



CEO

Chief Executive Office
COUNTY OF LOS ANGELES

ALTERNATIVES TO INCARCERATION UNIT

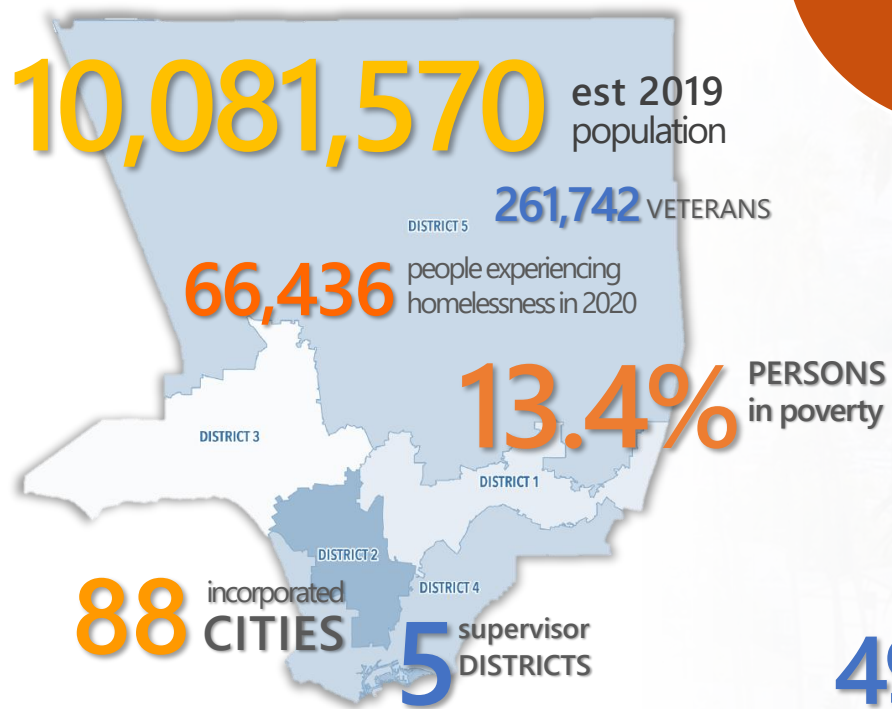
Judge Songhai Armstead (Ret.) | Executive Director



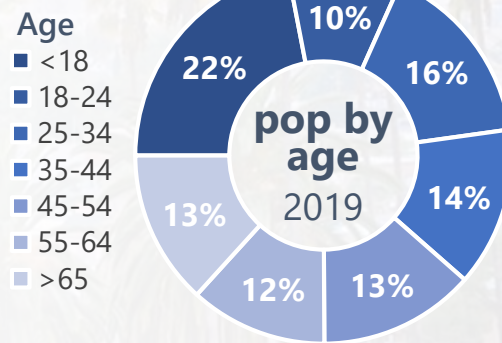
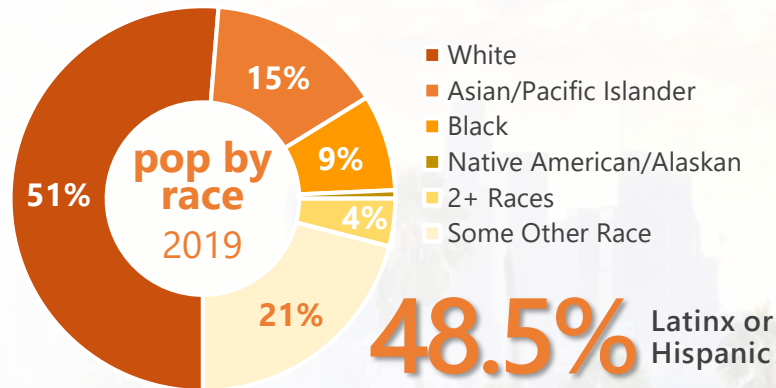
An aerial photograph of Los Angeles, California, taken during the "golden hour" of sunset. The sky is a vibrant mix of orange, yellow, and blue, with scattered white clouds. In the foreground, several tall palm trees stand prominently, their fronds silhouetted against the bright sky. The middle ground shows a dense residential area with houses and trees, leading up to the downtown Los Angeles skyline in the background. The skyline features several tall, modern skyscrapers, including the US Bank Tower. The overall scene is bright and optimistic, suggesting a new beginning or a bright future.

