



# County of Los Angeles CHIEF EXECUTIVE OFFICE

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September 14, 2018

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Supervisor Mark Ridley-Thomas  
Supervisor Janice Hahn  
Supervisor Kathryn Barger

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## RECOMMENDATIONS FOR IMPLEMENTING A DEPARTMENT OF MENTAL HEALTH COMMUNITY-BASED INCUBATION ACADEMY (ITEM NO. 9, AGENDA OF MAY 29, 2018)

On May 29, 2018, the Board of Supervisors (Board) directed the Chief Executive Officer (CEO), and the Director of Mental Health (DMH), in consultation with the Auditor-Controller (A-C), the Director of the Center for Strategic Public-Private Partnerships (CSPPP), and a cross-section of stakeholder organizations, to report back to the Board in writing with recommendations for establishing a Community-Based Mental Health Incubation Academy (Academy) and Fund.

The Academy would provide mentorship, training, and technical assistance to small and mid-sized grassroots community-based organizations interested in providing prevention services to the County's most vulnerable residents and geographically sited in the communities they serve. The Fund would combine public and private-sector dollars to award Academy participants funds to provide mental health prevention services and supports.

This report will provide the Board specific recommendations on the Academy, including:

- Where the Academy and Fund initiative should reside;
- Proposed selection criteria for Academy participants;
- Proposed curriculum and program design;
- Proposed fund grant requirements and services covered by available funds;

- Proposed outreach strategies to ensure the training opportunity reaches the intended audience (including those serving their respective communities but are unknown to the County); and
- Proposed outcomes and measures of success.

### Developing the Academy Design

The CEO convened a Committee of the following departments and entities to work collaboratively on a proposed Academy design intended to address all Board directive areas for approval: DMH, A-C, Probation, Arts Commission, and CSPPP. All Committee representatives brought their recent experiences in designing and implementing the incubation academy public-private sector collaboratives, such as the Los Angeles Justice Fund (immigrant legal services), Arts Commission Grantees, and Probation's Capacity Building Initiative (in-progress).

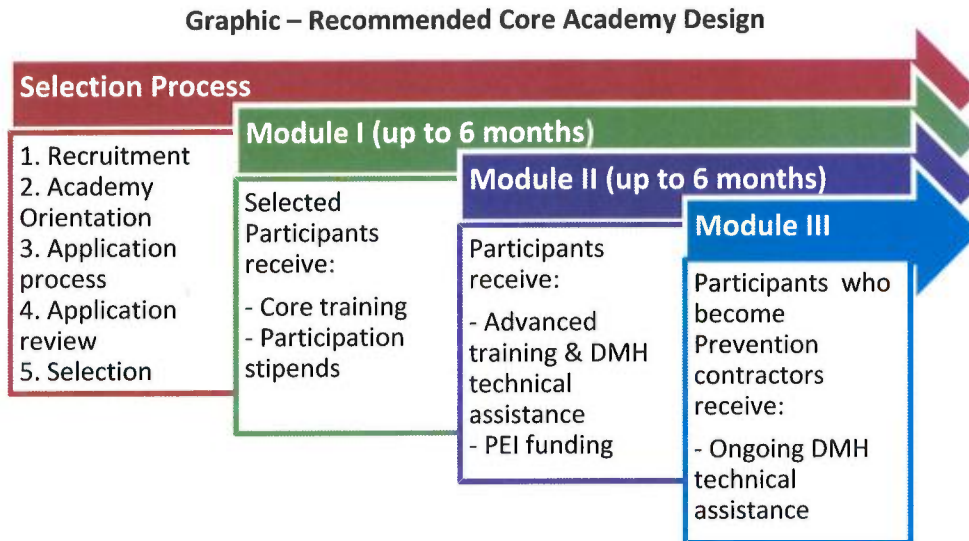
To meet the Board motion's request, the Committee developed an Academy Program Design with these framework premises:

- The inaugural Academy public-private sector endeavor should be led by a selected private-sector third-party partner (Administrator). Such a selection would increase flexibility and efficiency in launching the Academy and utilizing any related funds to support the Academy.
- The selection of the Administrator should include feedback from the philanthropic community.
- The key objective would be for viable Academy graduates to become contracted DMH providers of community-based prevention services.
- The Administrator would be required to meet all Board requested deliverables to implement the Academy, including recruitment and selection criteria, and curriculum design elements, with input from key community stakeholders.
- Funding to cover all aspects of the Academy would be realized through a combination of DMH Prevention and Early Intervention (PEI) and private-sector dollars through the outreach efforts of CSPPP.

