

# CFCI JCOD

## Workforce and Housing Programs Summary

CFCI Year	Program	Services	Funding Received	Amount Spent
Year 3	Fair Chance	Legal Services	\$249,000 ongoing	\$459,266
Year 3	SECTOR	Employment	\$2.5 million ongoing	\$3.6 million
Year 1 and Year 2	Breaking Barriers	Housing and Employment	\$2.5 million and \$1.5 million ongoing	\$7.2 million
Year 2 and Year 5	POWR	Housing and Case Management	\$3 million ongoing and \$4 million one-time	\$6.5 million
JCIT and Year 5	Reentry Interim Housing	Housing	\$9.6 from JCIT and \$2.25 one-time	\$11.8 million
Year 3	TAY Workforce	Employment	\$498,000 ongoing	\$498,000 expensed; \$498,000 committed

LOS ANGELES COUNTY

**JUSTICE  
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# JCOD – Fair Chance

Care First Community Investment  
Townhall

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Judge Songhai Armstead, (Ret.) Director



**Program Snapshot:**

# **JCOD – Fair Chance**

**CFCI Year 3 – Fair Chance**

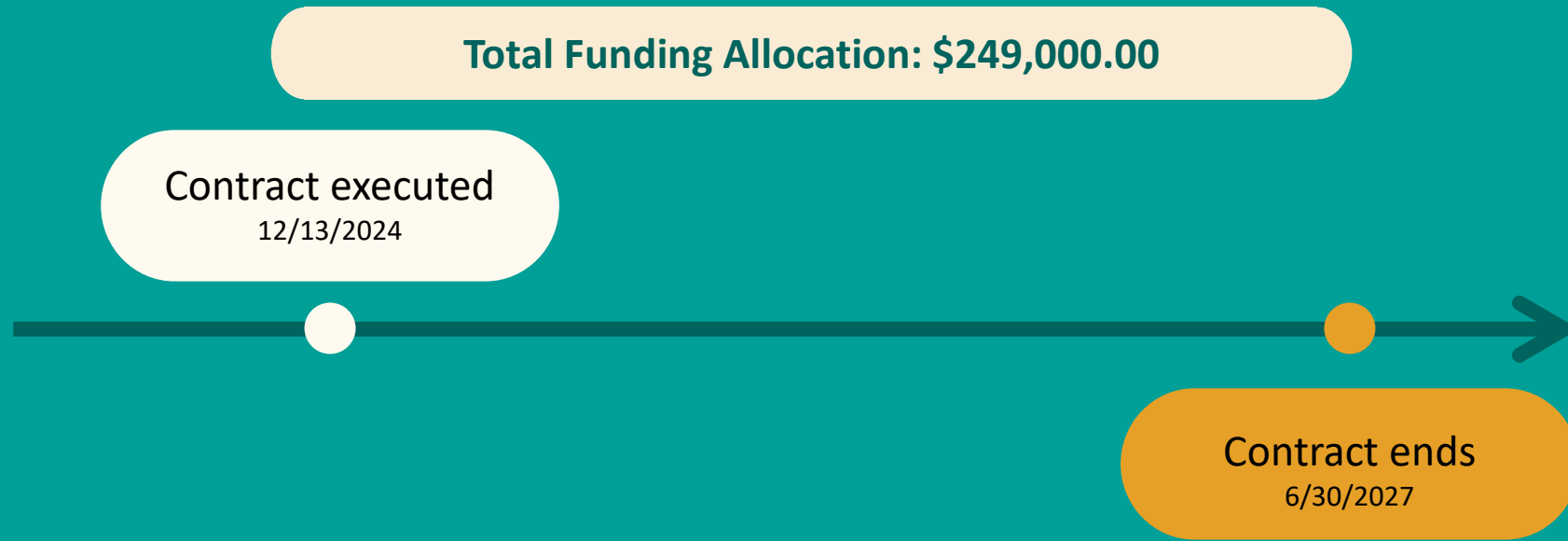
## **Target Population**

System impacted individuals over 18 who need legal representation and/or guidance to navigate barriers to employment, family reunification, housing, tickets and citations, etc.

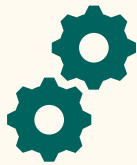
## **Overview of Services**

- Record Clearance
- Family Law
- Employment
- Immigration
- Education campaigns

# Funding Overview & Spenddown Status



## Funding Allocation Breakdown



Direct services



Staff (legal aids, lawyers)

## Spending

Contracted with one provider | Total contract amount:

**\$727,206**

Time Frame: FY 25/26

Encumbered	\$234,331
Spent as of 3/26	\$187,748
Ontrack to spend down remaining	\$51,582

# Impact & Outcomes

## Demographic & Geographic Data

252



Clients assisted or currently receiving assistance

43 SD 1

51 SD 2

21 SD 3

83 SD 4

12 SD 5

51 Unknown

132 Hispanic or Latino

49 Black or African American

34 White

6 Asian

5 Native American



## Program Impact & Outcomes

776

legal matters opened, being addressed, or resolved

662 Record Clearance, Tickets & Licenses

17 Employment

77 Family Law

1 Goc Benefits

12 Housing

4 Immigration

## Success Stories

John was referred to LAFLA by a SECTOR provider for assistance clearing up his record. John had been homeless for most of his 20s, and due to a substance abuse issue had picked up seven convictions. Now sober, housed, and with a healthy support system, John was still having difficulty obtaining employment due to his conviction history and employers running background checks. LAFLA staff were able to assist John with completing and filing petitions for expungement, including drafting a personal statement highlighting his personal growth and compiling evidence of rehabilitation for the court, on all seven of his convictions. The judge recognized the changes John had made and granted the petitions, removing some of the legal barriers preventing John from pursuing job options in his career of choice.

# Gaps & Challenges

## Service Delivery



Identifying a provider and negotiating the contract took longer than anticipated



Tracking data is difficult due to attorney-client privileges

## External Challenges



Ongoing funding



Fingerprinting is needed for expungements – wasn't part of the initial budget

# Opportunities & Next Steps



## Opportunities for Improvement



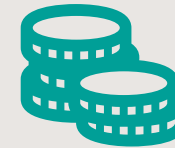
Improve referral pipeline



Partnerships with organizations that conduct or pay for fingerprinting



## Recommended Next Steps



Continue funding the program



Identify community partners that will pay for the fingerprinting

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# Emergency Housing

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## Program Snapshot:

# JCOD – Emergency Housing

### Target Population

System impacted individuals 18 years of age or older experiencing homelessness or need temporary shelter as part of their court requirements

### Overview of Services

- Temporary shelter up to 31 days
- Food, clothing, toiletries, light case management

# Funding Overview & Spenddown Status

## Total Funding Allocation:

CFCI Pretrial (ongoing): \$1,323,000

CFCI Year 5 (one time): \$6,261,000

First contract executed 3/1/2024

June 2025 – Committed underspent for multiple two-year contracts

Secured CFCI Year 5 Funds

## Funding Allocation Breakdown

- Housing
- Food
- Hygiene items
- Staff time
- Utilities

## Underspend

FY 25/26

Total expended

**\$1,733,171**

JCOD had **\$4.2 million in unspent funds** at the end of June 2025. Used to contract 60 beds over two years

JCOD had **\$400,000 unspent in FY 25/26**. Committed to transportation services for Call Center

Year 5 funds will be used to expand 20 beds for three-years. Contracts not executed yet.

