



MEMORANDUM

TO: All DCF Staff
FROM: Commissioner Dorantes
SUBJECT: Organizational assessment update & new appointments
DATE: April 30, 2019

From our regional offices, to our facilities, and our central office functions, I have been impressed by the **passion for practice and people** that I have seen when meeting and speaking with DCF staff across the agency in my first three months as your Commissioner.

I want to give you an update on some exciting new appointments to build out our leadership team, and to let you know what we are working on now as part of the organizational assessment.

New appointments

DEPUTY COMMISSIONER OF OPERATIONS – MICHAEL C. WILLIAMS

With over 25 years of progressive leadership in child welfare and behavioral health services, Michael C. Williams returns to DCF bringing a unique mixture of internal and external knowledge and experience. He is a graduate of Northeast Louisiana University of Monroe, University of Connecticut School of Social Work, Trinity College of Vermont, and the University of Connecticut's School of Business' Executive Program in Managed Care. He was CEO of Hartford Behavioral Health for 10 years, before joining DCF in 2003 as a Regional Administrator, then becoming Deputy Commissioner of Operations. As Deputy Commissioner, Mr. Williams led the design and implementation of the Child Protection Practice Model (including introducing the Differential Response System), reform strategy for the state's Juvenile Justice services, and a comprehensive statewide racial justice strategy, among many other initiatives. To complement these efforts, Mr. Williams is a very engaged member of his community. He is an appointed member to the State of Connecticut's Commission on Health Equity, serves as a board member of the Bloomfield Board of Education and Black Administrators of Child Welfare, is a current participant in the National Child Welfare Workforce Institute of the Leadership Academy of Deans and Directors, and a member of the Mayor's Cabinet for Young Children. Most recently, Mr. Williams stepped out of state service to become President and CEO of Our Kids, a provider in Miami-Dade/Monroe, Florida.

INTERIM CHIEF FISCAL OFFICER – CINDY BUTTERFIELD

Cindy Butterfield brings deep operational experience stepping in to the role of interim Chief Fiscal Officer – she has over 25 years working across a range of state institutions, including as a Business Manager supporting juvenile justice, as well as the roles of Assistant CFO and CFO at the Department of Children & Families. Ms. Butterfield has overseen the full gamut of administrative functions, including Fiscal, Contracts, Revenue Enhancement, Engineering, and Information Systems. At DCF, she is known most recently for spearheading the Department's CT KIND and technology mobility initiatives among many other important projects, working hard to integrate and align administrative systems to enable frontline staff to better serve families and children. Ms. Butterfield is a graduate of Central Connecticut State University with a degree in Management and a Master of Business Administration.

INTERIM DIRECTOR OF THE ACADEMY FOR WORKFORCE DEVELOPMENT – TRACY DAVIS

Tracy Davis has over 25 years of child protective service experience serving in various roles including social worker, supervisor and program supervisor. For the past 15 years, she has successfully implemented and sustained nationally recognized and innovative workforce development initiatives as the Assistant Director of the Academy. In particular, the pre-service program offered by the Academy has evolved tremendously under her leadership to include activities such as Simulation Training, Discussion Boards and other transfer of learning activities that have advanced practice. Ms. Davis played a key role in the development of the Early Childhood Practice Guide and has been instrumental in implementing agency mandated training and workforce development programs. She is also an Adjunct Professor at The University of Bridgeport and Southern Connecticut State University and is a Co-Chair of the Workforce Development Sub Committee of the Statewide Racial Justice Workgroup. Ms. Davis is an active member of the New England Child Welfare Association of Training Directors, has served as a field supervisor for several social work programs and has been both a formal and informal mentor to many.

Organizational assessment update

We are now a month into Phase II of our organizational assessment, and we are focused on:

Listening tour – myself and my Executive team have already begun drop-ins to offices, facilities and partners across the state, to experience the great work you are doing firsthand. Once the full Executive team is on board, we will embark on a more formal tour of all DCF offices, to share our emerging vision, strategic goals and structure, and hear your feedback to help shape where the agency focuses next.

'Domain mapping' of current divisions – divisions across the agency have now begun the process of 'domain mapping' – i.e. speaking with a cross-section of staff both from within the team and those they interact with to assess the current state of their divisions, and to feedback ideas and recommendations directly to myself & the Executive team, so we can make informed decisions to help clarify objectives, remove duplication or confusion, and better enable you in your roles. Your input in this process is highly valued and will help to inform my and my team's decisions.

Building out the strategic plan – now that we have emerging strategic goals, myself & my team are working on a more detailed roadmap towards achieving these goals. This will involve mapping out all current initiatives and quality improvement activities being pursued across the agency, deciding what to prioritize, and what gaps still need to be filled so that we are all rowing in the same direction. More to come on this front!

