

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

YEAR TWO REPORT

2022-2024

Judge Songhai Armstead (Ret.), Director





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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.

EMPATHY | ADVOCACY | COLLABORATION | HUMAN-CENTERED | INTEGRITY | CREATIVITY

JCOD BY THE NUMBERS



189

JCOD Team Members
(As of 11/2024)



431

Contracts Managed via
JCOD & Third Party
Administrators



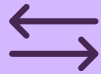
160+

Community Based
Organizations Supported
via Incubation Academy



1,034

Current Beds
JCOD Directly Funds



2,800+

Cases Diverted via
Rapid Diversion Program
(RDP)



12,457

Individuals Served ('22-'24)
via Reentry Intensive Case
Management Services
(RICMS)



NAVIGATION & CONNECTION



Justice Connect Support Center is a NACo recipient

JUSTICE CONNECT SUPPORT CENTER

The 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 facilitated connections to a wide range of resources, including transportation, housing, and court reminders for more than 8,000 people who have called between Oct. 2023 to Oct. 2024.

JCOD's companion website justiceconnect.org is available with information about the pretrial process and links to key services and resources.

ਮਦਦ ਦੀ ਲੋੜ ਹੈ?
도움이 필요하다? Besoin d'aide?
הרצעל קוקו?
NEED HELP?
محتاج مساعدة?
助けが必要? ¿necesitas ayuda?
brauchen Sie Hilfe? 需要帮忙?