Also will be used to fully-fund committed beds for an additional year

# Impact & Outcomes

## Demographic & Geographic Data

**1,562**  
referred

**1,419**  
enrolled

**10 Beds**

Spa 1

**3 Beds**

Spa 4

**17 Beds**

Spa 6

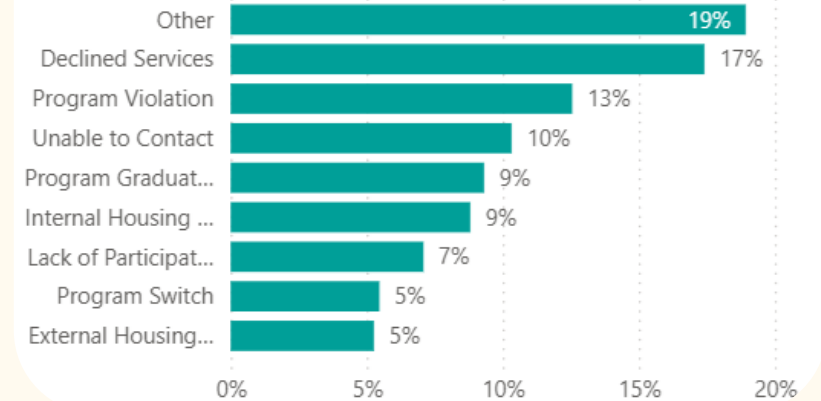
## Program Impact & Outcomes



Average Length of Stay:

**22 Days**

### Exit Reason



## Success Stories

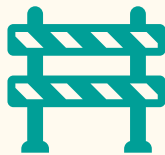
Participant was referred in the fall of 2025 after serving 14 years in prison. While staying at the shelter, they obtained employment and transferred to JCOD's Interim Housing program. Participant started a business where he delivers medical supplies and already has multiple contracts. He secured an apartment and is slated to move in at the end of the month

# Gaps & Challenges

## Service Delivery



Exit reasons and locations are difficult to track  
*Many participants just leave without providing information*



Barriers to implementation include identifying providers, onboarding them to policies and database

## External Challenges



Many houses do not accept 290s or arson  
*Particularly because of community or proximity to schools and parks*



Funding crisis

# Opportunities & Next Steps



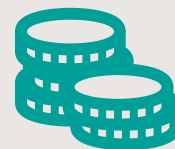
## Opportunities for Improvement



Data collection agreement with the Chief Information Office will allow us to get a better understanding of exit reasons and locations (hospitalizations, jail, etc)



## Recommended Next Steps



Funding cliff in June 2029



Housing is number one need of the call center



Need housing in underserved areas and that take 290s and arson

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**Skills and Experience  
for the Careers of Tomorrow  
(SECTOR)**

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Judge Songhai Armstead, (Ret.) Director



## Program Snapshot:

# JCOD – Skills and Experience for the Careers of Tomorrow (SECTOR)

**CFCI Year 3: General Job Training and Employment (Justice-Involved)**

## Target Population

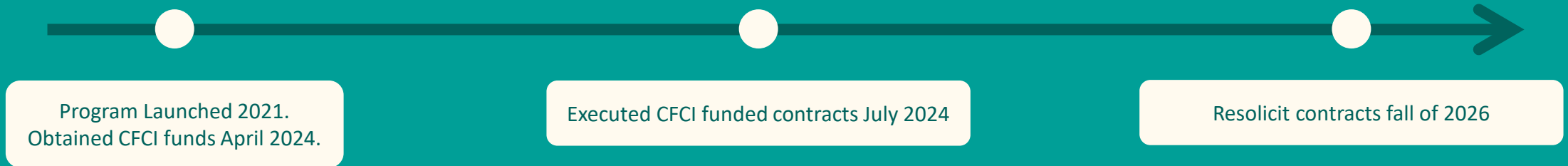
- System-impacted individuals 18 years or older
- Ready to work and commit time to training program

## Overview of Services

- Training and paid work experience in sectors that provide career pathway opportunities and family-sustaining wages
- Financial assistance in form of stipends or incentives
- Mental health and substance use disorder services
- Cognitive Behavioral Intervention
- Job placement and retention

# Funding Overview & Spenddown Status

Total Funding Allocation: \$2.5 million a year



## Funding Allocation Breakdown

- Job readiness and training costs
- Stipends
- Participant support items
- Staff

## Underspend

FY 25/26

Spent

**\$1.6 million**

Anticipated \$200,00 underspending between two contracts due to staff shortage and finding free training.

In June 2025, JCOD had \$1.4 million in unspent funds due to receiving funds in FY 23/24 but not executing contracts until FY 24/25

Committed to Women in Non-Traditional Employment Roles (WINTER) to provide MC3 Construction training to 8 cohorts of women living at LACTC. First cohort starts June 2026

# Impact & Outcomes

## Demographic & Geographic Data

428



Funded through  
CFCI

## Race and Ethnicity

44% Hispanic or Latino

35% Black or African American

13% White

## Gender

79% Male

19% Female

## Program Impact & Outcomes

258

Completed job training

60

Currently enrolled in job  
training

192

Employed in high-growth  
sector, \$24 average wage

84%

Did not recidivate in two  
years

## Success Stories

A participant enrolled in the SECTOR program to obtain their Commercial Driver's License. Their Career Coach helped them obtain temporary employment so the participant could work during the day while completing the paid training at night. After graduation, the participant obtained employment as a commercial truck driver and was able to purchase a home for his family

# Gaps & Challenges

## Service Delivery



SECTOR was an existing program. JCOD used CFCI funds to expand. Easy to incorporate new providers

## External Challenges



AI taking entry level employment

Digital divide is even greater



Population tends to be last hired, first fired during economic downturn

# Opportunities & Next Steps



## Opportunities for Improvement



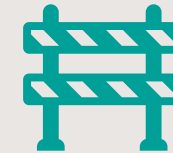
Streamlining program process flow



Justice impacted individuals experiencing homelessness



## Recommended Next Steps



State level advocacy to remove licensing and certification barriers



Identifying providers that incorporate AI training into model

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# Reentry Interim Housing

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## Program Snapshot:

# Reentry Interim Housing

CFCI Jail Closure Implementation Team; CFCI Year 5

## Target Population

- Justice impacted individuals experiencing homelessness

## Overview of Services

- 9 months – 1 year of shelter
- Light case management
- Food, medication management, hygiene kits

# Funding Overview & Spenddown Status

## Total Funding Allocation:

From JCIT FY 23-25: \$8 million

From JCIT FY 25-26: \$1.27 million

CFCI Year 5 (one-time): \$2.25 million

Started using funds in FY 23/24

Stopped receiving JCIT funds in  
FY 25/26

## Funding Allocation Breakdown

- Housing
- Utilities
- Food
- Staff

## Underspend

JCOD has spent  
down all CFCI  
funds

CFCI Year 5 funds  
were used to  
offset the JCIT  
decrease

Funding cliff at  
the end of this FY

# Impact & Outcomes

## Demographic & Geographic Data

461 

Enrolled

84 

Beds in SPA 6

## Race and Ethnicity

40% Hispanic or Latino

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40% Black or African American

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15% White

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## Program Impact & Outcomes

### Exit Reasons

36% Program graduation

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19% Program violation

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11% Declined services

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10% MIA

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13% Other (bad data)

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10% Voluntary exit

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# Gaps & Challenges

## Service Delivery



Need for more intensive supportive services – mental health, SUD, Domestic Violence, medical



Limited permanent housing

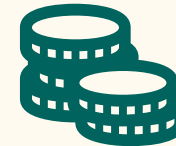


Streamline policy and procedures

## External Challenges



Costs keep rising



Lack of sustainable funding

# Opportunities & Next Steps



## Opportunities for Improvement



Streamlined and consistent policies and procedures



More partnership with HSH



## Recommended Next Steps



JCOD RIH will not have funding at the end of this FY

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**Transitional-Aged Youth  
Development and Workforce  
Development**

**Care First Community Investment  
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Program Snapshot:

# Transitional-Aged Youth Development and Workforce Development

CFCI Year 3

## Target Population

- System impacted youth aged 18-26. Includes former foster youth and youth reentering their communities from incarceration.

## Overview of Services

- Paid work experience and/or paid workforce training
- Participants co-enrolled in care management programs

# Funding Overview & Spenddown Status

Total Funding Allocation: \$498,000/year

Started using funds in  
FY 24/25

Extended Culinary Contract and  
executed EMT training

## Funding Allocation Breakdown

- Instructor salaries
- Stipends/incentives
- Work attire/equipment

## Underspend

FY 24/25

Expensed

**\$424,443**

\$422,157 from  
previous FY swept  
away. JCOD received  
funds April 2024.

FY 25/26

**\$218,000**

committed to EMT training

**\$250,000**

committed to Culinary Training

# Impact & Outcomes

## Demographic & Geographic Data

19



Women

## Race and Ethnicity

9 Hispanic or Latino

---

4 Black or African American

---

6 White

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12

Were TAY

All

Lived on campus at LACTC

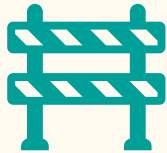
## Program Impact & Outcomes

### *Success Stories*

Of the 19 women, 14 graduated the program. Of those 14, 8 moved on to East Los Angeles College Fire Science Program, 2 gained employment as EMT, and 2 gained employment in Wiland Fire.

# Gaps & Challenges

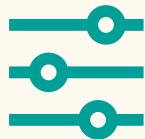
## Service Delivery



Rigorous testing requirements for LA County Fire



EMT employment only allows certain felonies/convictions

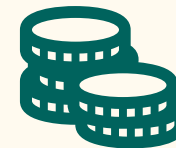


TAY requires specialized programming fit to their needs

## External Challenges



Los Angeles County Fire provides the structural training- difficult to schedule and incorporate into broader program



Risks to sustainability – ongoing funding and cost of program

# Opportunities & Next Steps



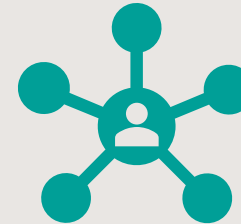
## Opportunities for Improvement



Partner with other County Departments and subject matter experts to create additional programming specifically for the population.



