

LOS ANGELES COUNTY

**JUSTICE
CARE AND
OPPORTUNITIES**

DEPARTMENT

ANNUAL REPORT

JULY 2023 - JUNE 2024

Judge Songhai Armstead (Ret.), Director





MISSION & VALUES

MISSION STATEMENT

The Justice, Care and Opportunities Department (JCOD) cultivates a person-centered, coordinated continuum of care for vulnerable justice-impacted individuals and their communities. By leading collaborative system improvement efforts, we focus on prevention, diversion, and reentry to achieve community safety, wellbeing, and equitable justice.

OUR VALUES

1 EMPATHY

2 ADVOCACY

3 COLLABORATION

4 HUMAN-CENTERED

5 INTEGRITY

6 CREATIVITY



JCOD BY THE NUMBERS

150⁺

JCOD Team
Members
(As of 6/2024)

429

Contracts Managed via
JCOD & Third Party
Administrators

950

Current Beds
JCOD Directly Funds

138

Community Based
Organizations Supported
via Incubation Academy

2,600⁺

Cases Diverted via
Rapid Diversion Program
(RDP)

7,263⁺

Individuals Served via
Reentry Intensive Case
Management Services
(RICMS)



COMMUNICATIONS & OUTREACH

Our communications and outreach initiatives are designed to effectively engage and inform our target audience, fostering strong relationships and enhancing our organizational presence.

MEETINGS

During this fiscal year, JCOD has participated in

100+

events, webinars, and workshops with various local organizations to enhance visibility and impact in all 5 Supervisorial districts.



EVENTS



1. 3-28-24 San Fernando Justice and Wellness Resource Fair

2. 4-26-24 2nd Chance Month

3. 5-8-24 3rd Annual Reentry Resource Fair

4. 06-01-24 LADA AAAB Hosts Beyond Survival Fostering Mental Wellness in the Black Community Panel Discussion

5. 6-27-24 Ronnie's House 4th Annual Reentry Keys Summit

JII PANEL

On January 17, 2024, JCOD held the first panel meeting of Justice Involved Individuals. We have since held monthly meetings.

There are currently 15-20 participants, and JCOD has received valuable feedback about their experiences and how the department's programs can continue to grow and develop.



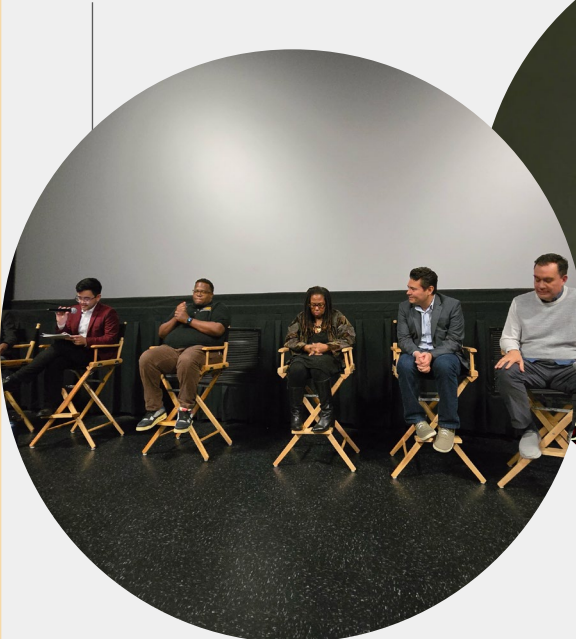
The panel has representatives from the following groups:

LatinX, African-American, AAPI, Caucasian, LGBTQIA+ and Others

7 meetings have been held since its launch

PARTNERSHIPS & COLLABORATIONS

JCOD, in collaboration with DMH, ARDI and DEO, hosted a screening of the movie *Origin* along with a panel discussion.



JCOD Director Judge Songhai Armstead, ret. testified before the California State Senate in Sacramento in support of SB 987.

Over 2,000 participants took part in JCOD's Father's Day CARE: Celebrating Advocacy, Resiliency and Empathy event at Earvin "Magic" Johnson Community Center.



JCOD hosted a Sequential Intercept Model Mapping Workshop at its D.O.O.R.S LA facility bringing together community partners, experts and decision makers to collaborate on filling gaps and leveraging resources for individuals with mental health or substance use disorders involved in the criminal justice system.



JCOD Director Judge Songhai Armstead, ret. took part in a panel discussion hosted by the LA County DA's Office African American Advisory Board on June 1, 2024.

Second Chance Month

In April 2024, JCOD in partnership with our providers hosted Second Chance Month event across all five Supervisorial Districts of Los Angeles County to celebrate Second Chance Month and National Reentry Week, focused on supporting justice-involved individuals and strengthening community ties.