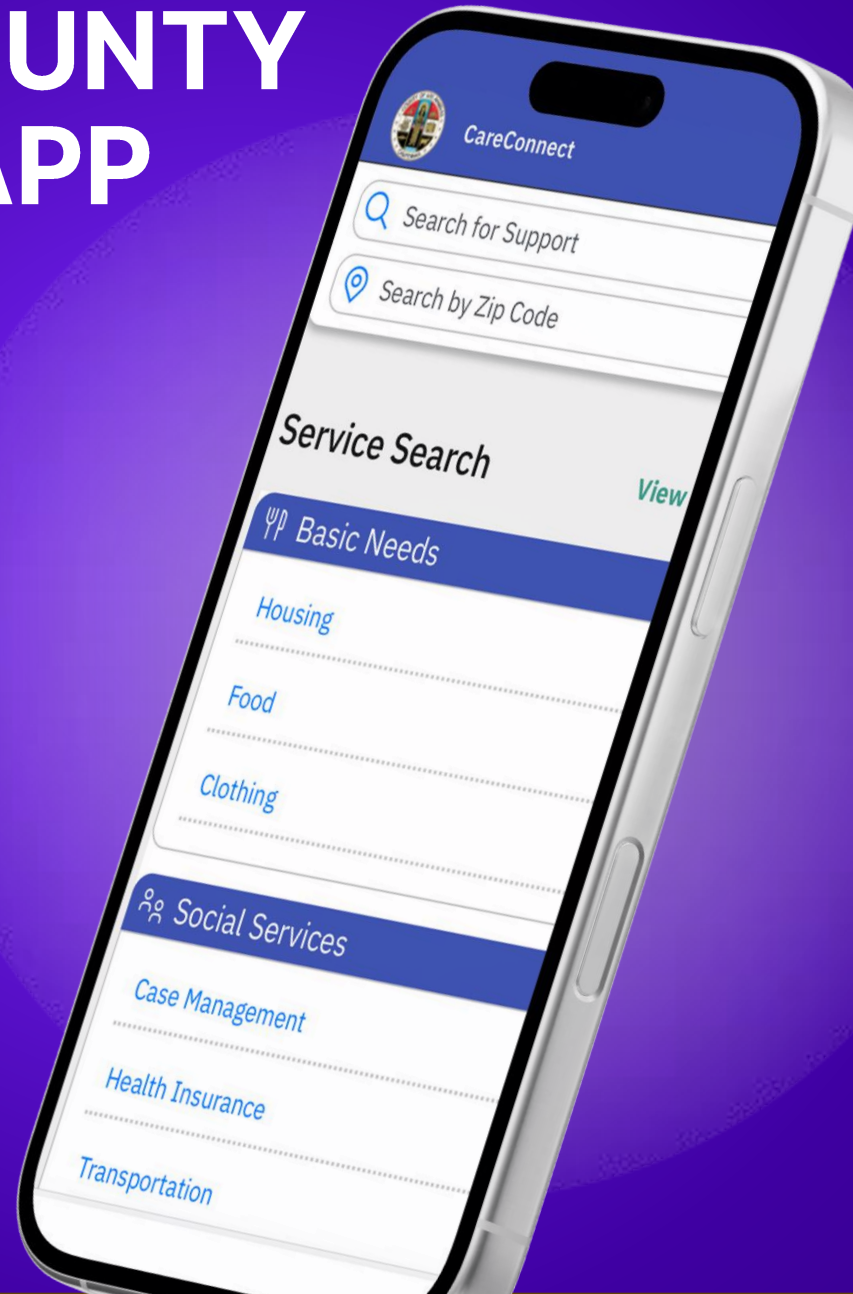
8,000+

Individuals helped between
October 2023 thru October 2024

LA COUNTY JUSTICE CARE AND OPPORTUNITIES DEPARTMENT

LOS ANGELES COUNTY CARECONNECT APP

In collaboration with the CEO's Chief Information Office, JCOD worked with the support of a contractor to develop LA County CareConnect, a bed and service navigation application aimed at providing care and service linkages for individuals seeking services, including justice-involved individuals. CareConnect focuses on a wide range of needs, including social services, employment, and health. The application had a soft launch in July 2024.



Comprehensive
service
coordination



Collaborative
development



INDEPENDENT PRETRIAL SERVICES AIRPORT COURTHOUSE PILOT

JCOD designed and is implementing the Independent Pretrial Services Agency, which will deliver integrated, equitable, and culturally competent pretrial and diversion services across LA County.

On June 25, 2024, JCOD's Independent Pretrial Services Agency launched its first pretrial services pilot.

A team of navigators is serving the courthouse and is ready to assist individuals who are seeking pretrial services at Airport Courthouse.



JUSTICE IMPACTED SERVICES





(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.



LACTC Fire Camp

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

The program is preparing adults (prioritizing transition-aged youth with prior justice and/or foster system involvement, and veterans) for careers in the fire service, increasing employment opportunities among typically disadvantaged populations, and helping to reduce recidivism.



*LACTC Fire Camp is a
NACo recipient*

103

youth served
since launch of
JCOD

59

currently active
participants

735

referral
services made
(linkages to outside
services)

668

referral
services provided
(In-house services)



YO! Youth Overcoming!

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 18-30 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. To incentivize participation, each participant receives a \$100 monthly stipend upon achieving milestones.

(Left) Catalyst Foundation **graduated its second cohort of 4 participants** on October 24, 2024, completing the 9-month long curriculum of transformative mentorship.



RICMS

JCOD Reentry Intensive Case Management Services

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
- Contact with law enforcement through an arrest or incarceration
- 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

RICMS

JCOD Reentry Intensive Case Management Services (cont.)



24

Community-based
organizations located in all
8 Service Planning Areas



33,043

people served since it launched in 2018
(over **7,260** people in the last 12 months)!

An evaluation of the
program found that



72%

of participants **did not**
experience a rearrest or
future incarceration.



Participants were also less likely to
have interactions with the criminal
legal system, a new conviction, a
probation revocation, or **visit an
emergency room** than individuals from
a comparison group.

Breaking Barriers

Breaking Barriers provides justice-involved individuals with housing, employment, and supportive services to enable participants to “transition in place” and take over the full rent amount after 24-months.



263

Individuals enrolled

124

individuals placed
in housing

154

individuals had a
successful exit



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

College and Career

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:



East Los Angeles College
Addiction Studies Program



Rio Hondo College
RISE Scholars Program



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

STOP

JCOD Specialized Treatment for Optimized Programming

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.

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.



129

Total of referrals to date



40

Unique Placements



Launched in
February 2024.



Now available in
all courts in LA
County.



1

Successful completion of
the program

*JCOD STOP's first graduate
completed in June 2024*

Warm Landing Place

Launched June 10, 2024

The facility operates from 8 AM to 10 PM, seven days a week. WLP will expand service delivery in future phases. JCOD will renovate a newly purchased building to offer services at a location close to the downtown jails.