## Recommended Next Steps



Broaden employment opportunities by identifying other hiring partners

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# Breaking Barriers

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Townhall

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Judge Songhai Armstead, (Ret.) Director



## Program Snapshot:

# Breaking Barriers

## Target Population

- System-involved adults who are experiencing homelessness due to challenges with access to housing and high-growth employment due to systematic barriers.
- Working age adults whose primary barrier to housing and/or employment is discrimination based on having a record or being justice-involved.
- Low-acuity population who does not need support with living independently and can work full-time

## Overview of Services

- Increase participants' access to stable housing and employment by breaking down systematic barriers faced by served population.
- Provide support in housing search and rental assistance via time-limited subsidy and tenancy support.
- Provide employment services designed to navigate finding employment with a criminal record and support clients in gaining and/or increasing income.
- Provide wrap around case management services for additional needs that arise to support participants in maintaining day-to-day life in the community.

# Funding Overview & Spenddown Status

## Total Funding Allocation:

CFCI Year 1: \$2.5 million | CFCI Year 2: \$1.5 million

## Funding Allocation Breakdown



Case management  
services



Rental subsidies



Employment services

## Underspend

**At the end of FY 24/25, JCOD had \$5 million in underspend.**

JCOD contracted with four different providers to fund 55 beds over two years

**HSH has not billed JCOD yet for FY 25/26, but we project that all funds will be spent down.**

# Impact & Outcomes

## Demographic & Geographic Data

264 


JII received services

33% Young Adults (18-34)

33% Female

43% Black or African American

35% Hispanic/Latino

144   
(55%)

JII received rent support

Services provided in all 8 spas

## Program Impact & Outcomes

72%

of clients exiting rental support graduate to a feasible long-term housing solution

30%

maintaining rent independently

### Project goal

70%

of clients exiting rental support graduate to a feasible long-term housing solution



## Success Stories

T. is currently attending East Los Angeles College, where he is completing his general education requirements while focusing his studies on logistics and tech-related pathways. In addition to his academic commitments, he has recently completed his CDL, which provides him with hands-on experience and a strong foundation in transportation operations. His clear goal is to gain field experience, continue developing his technical and operational skill set, and eventually transition into a supervisory or management role overseeing logistics and technology driven operations. T. will receive the Training Stipend Fund through the Breaking Barriers program and receive payment while attending school. T. is currently housed and doing extremely well in the program.

# Gaps & Challenges

## Service Delivery



Gap in communication on programs target population and main functions

- Challenges in receiving referrals aligned with the target population
- Lead to language shift from Housing Program to Workforce Program for unhoused JII that provides rental supports



Challenges in maintaining full program staffing and ramping up to full capacity



Difficulty increasing participant's wage post-employment

## External Challenges



Rising cost of rental units within Los Angeles County



Difficulties in finding jobs with enough growth potential to maintain rent needs for a one-bedroom



Challenges navigating referrals to PSH (or Shallow Subsidy) for clients who have a change in support needs

# Opportunities & Next Steps



## Opportunities for Improvement

- Look into population specific supports for navigating current employment environment (AI Education, Phishing Identification, Job Legitimacy, etc.)
- Build participant soft-skills during enrollment that can support interactions once supportive services complete
- Build opportunity for participants to learn from each other and build community
- Continue to work towards building a strong partnership with LAHSA and HSH



## Recommended Next Steps

- Implement closer tracking of employment data to identify opportunities to engage employers
- Hold “know your rights” workshops for participants to learn self-advocacy skills for post-graduation success
- Implement post-graduation retention data collection to report long-term successes
- Research non-scattered site housing models that may provide opportunities for more affordable graduated housing

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# Providing Opportunities for Women in Reentry

Care First Community Investment  
Townhall

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Judge Songhai Armstead, (Ret.) Director



## Program Snapshot:

# Providing Opportunities for Women in Reentry (POWR)

### Target Population

- Adult (18yrs+)
- single women and women with children
- history of criminal justice involvement

### Overview of Services

- Gender-responsive, trauma-informed care management svcs
- 12-month program
- Peer support model w/Community Health Workers (CHWs)
- CBT Intervention/Beyond Trauma Group delivered by CHWs
- Linkages to services
- Access to POWR Interim Housing
- Self-reflective training for CHWs focused on trauma and healing.
- Parenting Training for CHWs (Non-Violent Parenting Curriculum)

# Funding Overview & Spenddown Status

## Total Funding Allocation:

CFCI Year 2: \$3 million/year | CFCI Year 5 (one-time): \$4 million

## Funding Allocation Breakdown



Housing services  
(Rent, utilities, staff)



Case management  
services



Incentives



Mental Health

## Underspend



At the end of FY 24/25, JCOD had \$2 million in unspent funds that were swept away.



FY 25/26 – JCOD will expend the \$3 million in CFCI Year 2



Spending for CFCI Year 5 anticipated to start in July

# Impact & Outcomes

## Demographic & Geographic Data

### 2 Service Contracts (SPAs 2 & 6)

Center for Living and Learning (CLL), San Fernando Valley

Shields for Families, Compton

#### Ethnicity & Race

40%	Latina
32%	Black or African American
14%	White
8%	Unknown

#### Age

6%	18-34 Yrs
33%	25-36 Yrs
40%	35-44 Yrs
15%	45-54 Yrs
4%	55-64 Yrs

#### Gender Identity

96%	Female
0.7%	Trans-woman
3%	Unk/Preferred Not to Answer

#### Household Status

43%	Single Women
53%	Women w/ Children
4%	Women w/ adult dependents

## Program Impact & Outcomes

**564**  
enrollments

**444**  
Unique clients

**160**  
Active Clients

**121**  
Participants Graduated

**30%**  
Graduation Rate

Completion of Goals-  
(Employment, Housing, Family Reunification)



**43**  
Enrolled in Beyond Trauma Grp

**6**  
Avg. number of sessions attended

# Gaps & Challenges

## Service Delivery



- Limited # of referrals from Probation



- Need for more intensive supportive services – mental health, SUD



- Establishing screening and collaboration with Domestic Violence service providers/shelters

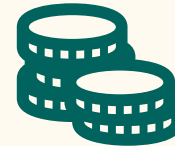


- Limited permanent housing slots

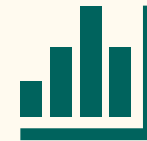
## External Challenges



- Ramp up time with contracts



- Funding that supports the CHWs development and healing as a parallel process for service delivery
  - Supports trauma-informed service delivery
  - Mitigates burn-out and vicarious trauma



- Long term data collection and evaluation to establish efficacy

# Opportunities & Next Steps



## Opportunities for Improvement

- Funding that supports the CHWs development and healing as a parallel process for service delivery
  - Supports trauma-informed service delivery
  - Mitigates burn-out and vicarious trauma
- Funding to support mental health services for children and the parent-child dyad.
- Partnerships with DV shelters/orgs across all SPAs
- Service linkages with early childhood mental health programs and other mental health programs that offer work with families
- Partnership with DEO to establish a Financial Literacy component



## Recommended Next Steps

- Training as an integral component of peer support models. Training for staff that allows for self-reflection and healing, including training on sociocultural and racial trauma.
- An anti-racist, trauma-informed lens for programs working with individuals and families impacted by the criminal justice system.
- Trauma-informed assessments that can measure and support service delivery.