Supervisorial District 1 - Homeboy Industries Community Resource Fair

Supervisorial District 2 - Watts Labor Community Action Committee (WLCAC) Resource Fair



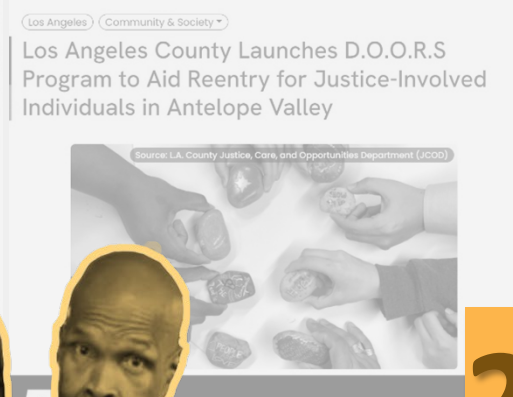
Supervisorial District 3 – JCOD Providing Opportunities for Women in Reentry (POWR) Housing Site Grand Opening

Supervisorial District 4 - Diversity, Equity, Inclusion Accessibility (DEIA) and Second Chance Month Event

Supervisorial District 5 – Ribbon Cutting Ceremony of Our Healing Space, A Wellness Experience

JCOP IN THE NEWS

COMMUNICATIONS & OUTREACH

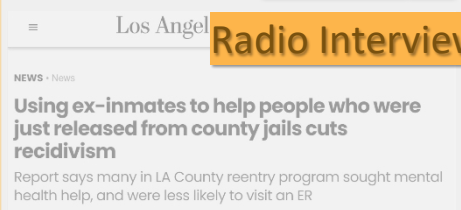


12+

20,764

Radio Interviews

Newsletter subscription



26+

2 Million+

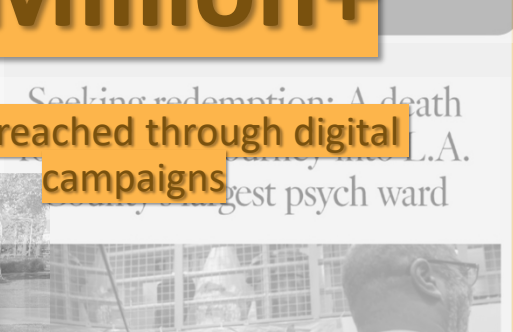
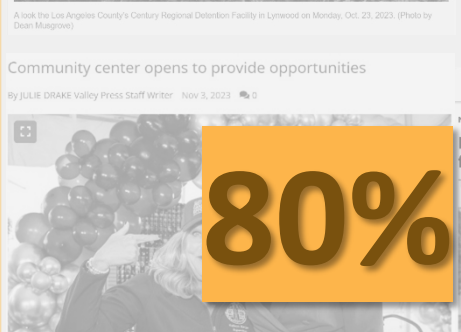
Press Mentions

People reached through digital campaigns



80%

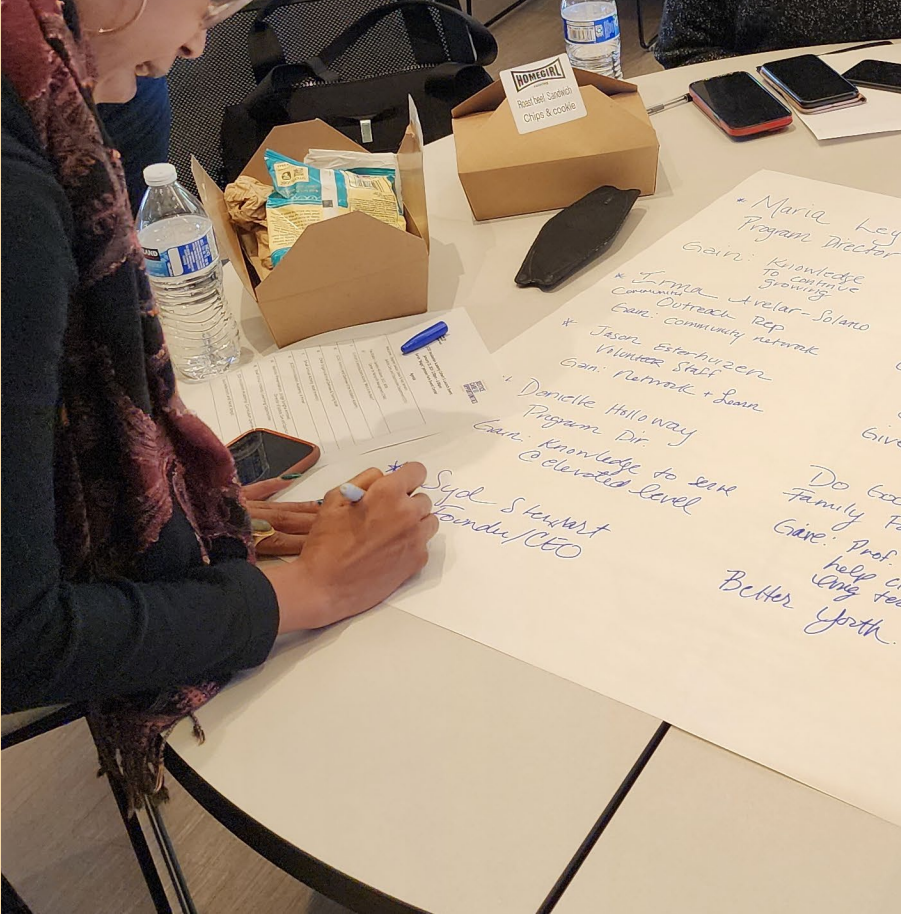
Social media growth across Instagram and LinkedIn





Faith and Community-Based Support

- Enthusiasm to learn
- Expertise in NP Management
- Better interpretation of needs of the people we



INCUBATION ACADEMY

6 Cohorts Launched

138 Incubation Academy
Organizations

Graduates from Cohorts 1-5 Have
received more than

\$55 million

in Combined Capacity-Building and
CFCI Grants



CFCI

Nearly **400** grantee organizations have received more than **\$350 million** in **CFCI Care Grants**.