Thank you to each and every one of you for your dedicated service to this Department. I look forward to continuing the conversation with you about how we can better serve children and families across Connecticut as we continue to build our strategy and organizational structure over the coming months.

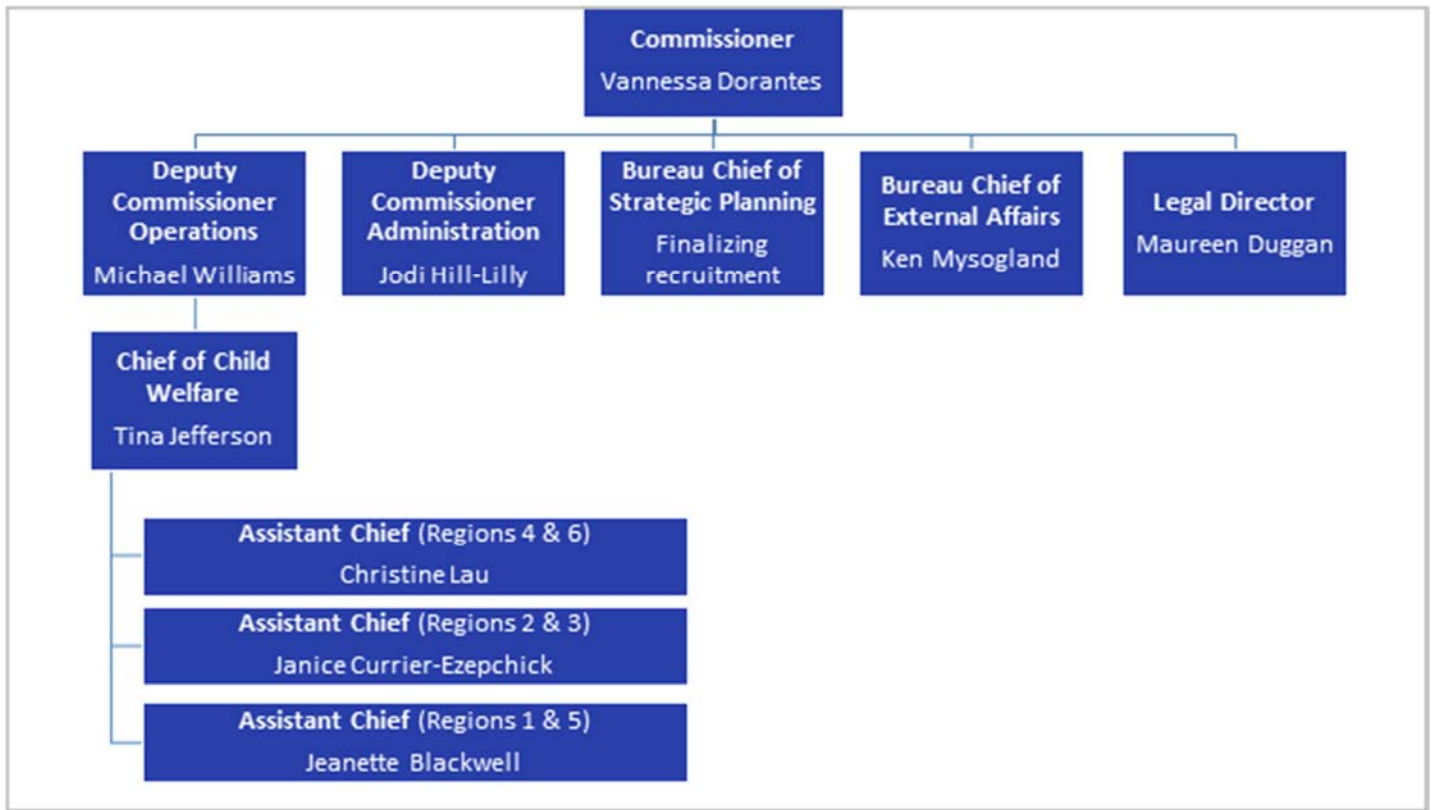


Figure 1: New executive team structure

Position	Core objectives
Deputy Commissioner: Operations	Deliver on the agency's core mandate and strategic goals around child safety, permanency & wellbeing
Deputy Commissioner: Administration	Deliver the critical infrastructure that enables DCF's staff to successfully serve children & families
Bureau Chief of Strategic Planning	Shape the agency's direction & strategic goals, by learning from past performance and designing & implementing data-driven organizational change
Bureau Chief of External Affairs	Build the agency's external reputation and partnerships; deliver on the agency's legislative agenda to support its strategic goals
Legal Director	Deliver on agency's legal agenda & partnerships; oversee legal obligations and mitigate risk for the agency

Figure 2: New executive team roles & responsibilities