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# POWR Interim Housing (IH)

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Judge Songhai Armstead, (Ret.) Director



## Program Snapshot:

# Providing Opportunities for Women in Reentry (POWR)

### Target Population

- Adult (18yrs+)
- single women and women with children
- history of criminal justice involvement

### Overview of Services

- Gender-responsive, trauma-informed care management svcs
- 12-month program
- Peer support model w/Community Health Workers (CHWs)
- CBT Intervention/Beyond Trauma Group delivered by CHWs
- Linkages to services
- Access to POWR Interim Housing
- Self-reflective training for CHWs focused on trauma and healing.
- Parenting Training for CHWs (Non-Violent Parenting Curriculum)

# Impact & Outcomes

## Demographic & Geographic Data

4

sites  
(SPAs 2, 4, 6, 7)

125

beds

2

Service contracts

### Ethnicity & Race

47%	Latina
36%	Black or African American
10%	White
3%	Unknown

### Age

11%	18-34 Yrs
38%	25-36 Yrs
40%	35-44 Yrs
8%	45-54 Yrs
2%	55-64 Yrs

### Gender Identity

91%	Female
0.7%	Trans-woman

## Program Impact & Outcomes

393

referrals

217

New Enrollments



34%

Graduation to Permanent Housing

(Subsidized/unsubsidized rental by client or permanent family reunification)

### Clients served



209

Adults



212

Children



109

Families

# Gaps & Challenges

## Service Delivery



- Need for more intensive supportive services – mental health, SUD, Domestic Violence, medical



- Limited permanent housing slots



- Ramp up time

## External Challenges



- Risks to sustainability



- Impacts to funding for interim housing

# Opportunities & Next Steps



## Opportunities for Improvement

- Implementation of Housing Navigator on-site
- Regular in-person service delivery by CHWs
- Funding for training for housing staff – Trauma-informed care, de-escalation, harm reduction, implicit bias, etc.
- Partnerships with DV shelters/orgs across all SPAs
- Crisis Response Teams through other county providers



## Recommended Next Steps

- Funding for a sustainable training platform that ensures:
  - New staff is receiving the required training
  - Resources are not expended every time a new person is onboarded
  - Resident aides receive training that accommodates their schedules

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## Warm Landing Place

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Townhall

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Judge Songhai Armstead, (Ret.) Director



## Program Snapshot:

# Warm Landing Place

Reentry, Housing, Health

### Target Population

- Justice Involved individuals being released from Men's Central Jail.
- Family members of those being released from Men's Central Jail.

### Overview of Services

- Transportation
- Food / Snacks
- Emergency Housing
- Resource Sharing
- Linkage to County Services

# Funding Overview & Spenddown Status

Total Funding Allocation: \$6,325,000



Direct Services



Staffing



Operations



Housing



Capitol Project

## Current CFCI Budget Allocation

Program and Capitol Project:

**\$6,325,000**

CFCI one time

**\$3,457,266**

CFCI Commitment

**\$11,267,000**

CFCI Year 5

# Impact & Outcomes

## Demographic & Geographic Data

12,245

People Served



This Hub serves as a touch point to all individuals being released from men's central jail. This serves as a touch point to every area in Los Angeles County.

## Program Impact & Outcomes – Key Outcomes Achieved

10,604

JII Served

1,641

Family Members

4,871

Transportation

685

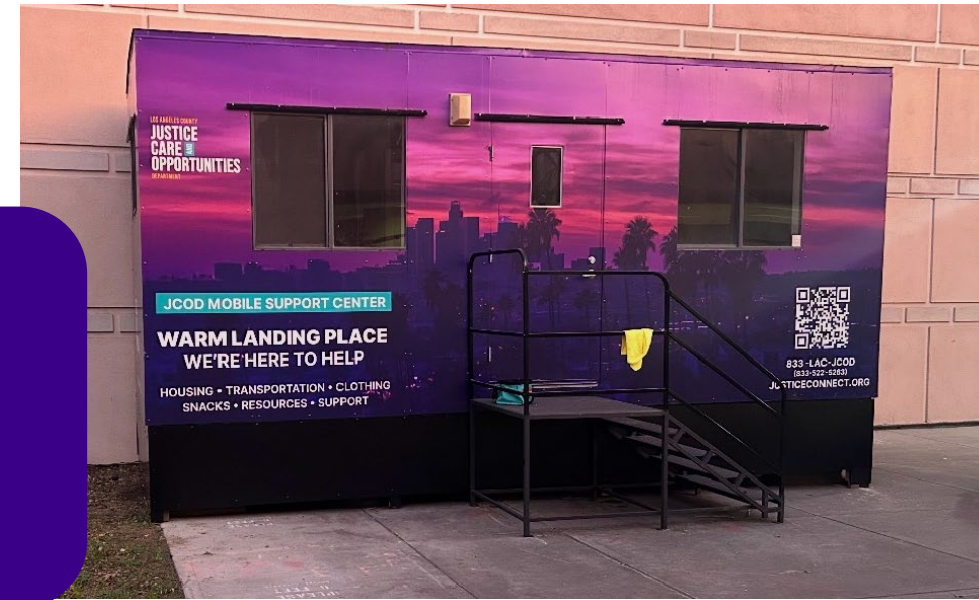
Housing

## Impact & Outcomes – Success Stories

*In January 2025, the WLP outreach team met a potential program participant outside the IRC. The client, a 33-year-old African-American man, needed immediate housing. He shared that he had no release plans and was unsure about his next steps.*

The team brought him to the Vermont house, where he received clothing, toiletries, and a hot meal. After a needs assessment, he was connected to DPSS and received GR benefits. He was also put in touch with his parole officer and given job leads. The client stayed at the Vermont house for four days before reuniting with family in Santa Monica, CA.

His family welcomed him back, partly because of his efforts to rebuild his life, including finding a job and staying sober after release. The client told Program Director Ron McCray that if the WLP team had not reached out to him outside the IRC, he probably would have “ended up just going to use.” He expressed gratitude for the support he received from the WLP team.



# Opportunities & Next Steps



## Opportunities for Improvement

- As the initial program has launched the need has been greater than once anticipated. We would like to be able to add more staff at the initial touch point to serve more individuals being released.
- We are currently exploring partnerships with our county partners in order to make service connection more readily available to those we serve.



## Recommended Next Steps

- We would like to recommend additional funding in order to increase staffing capacity at the ground level.
- We will continue working with our county partners to create new seamless pathways to more county services

LOS ANGELES COUNTY

**JUSTICE  
CARE AND  
OPPORTUNITIES**

DEPARTMENT

**JCOD Incubation Academy**

Care First Community Investment  
Townhall

Judge Songhai Armstead, (Ret.) Director





# Program Snapshot: JCOD Incubation Academy

## Target Population

- 501c3 LA County grassroots organizations
- Community-led leadership
- Justice-impacted and System-impacted populations
- Underserved and High-need Communities

## Overview of Services

- Introduction to nonprofit 3-part series (**From Vision to Reality**)
- Nonprofit capacity building training (**3-month training program**)
- Executive Coaching (**6-months**)
- Capacity Building Grants Program (**1-year**)
- JCOD Alumni Network and upskilling training (**Lifetime**)

# Funding Portfolio Snapshot

## Funding Allocation Breakdown

Program funding supports indirect services via contracting with external vendors/TPAs for training, grants, and coaching, DSO's, Resource hub, Alumni resources and support, & outreach materials

### Current IA Programs in Progress

- *From Vision to Reality*
- *Nonprofit Capacity Building Training Program*
- *Executive Coaching*
- *JCOD (ATI) Incubation Academy Capacity Building Grant Program*

### JCOD Incubation Academy Capacity Building Grant Program

- *Funding Source: CFCI*
- *Grant Allocation: Up to \$40,000 per organization*

*Organizations that complete Capacity Building training are eligible for Capacity Building Grant\**

**All Program Funding  
Expiring in 2027\***

Time Frame: FY 25-26

### Vision to Reality + Training

Funding Source	Amount
Post Release Community Supervision (PRCS)	~\$2.1M

### Executive Coaching

Funding Source	Amount
AB109	~\$1.5M

### Capacity Building Grants

Funding Source	Amount
CFCI	~\$1.4M

# Impact & Outcomes

## Demographic & Geographic Data

**567** 

people served within LA County

**299** 

Organizations SD's 1-5 within LA County

## KEY OUTCOMES ACHIEVED

### Program Development & Implementation

#### From Vision to Reality

Successfully:

- Created an Incubation Academy bridge program to catch organizations in their infancy stage to better prepare them for the nonprofit space and the Incubation Academy program

#### Capacity Building Training Program

Successfully:

- Graduated 274 organizations and 25 organizations currently participating in Cohort 12 through the five Supervisorial Districts while strengthening their readiness for future CFCI grant opportunities and created a network of leaders to provide services for LA County constituents.