WLP located at MCJ
offers recently
released individuals:



short-term housing



snacks / food items / water



access to transportation
within LA County



critical resources and
supportive services



SECTOR

Skills and Experience for the Careers of Tomorrow

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

1,269

Enrolled participants from November 2022 to September 2024

625

Individuals Completed Job Training

515

Obtained high growth sector employment

POWR

JCOD Providing Opportunities for Women in Reentry Services

The JCOD Providing Opportunities for Women in Reentry (POWR) program links systems-impacted women to safe housing, employment, family reunification, support groups, mental health and substance use treatment, to reduce recidivism, improve their well-being and achieve self-sufficiency.



(Above) Holliday's Helping Hands POWR Ribbon cutting September 4, 2024.

Holliday's Helping Hands South LA Harmony Site launched in September 2023 with beds serving women-identifying individuals both single and with children

9
Families
22
Individuals
(15 Children)

Holliday's Helping Hands Long Beach Site launched in June 2024 offering beds serving women-identifying individuals both single and with children. This site is also able to accommodate single males with children or mixed family households

13
Families
32
Individuals
(22 Children)

POWR

JCOD Providing Opportunities for Women in Reentry Services *(cont.)*



(Above left) Joyous Ventures POWR Ribbon cutting October 21, 2024
(Above right) Center for Living and Learning Arleta Site

Center for Living and Learning POWR House

launched in January 2024 with 30 beds serving women-identifying individuals both single and with children

Center for Living and Learning NoHo Site

6

Families

11

Individuals
(5 Children)

Center for Living and Learning Arleta Site

11

Families

14

Individuals
(3 Children)

Joyous Ventures POWR East LA

launched September 2024 with 30 beds serving women-identifying individuals both single and with children.

Joyous Ventures POWR East LA

11

Families

20

Individuals
(9 Children)

A TOTAL OF

144

Beds

SERVED TOTAL BETWEEN
SEPT 2023 TO OCT 2024

294 38

Individuals Children

PFD

JCOD Pre-Filing Diversion Program

113 Individuals served

27 Completed diversion

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.





RDP

Rapid Diversion Program

8781
Cases Assessed

2805
Diversions Granted

871
Cases Graduated

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



It takes 1-2 years on average for participants to graduate and for the Court to grant dismissal.

91% of RDP graduates have not had a new criminal case filed in LA County.



Research Report

STEPHANIE BROOKS HOLLIDAY, ELIZABETH MARSOLAIS, SAMANTHA MATTHEWS

Process Evaluation of the Los Angeles County Rapid Diversion Program

A Pretrial Mental Health Diversion Program

91%

of individuals who successfully complete the program have avoided having a new criminal court case filed

“By expanding the Rapid Diversion Program, we are not only rethinking justice for those with mental health challenges; we are creating pathways to healing, dignity, and lasting change. This program is a critical step toward breaking the cycle of recidivism and provides meaningful opportunities for recovery.”
— **Judge Songhai Armstead (ret.)**

Read the full report here: https://www.rand.org/pubs/research_reports/RR3385-1.html



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



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.



PREP

JCOD Pretrial Release Evaluation Program

380

individuals conditionally
released from jail to housing

Reentry Interim Housing

Reentry Interim Housing provides programming and short-term housing for up to 9-months and support through JCOD Care Management Programs to transition to longer-term housing.



218

individuals have been served by Reentry Interim Housing between November 2022 and June 2024



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 life skills, health and wellness, financial literacy, and money management.



Housing sites provide services to single men and women from across Los Angeles County.

In 2024 JCOD added
4 sites and
25 single emergency beds



Residential programming includes, life skills, health and wellness, financial literacy, and money management.



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

Emergency Housing

Emergency Housing provides food and a safe, low-barrier, and supportive 24-hour temporary shelter to justice-involved individuals exiting from incarceration or who are unhoused. The goal is to stabilize and heal for up to 4 weeks while locating longer-term housing solutions through JCOD care management programs.



D.O.O.R.S

Developing Opportunities &
Offering Reentry Solutions
Los Angeles Services &
Antelope Valley (AV) Virtual
Expansion Launch



*D.O.O.R.S is a NACo
recipient*

(Above) JCOD DOORS LA interior. (Left) JCOD DOORS AV provides virtual reentry support for justice-impacted individuals and their families. DOORS AV opened a physical location in Fall 2024.