Los Angeles County is embarking
on a **radical transformation** of its
criminal justice system

Los Angeles County Snapshot



General Population Statistics



49% Male **51%** Female

Public Safety & Criminal Justice Facts

23 LA County Sheriff's Department Stations

21 LA Police Department Community Police Stations

38 LA Superior Court Courthouses

45 Other Municipal Police Agencies (e.g., Long Beach PD)

7 Total Jail Facilities in LA County

17K Average Daily Population Held in LA County Jail System (2019)

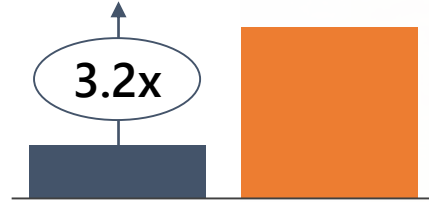
500 Youth Held in LA County Locked Facilities (2020)

60K Adult Probationers Supervised Throughout LA County (2020)

Sources: LA County.gov, US Census 2019 ACS 5-year Estimate and QuickFacts, 2020 LAHSA Report, LA Almanac, ATI Work Group Report, LA Daily News, County of Los Angeles Probation

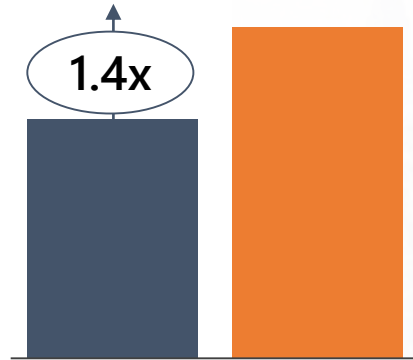
Disproportionate number of justice system-involved population comes from communities of color

In LA County, just **9%** of people are Black...



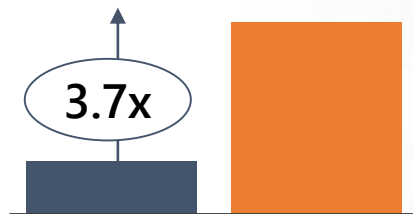
...but comprise **29%** of people in the jail

Black and Latinx women are **~54%** of the women in LA County...



...but **75%** of women in the jail

Black women face the greatest disparity. They are only **9%** of women in LA County...

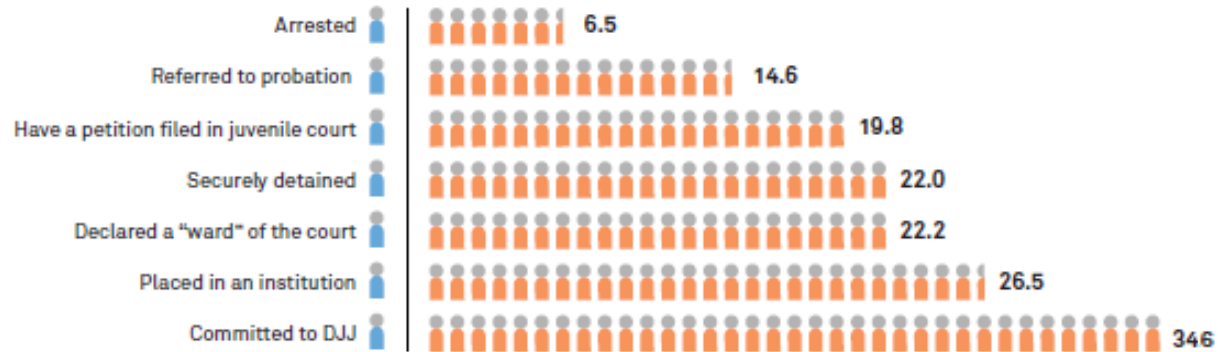


...but **33%** of women in the jail

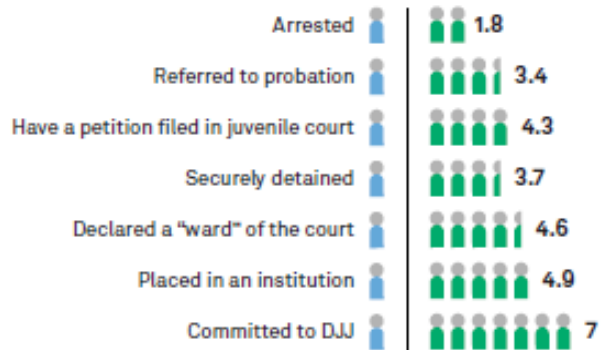
Incarceration in Los Angeles County has been a story of racial inequality

Cumulative disparities for Black and Latino Youth (2018)

For every white Youth (ages 10-17) in LA County, this many Black Youth are more likely to be...



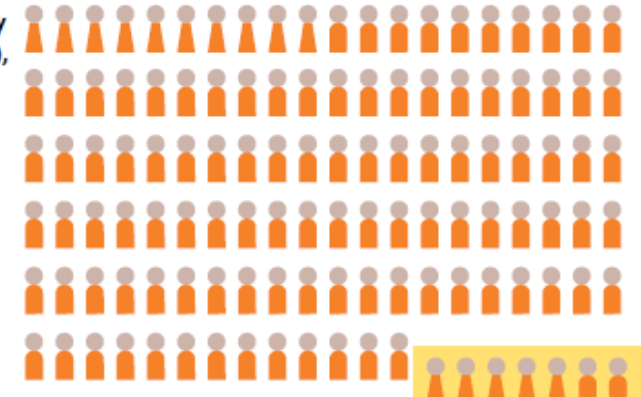
For every white Youth (ages 10-17) in LA County, this many Latino Youth are more likely to be...



