



Strategic Plan 2025 – 2027



CONTENTS

1	Priorities, Best Practices & Lessons Learned
2	Background
3	Strategic Planning Process
4	Current Trends
5	SWOT Analysis
11	Strategic Goals & Objectives
11	<i>Strategic Goal 1: Promote employees' wellbeing and professional growth</i>
11	<i>Strategic Goal 2: Prioritize new technologies and digital resources</i>
12	<i>Strategic Goal 3: Strengthen and expand community partnerships</i>
13	Implementation
14	Measuring Success
15	Conclusion

PRIORITIES, BEST PRACTICES & LESSONS LEARNED

January 1, 2025

Dear Friends and Supporters of Center for Health Justice,

Recent political changes at the federal level in the United States may have significant implications at both the state and local levels in the coming months and years. Potential consequences include reductions in federal support for the Ryan White HIV/AIDS Bureau, which funds HIV/AIDS prevention and clinical services, and infrastructure initiatives focused on mental health and substance use services in California. As a progressive state and the fifth-largest economy in the world, California may experience fewer adverse effects than other parts of the U.S. In Los Angeles, there could be a forthcoming shift in public safety policy – from the “end the police” movement toward a “tough on crime” approach – which is reflected in the recent election of a district attorney who has advocated for increased incarceration for non-violent offenses.

Center for Health Justice (CHJ) has been fortunate to have secured funding for five years from the Substance Abuse and Mental Health Services Administration (SAMHSA) to support programs focused on men who have sex with men (MSM), trauma, and mental health. Additionally, CHJ has received three years of funding from ViiV Healthcare to provide targeted services for youth involved in gangs and HIV prevention. This vital funding ensures the continuation of existing programs and staffing for the next three to five years. Support from these organizations has allowed CHJ to create innovative initiatives tailored to the unique needs of diverse communities that may be disproportionately impacted by future federal policy shifts.

Among CHJ’s current initiatives is the Deputy Empathy and Awareness Training (DEAT) Program, which educates sheriff’s deputies about the mental health risks associated with working in correctional facilities and improves their ability to identify mental health challenges in both themselves and inmates. Deputies also receive LGBTQ+ sensitivity training through CHJ’s Growth and Wellness Innovation Project (GWIP). The new Gang Reform and New Directions (GRAND) Program delivers gang diversion services and comprehensive sexual health education to gang-involved youth. Plans are underway to expand services for women, with an additional focus on women who have sex with women (WSW).

We invite you to visit our new website at chjla.org to learn more about our programs and how you can support our mission. Your continued support is essential as we navigate the changing landscape from 2025 to 2027. Thank you for your commitment to health justice.

Sincerely,

Cajetan Luna, *Executive Director*

Bryce Woolley, *President, Board of Directors*

BACKGROUND

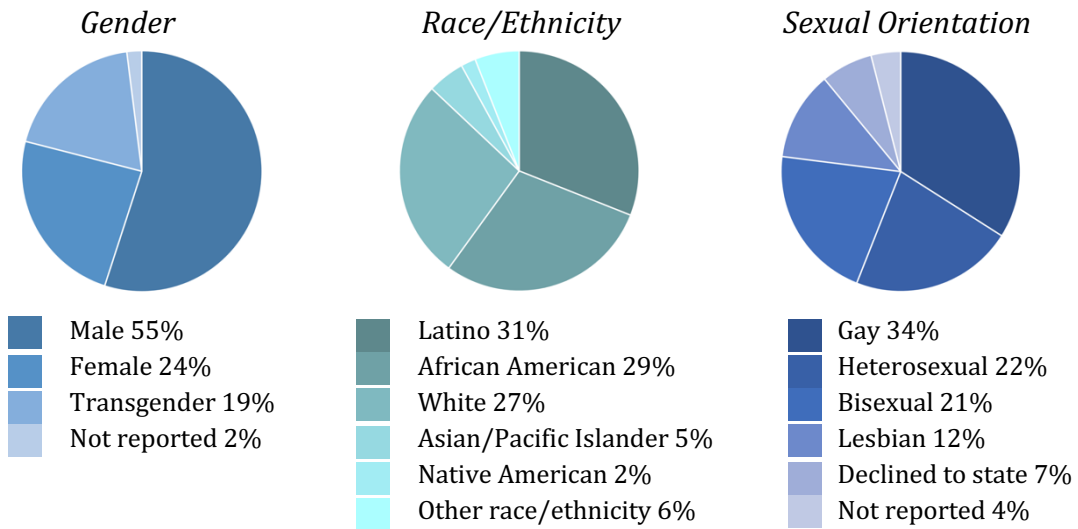
Center for Health Justice (CHJ) is a trauma-informed, LGBTQIA+-affirming organization that serves people impacted by incarceration, providing health education and support that act as a bridge to a productive life. Founded in 1999 as the Corrections HIV Education & Law Project (CorrectHELP) within the Tides Center, the organization became an independent 501(c)(3) in 2004. In 2006, it became Center for Health Justice.