Awarded Year 1

\$55
MILLION

Awarded Year 2

\$122
MILLION

Awarded Year 3

\$175
MILLION

NAVIGATION & CONNECTION





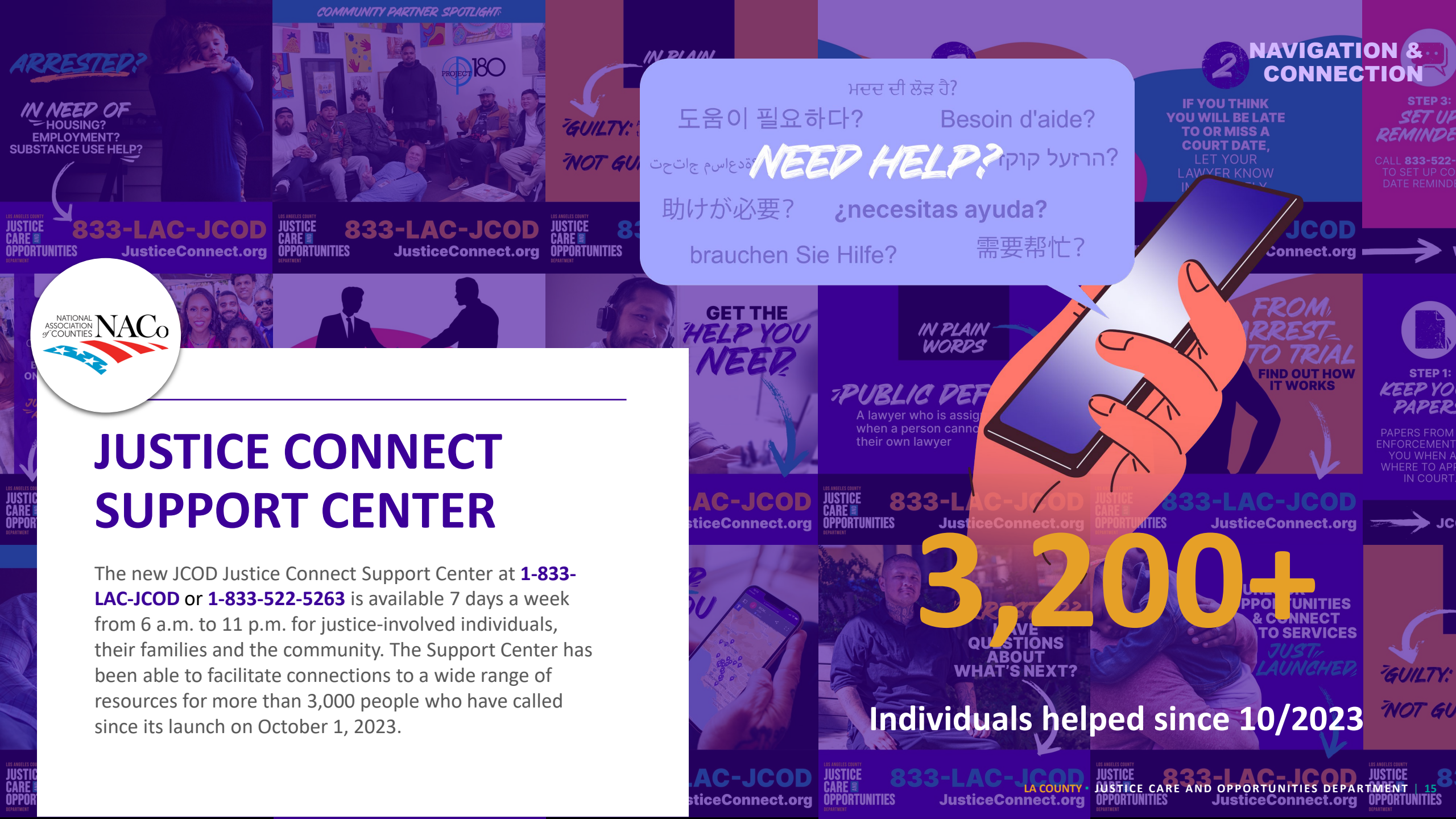
JUSTICE CONNECT SUPPORT CENTER

The new JCOD Justice Connect Support Center at **1-833-LAC-JCOD** or **1-833-522-5263** is available 7 days a week from 6 a.m. to 11 p.m. for justice-involved individuals, their families and the community. The Support Center has been able to facilitate connections to a wide range of resources for more than 3,000 people who have called since its launch on October 1, 2023.