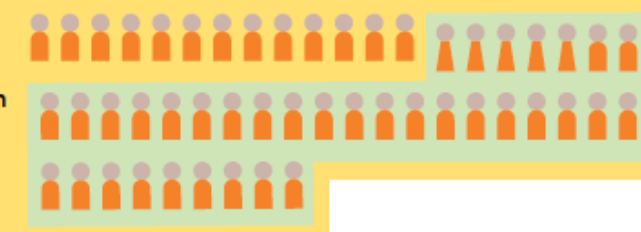
Youth of color more likely than white youth to have their **adolescent development derailed by criminalization and arrest**

The County's Twin Towers Correctional Facility is the largest de facto mental institution in the United States

On a given day (April 30, 2019), 16,945 people are in custody in the LA County jail...

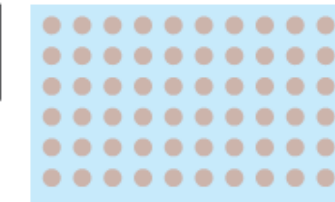


30% of them are in jail mental health housing. According to RAND, 61% of the mental health population could be appropriate for community release.



21% of people in mental health housing have a substance use disorder

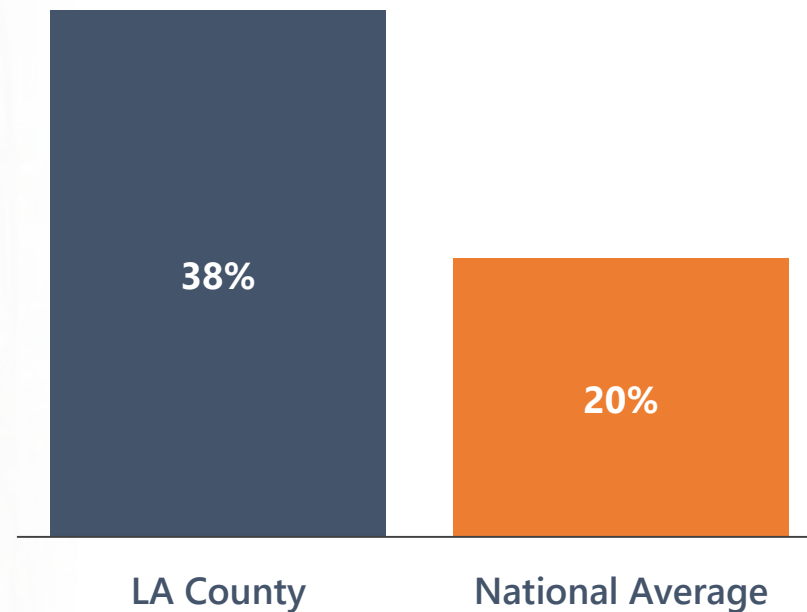
Of the people released each day...



nearly 60% have a significant substance use disorder.

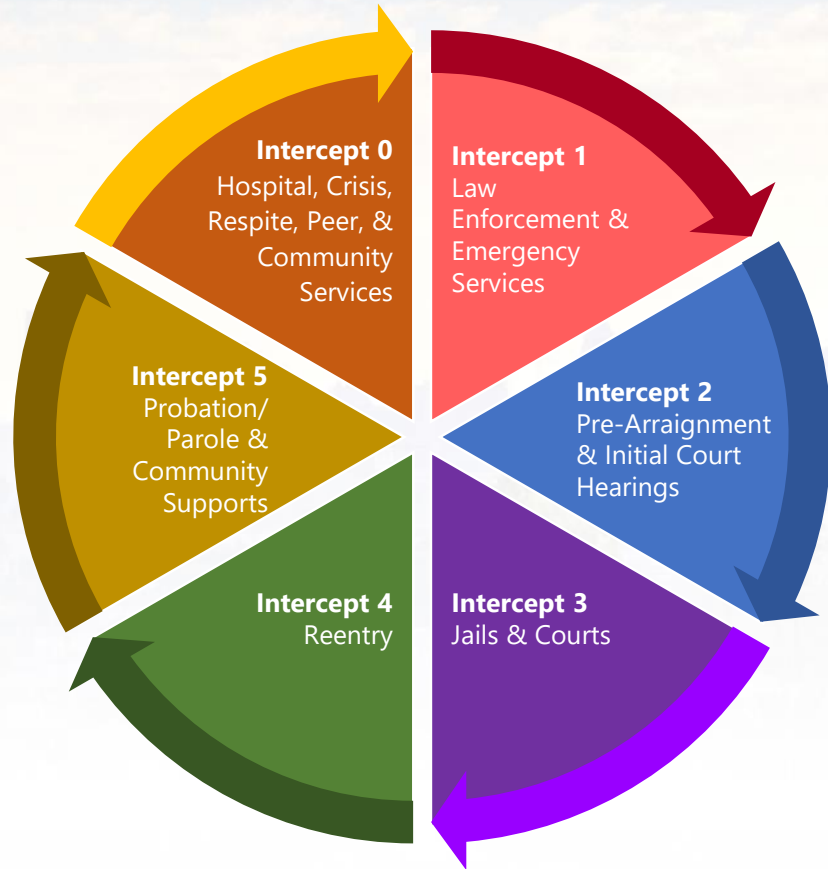
Critical Mental Health bed shortage preceding the pandemic, even as more treatment would reduce numbers of people cycling through the justice system