Offers low barrier supportive services including, housing, substance use linkage, employment support, legal assistance, education and social skills training, family reunification, community outreach, Innovative Employment Solutions (INVEST), mental health and benefits linkage, and access to a computer lab. Health and healing through the arts are also offered.

over

4,052

Individuals served Jan 22'
to Jul 24'

FAITH AND COMMUNITY-BASED SUPPORT

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



INCUBATION ACADEMY

7 Cohorts Launched*

160+ Incubation Academy
Organizations

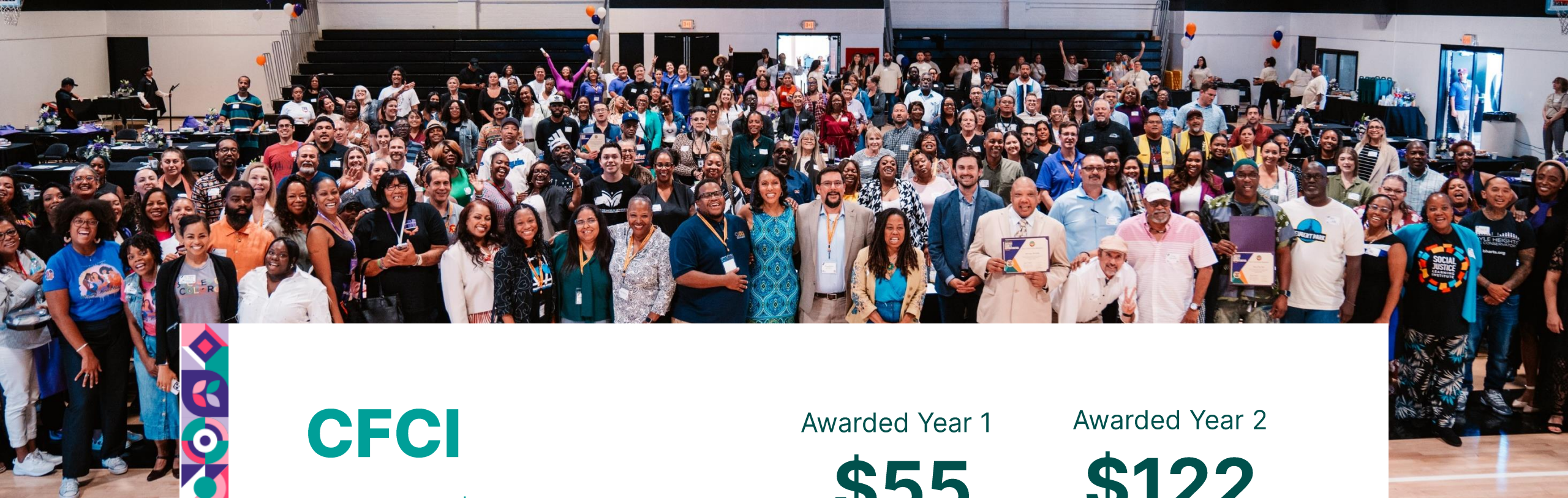


*Incubation Academy is a
NACo recipient*

Graduates from Cohorts 1-5
have received more than

\$55 million

in Combined Capacity-Building
and CFCI Grants



CFCI

More than **\$350 million** allocated through **CFCI Care Grants** to support over **400** projects and programs.

Awarded Year 1

\$55
MILLION

Awarded Year 2

\$122
MILLION

Awarded Year 3

\$175
MILLION

**Totals through October 2024*

INFRASTRUCTURE



ENHANCING CLIENT
OUTCOMES



ENHANCING CLIENT
ENGAGEMENT



CARE MANAGEMENT SYSTEM (CMS)

INCREASING
EFFICIENCY AND
REDUCING BURDEN



ENSURING COMPLIANCE
AND QUALITY



IMPROVING CARE
COORDINATION



PROVIDING DATA
AND REPORTING



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



ENHANCING ACCOUNTABILITY AND INSIGHT

Developed **12** new internal dashboards to track JCOD programs and services to justice-involved populations.

STREAMLINING DATA ACCURACY AND EFFICIENCY

Revamped the CFCI data collection tool for **60+** County programs by adding features to prevent data entry errors, including drop-down menus, conditional logic, and clearer instructions.



DATA EFFORTS



MONITORING SERVICE PERFORMANCE

Refined reporting methods and data collection to track and evaluate, on an ongoing basis, service calls and linkages being provided by the Justice Support Center. This included staff productivity, stakeholder and customer satisfaction rate, and impact of JCOD services on the justice involved individuals' court appearance and recidivism rates.