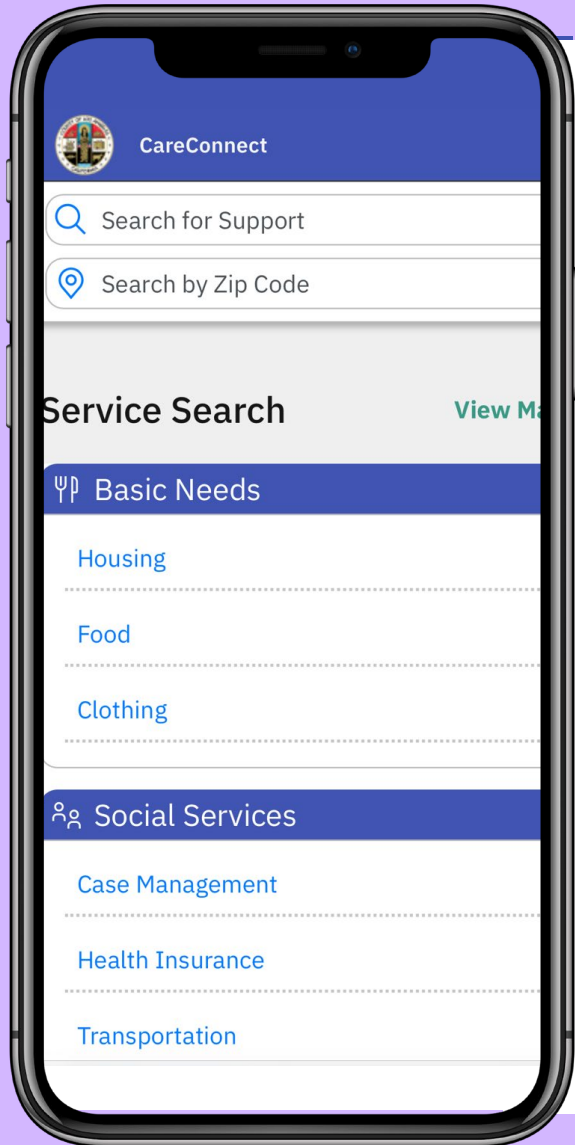
ਮਦਦ ਦੀ ਲੋੜ ਹੈ?
Besoin d'aide?
NEED HELP?
¿necesitas ayuda?
需要帮忙?
brauchen Sie Hilfe?

3,200+

Individuals helped since 10/2023



LOS ANGELES COUNTY CARECONNECT APP



In collaboration with the CEO's Chief Information Office, JCOD conducted a solicitation and selected a contractor to help the County create a bed and service navigation application. The application, LA County CareConnect, is designed to improve the system of care and service linkages for justice-involved individuals in the County and to better meet their health and social service needs. CareConnect completed a soft launch in Summer 2024.



COMPREHENSIVE SERVICE COORDINATION

CareConnect facilitates service coordination by allowing staff to register clients, conduct screenings, and search for available services. It streamlines the referral process with closed-loop referrals, ensuring efficient communication and follow-up.



COLLABORATIVE DEVELOPMENT

Developed by JCOD in collaboration with LA County's Office of the Chief Information Officer and IBM, CareConnect is set to expand as a vital resource. Its vision is to become a key resource for accessing services across LA County, bringing enhanced connectivity and accessibility for all residents.

PRETRIAL SERVICES



INDEPENDENT PRETRIAL AGENCY

With the support of a consultant, Accenture, JCOD is designing and implementing an independent Pretrial Services Agency which will deliver integrated, equitable and culturally competent pretrial and diversion services across LA County.



JUSTICE CONNECT

On Oct. 1, 2023, JCOD launched a companion website, justiceconnect.org, with information about the pretrial process and links to key services and resources, as well as a marketing and social media campaign to promote the website and JCOD's Justice Connect Support Center as resources to justice-involved individuals in LA County



JCOD SUPPORT CENTER

On Oct. 1, 2023, JCOD launched the Justice Connect Support Center, a call/contact center to provide information and support to justice-involved individuals in the County and their families to help them connect with care management services, housing, transportation and court reminders.

Individuals can reach the JCOD Justice Connect Support Center at **833-LAC-JCOD**, Monday through Sunday, 6am to 11pm

Independent Pretrial Services Airport Courthouse Pilot Launch

NAVIGATION &
CONNECTION



On June 25, JCOD's Independent Pretrial Services Team launched its first pretrial services pilot at the Airport Courthouse near LAX.

A team of four navigators will serve the courthouse and be ready to assist individuals who are seeking voluntary pretrial services.





JUSTICE INVOLVED SERVICES

PREVENTION, DIVERSION
& REENTRY PROGRAMS



LACTC Fire Camp
Education/Employment

On January 31, 2024, JCOD launched a new job training program – Los Angeles County Training Center (LACTC).

The program will: prepare adults (prioritizing transition-aged youth with prior justice and/or foster system involvement) for careers in the fire service, increase employment opportunities among typically disadvantaged populations, and help reduce recidivism.