30-day readmission rates at LA County mental health hospitals outpacing the national average

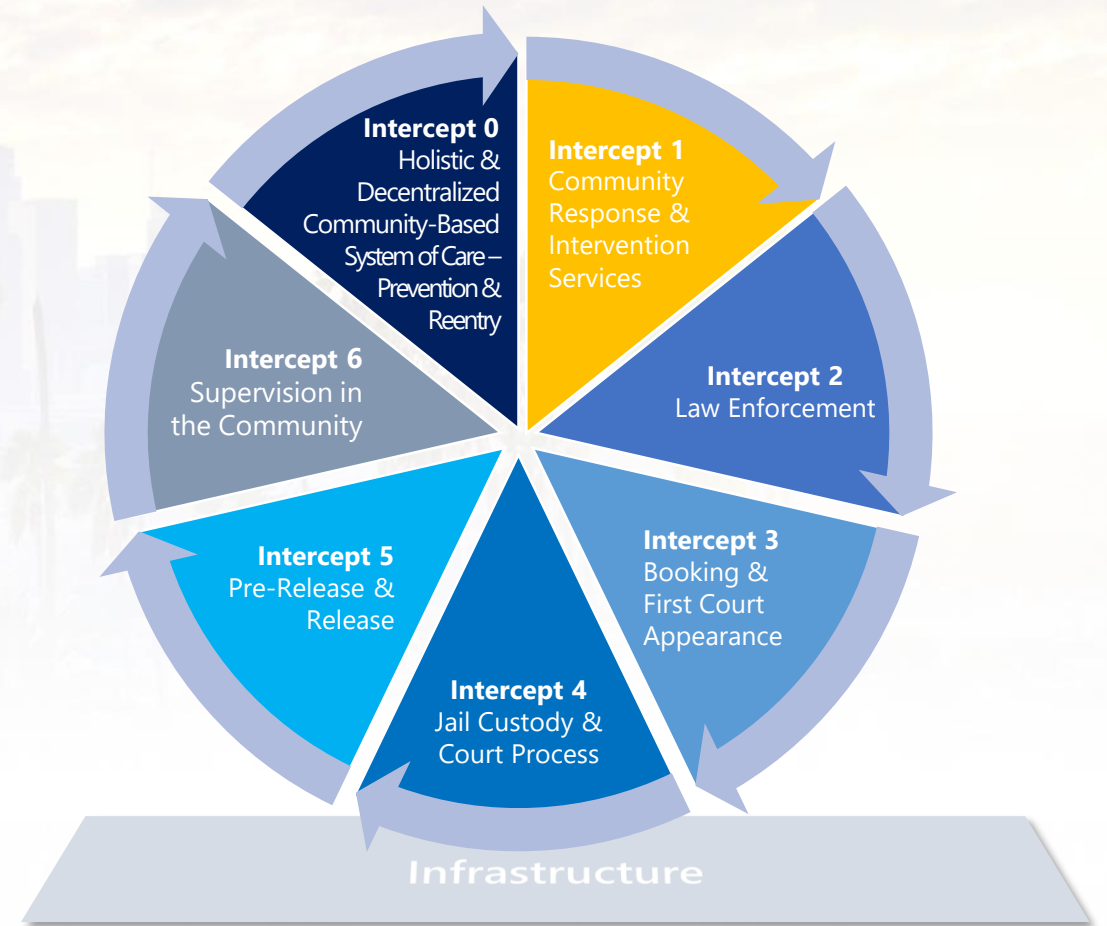


Source: LA County Medi-Cal fee-for-service hospital network readmission rates, 10/29/2019 Department of Mental Health report to LAC Board of Supervisors

