



Tom Barrett  
Mayor, City of Milwaukee

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MILWAUKEE COUNTY BOARD OF SUPERVISORS  
Milwaukee County Courthouse  
901 North 9<sup>th</sup> Street, Rm. 201  
Milwaukee, WI 53233

August 4, 2016

Honorable Members of the Milwaukee County Board:

I'm writing today to express to you my support for Mr. Hector Colon and his reappointment as Director of the Department of Health and Human Services.

In 2013, Hector, with the Behavioral Health Division (BHD), worked with my administration and the Milwaukee Police Department to initiate the expansion of the Crisis Assessment Response Team (CART). CART's primary focus is to decrease emergency detentions by stabilizing individuals with support and service alternatives. In 2015, CART had 380 contacts with individuals in need of emergency attention. Only 58 (15%) had to have emergency detention. CART now has two teams and a third is being added this year.

Under Hector's leadership, BHD and the Milwaukee Police Department launched a Mobile Crisis Intervention Team that responds to families and children who have been exposed to violent trauma. Currently operating in Police District Seven, the team of clinicians and police work collaboratively to address the needs of those children and family members who have witnessed or have been victimized by violence.

I have shared with Hector my concerns about repeat juvenile offenders, especially those juveniles who have multiple arrests for car theft and violent offenses. He understands the issues I've raised and is continuing to collaborate on solutions to this very serious problem.

At a time when City and County partnerships are essential for the betterment of our community, I ask that you confirm Mr. Colon to another term.

Sincerely,

A handwritten signature in cursive script that reads "Tom Barrett".

Tom Barrett  
Mayor  
City of Milwaukee



FOLEY & LARDNER LLP

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CLIENT/MATTER NUMBER  
999100-0100

July 11, 2016

Milwaukee County Board Supervisors

Re: Héctor Colón

Dear Milwaukee County Board Supervisors,

I am writing in support of the confirmation of Héctor Colón. Héctor worked in various leadership positions in my administration from 2005 to 2011. He was a strong, results oriented leader, with an ability to work with others.

Héctor led and participating in several major initiatives that positively affected the State of Wisconsin. Among others, these efforts included:

- The implementation of a newly created medical board bureau. He designed the organizational framework and hired the leadership of a new bureau that resulted in the more efficient and effective provision of credentialing and enforcement.
- The launch and implementation of a statewide sector strategy approach that brought together employers, workers, educational institutions, government and workforce development agencies to address the specific workforce needs. This effort led to a much better deployment of state resources to local communities.
- A leadership role in implementing my GROW Wisconsin workforce development agenda.
- The setting of record lending numbers while he was the director of economic development at WHEDA, much of it directed to Milwaukee County.

I know that Héctor has worked as hard for Milwaukee County as he did for the State of Wisconsin. He has accomplished a great deal as the Director of the Department of Health and Human Services. Like so many others, I have been impressed by the accomplishments of the Department under Héctor's leadership in the areas of mental health, juvenile justice and disabilities services.

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FOLEY & LARDNER LLP

Milwaukee County Board Supervisors

July 11, 2016

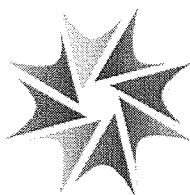
Page 2

In my experience Héctor has been a true public servant. I know how dedicated he is to the people of Milwaukee County and how much he wants to continue the work he and his team have started.

Sincerely,

A handwritten signature in black ink that reads "James E. Doyle". The signature is written in a cursive style with a prominent flourish at the end.

James E. Doyle  
Former Governor of Wisconsin



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August 24, 2016

Milwaukee County Board of Supervisors  
Milwaukee County Courthouse  
901 North 9th Street, RM 201  
Milwaukee, WI 53233

Dear Board of Supervisors,

I am writing you this evening to express support for your renewed appointment of Mr. Héctor Colón to Director of the Department of Health and Human Services.

