Background:

AB 403 implements Continuum of Care Reform (CCR) for the child welfare system. Major tenets of the reform include: prioritizing home-based delivery of services; redefining the purpose of group care to short-term residential treatment; teaming service providers with children and families in a manner that ensures that families' voices are heard; and ensuring children's early access to specialized mental health services irrespective of their placement setting.

CCR anticipates that child welfare systems will decrease the number of children in care; decrease the number of children in congregate care; decrease the length of stay in care; increase placements among relatives and family friends; and increase timely reunification with biological parents, among other outcomes.

Reforming the child welfare system to achieve CCR goals requires each locality to assess, transform, and integrate multiple systems into a comprehensive, agile, responsive continuum that is designed to benefit children and families. Ventura County is well positioned to build upon existing strengths – including strong commitment among staff and providers – and to explore new opportunities, such as maximizing federal and state funding streams. Capitalizing upon existing strengths and new opportunities, as well as managing the risks associated with large-scale system change, requires formal oversight of CCR implementation.

The Ventura County CCR governance structure defines roles and responsibilities for local implementation of CCR. The governance structure is intended to facilitate intra-agency policy setting, decision making, and collaboration, and to ensure effectiveness and efficiency in transforming cross-cutting systems and services.

A. **Executive Committee**
   Primary Functions
   The primary function of the Executive Committee for Ventura County CCR is to provide oversight, accountability and authorization of resources to facilitate the integration of services for children and families in accordance with CCR mandates and locally agreed-upon objectives.

   These responsibilities are executed by:
   - Providing direction regarding short- and long-term strategies in support of legislative mandates and Ventura County's vision for CCR;
   - Ensuring adherence to agreed-upon guiding principles;
   - Facilitating the integration and alignment of efforts to achieve systemic change;
   - Assessing the efficiency and quality of services.
   - Providing guidance to the Steering Committee;

   Role of Executive Committee Members
   The role of Executive Committee Members is to lend expertise, experience, commitment, support and advocacy for the outcomes being pursued. Executive Committee Members should understand the strategic implications of the initiatives pursued through CCR implementation.

In practice, Executive Committee members:

- Review the status of CCR implementation;
- Check for adherence of implementation activities to standards of best practice within the organization and in a broader context;
- Help balance conflicting priorities and resources;
- Foster positive communication beyond the Committee about the progress of CCR implementation.
- Monitor and review outputs from the Steering Committee at regular Executive Committee meetings;
- Approve project deliverables;
- Develop and commit resources necessary to achieve the desired goals and outcomes.

Executive Committee Meetings

- The team will meet monthly or as required initially, and transition to quarterly meetings as the operation matures.
- The Executive Committee will, at a minimum, convene for 12 months of CCR implementation.

B. **Steering Committee**

Primary Function

The primary function of the Steering Committee is to provide oversight of the operational activities needed for implementation. The Steering Committee will provide guidance to subcommittees in fulfilling their roles, identify and remove barriers to operational changes, and raise any critical issues to the Executive Committee.

Role of Steering Committee Member

Members of the Steering Committee will chair each of the subcommittees in order to set expectations for the subcommittees' work, gather and lead subject matter experts (SMEs), and ensure that business objectives are addressed. Additionally, Steering Committee members will identify whether any committees need to be formed outside of the formal CCR governance structure to complete foundational projects within a specific agency, department, or division, and ensure that the work is completed in a manner that facilitates CCR implementation.

In practice, Steering Committee members:

- Identify topics that require research, decision making, or initiation of a project (within or outside of the CCR governance structure), and assign action accordingly;
- Review the progress of CCR implementation at regular meetings;
- Control the scope of CCR implementation to ensure alignment with implementation strategies developed by the Executive Committee;
- Ensure completion, coordination, integration and alignment of subcommittee work efforts;
- Reconcile differences of opinion and approach;
- Provide regular reports to the Executive Committee;

- Inform the Executive Committee of any critical issues that require their attention and/or decision making

Steering Committee Meetings

The Steering Committee will meet monthly or as requested to evaluate the progress of CCR implementation and address issues. The Steering Committee will, at a minimum, convene for 12 months of CCR implementation**.**

C. **Subcommittees**

Primary Function

The primary function of the subcommittees is to convene when the Executive Committee, Steering Committee, or Project Manager identifies a need and request for a deliverable.