Justice System Sequential Intercept Map



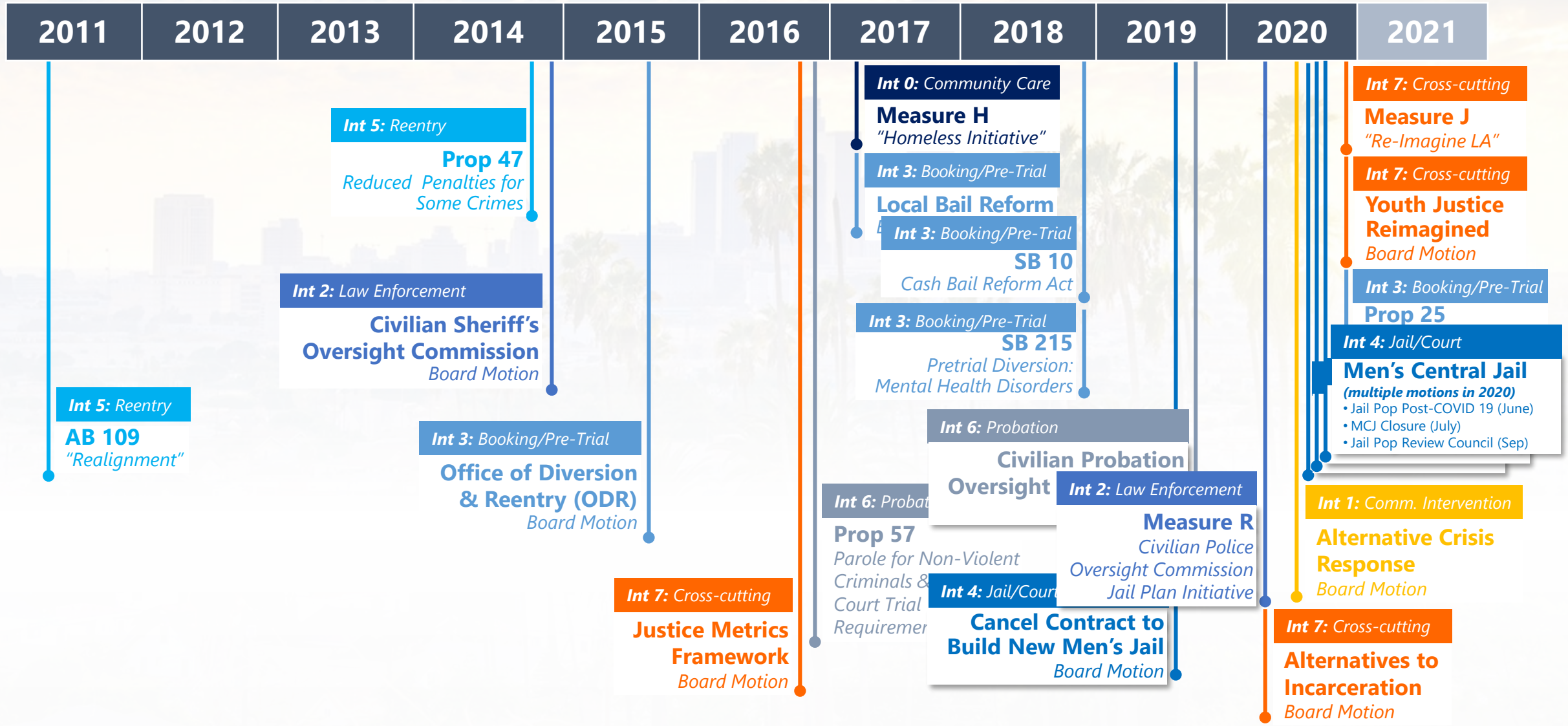
Traditional View
6 Intercepts



ATI Work Group View
7 Intercepts, *plus* Infrastructure

Criminal Justice Reform Landscape

Crosswalk of Related Efforts Impacting Los Angeles County



Note: Based on ATI Work-Group adaptation of intercepts

February 12, 2019

Board motion to establish the *Alternatives to Incarceration (ATI)* Work Group



March 10, 2020

Board adopts the Work Group's five overarching strategies

ATI **5** OVERARCHING STRATEGIES

- 1** **SCALE** care through community capacity-building
- 2** Preference **BEHAVIORAL HEALTH RESPONSES** where appropriate
- 3** Invest in **PRE-TRIAL RELEASE & DIVERSION SERVICES**
- 4** Prioritize **ALTERNATIVE PLACEMENTS** vs. jail time
- 5** Build **ATI INFRASTRUCTURE** to implement policies, focusing on racial equity and restorative justice

CEO-ATI Unit

What Is Our Role?

Under the Chief Executive Office (CEO), the ATI Unit is responsible for:

- **Policy development**
- **Cross-functional coordination**, across:
 - 88 cities within Los Angeles County
 - County Commissions, advisory bodies, and public agencies
 - County law enforcement, prosecutorial agencies and courts
 - State and federal agencies, and any other jurisdictions
 - Community-based organizations, philanthropy and faith-based institutions
- **Program pilots and incubation**
- **Metrics and outcome evaluation**
- **Funding recommendations**

...related to prevention, diversion, justice system intervention, rehabilitation, reentry for **both youth and adults**

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Areas of Responsibility

I. Alternatives to Incarceration

Address Work Group recommendations on adult justice system transformation



II. Youth Justice Reimagined

Address Work Group recommendations on juvenile justice system transformation



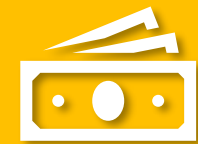
III. Alternative Crisis Response

Nationwide coordination effort planning for 9-8-8 implementation of non-law enforcement response to crisis calls



