lots/garages, media services, information technology services, government channel, human services, veteran services.

Achievements:

- Integral member of team that analyzed and defended privatizing school bus drivers. This resulted in seventy-five terminations and more than \$250,000 in first year savings.
- Launched competitive bid process for property insurance and coordinated transition, which saved \$400,000 in first year.
- Maintained and negotiated twelve union contracts, concurrently, and maintained positive relations throughout. Held down increases to the same percentage as annual non-union cost of living adjustment.
- Supervised multiple projects involving restoration and renovation of dilapidated historic buildings while exploring suitable economic development options. The Maynard Building rehabilitation was an ailing, vacant, historic building that was renovated within four months and then leased to a local university. Return on investment was less than five years.
- Reorganized maintenance personnel to deliver services more efficiently and privatized certain custodial tasks, which improved building appearance and reduced complaints.

Assistant Town Manager, Town of Weston, Massachusetts

2006 - 2010

Weston is an affluent, rural suburb about 12 miles west of Boston. It has a population of 11,000 and is home to professional athletes and many of the best doctors, attorneys, and finance people in the Boston area. Schools were among the best in the nation. There is a very small downtown area of less than fifty businesses. Weston is recognized across the Commonwealth as being highly desirable and a leader in local government management. It is managed by a three-member Select Board, a 'strong' Town Manager, and an annual town meeting. Weston's non-education budget was around \$40 million, and had about 150 non-school employees.

Duties and Responsibilities as Assistant Town Manager:

- Served as Director of Finance & Administration, and Chief Procurement Officer.
- Oversaw the following functions: town clerk, information technology services, assessing, collective bargaining, enterprise operations, debt, investments.

Achievements:

- Teamed with economic development group to attract a corporate relocation that added more than \$100 million to the town's total valuation.
- Provided analysis and advised on \$22.5 million land purchase and presented several redevelopment options.
- Enhanced main shopping area with LED lighting that saved energy costs, lowered carbon footprint, and enhanced streetscape. Moved the entire town streetlight system to full LED

using incentive grant funds. Negotiated cost to purchase street lights was \$1 (one dollar).

- Facilitated a switch in health insurance carrier that generated year-one savings of more than \$2 million.
- Consolidated dispersed technical services offices into an organization-wide Information Technology Department under a single Director.

Finance Director, City of Bath, Maine

2003 - 2006

The City of Bath is Maine's smallest city, and is located on midcoast Maine, approximately 30 miles north of Maine's largest city, Portland. Bath was managed by a nine-member city council and a 'strong' city manager. Bath had around the clock public safety personnel and operated its own paramedic-level rescue department with four ambulances so that it could also serve neighboring communities. Bath had a population of about 8,300. Streets are treelined with many large Victorian and Greek Revival homes dating back to 1835. The Bath non-education budget was about \$20 million, and there was about 110 employees. The largest employer was Bath Iron Works (BIW), a General Dynamics company, with about 6,500 employees. BIW was the largest employer in the state and built Destroyers for the U.S Navy.

Duties and Responsibilities as Finance Director:

- Tax Collector - Treasurer, Chief Procurement Officer.
- Supervisory and Oversight responsibility for the following functions: human resources, building services, city bus system, general assistance (welfare), economic development corporation, community development, midcoast center for higher education development.

Achievements:

- As Finance Director and Collector-Treasurer, I was responsible for maintaining positive relations with BIW, as well as issuing and collecting on its complicated property and personal property tax bill of around \$10 million, which was based on an assessed valuation of more than a half billion dollars.
- Researched, planned, and implemented an automated tax collection lockbox and payment system, saving enough time that I was able to reduce collection office staff by 20%.
- Initiated a plan to make the City Bus fully self-supporting by selling advertising located on the inside and outside of the busses, and replaced the small fleet through state grants.

Town Administrator, Town of West Bath, Maine

2000 - 2003

I started my career in municipal management at the small, waterfront town of West Bath, Maine, as it's first Town Administrator in January 2000. West Bath was governed by a three-member Board of Selectmen and an annual town meeting. It had commercial aquaculture operations, and miles of Atlantic Ocean shoreline. The year-round population was about 2,200 people, with about an additional 800 seasonal residents each summer. Overall budget was small, and there were less than 22 employees, but a variety of motivated committees and boards formed for special purposes kept me very busy.

Duties and Responsibilities as Town Administrator:

- Chief Procurement Officer, General Assistance (Welfare) Director, Disability Coordinator.
- Supervisory and Oversight responsibility for the following functions: town clerk, tax

collector-treasurer, town buildings, building inspector, roads commissioner, public works, fire, ambulance, shellfish warden, harbormaster, and code enforcement.

Achievements:

- Applied for and managed a state grant program to clean up overboard discharge septic systems along the coastline. I utilized more grant funds than any other community along Maine's more than 3,000 miles of tidal shoreline.
- Worked with local energy developer to establish a midcoast propane depot in proximity to the highway with no adverse impact to the coastline or residential areas. The depot began as West Bath's most controversial business proposal, and eventually became West Bath's most successful commercial business.

EDUCATION

James Madison University Graduate School Master's in Public Administration (MPA)

Internship: U.S. Social Security Administration - Healthcare Financing Administration's Longterm Planning Division (HCFA/Medicare); Graduate Teaching Assistantship in Political Science Department

University of Maine, Orono Campus Bachelor's in Public Management

Internship: U.S. Senator William S. Cohen's Office

New England School of Communications Certificate in Broadcasting

Award: Writing for Broadcast

Leadership Development Academy Master Certificate in Cybersecurity Leadership

Twelve-week course focused on cybersecurity leadership.

PROFESSIONAL AFFILIATIONS (Current)

- International City/County Management Association (ICMA)
- Florida City/County Management Association (FCCMA)
- Massachusetts Municipal Association (MMA)
- National Association of Housing Redevelopment Officials (NAHRO)
- Pi Alpha Alpha Honor Society

PERSONAL

Originally from Bangor, Maine. Interests include family time, exercise, golf, music, movies, photography, travel/sightseeing, and fishing.