DRIVING INCLUSIVE EXCELLENCE

Relaunched JCOD website to provide information in more than **18** languages. Supported County-wide efforts, including ARDI, language access, and the Gender Impact Assessment.

Recognition & Achievements



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

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)

Recognition & Achievements

(cont.)



Valid through November 2025

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



Judge Songhai Armstead (Ret.) was honored as **KNX Hero of the Week** in May 2024

Two JCOD executives graduated from **ELDP Executive Leadership Development Program**



Judge Songhai Armstead (Ret.) was honored with the **Gary Burrell Humanitarian Award** in November 2024.



JCOD was honored with the **Special Merit Award** from the LA County Quality and Productivity Commission for the Rapid Diversion Program.





COMMUNICATIONS & OUTREACH

MEETINGS



JCOD has participated in

150+

**events, webinars, and workshops
with various local organizations**

to enhance visibility and impact in all
5 Supervisorial districts.

EVENTS



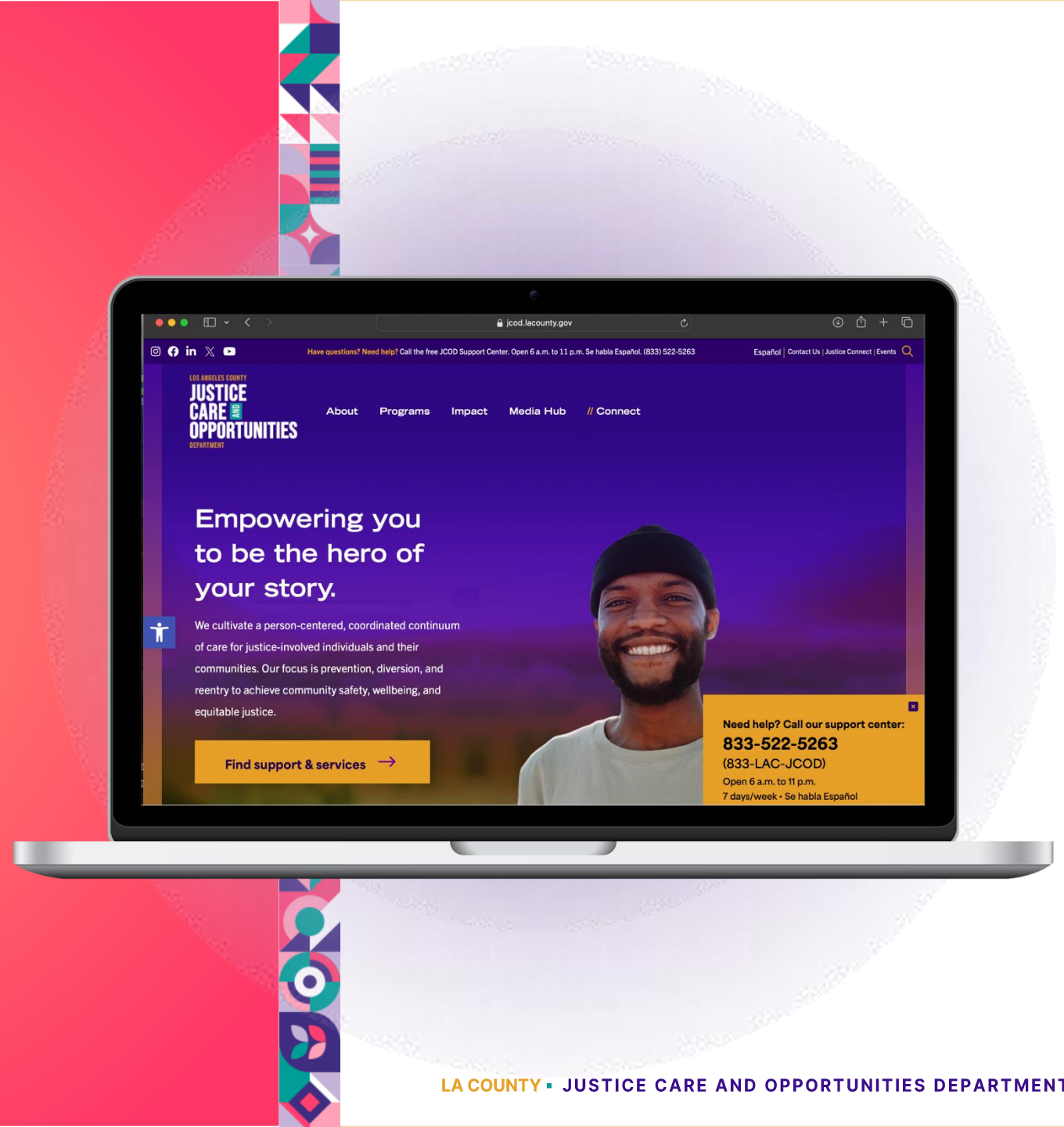
WEBSITE RELAUNCH



JCOD has relaunched our website, featuring an improved user interface and a fresh, modern design.



[CHECKOUT THE NEW WEBSITE](#)



JII PANEL

In January 2024, JCOD launched the Justice Involved Individuals (JII) Panel and it continues to meet monthly.

There are 50 members and currently 15-20 participants per panel. JCOD receives valuable feedback about JII experiences and how the department's programs can continue to grow and develop. The meetings are hybrid, with people meeting in person and online.



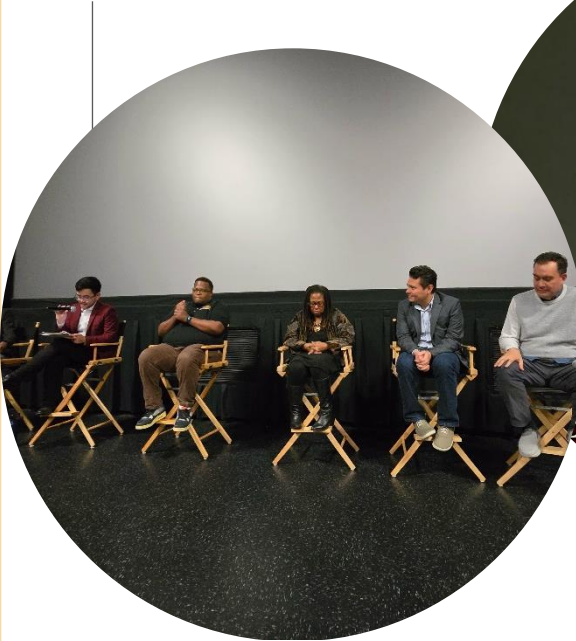
The panel has JIIs from the following groups:

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

10 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.





October 17, 2024

The inaugural JCOD Summit and Festival, Together We Thrive featured insightful panels, interactive workshops, meaningful networking and vibrant performances.