Over this past year, I have come to know and work with Héctor through his interest and affiliation with the Wisconsin Center for Performance Excellence. I have spent the past 20 years helping Wisconsin organizations reach their performance potential and met many distinguished leaders along the way. Héctor struck me early on as someone special; he demonstrated a refined intellectual curiosity about organizational performance improvement, and engaged me in a number of thoughtful conversations about his vision for DHHS. We have worked on strategies and practical approaches to deal with constraints and obstacles DHHS faces, yet spent most of our time deploying ways of capitalizing on the Departments strengths and core competencies. I feel Héctor is profoundly well suited to lead not just the Department, but to emerge as a national figure for accomplishments in high performance human service and community health strategies.

There are specific characteristics I look for and coach to when I work with leaders, and Héctor demonstrates these through both experience and personal drive: agility, ability to influence others in a constructive way, mission focus, strategic thinking, pragmatic determination (this is his basis of innovation), and personal engagement.

Héctor has a vision for Milwaukee County becoming a safer, healthier, better place to live, work and play. His business acumen will help balance value for all stakeholders and directly impact the quality of life for all citizens of Milwaukee County.

I am gratified to know you are considering renewing Héctor's appointment. Our State needs more role models of performance excellence, and you certainly have one in Héctor Colón.

Brett Remington  
Executive Director

# APHSA

American Public Human Services Association



June 3, 2016

Chairman Lipscomb  
Milwaukee County Board of Supervisors  
901 North 9th Street, RM 201  
Milwaukee, WI 53233


Dear Chairman Lipscomb,

It is an honor to support the nomination of Héctor Colón, Director of Health and Human Services for Milwaukee County, to an additional four-year term. The citizens of Milwaukee County are fortunate to have such a dedicated and humble leader in this critical role.

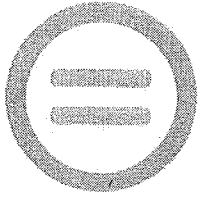
At the American Public Human Services Association (APHSA), we have had the privilege of Hector's insights as a member of our National Council of Local Human Service Administrators. Together with his peers, who hold similar positions around the country, Héctor is helping shape and inform the national dialogue about how to transform the human service delivery systems and strengthen our families and communities. With his heightened attention on integrating housing needs into case management, his path-breaking efforts in Milwaukee helps to eliminate chronic homelessness. He develops more efficient and effective community-based coordinated systems of preventative behavioral health care, assisting us to learn about ways that government can work within its public and private partnerships to leverage resources and build on community strengths. Héctor embodies the characteristics of an adaptive leader. Adept at both sensing and responding to the context of the environment, he is a steady influencer who works to problem solve and infuse evidence-based approaches in agency practice. His steadfast, mission-driven enthusiasm for amplifying the role, voice, and choice of the consumer demonstrates that he truly listens and cares.

It is humble leaders like Héctor who, through their strong resolve, remind us that by remaining focused on the outcomes we desire for all children and families, we can make a difference. We whole-heartedly support his re-nomination.

Sincerely,



Tracy Wareing Evans



**Milwaukee  
Urban League**

435 West North Avenue  
Milwaukee, WI 53212-3146  
414-374-5850 414-562-8620 fax  
www.tmul.org

June 16, 2016

Supervisor Theodore Lipscomb, Sr.  
Milwaukee County Board Chairman  
Milwaukee County Courthouse  
901 North 9<sup>th</sup> Street  
Milwaukee, WI. 53233

Dear Board Chair Lipscomb, Sr.:

This letter is written to urge you and the other honorable members of The Milwaukee County Board to confirm Hector Colon as Director of The Department of Health and Human Services for another term.

I have known Mr. Colon for a number of years and have been very pleased to watch him become a highly competent, compassionate administrator. During his tenure as DHHS Director, he has a distinguished record of accomplishments which include:

- Helping to reduce homelessness
- Helping to transform the Mental Health System so it is not so reliant upon institutional care
- Helping to redesign our Juvenile Justice System
- Promoting more help and support to families in need of disability services and
- Serving more people eligible for energy assistance--just to name a few.

Mr. Colon not only adds diversity to The County Executive's cabinet, he is a consummate professional who really understands the needs of our most challenged and vulnerable residents in Milwaukee County.

Mr. Colon has been and if confirmed, will continue to be an asset to Milwaukee County Government.

Thank you for the opportunity to comment on this important matter.