While CHJ has long supported incarcerated people, it has expanded its original focus on HIV/AIDS to include mental health services, substance use counseling, and support for chronic health conditions, including hepatitis C. The organization provides services to incarcerated and formerly incarcerated individuals – with a particular focus on the unique needs of the LGBTQIA+ community – in Los Angeles County and has broadened its policy and advocacy work to the national level.

CHJ recognizes that correctional health is public health. Programs have been designed using evidence-based, trauma-informed techniques to increase knowledge of disease prevention and treatment, while supporting self-empowerment and continued reduction in risk behaviors during and after incarceration. CHJ’s expertise and focused programs utilize the public health intervention opportunity that incarceration presents to equip clients with the skills and education necessary to return to their communities and live healthy lives.

Client Demographics

CHJ’s 2024 client demographics, based on self-reporting, are as follows:



STRATEGIC PLANNING PROCESS

In 2024, Center for Health Justice engaged in a collaborative strategic planning process to ensure that the organization's programs and services continue to meet the evolving needs of incarcerated and formerly incarcerated individuals. This process sought to align CHJ's goals with upcoming funding commitments and to engage the board, staff, and the community in the development of a shared vision for CHJ's future in accordance with its mission and values.

CHJ's board and staff completed the strategic planning process between August and December 2024 through a series of staff, board, and Community Advisory Board (CAB) meetings. Using SWOT Analysis¹ framing, strategic planning discussions focused on CHJ's mission, services, use and availability of technology, partnerships and collaborations, responsiveness and commitment to the staff and board, new and emerging trends in the community, and reflections on the success of the previous Strategic Plan 2022–2024.

Over the past year, CHJ facilitated four CAB meetings to gather the perspectives and recommendations of the people that CHJ serves. These meetings helped to inform the strategic planning process and enabled staff to consult with individuals from the diverse populations that CHJ serves – including incarcerated men who have sex with men (MSM), youth, and other gang-involved youth – to ensure that its programs effectively respond to their specific needs. Two sessions were conducted with MSM at the Men's Central Jail by the Growth and Wellness Innovation Project (GWIP) team, whose existing rapport as educators fostered trust with participants. These participants highlighted the need for programming tailored to older MSM, as well as post-release support groups and job placement assistance. A separate youth-focused CAB meeting, co-facilitated by a CHJ staff member and a collaborating psychologist, explored the impact of technology on education and well-being. Participants discussed the challenges of new technologies – such as cyberbullying – and the potential benefits, including opportunities for the widespread use of artificial intelligence and broader access to information. The final CAB meeting, convened with gang-involved youth in a protected unit within the jail, was particularly enlightening for staff in their understanding of unmet service needs. Participants expressed the need for access to sex education, parenting support, communication and anger management courses, and tattoo removal services to improve employment prospects.

These sessions provided critical insights to inform CHJ's service delivery. While each group has distinct needs, common priorities included access to employment resources and personal development courses. These four Community Advisory Board meetings were made possible by the support of the City of Los Angeles' AIDS Coordinator's Office and the City of Los Angeles' Department on Disability.

¹ SWOT Analysis is a strategic planning technique that aims to identify the strengths (S) and weaknesses (W) of, opportunities (O) for, and threats (T) to an organization, accounting for both internal and external factors. See *SWOT Analysis* on page 5 for further information.

On October 16, 2024, the board president and staff held an in-person strategic planning meeting so that staff could provide targeted input on their experiences and goals. CHJ staff expressed a strong commitment to CHJ's mission, satisfaction with retention incentives, and interest in future training and staff development.

This Strategic Plan is the result of a collaborative process and reflects the themes gathered, discussed, refined, and agreed upon by the Center for Health Justice Board of Directors and staff.

CURRENT TRENDS

The COVID-19 pandemic has had a profound and lasting impact on society. Rising rates of trauma, PTSD, substance use, depression, and anxiety have strained mental health systems, while insufficient funding and a shortage of specialists have left many without adequate care. As the world emerges from the acute phases of the pandemic, service providers face ongoing challenges including workforce shortages, high employee turnover, and the lingering effects of burnout among employees. The continued threat of new variants and emerging diseases demands agile responses. While CHJ has not been immune to these challenges, the organization's diverse funding sources and employees' designation as essential workers during the pandemic allowed CHJ to remain resilient and to continue to provide necessary services to clients and the community.

The pandemic further exposed vulnerabilities within the criminal justice system, highlighting the devastating effects of overcrowding, limited access to care, and insufficient infection control measures in incarcerated settings. While incarceration rates have since decreased within California,² violent crime rates remain higher than pre-pandemic levels,³ prompting uncertainty about future incarceration trends. More than half of inmates in California county jails have mental health conditions,⁴ and the looming closure of the downtown Los Angeles Men's Central Jail may further strain an already overburdened mental health system. Service gaps can be particularly detrimental for formerly incarcerated individuals reentering society as untreated mental health challenges and housing instability may increase recidivism risks and undermine successful reintegration.