#### Executive Coaching Program

Successfully:

- Helped 115 organizations receive individualized mentorship with external nonprofit leaders to help with specific org needs and leadership development

#### JCOD Incuabtion Academy Alumni Network

Successfully:

- Ensured that alumni organizations continue to receive support and opportunities via technical assistance, funding, resources, workshops, social engagement, and more wiith their peers and communities-at-large

# Impact & Outcomes

## KEY OUTCOMES ACHIEVED (CONTINUED)

### Organizational Impact

62 

organizations have already received full Capacity Building Grant awards

123 

additional organizations have received their first \$10,000 disbursement toward their total \$40,000 award allocation

This represents a combined investment of:

**\$7.35M** 

directly supporting **185** grassroots Los Angeles County nonprofits

### Continued Funding & Contract Success

#### CFCI Funding Outcomes

29 

**Incubation Academy** organizations subsequently secured CFCI grantee funding

Resulting in:

**\$78.2M** 

in continued funding opportunities

#### County Contract Awards

11 organizations secured County contracts totaling:

**\$39.23M**

### Total Funding Leveraged by Incubation Academy Graduates

**\$124.8M**

in combined:

- Capacity Building Grants
- CFCI Funding
- County Contracts



# Gaps & Challenges



## Funding Sustainability Challenges

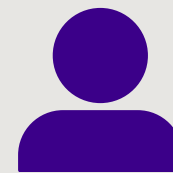
Current programming remains closely tied to the availability of ongoing funding sources. As existing funding streams begin to sunset—particularly the Probation MOU and CFCI funding—the program will need to identify alternative funding sources to sustain key initiatives, including:

- From Vision to Reality
- Capacity Building Training Programs
- Capacity Building Grants

Uncertainty around future resources may create service gaps, delays in program continuity, and limitations in long-term planning and expansion.

## Operational Barriers

The program currently operates with a highly nimble team consisting of:



Senior Program Analyst



Program Analyst

This small team is responsible for managing and executing all components of the Incubation Programming, including but not limited to:



## Systems & Infrastructure Limitations

Current application and program management processes rely heavily on manual administration in order to minimize operational costs associated with implementing new systems and technology platforms.

As program participation and operational complexity continue to grow, these manual processes may impact:

- **Efficiency**
- **Processing timelines**
- **Data management capacity**
- **Long-term scalability**



# Opportunities & Next Steps

## Continuous Pathways of Support



Create clear pathways for organizations at every stage of readiness to ensure nonprofits are connected to the right level of support and not lost between programs. The goal is to evolve IA into a continuous hub of support with multiple entry points, ongoing resources, and long-term engagement opportunities.

## Strategic Partnerships

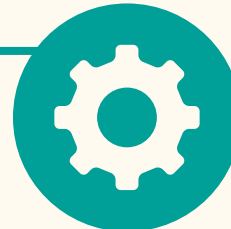


Explore more well-rounded partnerships that can better support program implementation and reduce operational burden on the IA team while maintaining JCOD program quality, integrity, and delivery.

### Strengthening and evolving the ImpactHill Partnership

Continue expanding the ImpactHill partnership to better support current and future training needs, ensuring IA programming evolves alongside participating organizations.

## Systems & Infrastructure Enhancements



Implement application and grant management systems to streamline:

- Application review
- Grant tracking
- Organizational profiles
- Data management and reporting

This would improve efficiency, scalability, and reduce reliance on manual processes.

## Funding & Policy Recommendations



Establish more sustainable and continuous CFCI funding to:

- Prevent programming gaps
- Ensure graduating organizations receive grant support
- Strengthen long-term program sustainability
- Position IA as an ongoing nonprofit leadership and capacity-building resource for Los Angeles County communities.

**THANK YOU!**

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**JUSTICE  
CARE AND  
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DEPARTMENT

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DEPARTMENT  
**INCUBATION  
ACADEMY**

LOS ANGELES COUNTY

**JUSTICE  
CARE AND  
OPPORTUNITIES**

DEPARTMENT

**CFCI Year 1 Presentation:  
Independent Pretrial Services**

May 2026

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*Judge Songhai Armstead (Ret.) | Director*



# JCOD's Independent Pretrial Services Agency CFCI Funding and Spending

## CFCI Budget for Fiscal Year (FY) 25/26



- 8,000,000.00 Budget

## FY 25/26 CFCI Pretrial Spending Plan Per Program



- Rapid Diversion Program (RDP) (42%)
- Pre-Filing Diversion Program (PFDP)/JCOD Supportive Release Program (JSRP) (28%)
- Justice Connect Support Center (14%)
- Emergency Housing (16%)
- Court Navigation Program(<1%)

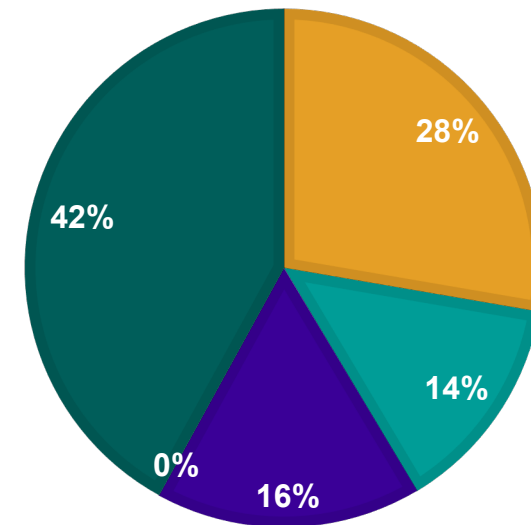
## Spend Down



- Programs are targeted to spend all allocated pretrial funding.

## 25-26 IPSA CFCI SPENDING PLAN

- Pre-Filing Diversion/JCOD Supportive Release Program
- Justice Connect Support Center
- Emergency Housing
- Court Navigation Program
- Rapid Diversion Program



LOS ANGELES COUNTY

**JUSTICE  
CARE AND  
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DEPARTMENT

# Independent Pretrial Services Agency

May 2026

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*Judge Songhai Armstead (Ret.) | Director*



# JCOD'S Independent Pretrial Services Agency

**Program Type:** County

**Strategy:** Diversion, Behavioral Health and Health

JCOD's Independent Pretrial Services Agency was launched in FY 2023-2024 with the goal of delivering integrated and personalized pretrial and diversion services across the County for individuals cited, arrested, charged, and/or incarcerated pretrial, in partnership with the Superior Court and other key stakeholders.

JCOD'S VISION FOR THE INDEPENDENT PRETRIAL SERVICES AGENCY

EMPOWERING AND RESTORING  
*COMMUNITIES* BY PROVIDING  
*ACCESSIBLE, PERSONALIZED RESOURCES*  
AND *TRANSFORMATIVE OPPORTUNITIES*  
FOR JUSTICE-INVOLVED INDIVIDUALS,  
CREATING A MORE *SAFE AND JUST LOS*  
*ANGELES COUNTY.*

# Pretrial Services Program



## Service Needs Addressed

- Transportation
- Care Management
- Legal Assistance
- Self-Help Groups
- Emergency, Interim & Long-term Housing
- Employment & Education Support
- Domestic Violence Classes
- Food & Clothing
- Court Hearing Reminders
- Family Support & Advocacy
- Financial Support
- Health, Behavioral Health & Social Services



# 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 through more than 65,000 service calls between October 2023 through April 2026.

JCOD's companion website [justiceconnect.org](https://justiceconnect.org) is available with information about the pretrial process and links to key services and resources.

<https://jcod.lacounty.gov/impact/program-dashboard/>

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

65,000+

Service Calls between  
October 2023 thru April 2026



# INDEPENDENT PRETRIAL SERVICES

## Airport, Compton, Antelope Valley Courthouses



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.

JCOD's Independent Pretrial Services Agency launched its first pretrial services pilot at Airport Courthouse June 2024. Now serving Compton and Antelope Valley Courthouses (launched May and June 2025)

A team of navigators is connecting individuals to court reminders, transportation, emergency housing and supportive services.

**91%** \*

estimated post-encounter court appearance rate

**76%** \*\*

estimated post-encounter arrest free rate

**11,760** \*\*\*

total encounters across all locations



*Independent Pretrial Services was awarded the 2025 CSAC Challenge Award.*

<https://jcod.lacounty.gov/program/pretrial-services-pilot/>

\*Of individuals that received transportation, court reminders, or both. Airport, Lancaster, Compton data from July 2025 through March 2026.

\*\* Of individuals that received transportation, court reminders, or both. Airport data from July-September 2025.

\*\*\*May include referrals to service(s), transportation, and court reminder(s).

# Pretrial Services at Compton, Lancaster and Airport Courthouses

Data from 05/27/25-04/30/26

## ENCOUNTERS

**5,850**

Service Connections\*

**7,436**

General Inquiries

## SERVICES

**3,201**

Court Reminders

**1,742**

Referrals to Service Providers

**418**

(D.O.O.R.S)

Developing Opportunities and  
Offering Reentry Solutions

**162**

(EH)

Emergency Housing

**82**

(POWR)

Providing Opportunities for  
Women in Reentry

**3,686**

Transportation Services

**986**

(JCM)

JCOD Care Management

**84**

(SECTOR)

Skills+Experience for the Careers  
of Tomorrow

\*May include referrals to service(s),  
transportation, and court reminder(s)



LOS ANGELES COUNTY

**JUSTICE  
CARE AND  
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DEPARTMENT

# Emergency Housing

May 2026

---

*Judge Songhai Armstead (Ret.) | Director*





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

**In FY 24/25 JCOD added**  
**5** providers and  
**67** single emergency beds



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



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



**1,091**

Total people served from Mar 2024 to April 2026

# JCOD Emergency Housing

JCOD 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.