(from left to right) JCOD Director Judge Songhai Armstead (Ret.), LA County Supervisor Lindsay Horvath, LA County Fire Department Chief Marrone and other key County partners celebrate with cadets at the kickoff of the LACTC Fire Camp.

766

referral services made

637

referral services provided

63

currently active participants

99

youth served since launch of JCOD



PREVENTION, DIVERSION & REENTRY PROGRAMS

Youth Overcoming (YO) Education/ Care Management

In January 2023, JCOD, in partnership with the LA County Probation Department, launched YO! A nine-month “transformative mentorship program” designed to serve young adults ages 18-25 who are on adult probation, with a curriculum rooted in trauma history examining the ways in which traumatic experiences are processed, with the objective to “meet young people where they are”, reshape cognitive behaviors, and bolster prosocial involvement in education, work, and civic activities.

Catalyst Foundation graduated their first cohort of **9 participants** on May 31, 2024, completing the 9-month long curriculum of transformative mentorship.

JCOD Reentry Intensive Case Management Services (RICMS)

Care/Case Management/Housing



Voluntary program where individuals can connect with Community Health Workers (CHW)/Peer Support Specialist (PSS) who have lived experience and act as case managers, peer mentors, credible messengers, and advocates



Eligibility:

- 18 or older
- Arrested, charged, and/or convicted of a criminal offense
- Have mild to moderate mental health or substance use disorder (SUD)
- Client must be enrolled in the RICMS program to receive JCOD reentry interim housing services



This program has served over 30,000 people since it launched in 2018 (over 7,200 people in the last 12 months)!
24 Community-based organizations located in all 8 Service Planning Areas



An evaluation of the program found that participants were less likely to experience an arrest, be incarcerated in jail, have a new conviction, have a probation revocation, or visit an emergency room than individuals from a comparison group.



Housing and Tenancy Support

- Advocacy and navigation
- Move-in Support
- Time-limited Subsidy



Employment Services

- Job Readiness Services
- Job Training and Transitional Subsidized Employment
- Employer Engagement



Intensive Case Management Services

- Need-based services
- Internal and external service referrals

PREVENTION, DIVERSION & REENTRY PROGRAMS

Breaking Barriers Education/Employment Care/Case Management/Housing/ Legal

Breaking Barriers provides justice-involved individuals with programming to enable participants to move in to a unit in the community and “transition in place” by taking over the full rent amount after 24-months of housing assistance and stable employment.

148

individuals enrolled

82

individuals placed in housing

128

individuals had a successful exit

**PREVENTION, DIVERSION
& REENTRY PROGRAMS**

JUSTICE IMPACTED SERVICES

College and Career
Education/Employment

A partnership with local community college programs to provide supportive services, academic counseling, and peer support for justice involved individuals pursuing vocational training certificates, Associates degrees, or transfer to 4-year colleges.

The programs included are:

1
East Los Angeles College,
Addiction Studies Program

2
Rio Hondo College
RISE Scholars Program

3
Mt. San Antonio College
Formerly Incarcerated Probation
Scholars (FIPS) Program

PREVENTION, DIVERSION & REENTRY PROGRAMS

JCOD Specialized Treatment for Optimized Programming (STOP)

JCOD STOP is a custody alternative for individuals who can serve at least 4 months in an interim housing program with services that address criminogenic factors.

400 Beds Available

23 Participants placed since February

1 Program Completion

The infographic is titled "Specialized Treatment for Optimized Programming (STOP)" and is part of the "JUSTICE CARE OPPORTUNITIES" department. It is divided into three main sections: Overview, Types of Cases, and Program Eligibility. The Overview section states that the program provides interim housing with individualized services to address criminogenic factors, aiming to create a meaningful alternative to incarceration to ensure successful reentry into the community, with a capacity for up to 400 beds. The Types of Cases section lists: Conditional plea, Condition of felony probation, Probation violations in lieu of custody time, Misdemeanors if time for all charges is four months or more, MH Diversion - but only for individuals who have very mild MH issues, and Any other disposition/diversion the parties can agree upon as long as eligibility criteria are satisfied. The Program Eligibility section lists criteria: Minimum 4 months required in the program (checked), Maximum Program Time = 1 year, possible to be extended (checked), Individuals with mild mental illness and who are stable are eligible (unchecked), For non-English and non-Spanish speakers, eligibility is on a case-by-case basis (unchecked), Any crime is eligible. To be determined on a case-by-case basis: arson, sex-related offenses and those with 290 registration. (unchecked), Individuals with significant medical issues are not eligible (checked), Individuals on Parole are not eligible (checked), Split Sentences are not eligible (checked), and Individuals with serious mental illness are NOT eligible (checked). The infographic is dated Rev. 05/21/2024.

JUSTICE CARE OPPORTUNITIES

Specialized Treatment for Optimized Programming (STOP)

OVERVIEW

The JCOD Specialized Treatment for Optimized Programming (STOP) program provides interim housing with individualized services to address criminogenic factors.

We aim to create a meaningful alternative to incarceration to ensure successful reentry into the community. JCOD STOP has a capacity for up to 400 beds.