### Recommended Academy Program Design

With Board approval, the Committee's recommended Academy conceptual design would have the Administrator oversee all core elements of the proposed design, including refining the guidelines through input from the County and key stakeholder partners, as well as establishing outcomes and measures of success across the core elements.

The program design consists of two proposed components (shown in the Graphic below): 1) a five-step selection process to recruit and select the targeted small to mid-size community organization population; and 2) an Academy consisting of three modules for selected qualifying participants:



If approved by the Board, the Administrator would be charged to implement the five-step selection process, which includes specific recruitment strategies (Step 1) to ensure the Academy opportunity reaches the targeted community organizations which would determine the organizations who would participate in the Academy and its three modules. This would be followed by an Academy orientation for all attendees (Step 2), focusing on the details of the opportunity, the proposed curriculum, requirements to participate, and a description of the application process and selection criteria.

After attending the orientation, interested organizations would need to submit an application (Step 3), where they would be required to demonstrate that they meet at least five proposed criteria requirements for Academy consideration:

1. *Cannot be a current DMH contractor;*
2. *Commitment to becoming a DMH contractor by qualifying for the Mental Health Services Act (MHSA) Master Agreement list;*
3. *Provide information on their current provision of prevention-related services and/or those they propose to provide;*
4. *Provide information on their community engagement levels and/or knowledge of the community they are serving or to be served; and*
5. *Provide information on their organizational readiness to become a DMH contractor.*



The final steps of the selection process would be the review by the Administrator and the County of the submitted applications (Step 4), using a weighted selection instrument across key factors as the required criteria, desirable qualifications, and other key factors (geographic areas, ability to serve historically hard to reach areas, underserved populations and disenfranchised families and children). The completion of the review would result in the selection (Step 5) of the organizations to participate in the Academy.

The selected organizations would participate in the Academy, recommended to consist of three modules, with the first two serving as preparatory for participants to compete for DMH prevention contracts. Secured funding would support Academy participants attending workshops intended to build their capacity to become DMH contractors (Module I) and to begin providing prevention services within their community (Module II).

The third module would be intended for only those Academy participants who completed the first two modules and have been successful in becoming a DMH contractor through a competitive solicitation process. The Academy's proposed three modules and core training curriculum are detailed in the Table below.

**Table – Summary of the Academy's Recommended Three Modules**

<b>Module I</b>	<b>Module II</b>	<b>Module III</b>
<i>Participants:</i> Selected from the Academy application process.	<i>Participants:</i> Those organizations who have successfully completed Module I.	<i>Participants:</i> Those who have successfully completed Modules I and II.
<i>Objective:</i> Build capacity for becoming DMH contractors.	<i>Objective:</i> Initiate prevention service delivery.	<i>Objective:</i> Have been awarded DMH prevention contract.
<i>Duration:</i> Up to 6 months	<i>Duration:</i> Up to 6 months	<i>Duration:</i> Ongoing
<i>Training curriculum:</i> <ul style="list-style-type: none"> <li>• Basic workshops County regulations and guidelines governing County service delivery.</li> <li>• Core skill topic workshops related to administration and management.</li> </ul>	<i>Training curriculum:</i> <ul style="list-style-type: none"> <li>• Advanced workshops in specialized topics areas (including those identified by participants).</li> <li>• Technical assistance from the DMH Contracts Management and Monitoring Division (CMMD.)</li> </ul>	<i>Training curriculum:</i> <ul style="list-style-type: none"> <li>• Technical assistance from the CMMD and a year-long curriculum under development by the CMMD.</li> </ul>
<i>Funding strategies:</i> <ul style="list-style-type: none"> <li>• Grants for organizations for staff to attend the workshops through private sector funds.</li> </ul>	<i>Funding strategies:</i> <ul style="list-style-type: none"> <li>• MHSA PEI funds to support prevention service provision and private sector funds to support capability building needs.</li> </ul>	<i>Funding strategies:</i> <ul style="list-style-type: none"> <li>• Not applicable at this time.</li> </ul>