LOS ANGELES COUNTY

**JUSTICE  
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DEPARTMENT

**Pre-Filing Diversion Program &  
JCOD Supportive Release Program**

May 2026

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*Judge Songhai Armstead (Ret.) | Director*



# CFCI Updates – Pre-Filing Diversion Program (PFDP)

541 Individuals served

143 Completed diversion

## Program Objectives

### 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.



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# JCOD SUPPORTIVE RELEASE PROGRAM (JSRP) PRE-ARRAIGNMENT

Lancaster Sheriff's Station and Metropolitan Detention Center



**JUST BOOKED & WANT RELEASE?**  
**JCOD MAY BE ABLE TO HELP! ←**

The LA County Justice, Care and Opportunities Department (JCOD) may be able to help! Call to find out what support may be available.

Individuals with violent or serious offenses are not eligible.

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

6 A.M. TO 11 P.M. 7 DAYS A WEEK  
**DIAL (213) 974-2830**

Justice, Care and Opportunities Department | [jcod.lacounty.gov](http://jcod.lacounty.gov)

[i](#) [f](#) [@](#) [in](#) [v](#) [@LACJCOD](#)

JCOD's Independent Pretrial Services Agency launched its pre-arraignment pilot at Lancaster Sheriff's Station and Metropolitan Detention Center January 5, 2026.

A team of navigators are available onsite and by phone to screen eligible individuals, prepare and submit release plans to the magistrate via the court's Pretrial Risk Evaluation Program (PREP) portal and coordinate services for individuals who are granted release. Additionally, navigators can also support individuals who are interested in voluntary services.

# JCOD Supportive Release Program (JSRP) Pre-Arraignment

96  
**Identified**

26  
**Attempts** \*

69  
**Screened**

53  
**Held**

11  
**Rescinded**

5  
**Released**

## LAPD-Metropolitan Detention Center and LASD-Lancaster

Data from 01/05/26-05/17/26

\* Attempts category may include those who declined participation, staff encountered a screening barrier or were precluded for other reasons.

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# Rapid Diversion Program

May 2026

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*Judge Songhai Armstead (Ret.) | Director*





# RDP

## Rapid Diversion Program

\*Data as of April 30, 2026

14,600+

Cases Assessed

3,958

Diversions Granted

1,428

Cases Graduated

### How RDP Works:



Rapidly assesses candidates for eligibility per Penal Code section 1001.36.

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

Supports clients throughout the term of diversion:

- 1 year for misdemeanor cases
- 2 years for felonies

### Operates in 8 courthouses:



- Airport
- Central
- Compton
- Lancaster
- Long Beach
- Pasadena
- Van Nuys
- **San Fernando (2025)**

JCOD is working with JCIT and other County partners to expand into remaining criminal courthouses.

# RDP

## Rapid Diversion Program

### Program Impacts

For clients diverted between  
Feb 2024 – Feb 2026



**73%**

have graduated or still  
participating

**92%**

connected to mental  
health/substance treatment



**90%**

are in stable housing

**1,033**

Active Diversions (Feb 26)  
681 Felonies  
349 Misdemeanors

### Statements from RDP Graduates

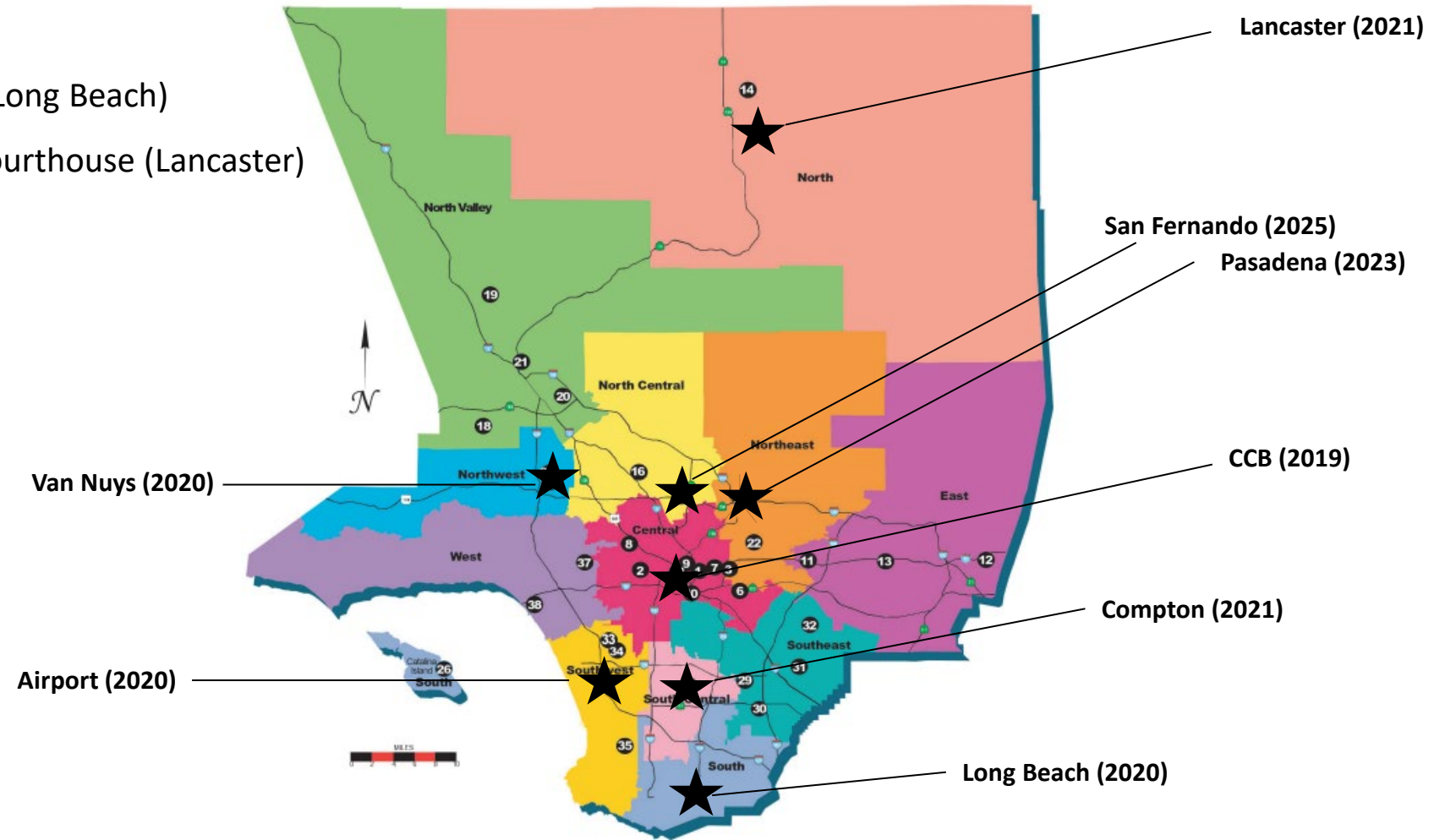
“[RDP] helped me find structure and build a routine. And it let me know how serious my mental [health] was, but also what I needed to treat with my substance use, and how many crimes I was committing. All of it made me take my life more serious, take my mental more serious, and rebuild my relationship with my kids.

“Because of RDP, I have learned to love myself and know I have value.”

“I got to improve my relationship with my family. I became someone who was employable again. I became someone who was able to get housing again, and run their own life.”