TYPES OF CASES

- Conditional plea
- Condition of felony probation
- Probation violations in lieu of custody time
- Misdemeanors if time for all charges is four months or more
- MH Diversion - but only for individuals who have very mild MH issues
- Any other disposition/diversion the parties can agree upon as long as eligibility criteria are satisfied

PROGRAM ELIGIBILITY

- ✓ Minimum 4 months required in the program
- ✓ Maximum Program Time = 1 year, possible to be extended
- Individuals with mild mental illness and who are stable are eligible
- For non-English and non-Spanish speakers, eligibility is on a case-by-case basis
- Any crime is eligible. To be determined on a case-by-case basis: arson, sex-related offenses and those with 290 registration.
- ✗ Individuals with significant medical issues are not eligible
- ✗ Individuals on Parole are not eligible
- ✗ Split Sentences are not eligible
- ✗ Individuals with serious mental illness are NOT eligible

Rev. 05/21/2024

JUSTICE IMPACTED SERVICES



Launched in February 2024.



Now available in all courts in LA County.



^The above image is the lobby of IRC

JUSTICE IMPACTED SERVICES

PREVENTION, DIVERSION & REENTRY PROGRAMS

Warm Landing Place

Care/Case Management/Housing/ Legal

The **Warm Landing Place (WLP)** program launched in June 2024, engages individuals immediately upon release from the Downtown Los Angeles jails complex and provides them with voluntary supportive services in furtherance of the County's Care First approach.

WLP offer recently released individuals:



a short-term housing



snack / food items / water



access to transportation within County



critical resources and supportive services.

*WLP will expand service delivery in future phases. JCOD is renovating a newly purchased building to offer services at a location close to the downtown jails.



PREVENTION, DIVERSION & REENTRY PROGRAMS

Skills and Experience for the Careers of Tomorrow (SECTOR)

Provides skills training and paid work experience for careers in high-growth sectors

654 Individuals Enrolled

368 Individuals Completed Job Training

264 Individuals obtained employment in a high growth sector with an average hourly wage of \$24

June 2024: Ribbon – cutting for JCOD provider's House of RUTH, which stands for “**Resilience, Unity, Transformation, and Hope.**” It provides transitional reentry housing and will be home to **14** justice-impacted SECTOR participants at a time for up to six months as they complete job training in construction or health services.

PREVENTION, DIVERSION & REENTRY PROGRAMS

Launch of JCOD POWR Interim Housing Providing Opportunities for Women in Reentry Services Contract



Holliday's Helping Hands:
So Harmony Site Launched in September 2023 with beds serving women, women identified and women with children

11 Families
28 Individuals (17 Children)

Holliday Helping Hands Pacific Site launched in June 2024 offering beds serving women, women with children and women identified. This site is also able to accommodate single males with children or mixed family households

12 Families
23 Individuals (13 Children)

A TOTAL OF

43 Families have been served since Sept 2023 to July 2024, serving women, women with children and women identified under POWR
38 Children

JUSTICE-IMPACTED SERVICES

Center for Living and Learning POWR House launched in January 2024 with beds serving 30 women, women with children and women identified

Center for Living and Learning NoHo

7 Families
12 Individuals (5 Children)

Center for Living and Learning Arleta

13 Families
16 Individuals (3 Children)

Joyous Ventures East LA Site launched in July 2024 with beds serving women, women with children

Joyous Ventures house grand opening is pending.

JCOD Pre-Filing Diversion Program (PFDP)

1450+
Individuals referred

JUSTICE IMPACTED SERVICES



3 Pilot Locations

- Santa Monica Police Department
- LAPD Metro Detention Center
- Lancaster Sheriff's Station

Law enforcement screens candidates for charge and background eligibility.

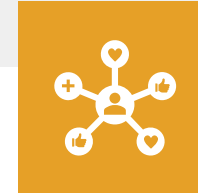
CBO program navigators are located onsite to assess candidate needs.



Eligibility

Charge exclusions include:

- Serious or violent offenses
- Sex offenses
- Arson
- Domestic violence/stalking
- Vehicular Manslaughter
- DUI
- Outstanding Warrants
- Property offenses with restitution



Services

CBOs provide:

- Case management
- Connection to immediate and interim housing
- Linkage to and navigation of clinical and supportive services

Upon completion of program, participants' cases are not filed.

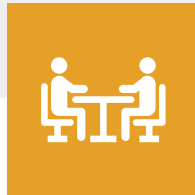
Rapid Diversion Program (RDP)

JUSTICE IMPACTED SERVICES



Rapidly assesses and diverts clients per Penal Code section 1001.36.

Links clients to clinical services, housing, and provides case management.



Operates in 7 courthouses:

- Airport
- Central
- Compton
- Lancaster
- Long Beach
- Pasadena
- Van Nuys



Upon completion of the program, the case is dismissed.

93% of clients have not had a new LA case filed since graduating.

JCOD Pretrial Release Evaluation Program (PREP)



Offers a pathway out of detention and into housing for unhoused individuals at Clara Shortridge Foltz Criminal Justice Center courthouse.



Transportation from custody to JCOD short-term housing while case managers apply for longer-term options.



Includes case management and service linkage and navigation from arraignment until the conclusion of a participant's case and beyond.