### Private Sector Feedback on Recommended Academy Program Design

On August 31, 2018, CSPPP convened an inaugural small focus group of philanthropic organizations to seek feedback on the County's conceptual design, opportunities for private-sector investment in the Academy, and recommendations about the Administrator. The following provides highlights of their input:

- The conceptual design, including the selection process, Academy modules, and proposed curriculum, was well-received; attendees agreed on the need for this effort and expected support from the broader philanthropic community for the Academy's development and implementation.
- Related initiatives and best practices from other jurisdictions were discussed with philanthropic representatives offering to make introductions to experts and others experienced in this work, as well as sharing best practices from their related efforts.
- Several potential areas for private-sector investment were discussed, including covering the capacity-building needs of Academy participants where County funds are not able to cover; support for additional technical assistance; collaborative effort to create an infrastructure for data and evaluation tools; and funds to increase the direct prevention services and supports within communities.

*NOTE: DMH has budgeted \$1 million per Supervisorial District (\$5 million total funding commitment) to support prevention services developed by Academy participants in Module II, through available Mental Health Services Act-Prevention and Early Intervention (MHSA-PEI) Plan funding. These funds are available to participating organizations for an 18-month period upon disbursement. The plans submitted by organizations must meet one of six guidelines for MHSA-PEI funding: 1) Prevention; 2) Early Intervention; 3) Stigma and Discrimination Reduction; 4) Suicide Prevention; 5) Program for Access and Linkages for People with Serious Mental Health Illness/Serious Emotional Disturbance Who Present for PEI Services; and 6) Outreach for Increasing Recognition of Early Signs of Mental Illness.*

*Activities allowable under these guidelines include: community outreach; prevention groups/workshops; psych-educational workgroups; screening; triage service linkage; and organization staff consultation.*

- The small focus group of participants committed their ongoing support to the County and selected Administrator, in whatever capacity they can assist and are needed. For example, they are interested in assisting the County in developing the written agreement (Statement of Work) once the Board approves the report's recommendations.

- Consensus was reached, as a recommendation, that the Administrator should be selected by the County and be capable of helping to diversify the pool of non-profits who may be interested in participating in future incubation academies. The group believed they could be of great assistance in meeting this objective, as well as providing recommendations.

Follow-up meetings with the small focus group will be convened upon the Board's approval of the report and its recommendations.

### Next Steps

The program design and funding recommendations detailed in this memo have been reviewed by County Counsel for legal issues.

Based on the Board's favorable consideration and acceptance of the above recommendations, the next steps towards realizing the Academy, includes the following:

1. Authorize CEO, after input from stakeholders, to use delegated authority to procure and select the Administrator through a written agreement that specifies all deliverables contained in this report, including a target timeline to finalize all program elements (orientation, selection criteria, curriculum and design, and outcomes and measures of success) towards a target Academy start date;
2. County Counsel will review the refined Academy program design and funding assumptions by the Administrator subsequent to stakeholder input, for legal issues;
3. DMH will secure the necessary funding for the Academy while CEO and CSPPP will secure the necessary funding from the private-sector for additional Academy support; and
4. DMH will provide progress reports to the Board regarding all efforts to implement the Academy and evaluation data on established outcomes and measures of success.

If you have any questions or need additional information, please contact me directly, or your staff may contact Fesia Davenport at (213) 974-1186 or through email at [fdavenport@ceo.lacounty.gov](mailto:fdavenport@ceo.lacounty.gov).

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