Sincerely,

Ralph Hollmon  
President and CEO

August 12, 2016

Chairman Theodore Lipscomb Sr.  
Milwaukee County Board of Supervisors  
901 N. 9<sup>th</sup> Street, Room 201  
Milwaukee, WI 53233

Dear Chairman Lipscomb,

I am reaching out regarding the reappointment of Hector Colon as Director of Milwaukee County Health and Human Services. I wanted to share our support for Director Colon's reappointment and respectfully ask you to consider this in your deliberations.

In our work at Disability Rights Wisconsin, we work closely with many policy makers and elected officials to share priorities and concerns regarding disability related services. The areas that Milwaukee County Health and Human Services oversees include many services that are important to children and adults with disabilities. Over the years, I have worked with several Milwaukee County Health and Human Directors, including Hector Colon. As is the case with other DHHS Directors, we do not always agree; however, I have appreciated that Hector has been very accessible and open to dialogue with the community. I know that I can contact him with a concern or suggestion and he will listen, and consider the input provided.

Under Hector's leadership, DHHS has moved forward a number of positive initiatives for people with disabilities. One of the most successful is the work of the Housing Division which has been very effective reaching out to people with mental illness and other disabilities who are in great need, including the initiative to end chronic homelessness. The Housing Division has also excelled at developing new innovative partnerships and securing more funding, and is a model for other urban areas.

Hector has also prioritized reform of the mental health system, including closure of the long term care units at the Mental Health Complex. DRW staff were part of the closing team, and have also served on the closing team for many other institutions. This closure is noteworthy for putting the residents first and supporting a planful individualized transition for all of the approximately 150 residents, and making the needed investments to develop individualized community placements for the 23 residents Milwaukee County was responsible for placing. Our staff have visited many of the residents and seen how they are thriving in the community. As I spoke with County staff involved with the closure, they have expressed appreciation that they had the time and funds needed to develop and provide the right supports for each resident. This included development of a new innovative program, the Community Consultation Team, which provides training, consultation, and mobile crisis for people with developmental disabilities, their families, and providers. This program is a best practice which we hope other counties will replicate.

We are encouraged by the progress Milwaukee County has made with services for people with disabilities under Director Colon's leadership, and hope you will support his reappointment. Thank you for your consideration of our input, and for your service to our community.

Sincerely,



Barbara Beckert  
Director, Milwaukee Office

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Suite 700  
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608 267-0368 FAX

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**RICE LAKE**

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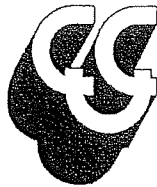
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June 1, 2016

Milwaukee County Supervisor  
Peggy Romo West  
901 North 9th Street, RM 201  
Milwaukee, WI 53233

Dear Supervisor West:

I am writing this letter in support of the appointment of **Mr. Hector Colon** as the **Milwaukee County Director on Health and Human Services**. I have known Hector for more than 20 years in a professional and personal capacity. In fact, we have both worked closely with Hector through the years. I have always known him to be a very hard working individual who perseveres to get the work done. He has dedicated his career to public service and is committed, passionate, and constantly striving to provide better programs for the community. He is thoughtful about his work and leadership ensuring that all sides of an issue or challenge are explored. When a solution is presented and decided upon, Hector pushes forward to ensure that the work is done well and will ultimately help the end customer.

As an agency also serving the same populations as the Milwaukee County Department of Health and Human Services, we know the challenges and appreciate Hector's approach and attitude to ensure the hard work gets completed. Many of the vulnerable community members that rely on the services of the Milwaukee County Department of Health and Human Services are better with Hector at the lead.

Please consider his past work record, and what he has accomplished for the residents of Milwaukee County. We are confident in his skills, talents and leadership for the future.

Thank you for your consideration and if you should have any other questions, please let me know.

Sincerely,

Ricardo Diaz





June 29, 2016

Mr. Theodore Lipscomb, Sr., Chairman  
Milwaukee County Board of Supervisors  
Milwaukee County Courthouse  
901 N. 9<sup>th</sup> Street RM 201  
Milwaukee, Wisconsin 53233

Dear Chairman Lipscomb:

I am writing to you in support of Mr. Hector Colon's reappointment to the position of Director of the Milwaukee County Department of Health and Human Services. I have worked with Mr. Colon the past five years as a member of the Milwaukee County Combined Community Services Board with nearly three of those years as Chair of the Board. However, I am not writing this letter on behalf of the Combined Community Services Board itself, but rather as a personal statement of support based on my experience with CCSB.