Legal & Policy
- Develop cross-agency policies
- Develop and adopt data sharing agreements
- Seek and document legal opinions

Finance & Contracts
- Review and make recommendations for changes to existing contracts to reflect expectations of service delivery under CCR
- Provide advice regarding needed contract development or procurements
- Provide recommendations on managing funding effectively to implement CCR

Communication & Outreach
- Develop a plan and strategies for communicating with internal and external stakeholders about CCR
- Develop communication materials as appropriate including flyers, posters, e-mail messages and training videos
- Liaison with the Human Services Agency communication office for public and media relation inquiries

Technology
- Develop a technical plan that supports the desired infrastructure for integration and sharing of data across systems
- Develop technical specifications, and oversee vendor selection and award, as needed
- Provide recommendations as to the feasibility of any proposed technical solution
- Facilitate the development and implementation of any approved technical solutions

Program Evaluation
- Develop and adopt an evaluation plan
- Identify measureable outcomes
- Analyze data
- Report on performance

D. Project Management

Primary Function

The Project Manager will be responsible for the development and oversight of the 12-month project plan to ensure timely implementation of CCR. The activities in practice to carry out this function include:

- Roll up activities and milestones across systems;
- Ensure identified risks and issues are mitigated;
- Ensure timely completion of deliverables;
- Identify cross-system communication and training needs;
- Identify and resolve timing mismatches and potential duplication;
- Liaison with CFS Operations Integration Team Chair for alignment of project deliverables and timelines
- Report monthly to Steering Committee regarding CCR implementation progress, issues, risks, overall status, and upcoming priorities

E. Children & Family Services (CFS) Operations Integration Team

The CFS Operations Integration Team functions outside of the formal CCR governance structure, but summary information is provided here to demonstrate CFS' approach for aligning work on multiple CFS projects that will ultimately fold into and facilitate CCR implementation.

Primary Functions

The primary functions of CFS Operations Integration Team are to capture and roll up activities and milestones from CFS projects, identify potential duplication, and ensure that CFS initiatives that are related to CCR are focused on CCR principles and implementation activities.

Meetings

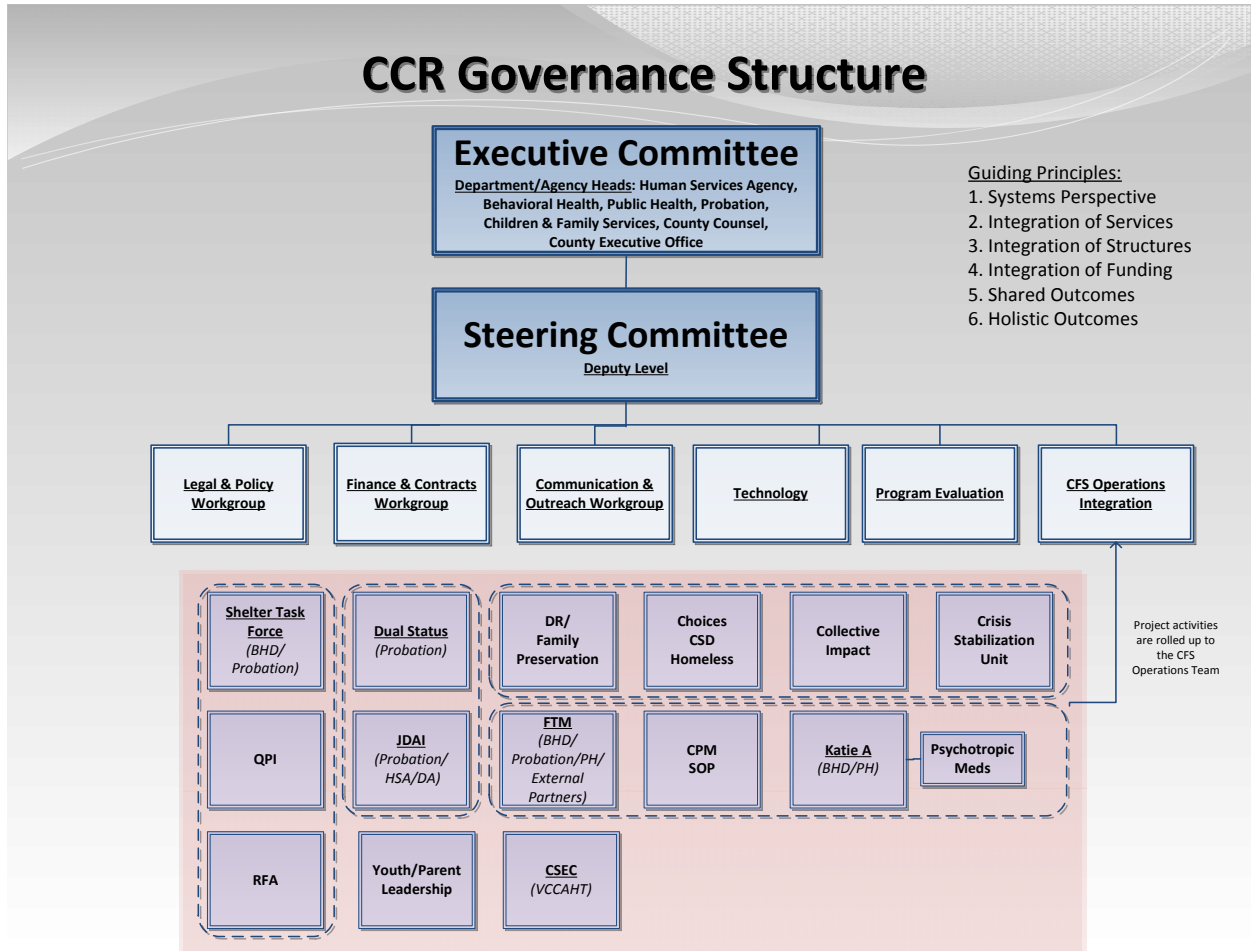The team will meet monthly or as required to keep track of issues and the progress of multiple projects. The chair serves as CFS's liaison to the Project Manager and the Steering Committee.