IV. Measure J

Budget process and funding allocation for justice system transformation and community investments



Multiple “shovel-ready” projects addressing the ATI five strategies identified and already underway countywide

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NOT EXHAUSTIVE

1 Strategy 1: SCALE care through community capacity-building

Capacity-Building

- Incubation Academy
- ATI Assessment and Referral System (ATI App)

Families & Support Network

- DCFS Family Support
- My Brother’s Keeper Fostering Resiliency Project

Housing

- ODR Housing

Training & Employment

- Securing Documents for Employment
- Securing Documents for Employment
- Securing Documents for Employment
- Preparing Los Angeles for County Employment (PLACE)
- LA Emergency Medical Technician Apprenticeship (EMT) Program
- Forestry Fire Camp Program
- Community Health Worker/ Care Coordinator Apprenticeship Program

2 Strategy 2: Preference BEHAVIORAL HEALTH RESPONSES

Alternative Crisis Response

- Crisis Call Center Network
- Mobile Crisis Response
- Crisis Facilities

3 Strategy 3: Invest in PRE-TRIAL RELEASE & DIVERSION SERVICES

- Pre-filing Diversion Programs
- Rapid Diversion Program Expansion
- ODR LEAD Program
- MIST-CBR
- FIST-CBR & Off-Ramp
- UpTrust
- Bail Project
- Get Them Out

Youth Justice Reform

- Rollout pre-arrest youth diversion effort countywide
- Transition diversion programs in Probation to Youth Diversion & Development (YDD)
- Build out infrastructure of future Department of Youth Development (DYD)

4 Strategy 4: Prioritize ALTERNATIVE PLACEMENTS vs. jail time

- ODR Mental Health Formal Diversion Expansion
- ODR Maternal Health Program
- Pre-filing Diversion Programs
- Rapid Diversion Program Expansion

5 Strategy 5: Build ATI INFRASTRUCTURE to implement policies, focusing on racial equity and restorative justice

- ATI Staffing
- Community Cabinet
- Communication Campaign
- Philanthropic Partnership
- Technology Staff Support
- ATI Metrics Development
- Outcome Reports
- Department-Funded Inventory
- Community Capacity Inventory

Measure J

- Advisory Committee Planning & Facilitation
- Subcommittee Planning & Facilitation

Data-Driven Decision Making

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ATI



YJR



ACR



Meas J



Example: Pre-filing Diversion Target Locations

Station	2019 Number of arrests	% of arrests	Cumulative % of arrests
LAPD - METRO	16,609	12.5%	12.5%
LAPD - VALLEY JAIL (VAN NUYS)	15,937	12.0%	24.4%
LAPD - 77TH STREET	14,573	10.9%	35.4%
LONG BEACH PD	7,640	5.7%	41.1%
LAPD - HOLLYWOOD AREA	3,645	2.7%	43.8%
LASD - CENTURY STATION	3,515	2.6%	46.5%
LASD - LANCASTER STATION	3,414	2.6%	49.0%
LASD - IRC	3,038	2.3%	51.3%

Pre-filing Diversion

- Assess & divert individuals to housing and community-based services prior to booking

LAW ENFORCEMENT AGENCY									
LAPD			Pomona	Santa Monica	Long Beach	Sheriff			
77th	Metro	Valley				Lancaster	Compton/Century	Carson	East LA

Diversion programs designed for:

- Persons living with **mental illness, substance use disorders, or who are houseless**
- Misdemeanor or non-violent and non-serious felony charges

Rapid Diversion Court

- Assess & divert individuals to housing and community-based services at the earliest moment in court process (typically during arraignment)

COURTHOUSE LOCATION							
Foltz	Airport	Van Nuys	Long Beach	Lancaster	East LA	Pomona	Compton

ATI Incubator Academy

- Community capacity building effort partnering large, established service providers to assist development and build capabilities of smaller organizations

ATI App

Needs Assessment & Realtime Service Locator

- Universal tool for system navigators to identify a person's needs, and link to appropriate services and beds in real time

I. Alternatives To Incarceration Initiative Projects

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Highly fragmented provider landscape

- 34 county departments plus related agencies and initiatives
- 10,000+ community-based providers
- Many different systems leading to information silos
- ~70% of clients tracked over past 10 years used >1 providers



I. Alternatives To Incarceration Initiative Projects

ATI App: Deep Dive (1/3)

LA County CEO: ATI Unit



I. Alternatives To Incarceration
Initiative Projects

ATI App: Deep Dive (2/3)

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- Enables system navigators and other users to identify a person's needs, and link to appropriate services and beds in **real time**
- App development to include build-out of:
 - Strength/needs assessment tool
 - Bed and services inventory
 - Coordinated data entry and communications between, client, system navigator, departments and CBOs
 - Data, outcomes and gap tracking
 - Appointment and court date reminders



I. Alternatives To Incarceration Initiative Projects

ATI App: Deep Dive (3/3)

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Reimagining service delivery in LA County

From



Risk-based



Fragmented systems



Capacity-constrained



Inefficient



System failures

To



Needs-based



Coordinated network



Capacity-building



Cost-effective



System of care

I. Alternatives To Incarceration Initiative Projects

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ALREADY IN PROCESS...