In recent years CCSB has been very involved in the needs and hopes of people with disabilities regarding housing, especially for persons with mental illness; community living supports for people with disabilities, especially those with long term care needs; transitional employment for youth coming out of secondary schools; developing community capacity for persons leaving institutional care; developing self-advocacy opportunities and the ability for persons with disabilities to meaningfully participate in directing not only their care but the oversight of that care; and reduction in the stigma experienced by persons with disabilities from some members of the community, from services systems at times, and, in some cases, even from their own families. CCSB has no illusions regarding how challenging each of these issues is to address for both county government and the Milwaukee community.

As you well know, the County Board and the County Departments serving this community have a great responsibility sorting through and addressing what are often competing and at the same time legitimate and compelling interests of Milwaukee's citizens. I have admired Mr. Colon's commitment to building a working partnership with CCSB and the community that has been characterized by

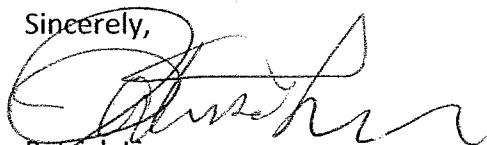
- facilitating access to departmental staff and service performance information
- welcoming input and inquiry from CCSB members
- developing policies and practices built on kindness and respect
- following up on requests in a timely and meaningful manner
- clarifying for CCSB members the complexities of issues facing County government and Milwaukee citizens

- discussing community capacity and community expectations forthrightly and at the same time hopefully with a forward looking vision on behalf of our community members who live with disabilities.

Mr. Colon's genuine concern for the community members CCSB is charged to serve and his "we can get it done together" approach makes me very hopeful for what more we can accomplish with and for persons with disabilities in this community. I have witnessed significant gains in all of the areas of CCSB's concerns for people with disabilities during Mr. Colon's tenure. I hope you will take this into account in your important deliberations as you are considering his reappointment.

Thank you and your colleagues on the County Board for all you do on behalf of persons with disabilities in our community.

Sincerely,

A handwritten signature in black ink, appearing to read "Patrick Linnane", written over a circular stamp or seal.

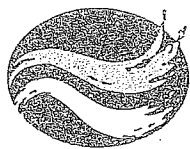
Patrick Linnane

1511 E. Beverly Road

Shorewood, WI 53211

414-331-9294

plinnane@sbcglobal.net



*The Wave of the Future*

**Winnebago County  
Department of Human Services**

June 16, 2016

Milwaukee County Board of Supervisors  
Milwaukee County Courthouse  
901 N. 9th Street  
Milwaukee, WI 53233

RE: Confirmation of Hector Colon  
Director of Health & Human Services

Dear Board Members:

I am sending this letter in support of the confirmation of Director Colon as Director of Health and Human Services. I am a department head and Director of Human Services in another large county in the State of Wisconsin and I have known Hector professionally for the past two years. I can vouch for his strong work ethic, impeccable professional integrity and passion to serve and improve the care of the less fortunate citizens of Milwaukee County.

Director Colon has accomplished more in the past few years to de-institutional public mental health care than all the previous directors combined. Community based mental health systems have operated for over two decades in most county systems. Director Colon, through leading both an internal change process and in partnerships with consumers, providers and advocates, has developed and facilitated the first strategic initiative to move Milwaukee County mental health services into alignment with the rest of the state. This is no small accomplishment and, frankly, I wasn't sure it could be done. But, he has succeeded.

In addition, Hector is a gifted leader. He has assembled an expert team of administrators that have improved many service elements and, at the same time, lowered costs. Director Colon displays the kind of professional character traits that makes him, in my opinion, one of the best county directors in this state. I believe it would be a grave mistake to not confirm his appointment. His leaving would be a great loss to your county and to the rest of us in this state.