The Summit was a celebration of the powerful work being done in partnership with our community. We were honored to give away free books, laptops, wellness products, and resources to our community, prioritizing justice-impacted individuals. The Summit featured 30 vendors and sponsors and 1,000+ attendees. The Together We Thrive Summit wasn't just an event—it was a movement toward transforming lives and communities.



Together We Thrive Summit Recap



11

Main stage performances

18

Vendor Booths



22

Panels, workshops & wellness sessions



75

Speakers

500+

items of free giveaways:
Shea Moisture products,
ISD laptops, books,
iHeart radio giveaways!



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 in Downtown Los Angeles

Supervisorial District 2 -

Watts Labor Community Action Committee (WLCAC) Resource Fair in Watts



Supervisorial District 3 -

JCOD Providing Opportunities for Women in Reentry (POWR) Housing Site Grand Opening in Arleta

Supervisorial District 4 -

Diversity, Equity, Inclusion Accessibility (DEIA) and Second Chance Month Event at Long Beach City College

Supervisorial District 5 -

Ribbon Cutting Ceremony of Our Healing Space, A Wellness Experience in Antelope Valley

JOOD IN THE NEWS

15+
Radio
Interviews

30+
Press
Mentions

85%
Social media growth
across Instagram
and LinkedIn

28,147
Newsletter subscription

4+ Million
People reached through
digital campaigns



HIGHLIGHTS & HONORABLE MENTIONS



~13,000

Served justice-involved individuals through prevention, diversion and reentry services



550+

Organizations Helped



1,034

Current Beds
JCOD Directly Funds



Received 4 2024 NACo
Achievement Awards

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



150+

Events, Webinars, and Workshops



4 Million+

People reached through digital and radio campaign



Served over 8,000 justice-involved individuals through our Justice Connect Support Center.



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