Appendix A: CCR Governance Structure

Appendix B: Executive, Steering and Subcommittee Membership and Chair List

Appendix C: Project Manager Contact Information and CFS Integration Team Reporting Process

Appendix A

CCR Governance Structure

Executive Committee
Department/Agency Heads: Human Services Agency, Behavioral Health, Public Health, Probation, Children & Family Services, County Counsel, County Executive Office

Steering Committee
Deputy Level

Guiding Principles:
1. Systems Perspective
2. Integration of Services
3. Integration of Structures
4. Integration of Funding
5. Shared Outcomes
6. Holistic Outcomes

| Legal & Policy Workgroup | Finance & Contracts Workgroup | Communication & Outreach Workgroup | Technology | Program Evaluation | CFS Operations Integration |

Shelter Task Force *(BHD/ Probation)*	Dual Status *(Probation)*	DR/ Family Preservation	Choices CSD Homeless	Collective Impact	Crisis Stabilization Unit
QPI	JDAI *(Probation/ HSA/DA)*	FTM *(BHD/ Probation/PH/ External Partners)*	CPM SOP	Katie A *(BHD/PH)*	Psychotropic Meds
RFA	Youth/Parent Leadership	CSEC *(VCCAHT)*			

Project activities are rolled up to the CFS Operations Team

Appendix B

Executive Committee Members

Mike Powers

Barry Zimmerman

Leroy Smith

Barry Fisher

Catherine Rodriguez

Mark Varela

Elaine Crandall

Rigoberto Vargas

Judy Webber

Leti Morales

Steering Committee Members

Barry Zimmerman, Chair

BHD: *Elaine Crandall, Dina Olivas, Susan Kelly

Public Health: *Rigoberto Vargas, Megan Steffy, Patty Chain

Probation: *Mark Varela, Pat Olivares

CFS: Judy Webber, David Swanson-Hollinger

County Counsel: Joe Randazzo

CEO: *Sally Harrison, Terri Yanez

Education: *Mary Samples, Joe Mendoza

HSA Admin: Melissa Livingston, Leti Morales (Project Manager)

Family Rep: TBD

*Primary Member

Appendix C

Project Manager Contact Information

Leticia Morales

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Ventura, CA 93001

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Leticia.Morales@ventura.org

CFS Operations Integration Team Reporting Process

The activities and milestones from CFS projects are provided to the CFS Operations Integration Team Chair via a reporting template for review at monthly meetings or as required to keep track of progress. Key activities and milestones reported from CFS projects and issues identified are rolled up to the Steering Committee in a project update template.