Respectfully submitted,

Dr. L. William Topel  
Director of Human Services  
Winnebago County  
220 Washington Ave.  
Oshkosh, WI 54903



June 17, 2016

Milwaukee County Board of Supervisors  
Milwaukee County Courthouse  
901 N 9<sup>th</sup> St.  
Milwaukee WI. 53233

Dear County Supervisors,

My name is John Torres, I am a lifelong resident of Milwaukee County and the owner of radio stations WJTI 97.9 FM / 1460 AM. I am also the president of the Latino Press club of Wisconsin. I am writing this letter in support of Hector Colon.

My relationship with Hector dates back to the 1980' during my days as a television and newspaper reporter in Milwaukee. I have continued to follow Hector' career and have been impressed with his ability to work with the diverse segments of the Milwaukee Community. His communications skills and his broad knowledge concern the plight of Milwaukee' less fortunate make him uniquely qualified for his position.

Hector is a great representative of Milwaukee County and  
We are lucky to have him. Without question Hector is best qualified to continue in his current position. It would be a great mistake to make any change. Please feel free to contact me with any questions you might have.

Sincerely Yours

John Torres

President El Sol Broadcasting

*611 W National Ave Suite 107*

*Milwaukee WI 53204*

*Tel: 414-384-1460*

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# Spanish Journal

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June 20, 2016

Milwaukee County Board Chairman, Theodore Lipscomb, Sr.

901 North 9th Street, RM 201

Milwaukee, WI 53233

Re: Mr. Hector Colon

Dear Chairman Lipscomb:

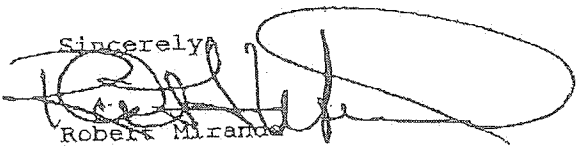
This letter is in support of Mr. Hector Colon to be reappointed as the Director of Milwaukee County Health and Human Services.

Milwaukee County is fortunate to have such an energetic and passionate individual who works tirelessly and with determination to ensure that the Department of Health and Human Services stands out as a model of efficiency.

Mr. Colon is not only a professional that the county can be proud of, he has shown himself to be a great ambassador for Milwaukee County by promoting the many benefits Milwaukee County has in the Department of Health and Human Services.

Milwaukee County Health and Human Services will continue to benefit from the work and leadership of Mr. Colon. Milwaukee County will also benefit from Mr. Colon's commitment to sure that our citizens can always depend on Milwaukee County Health and Human Services to provide top rate services administered by dedicated and highly trained public servants.

Sincerely,



Robert Miranda

Editor, Wisconsin Spanish Journal

Program Director, MundoMax Ch. 38



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*Milwaukee County*

**JOHN T. CHISHOLM • District Attorney**

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- Nicholas S. Cerwin
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- Kelly J. O'Neill
- Jeanette Corbett
- Katherine Ann Seelow
- Peter A. Hahn

September 14, 2016

Chairperson Moore Omokunde  
 Committee Members  
 Health and Human Needs Committee  
 Milwaukee County

Dear Chairperson Moore Omokunde and Committee Members:

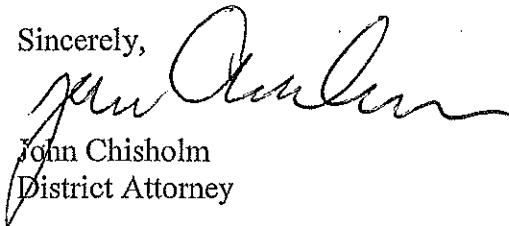
I respectfully write in lieu of direct appearance due to a scheduling conflict. I was prepared to speak personally about my strong support for Hector Colon's reappointment as Director of the Department of Health and Human Services for Milwaukee County.

I have the privilege of working closely with Hector on a number of vital issues that impact the health and public safety of the citizens of Milwaukee County, particularly in the critical areas of youth crime, homelessness, protection of our vulnerable citizens and efforts to reform the intersection of the criminal justice system and mental health.

Hector is a fully committed, honorable and respectfully engaged partner in all these vital efforts and he does his job with quiet dignity and persistence. He has helped us navigate the emergency situation created by the dysfunction at Lincoln Hills, helped us obtain a competitive grant from the MacArthur Foundation to reduce the reliance on the jail for the mentally ill and has worked closely with us on an effort to end chronic homelessness with significant signs of success. He is an active and important member of the Community Justice Council. The knowledge and consistency he brings to these efforts is crucial during this time of complexity and challenge.