# CFCI Updates – RDP Courthouse Location Map

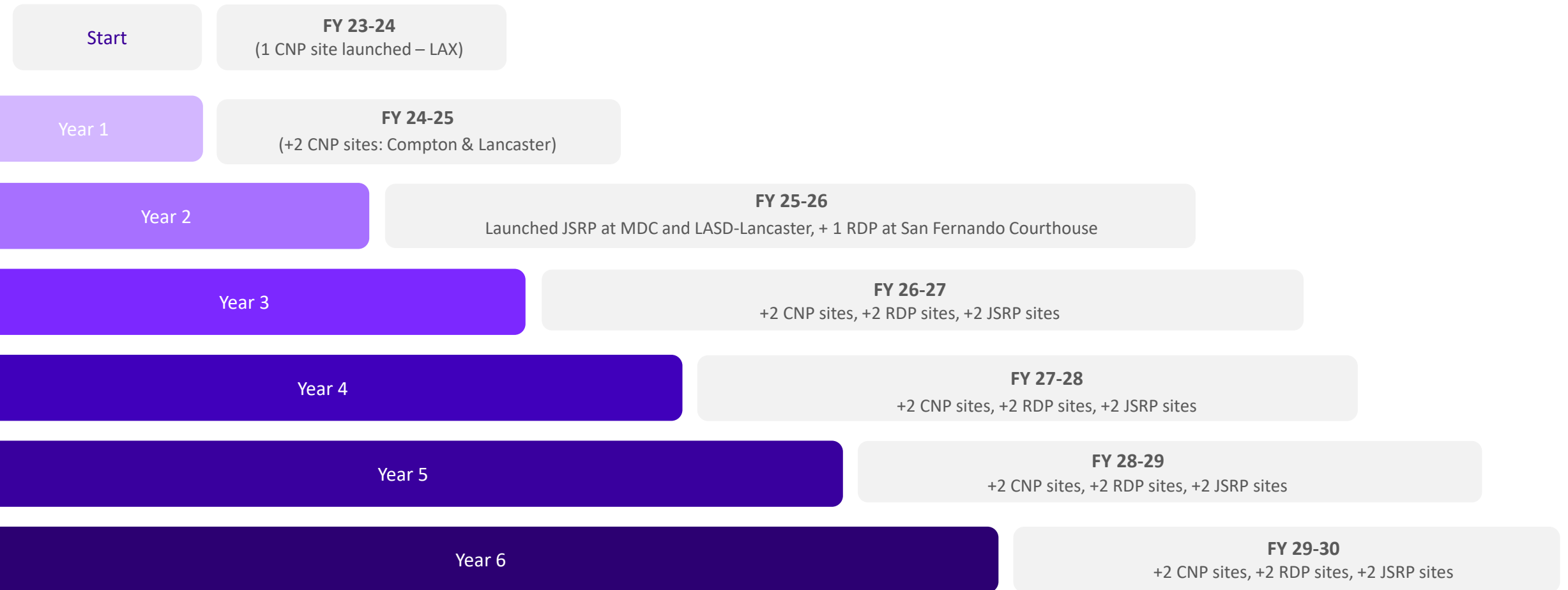
1. Clara Shortridge Foltz Criminal Justice Center (CCB)
2. Airport/LAX Courthouse
3. Van Nuys Courthouse West
4. Gov. George Deukmejian Courthouse (Long Beach)
5. Michael Antonovich Antelope Valley Courthouse (Lancaster)
6. Compton Courthouse
7. Pasadena Courthouse
8. San Fernando Courthouse



# Tentative Roadmap to Pretrial Services Expansion

**GOAL:** Serve all 23 Criminal Courthouses and all law enforcement booking agencies

**PROPOSED TIMELINE:** Launch two additional program sites per year



CNP: Court Navigation Program  
RDP: Rapid Diversion Program  
JSRP: JCOD Supportive Release Program

LOS ANGELES COUNTY

**JUSTICE  
CARE AND  
OPPORTUNITIES**

DEPARTMENT

**Specialized Treatment for Optimized  
Programming (JCOD-STOP)**

May 2026

---

*Judge Songhai Armstead (Ret.) | Director*



# JCOD STOP

## JCOD Specialized Treatment for Optimized Programming

JCOD STOP is a custody alternative for individuals who can serve at least 3 months in an interim housing program with SUD/MH services.

**Maximum Capacity:** 200 beds

**Projected Spend Down:** By June 30, 2027



NACo 2025 award recipient

### Eligibility

- Minimum 90 days required in the program
- Maximum Program Time= 1 year, possible to be extended
- Individuals with substance use disorder or mild mental illness and who are stable are eligible
- Any crime is eligible. To be determined on a case-by-case basis: arson, sex related offenses and those with 290 registration.



# 695

Total of unique referrals through April 2026



# 346

Unique Placements



Launched in February 2024



Now available in all courts in LA County.



# 162

Successful completions of the program  
\*76 currently enrolled

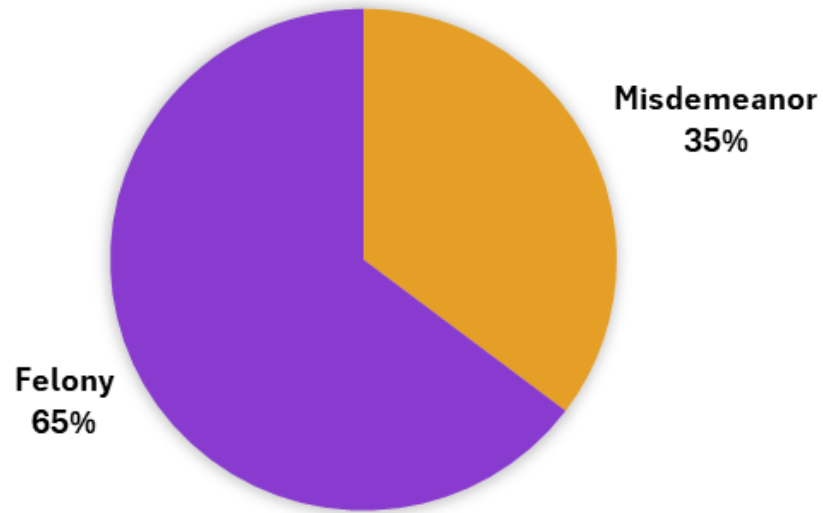
*JCOD STOP's first graduate completed in June 2024*

\*Data as of April 30, 2026

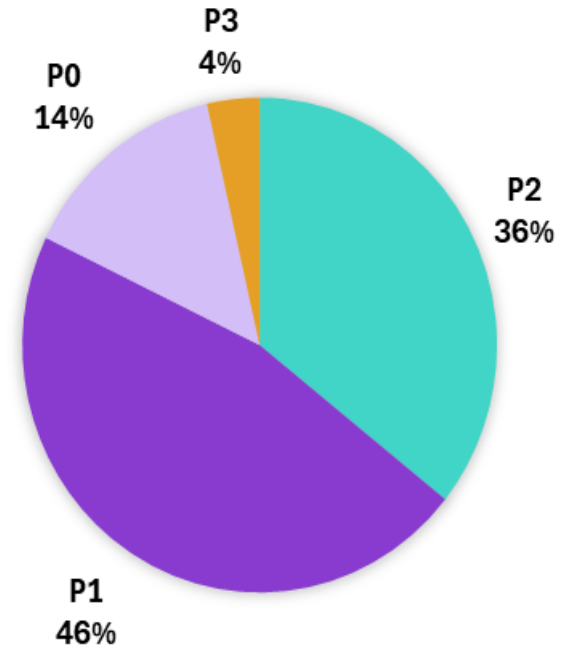
# JCOD STOP

## Participant Case Characteristics

Participant Charge Level



Participant Custody P-Levels

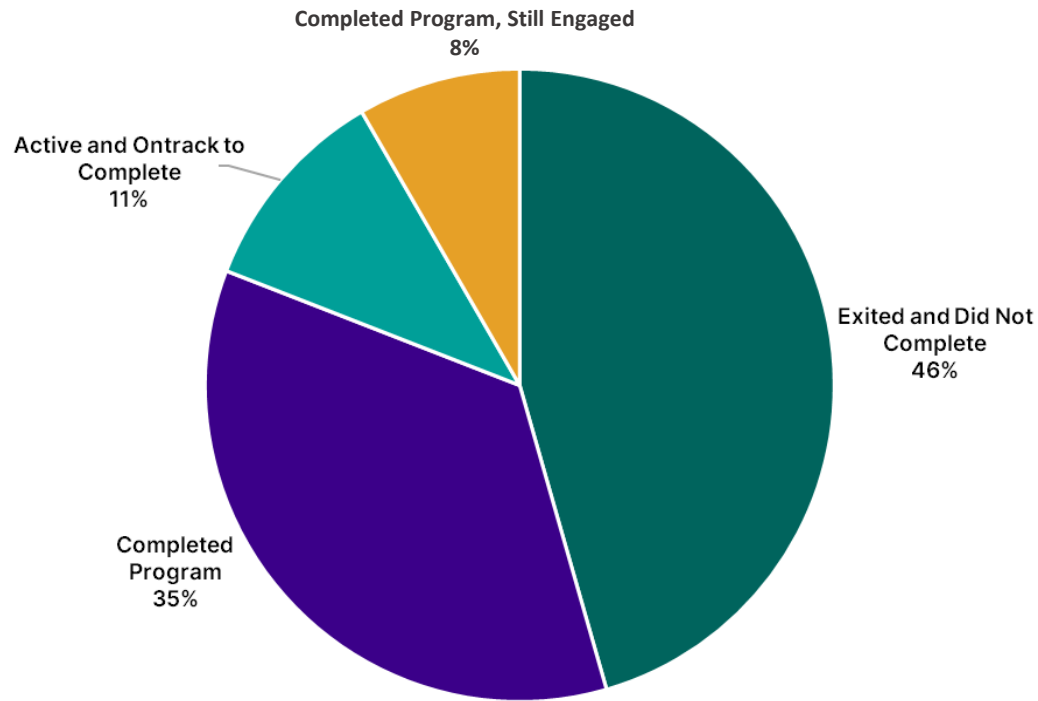


\*Data for JCOD-STOP participants enrolled from Jan. 9, 2025 – April 13, 2026.

