



DEVAL L. PATRICK  
Governor

TIMOTHY P. MURRAY  
Lieutenant Governor

JUDYANN BIGBY, M.D.  
Secretary

ANGELO MCCLAIN  
Commissioner

The Commonwealth of Massachusetts  
Executive Office of Health and Human Services  
**Department of Children and Families**

24 Farnsworth Street, Boston Massachusetts 02210  
Tel (617) 748-2000 ♦ Fax (617) 261-7435

To: Friends and Colleagues of the Department of Children and Families

From: Angelo McClain, Commissioner

Date: August 12, 2010

Re: DCF Budget and Field Management Structure

---

In what continues to be an incredibly difficult economic time, the Department is facing a \$4.8 million budget reduction in our Clinical Support Services and Operations account (formerly the administrative account) as part of an overall \$33 million reduction from our post-9c FY2010 appropriation. As you know, this account supports administrative staff, clinical management, attorneys, program managers, provider payment, management oversight functions, staff travel reimbursement, lease space costs, and supplies as well as other support costs. Given the extent of this deficit, we must reduce spending in this account in both personnel and non-personnel expenditures.

In order to achieve a reduction of this magnitude, we need to reduce staffing levels at the central, regional and area offices; and we must also reform our current field management organizational structure. After reviewing a number of alternatives for restructuring, with a goal of least disruption to families and clinical staff, we've designed a model that maintains local clinical integrity, achieves cost efficiency, positions the agency for FY2012, and is sustainable into the foreseeable future.

The primary features of the new field management structure include:

- Restructuring regional boundaries – reducing the number of regions from six to four.
- Maintaining 29 local area offices – cities and towns within our Area Office catchment areas remain the same.
- Creating 15 Area Management Teams to oversee the 29 area offices – most area management teams will be responsible for two Area Offices. Each Area Office will have an onsite clinical lead, known as an Area Clinical Manager, who will be responsible for the daily clinical oversight of the office.

After meeting with our six Regional Directors to identify individuals who were interested in accepting the responsibility of leading our newly defined regions, we have announced the Regional Director for each of the 4 regions, the alignment of the area offices within each region, and the 15 management team designations. This week, these Regional Directors will initiate a process to identify the Directors of the 15 Management Teams. We anticipate announcing the names of these Directors during the week of August 22nd, and the remaining field and legal management positions quickly thereafter. *Please see the attached document for a summary of our new field management structure.*

As you might imagine, the announcement of our need to transition to a new field management structure has been very difficult news for our staff. They know that this decision was not made lightly and that restructuring is necessary to ensure that we improve efficiencies as we responsibly address the state's fiscal challenges. Despite the anxiety associated with this transition, our staff remains focused on our core mission of protecting and strengthening the children and families we serve.

Please know that I am committed to keeping you informed as decisions are made, and appreciate your patience and understanding as we communicate the details to our staff first. I value the insight and perspectives of our staff, stakeholders, family members, and community partners as we move forward with this reform. If you have any comments or suggestions, please let us know via e-mail to [dcfcommissioner@state.ma.us](mailto:dcfcommissioner@state.ma.us).

Take Care,

Angelo

# Department of Children & Families' Field Management Structure

---

*This reform will be effective on October 4, 2010.*

## **Western Region**                      Paul Fitzsimons, Regional Director

### Franklin/Hampshire Areas Management Team

- Greenfield Area Office
- Holyoke Area Office

### Pioneer Valley Areas Management Team

- Springfield Area Office
- Van Wart Area Office

### Worcester Areas Management Team

- Worcester East Area Office
- Worcester West Area Office

### Central Suburban Areas Management Team

- South Central Area Office
- North Central Area Office

### Berkshire Area Management Team

- Pittsfield Area Office

## **Northern Region**                      Ray Pillidge, Regional Director

### Middlesex Areas Management Team

- Lowell Area Office
- Framingham Area Office

### Merrimack Valley Areas Management Team

- Haverhill Area Office
- Lawrence Area Office

### Metro North Areas Management Team

- Cambridge Area Office
- Malden Area Office

### North Shore Areas Management Team

- Cape Ann/Salem Area Office
- Lynn Area Office

**Department of Children & Families' Management Structure (cont., p. 2/2)**

**Southeastern Region**

Terry Flynn, Regional Director

Norfolk/South Middlesex Areas Management Team

- Arlington Area Office
- Coastal Area Office

Southeast Bay Areas Management Team

- Cape and Islands Area Office
- Plymouth Area Office

South Bristol Areas Management Team

- Fall River Area Office
- New Bedford Area Office

Three Rivers Areas Management Team

- Brockton Area Office
- Taunton Area Office

**Boston Region**

Valerie Lovelace-Graham, Regional Director

Boston West Areas Management Team

- Dimock Street Area Office
- Hyde Park Area Office

Boston East Areas Management Team

- Harbor Area Office
- Park Street Area Office