PREVENTION, DIVERSION & REENTRY PROGRAMS

Reentry Interim Housing Care Management/ Housing

Reentry Interim Housing provides short-term dwelling and group-based in-house programming for justice-involved individuals in need of housing support to stabilize and heal for a target of 9-months while locating longer-term housing solutions through partnership with a JCOD care management program such as RICMS.



Reentry Interim Housing served 135 single adults between 6 sites; 136 total beds



Program utilizes a "whatever it takes" approach to meet the client where they are in their phase of reentry.



Residential programming includes, but is not limited to life skills, health and wellness, financial literacy, and money management.

PREVENTION, DIVERSION & REENTRY PROGRAMS

Emergency Housing

Care Management/ Housing

Emergency Housing provides a safe, low-barrier, and supportive 24-hour temporary shelter and food to justice involved individuals exiting from incarceration or who are street homeless. The goal is to stabilize and heal for a target of 4 weeks while locating longer-term housing solutions through partnership with a JCOD care management program such as RICMS.



Housing sites provide services to single men and women from across Los Angeles County. There are 5 sites and 25 single beds available.



Individuals can be referred to Emergency Housing through the Justice Connect Support Center or the Pretrial Court-based Navigators.



Residential programming includes, but is not limited to life skills, health and wellness, financial literacy, and money management.

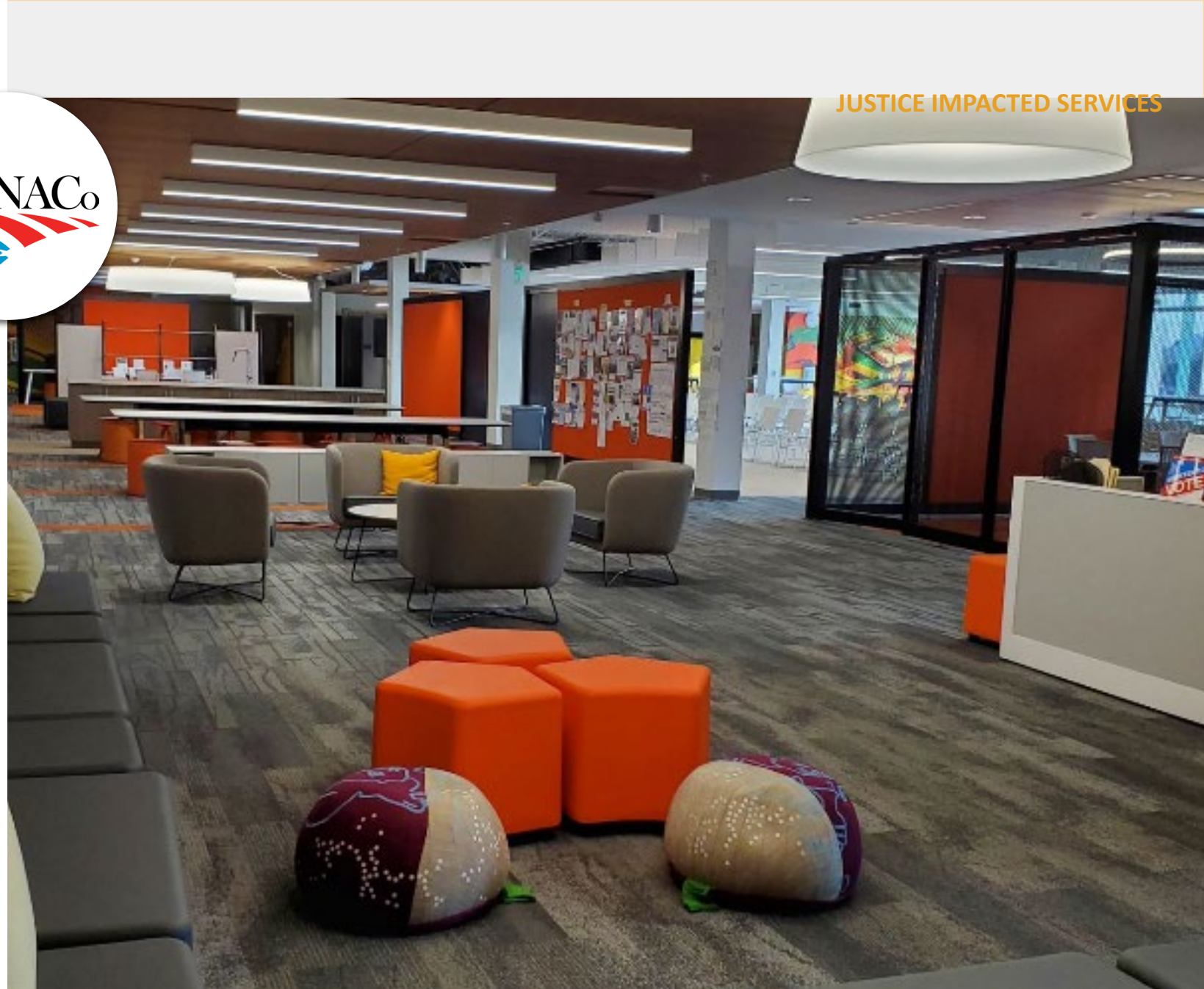
PREVENTION, DIVERSION & REENTRY PROGRAMS



Developing Opportunities & Offering Reentry Solutions (D.O.O.R.S) Los Angeles Services

JCOD DOORS LA provides supportive services to address barriers to reentry for justice impacted individuals – particularly those on adult supervision and their families.