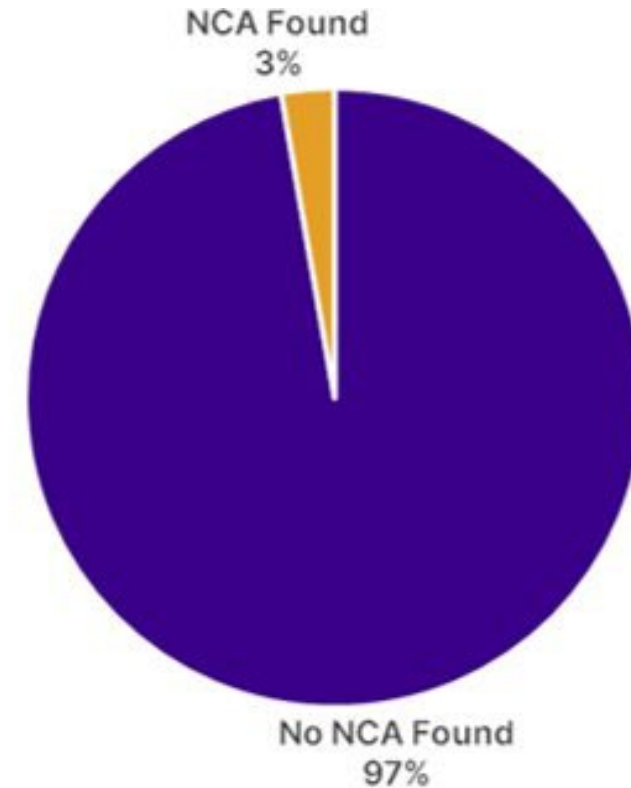
# JCOD STOP

## Participant Success

Participant Completion Status\*



Arrest Free Rate 97%\*\*



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\*Data as of April 30, 2026  
\*\*Total Reviewed/Participants graduated between 4/2025 - 10/2025 (n=97)  
Confirmed identity in law enforcement systems (n=67)  
Could not be confirmed manually (n=30)

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# Context and Limitations

## Descriptive Analysis Only:

The report uses descriptive statistics to present trends observed in the data. It does not include sophisticated statistical analyses or inferential testing.

## Data Access and Lack of Integrated Data Systems:

- Case reviews were conducted manually
- Limited access to criminal case information.
- Underscores the need for improved data collection, system access, and tracking to enhance future analyses.

We executed data sharing agreement and working on methodology for securing regular reporting on appearance and arrest-free rates through the CEO-CIO InfoHub tool.



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

**Care First Community Investment  
Townhall**

---

Judge Songhai Armstead, (Ret.) Director



## Program Snapshot:

# JCOD Developing Opportunities and Offering Reentry Solutions (D.O.O.R.S)

*Care First/Jails Last Prevention, Diversion, and Reentry*

## Target Population

- Individuals ages 18 and over
- Justice-involved or System-impacted individuals
- Resident of Los Angeles County

## Overview of Services

The Developing Opportunity Offering Reentry Solutions (D.O.O.R.S.) Center provides comprehensive, community-based services to support justice-involved individuals, their families, and the broader community in overcoming barriers to successful reentry. Services include housing support, employment assistance, legal services, educational support, mental health assessments and referrals, substance use counseling, family support, and health and healing through the arts.

# Funding Overview & Spenddown Status

Total Funding Allocation: \$2,550,000.00

## Funding Allocation Breakdown



Staffing



Operating Costs



Security Services



Direct Services provided by JCOD Staff and DOORS Contracted Providers.

### Funds Spent vs Allocated

#### Funding expenditures have supported:

- Community-based outreach and engagement
- Housing and behavioral health linkage
- Employment and workforce development services
- Family support and legal aid
- Program operations and participant navigation infrastructure

#### Anticipated Underspend for the Fiscal Year & Why

##### Minor anticipated underspend may occur due to:

- Staffing recruitment and onboarding timelines
- Procurement and contracting processing timelines
- Phased implementation of expanded service components
- Delays associated with facility expansion and infrastructure coordination
- Remaining funds are expected to be utilized through continued program scaling, staffing enhancements, and expanded County-community partnerships.

# Impact & Outcomes

## Demographic & Geographic Data

Number of People Served

# 4,603



Enrolled clients

47% Black or African American

32% Hispanic or Latino

11% White

1% American Indian or Alaska Native

1% Declined to state

8% Other (Asian, Middle Eastern, Native Hawaiian)

## Geographic Regions Served

- Supervisorial District 1, 2 & 5
- Service Planning Area 1, 4, 6 & 8



## Program Impact & Outcomes

Successfully referred and connected **over 5,643 unique participants** to reentry and stabilization services:

# 3,057

participants through  
DOORS Los Angeles

# 2,587

participants through DOORS  
Antelope Valley

Contributed to more than

# 14,590

total JCOD referrals

demonstrating strong participant  
engagement and Countywide  
service coordination.

Expanded access to low-barrier supportive services including:

- Housing stabilization
- Substance use linkage
- Employment support and workforce development
- Legal aid and education services
- Family reunification
- Mental health and benefits linkage

## Impact & Outcomes – Success Stories

*One participant went through major life changes, including recovering from domestic violence, pregnancy, and taking temporary disability leave from work. After losing some income, they faced financial hardship and the risk of losing their home.*

Even with these challenges, the participant found stable housing and stayed committed to creating a safe home for their growing family. With help from DOORS AV's supportive services, the participant received short-term rental assistance that prevented them from losing their home during a tough time.

This support gave them stability as they recovered, adjusted to parenthood, and prepared to return to work. Since then, the participant has returned to work, maintained stable housing, and continued working toward long-term independence and well-being for their family.



# Gaps & Challenges

## Service Delivery



- Limited staffing capacity across DOORS locations has created challenges in maintaining consistent participant engagement, follow-up, and navigation services as demand continues to increase.
- High participant volume and complex needs often exceed current operational capacity, particularly for individuals requiring intensive housing stabilization, behavioral health support, and employment navigation.
- Intake and participant flow bottlenecks at high-volume sites, particularly DOORS Los Angeles, can delay timely service connection and care coordination.
- Geographic service challenges in Antelope Valley create transportation and access barriers for participants seeking in-person services and follow-up support.
- Expansion and startup demands associated with DOORS Long Beach require additional infrastructure, staffing, and operational support to ensure sustainable service delivery.

## External Challenges



- County fiscal constraints and funding uncertainty create risks to sustaining and expanding reentry-focused programming and staffing models.
- Housing market instability and limited affordable housing inventory continue to impact successful participant stabilization and long-term reentry outcomes.
- Behavioral health system capacity limitations can delay participant access to mental health and substance use treatment services.
- Increasing service demand driven by ongoing reentry needs, homelessness, and community instability places continued pressure on existing program infrastructure.
- Sustainability risks remain due to the need for long-term operational funding beyond one-time allocations and pilot-phase investments.

# Opportunities & Next Steps



## Opportunities for Improvement

- Opportunity to strengthen long-term program sustainability through permanent staffing support and stable funding that will help expand service capacity and address the growing needs of the Antelope Valley community.
- Continue increasing awareness of D.O.O.R.S. services through onsite events, outreach efforts, community engagement, and strengthened partnerships with local schools, faith based organization, government agencies, and community-based providers.
- Continue strengthening coordination and collaboration among contracted providers and County partners to improve service integration, streamline referrals, and enhance participant access to services dedicated to help minimize recidivism.



## Recommended Next Steps

- Pursue secure and stable funding opportunities to support long-term program sustainability as well as expand direct client services.
- Continue to strengthen policies supporting compliance, coordination, and service delivery
- Utilize data and community feedback to guide future program growth and service expansion
- Continue building strategic partnerships that enhance coordinated care and improve access to comprehensive community and county-based services for justice involved individuals and their families.



# THANK YOU!

LOS ANGELES COUNTY

**JUSTICE  
CARE AND  
OPPORTUNITIES**

DEPARTMENT