“Shovel-Ready” Projects in the ATI Pipeline

- CEO-ATI Communication Campaign
- Expansion of Text Reminder Program (UpTrust) for Upcoming Court Date Notifications
- Securing Documents for Employment Program
- Preparing Los Angeles for County Employment (PLACE)
- Community Health Worker / Care Coordinator Apprenticeship Program
- LA EMT Apprenticeship Program
- Forestry Fire Camp Program
- My Brother’s Keeper Resiliency Program
- DCFS Prevention & Aftercare Network integration

1 in 3

justice-involved youth has had some type of DCFS contact in their lives

II. Youth Justice Reimagined

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Phase 1 planning in-progress - focused on prevention and diversion into youth development programs

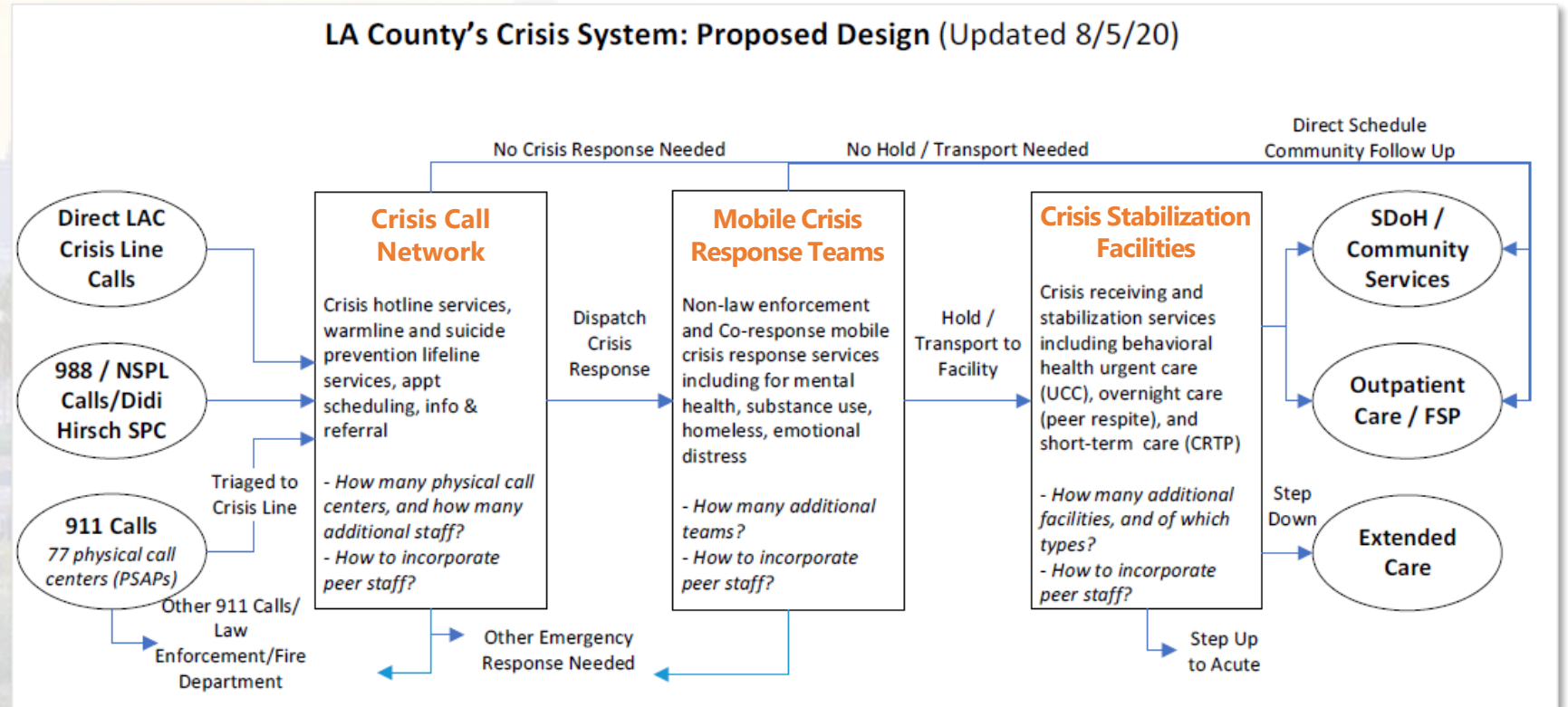
- 1 Rollout pre-arrest youth diversion effort countywide**
 - Currently in 8 law enforcement agencies
 - Expand to all 45 agencies across the county
- 2 Transition all diversion programs in Probation to Youth Diversion and Development (YDD)**
 - YDD to eventually transition into Department of Youth Development (DYD)
- 3 Build out infrastructure of future department (DYD)**