Services include: Housing, Substance Use linkage, Employment, Legal Support, Education Support & Social skills Training, Family Reunification Services, Community Outreach and Engagement, Innovative Employment Solutions (INVEST), Mental Health and Benefits Linkage. A computer lab is available on site for clients. In addition, health and healing through the arts is also available.





**PREVENTION, DIVERSION
& REENTRY PROGRAMS**

**Developing Opportunities & Offering Reentry Solutions
(D.O.O.R.S.)**

Antelope Valley (AV) Virtual Expansion Launch

JCOD DOORS AV currently offers virtual services to assist with reentry support for justice impacted individuals and their families. In Fall 2024, a new physical location will open for in-person services in the AV.

INFRASTRUCTURE



CARE MANAGEMENT SYSTEM (CMS)

JCOD is developing its own centralized care management system to improve and standardize processes while remaining adaptable to meet evolving needs over time.



ENHANCING CLIENT OUTCOMES

Coordinating care, managing conditions and ensuring timely interventions.



INCREASING EFFICIENCY AND REDUCING BURDEN

Streamlining program operations (especially for those that are providing comparable services) and administrative tasks, reducing duplication of services and optimizing resource utilization.



IMPROVING CARE COORDINATION

Facilitating communication and collaboration among service providers across settings.



ENHANCING CLIENT ENGAGEMENT

Promoting shared decision-making, actively involving clients in their case plan.



ENSURING COMPLIANCE AND QUALITY

Monitoring adherence to Enhanced Care Management guidelines, tracking performance metrics and facilitating continuous quality improvement initiatives to ensure high quality service delivery



REPORTING

generating reports for programs and partners to make decisions.

DATA EFFORTS



ENHANCING ACCOUNTABILITY AND INSIGHT

The Data & Evaluation team completed 12 business intelligence dashboards across various JCOD programs, to track and evaluate services being provided to justice-involved populations.



DRIVING INCLUSIVE EXCELLENCE

The Data & Evaluation Team worked with JCOD programs to support County-wide efforts, including contributing to the Annual Department Progress Report for the Anti-Racism, Diversity, and Inclusion Initiative, The Departmental Language Access Plan to serve Language Other than English speakers, and helping to develop the goals, strategies, and metrics for the Gender Impact Assessment.



STREAMLINING DATA ACCURACY AND EFFICIENCY

The Data & Evaluation team revamped the CFCI data collection tool by adding features to prevent data entry errors, adding drop-down menus, conditional logic, and clearer instructions. The tool will be utilized by over 60 County programs providing CFCI services.



MONITORING SERVICE PERFORMANCE

Established reporting methods to track and evaluate, on an ongoing basis, referrals and transportation services being provided by the Justice Connect Support Center, and call metrics connected to those services.

CONTRACTS



SERVICE REQUEST TRACKING SYSTEM DEVELOPMENT

JCOD Contracts & Grants (C&G) is working with JCOD IT and ISD IT to develop a dynamic Service Request Tracking System. This cloud-based system will be utilizing Microsoft Power Platform technologies to track C&G Service Requests from the time of submission to the final stage of the approval process. The system will also allow for deliverables tracking and will provide average timelines of how long tasks take to complete.



MASTER SERVICES AGREEMENT DEVELOPMENT

C&G is in the process of developing a Master Services Agreement for the Department. This Master Agreement will allow for a fast and streamlined solicitation process with pre-approved contractors who will be listed on the master agreement.



PARTNERSHIPS WITH COUNTY DEPARTMENTS

C&G has entered into partnerships with multiple County Departments. Through these partnerships, JCOD can effectively obtain and share essential information which enables the Department to connect Justice Impacted Individuals to a diverse range of available programs and services.

Recognition & Achievements

Launched in 1970, the National Association of Counties (NACo) Achievement Awards are designed to celebrate innovative, effective County government programs that strengthen services for residents.



Each year, NACo's Achievement Awards recognize outstanding programming in categories aligned with the comprehensive services counties provide such as: children and youth, criminal justice and public safety, libraries, management, information technology, health, civic engagement and more.



JCOD received four 2024 NACo Achievement Awards:

- JCOD's Justice Connect Support Center
- Incubation Academy
- Developing Opportunities and Offering Reentry Solutions (D.O.O.R.S)
- Los Angeles County Training Center (LACTC)



Valid through November 2025

JCOD been recognized as a Family-Friendly Department by The Women and Girls Initiative and Chief Executive Office s



Judge Songhai Armstead (Ret.) was honored as KNX Hero of the Week



Two JCOD executives graduated from USC Executive Leadership Development Program

Thank You

LOS ANGELES COUNTY
**JUSTICE
CARE AND
OPPORTUNITIES**
DEPARTMENT

