

WILLIAM R. WELLS, MPA

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INNOVATIVE & RESULTS DRIVEN EXECUTIVE LEADER

LEADERSHIP | PLANNING & POLICY | DATA ANALYSIS | STRATEGY | EXECUTION

Accomplished strategic initiatives and management executive with extensive experience creating effective, innovative, and cost-effective solutions for nonprofit and government agencies by implementing focused strategies to guide organizational development through data-driven decisions, transformation, and crisis management. Recognized for achieving positive outcomes that empower people through successful collaboration and accountable, equitable leadership.

CORE COMPETENCIES

Strategic Planning | Organizational Development | Leadership Development | Change Management | Community & Government Relations | Communications Strategy | Program Design & Innovation | Assessment & Evaluation | Focus Group Moderation | Group Facilitation | Qualitative Analysis | Quantitative Analysis | Crisis Planning & Management | Planning, Budgeting & Fiscal Management | Multifamily Housing Specialist (Nan McKay & Associates) | Focus Group Moderator (RIVA Institute)

PROFESSIONAL EXPERIENCE

MDW Strategy, LLC | Baltimore, MD

Founder/Principal | March 2023 - Present

- Established public sector management and strategy consulting firm, bringing over 20 years of experience in public sector consulting to define and implement efficient and equitable solutions to challenges faced by organizations, leaders, and communities. Focusing on organizational change and development, business strategy, HUD TA for CPD-funded organizations and housing authorities, and nonprofit operations and leadership development.

City of Baltimore, Mayor's Office of Homeless Services (MOHS) | Baltimore, MD

Deputy Director | June 2021 - 2023

- Appointed by the Mayor and City Administrator to lead management of city's homeless response lead agency. With annual funding of \$68.6M - \$12.8M from City of Baltimore, \$49.6M from the federal government, and \$6.1M from state and other grants - to fund over 50 service providers in emergency shelter, outreach, short-term and permanent supportive housing, annually impacting 2,000 persons through homeless prevention services; 7,000 street outreach contacts; 2,000 persons in temporary or emergency housing per night across 9 emergency shelters; and 5,000 individuals in permanent housing.
- Realigned agency to add Program, Housing, and Coordinated Access divisions to focus on core housing outcomes. Established Director of Programs to better coordinate client service and meet HUD and internal standards while satisfying clients and funders.
- Led restructuring and realignment initiative to refocus the 62-person agency (plus 40 temporary COVID-response staff), to revised structure, adding three supervisory positions, and reducing temporary staff to 10.
- Directly managed Program Compliance, Housing Opportunities for Persons with AIDS (HOPWA), and Fiscal departments (25 direct reports) during leadership transitions. Directly supervised Emergency Services, Homeless Outreach, Program Compliance, Contracting, Human Resources and Director of Programs (six direct reports).

- Restructured and staffed Program Compliance and Fiscal departments, during transitions in leadership while improving operations and accountability and making key leadership hires.
- Contributed to securing over \$90M in ARPA funding for homeless services in alignment with the agency's Strategic Investment Plan focused on securing permanent locations for emergency housing, improving outcomes to permanent housing, and decreasing length of time homeless.
- Demobilized COVID-19 response emergency shelters serving over 500 clients and successfully placing 227 persons in permanent housing or non-emergency shelter.
- Agency leader for Government Relations, Equity Coordinator, and Emergency Management.
- Primary representative to the Baltimore Continuum of Care (CoC) Lived Experience Advisory Committee (LEAC) and member of the CoC Governance Committee

Housing Authority of Baltimore City (HABC) | Baltimore, MD

Senior Vice President - Business Strategy | 2019 - 2021

Executive Project Director | 2018 - 2019

- Managed strategic planning and implementation for public housing authority with over 620 employees, serving over 23,000 families. Implemented organizational assessment, reorganization, compensation and classification review, and department reorganization.
- Principal for local and state government relations, preparing and delivering testimony to City Council and point of contact for the Mayor's Office and local and state legislators.
- Cultivated external partnerships to enhance HABC's visibility and mission effectiveness.
- Led cross-departmental strategic and management initiatives.
- Representative to City of Baltimore inter-agency workgroups for Equity and Violence Prevention and coordinated Emergency Preparedness and Response Planning and Continuity of Operations.