Countywide collaboration to design and implement 9-8-8, an alternative to 9-1-1 response to mental health crisis calls

III. Alternative Crisis Response

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ATI YJR ACR Meas J



Measure J Funding Categories

Community Investments

1. Youth Development and Education
2. Work Force Development
3. Small Business Development for Minority-Owned Businesses
4. Rental Assistance & Housing Supportive Services
5. Capital Funding (Housing)

Alternatives to Incarceration

6. Community-based restorative justice programs
7. Pre-trial non-custody services and treatment
8. Community-based Health Services
9. Non-custodial Diversion and Reentry Programs

IV. Measure J

LA County CEO: ATI Unit



Community-Led Process (1/2)

Re-Imagine LA Advisory Committee

2021-2022 Advisory Committee

Board Appointees

- Veronica Lewis, *Chair*
SSG/HOPICS
- George Andrews
NAACP, Antelope Valley Branch
- Eunisses Hernandez
La Defensa, JLA Coalition
- Dr. Robert Ross
California Endowment
- April Verrett
SEIU, Local 2015

County Department Leads

- Dr. Jon Sherin, *Vice Chair*
Department of Mental Health (DMH)
- Judge Peter Espinoza (ret)
Office of Diversion & Reentry (ODR)
- Dr. Barbara Ferrer
Department of Public Health (DPH)
- Dr. Christina Ghaly
Department of Health Services (DHS)
- Dr. Gary Tsai
Substance Abuse Prevention & Control (SAPC)

Lived Experience Members

- Mandie Dixon
A New Way of Life Reentry Project
- Ta (Duc) Huynh
API RISE
- Roberto Luca
Mass Liberation
- Hector Ramirez
Disability Rights California
National Disability Rights Network
- Bill Tarkanian
LA Center for Alcohol & Drug Abuse (LACADA)

Labor Representatives

- Daniel Langford
Southwest Regional Council of Carpenters
- Bob Schoonover
SEIU, Local 721

IV. Measure J



- 17-member committee, comprised of
 - Board appointees (5)
 - County department leads (5)
 - Individuals with lived experience (5)
 - Labor representatives (2)
- 2-year term, ending September 2022
- Develop spending plan recommendation process
- Create annual spending plan development process for future Measure J funding cycles
- Coordinating with County departments to develop detailed budget requests in line

Community-Led Process (2/2)

Re-Imagine LA Subcommittees

Co-chairs

From Advisory Committee

Elected by Subcommittee



Economic Opportunity

Mondays 4-6:30pm (Feb 8-Mar 15)



Diversion, Behavioral Health & Health

Tuesdays 4-6:30pm (Feb 9-Mar 9)



Education Access & Youth Development

Tuesdays 6-8:30pm (Feb 9-Mar 9)



Housing

Wednesdays 4-6:30pm (Feb 10-Mar 10)



Reentry

Wednesdays 6-8:30pm (Feb 10-Mar 10)

Daniel Langford

SW Regional Council of Carpenters

Ivette Alé

Dignity and Power Now, JLA Coalition

Eunisses Hernandez

La Defensa, JLA Coalition

Brian Kaneda

CURB, JLA Coalition

Mandie Dixon

A New Way of Life Reentry Project

Anthony Robles

Youth Justice Coalition, JLA Coalition

Bill Tarkanian

LACADA

Sophia Li

Brilliant Corners, JLA Coalition

Roberto Luca

Mass Liberation

Raymundo Zacarias

Coalition for Engaged Education, JLA Coalition

IV. Measure J

LA County CEO: ATI Unit



IV. Measure J ATI Unit's Role

LA County CEO: ATI Unit



- Planning, organization and coordination of all logistics to ensure an **inclusive, transparent process** for the allocation of Measure J funds
- Stakeholder communications and meeting facilitation to **foster community engagement**
- Data collection and analysis to promote **data-driven decision-making and racial equity**
- Prepare Measure J spending plan to submit to Board of Supervisors for approval, **based on community input** gathered through the Re-Imagine LA Advisory Committee process
 - Coordinating with stakeholders to develop detailed budget requests and ensure resources available to realize community's vision
 - Ensure all directives performed in manner complying with the County Budget Act, County Charter, or any requirement of state or federal law

A nighttime photograph of a city skyline with several illuminated skyscrapers. In the foreground, a multi-lane highway is visible with long-exposure light trails from cars, showing red and white streaks. The sky is dark with some light clouds.

Questions?

Contact: Judge Songhai Armstead (Ret.)

Email: SArmstead@ceo.lacounty.gov