I truly believe his leadership and experience is needed as we strive to improve our response to the public safety concerns of the community and I respectfully ask that you confirm his nomination.

Sincerely,



John Chisholm  
 District Attorney



**SHELTER AND  
TRANSITIONAL HOUSING**  
TASK FORCE

September 14, 2016

Milwaukee County Board of Supervisors  
Milwaukee County Courthouse  
901 North 9<sup>th</sup> Street, Room 201  
Milwaukee, WI 53233

Dear Board of Supervisors,

I am submitting this letter on behalf of the Shelter & Transitional Housing Task Force to express our support for Mr. Hector Colon as the Director of the Department of Health and Human Services.

The Shelter & Transitional Housing Task Force (STTF) membership includes organizations that serve individuals and families who are experiencing homelessness in Milwaukee County. We appreciate Director Colon's leadership in addressing the issues related to homelessness and for his support of new initiatives to house those we serve. Under his guidance, 400 new permanent supportive housing units have been developed to serve individuals who are homeless and have multiple barriers to maintaining housing. He has embraced the evidenced-based model of Housing First and through that initiative, Milwaukee County has seen a 70% reduction in chronic homelessness since July 2015. Additionally, the Housing Division under Director Colon's supervision continues to provide support for the entire homeless service continuum including Coordinated Entry, outreach, emergency shelter, domestic violence shelters, transitional shelter, harm reduction housing and permanent housing. We, the STTF members, truly appreciate the partnership with Director Colon in addressing the issues of homelessness in Milwaukee County. His commitment to Milwaukee's most vulnerable citizens is evident.

We respectfully ask for your approval of his reappointment to this position. Thank you for your consideration.

Sincerely,

Donna Rongholt-Migan

Vice Chair – Shelter & Transitional Housing Task Force  
Executive Director – Cathedral Center



September 13, 2016

Mr. Hector Colon, Director of Milwaukee  
County of Health and Human Needs Service  
1220 W Vliet Street  
Milwaukee, WI 53205

Dear Mr. Colon:

This letter is written on behalf of Families Moving Forward a collaboration, of human services agencies with a mission to improve the quality of life for African American citizens in Milwaukee County through Mental Health and Substance Abuse prevention services.

The collaboration extends full support for the re-appointment of your current position by County Executive Chris Able. During your tenure you have made above and beyond efforts to assist with funding, and consultation which allowed Families Moving Forward to accomplish goals to service the community.

Your office has always supported efforts for innovative ideas, such as community collaboration during the crisis with Milwaukee County youth who are placed in Lincoln Hills, and cutting edge approaches surrounding Mental Health modalities that are culturally specific for the population served.

Congratulations on the re-appointment to the Director of Health and Human Needs Services position. Please let it be known that Families Moving Forward is in full support of your re-appointment to the position of Director of Health and Human Need Services.

Respectfully Submitted

Mark Steven Fossie, MS, MBA, LMFT, CAPSW, CSAC, ICS  
Co-Chairman Families Moving Forward



# MMAC

Metropolitan Milwaukee  
Association of Commerce

September 14, 2016

Milwaukee County  
Board of Supervisors  
Milwaukee County Courthouse  
901 North 9th Street, RM 201  
Milwaukee, WI 53233

Dear Supervisor:

I am writing in support of the reappointment of Hector Colon as Director of Milwaukee County Department of Health and Human Services.

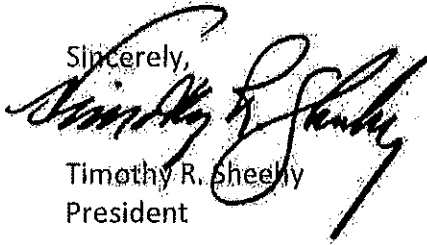
It is our understanding that the department under Mr. Colon's leadership has made some impressive improvements under the important mission of providing human services for those who need assistance living a healthy and independent life in the community. These improvements include:

- Reducing chronic homelessness by 70% over a year in partnership with the private sector housing, shelters, non-profits and the criminal justice system
- Reducing inpatient admissions by 57%, emergency detentions by 35%, and emergency room visits by 24% through reforms in the Behavioral Health Division
- Reducing the deficit in the Behavioral Health Division from -\$15M (2007-'10) to a surplus of \$17M (2011-'15)

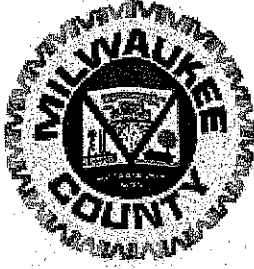
And accomplishing this while raising the quality of partnerships and services provided to those served by HHS.