Key Accomplishments:

- Coordinated delivery of \$105M Tax Increment Financing (TIF) through Board of Finance, Planning Commission, City Council, and community meetings to bolster public infrastructure needs of \$1B, 240-acre, HUD Choice Neighborhood mixed-income housing redevelopment.
- Organized COVID response to residents delivering over 300K pounds of food and 4K meals/week to low-income residents to 20 public housing sites and 18 senior and non-elderly disabled high-rise buildings.
- Successfully led crisis response to large-scale, week-long water outage at Poe Homes.
- Coordinated recruitment and hiring for Executive and Senior Vice President positions.

Schaefer Center for Public Policy, University of Baltimore | Baltimore, MD

Focus Group Moderator | 2018 - 2019

Survey Research Manager | 2007 - 2008, 2014 - 2018

- Lead Researcher on 15+ applied research projects; Collaborator/Co-lead on 30+ additional projects with nonprofit organizations, local, state, and federal government agencies, and colleges and universities, securing \$4M+ in grant funding.
- Conducted quantitative and qualitative research, wrote grant and proposal bids and RFP responses for research and evaluation projects, while managing 65 direct reports.

Key Accomplishments:

- Led 8K surveys, health assessments, Quality of Life interviews, and focus groups.
- Lead Researcher piloting InterRAI assessment for Maryland Department of Health and local implementation of InterRAI through the Maryland Long Term Support Services (LTSS) system.
- Developed and tested data collection on Medicaid Home and Community Based Services (HCBS) and Quality of Life (QOL) Surveys for the Maryland Department of Health.

Survey Lab Manager | 2011 – 2014

- Secured grant-funded, applied research engagements with nonprofit, federal, state, and local government clients. Developed proposals, led survey design, production, and data evaluation.
- Programmed and implemented survey projects including data analysis, reporting, and presentation of results to diverse stakeholders. Direct supervisor for in-person and telephone survey operations.

Research Associate | 2008 – 2011

- Coordinated proposal development, data collection, analysis, reporting, and final product delivery via presentations to clients. Initiated projects for government and nonprofit clients including applied evaluation, management, and surveys.

Graduate Fellow | 2005 – 2007

- Supported applied research, planning, policy analysis, and program evaluation through data collection, analysis, and report writing. Presented research findings to clients and stakeholder groups. Led design, methodology, sampling, data collection, and analysis of telephone, internet, and in-person surveys. Advanced study of survey research statistics, sampling, and methodology.

TEACHING EXPERIENCE**Maryland Certified Public Manager © Program**, University of Baltimore**Instructor** | 2023

- Community and Citizen Engagement

University of Baltimore, College of Public Affairs**Adjunct Professor** | 2009 - 2019

- Undergraduate and graduate courses: Statistics, Research Methods, Public Policy, Policy Analysis, and American Government for Public and International Affairs and Health and Human Services.

COMMUNITY ENGAGEMENT

University of Baltimore College of Public Affairs - Dean's Advisory Council | Baltimore City Community College - Workforce Development Taskforce | University of Baltimore Committee on the Advancement of Research | University of Baltimore Excel Fellowship Mentoring Program | Bolton Swim and Tennis LTD - Board Member | Bolton Hill Community Association - Board Member | Baltimore Food Co-Op - Founding Board Member and Officer | American Society for Public Administration, Maryland Chapter - Treasurer | Bolton Hill Nursery School - President, Vice-President, Board Member | UMBC Crew Team - Coach

MEMBERSHIPS

Maryland Nonprofits Standards for Excellence Institute | American Society for Public Administration (ASPA) | Baltimore Chapter NAACP | Urban Affairs Association (UAA) | Pi Alpha Alpha National Honor Society | Sigma Tau Delta International Honor Society

EDUCATION**Master of Public Administration**

University of Baltimore – Baltimore, MD

Bachelor of Arts - English

University of Maryland, Baltimore County – Baltimore, MD