



City of Westbrook, Maine

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Dear Council Members,

I want to communicate directly with each you about the difficulties caused in recent weeks by my e-mail communication and lay out my plan for moving forward and maintaining your confidence.

During my years here as Police Chief and more recently Assistant City Administrator, I have been extremely proud of the tenor of our relationship and the things we have accomplished together. We have been a team dedicated to the City of Westbrook's continued growth and advancement and I am honored to have been part of that process.

I have worked hard, treated people with dignity and respect and tried at all times to be a professional representative for you and the people of this city. What has become apparent, through consultation with the Mayor and City Administrator and some recent critical self-reflection is my failure in that regard. I have let some stress and frustration affect my internal email communication in the workplace. This has resulted in some number of emails that are clearly inappropriate for a public servant.

I would like to formally apologize again to the City of Westbrook and the community members we serve who expect and deserve better. I have let you all down and I am sorry.

I will rededicate myself to being civil, professional and productive in every form of email and interpersonal communication. I intend to register for some intense professional development training through the NTI Institute, a nationally recognized training provider in Maryland. The training will include strategies for improved self-awareness, resolving interpersonal conflict, sensitivity training and effective communication skills. I will provide certification to the City after I have completed that training.

I look forward to improving this part of my skill set so I can be more effective at my job. I will restore people's confidence in me and earn back any lost trust. I will maintain my commitment to having a positive impact in this community. I care deeply about this City which is why I'm here. I hope this episode will not overshadow everything we have accomplished to this point.

With Respect,

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William D. Baker

Cc: Mayor Colleen Hilton
City Administrator Jerre Bryant