Hector Colon is a proven leader, he brings strong character and compassion to his role as Director of HHS, and we strongly back his reappointment. Further, we are grateful to have public sector leaders like Hector Colon engaged in the management of Milwaukee County. We urge your support for his reappointment.

Sincerely,



Timothy R. Sheehy  
President



DEPARTMENT OF HEALTH & HUMAN SERVICES  
DELINQUENCY AND COURT SERVICES DIVISION

# Milwaukee County

Héctor Colón • Director DHHS  
Mark Mertens • Administrator DCSD

**Date:** September 14, 2016

**To:** Supervisors Supreme Moore Omokunde and Sequanna Taylor, Health and Human Needs Committee Co-Chairs

**From:** Mark Mertens, Administrator

**Subject:** Re-confirmation of Hector Colon

Co-chairs Taylor and Moore Omokunde and Honorable Members of the Health and Human Needs Committee, I'm here today to ask you to support the reappointment of Hector Colon as Director of the Health and Human Services Department.

Over the past 25 years, I have worked for three county Health and Human Services departments in our state. I have served in management and administrative roles for the past 17 years and have worked for some excellent and well respected Human Services Directors. Through many years as a committee chair for the Wisconsin County Human Services Association I have worked closely with most Human Services Directors in our state as well as state Secretaries and Administrators tasked with overseeing services for children and youth in Wisconsin. In my work with the MacArthur Foundation I have had the opportunity to get to know many of the most influential leaders in the field of juvenile justice in our nation. But, I have never met a more committed, effective, and inspirational leader than Hector Colon.

Hector's commitment to service is at the core of who he is as a person and as a leader. He has a deep compassion for the people most in need in our community. As a leader, Hector expects great things, then finds a way to accomplish them. He sets ambitious goals and then gets to work on finding a way to turn his vision into reality. He brings out the best in all of us in the Health and Human Services Department, always leading by example, always inspiring, always taking the high road, and always holding us accountable.

Most admirable for me among Hector's many qualities is the courage of his convictions. He is steadfast in his pursuit of doing the right thing. He has established a culture of integrity and excellence within our department and has worked hard to ensure that those values are carried out at every level in each division. As an Administrator, I can always

rely on Hector's guidance when necessary, and count on him to have my back when the right decision is also the difficult one.

As you are all aware, our department has accomplished some remarkable things already as a result of Hector's leadership. We are preparing for more great accomplishments. In DCSD we are developing a state of the art juvenile treatment program that will end the cycle of recidivism and incarceration for many youth. We are working to transform how juvenile corrections is provided in our state to bring youth closer to home to receive more effective and humane treatment and rehabilitation services. We are working closely with community partners to reduce racial disparities within the juvenile justice system. We are working to integrate services for maltreated youth in order to interrupt the trajectory toward involvement in the Juvenile Justice system. We are working to improve partnerships with law enforcement and community stakeholders so that our neighborhoods can be safer as we continue to find more effective ways to engage and treat youth and their families. There is a lot of heavy lifting to do, and we will need Hector's leadership and guidance to get it done.

So, I ask you to do the right thing and re-confirm the appointment of Hector Colon as Director of the Health and Human Services Department. Do it in the spirit of service leadership, according to Hector's example. Do it for the chronically homeless man who now has a roof over his head, a warm place to sleep, and the hope that he can keep them. Do it for the person who can now find enrichment and purpose in work and community in spite of cognitive or psychological challenges. Do it for the parents of the black or brown youth who watch and worry as their son or daughter is caught in the cycle of delinquency and incarceration that they fear they will never get out of. There is a lot of work to do. We need a leader with the vision and courage to do the right thing. Hector Colon is that leader. Thank you for your consideration.