Unhoused individuals have been disproportionately impacted by the pandemic and face increased exposure to illness, heightened vulnerability to chronic health conditions, economic instability, and limited access to essential services. The pandemic exacerbated existing inequalities; widespread job loss and rising housing costs forced more people into

² Harris, H. & Cremin, S. (2024). *California's Prison Population*. Public Policy Institute of California (PPIC). www.ppic.org/publication/californias-prison-population.

³ Lofstrom, M. & Martin, B. (2024). *Crime Trends in California*. Public Policy Institute of California (PPIC). www.ppic.org/publication/crime-trends-in-california.

⁴ Lofstrom, M. & Martin, B. (2023). *County Jails House Fewer Inmates, but Over Half Face Mental Health Issues*. Public Policy Institute of California (PPIC). www.ppic.org/blog/county-jails-house-fewer-inmates-but-over-half-face-mental-health-issues.

homelessness while simultaneously straining resources such as emergency shelters and supportive housing. Recent changes in policy at the federal, state, and local levels have created a precarious future for an already marginalized unhoused population. A recent Supreme Court ruling allows for punishment for sleeping in public without the obligation to produce adequate shelter or affordable housing.⁵ California Governor Newsom soon after issued an executive order directing state agencies to remove homeless encampments across the state.⁶ The long-term effects of these recent policies remain unknown.

The incoming presidential administration will impact public health and social service policies over the next four years. Community-based service providers and advocates face an unpredictable future following the recent election, as shifting political priorities could significantly impact funding and service delivery infrastructure. Potential cuts to public programs and policies – including the Affordable Care Act (ACA), Medicare, and Medicaid – threaten access to physical and mental health care, particularly for at-risk and marginalized populations. CHJ’s diversity of funding is now a vital strength, allowing the organization to adapt and sustain its mission regardless of shifts in policy or economic conditions. CHJ will continue to advocate for equity and the support of marginalized communities – including LGBTQA+, foreign-born, incarcerated and formerly incarcerated, and economically disadvantaged populations – now and in the future.

SWOT ANALYSIS

SWOT Analysis is a strategic planning technique that aims to identify the strengths (S) and weaknesses (W) of, opportunities (O) for, and threats (T) to an organization, accounting for both internal and external factors. CHJ relied on a SWOT Analysis framing throughout the strategic planning process, both in soliciting feedback and in developing the organization’s goals.

Strengths

1. Mission & History

CHJ’s long-standing mission has been to serve people impacted by incarceration, providing health education and support that act as a bridge to a productive life. This client-focused mission statement has proven both strong and adaptive, allowing the organization to adjust quickly and effectively to political, cultural, and demographic changes to meet the needs of an evolving community. For over 25 years, CHJ, formerly as CorrectHELP, has been supporting the Los Angeles community and is a trusted organization recognized for its longevity and expertise working directly within correctional facilities and supporting LGBTQIA+ communities.

⁵ City of Grants Pass v. Johnson, 603 U.S. (2024). www.supremecourt.gov/opinions/23pdf/23-175_19m2.pdf

⁶ Exec. Order No. N-1-24. State of California. (2024). www.gov.ca.gov/wp-content/uploads/2024/07/2024-Encampments-EO-7-24.pdf.

2. Staff

Hard-working, talented staff are integral to CHJ's success and have consistently been recognized by clients, partners, and the broader community for their knowledge, compassion, and enthusiasm. Bringing expertise in public health, social work, and medicine, staff are strengthened by their lived experiences, including past incarceration, which provide unique insight into the health needs and challenges of service populations. Staff are welcoming and supportive of all clients, and the diversity among staff lends to an equitable atmosphere and experience in the CHJ offices and while interacting with the community. Their dedication to CHJ's mission and to the populations served is evident throughout CHJ's activities, including case management, educational enrichment, and linkage to services. Further, CHJ's staff has consistently demonstrated resilience and flexibility throughout and beyond the pandemic, quickly adapting to shifting public health guidelines to keep themselves and their clients safe.

3. Location

The proximity of the Sheila & Stan Price Reentry Center to the Los Angeles County Jail discharge location has long been a critical asset to CHJ's ability to provide services to clients recently released from custody. CHJ's flexible and short-term downtown office leases are an emerging strength to the organization, as the potential closure of Men's Central Jail has created uncertainty as to where CHJ can best support clients.

4. Programming

CHJ continues to be the only organization in Los Angeles County that focuses primarily on health education and support within correctional facilities. Relying on a strong working relationship with correctional authorities, CHJ brings vital programs to the county jails, including HIV/AIDS prevention and education courses, as well as substance use and addiction counseling. Once discharged, individuals can visit the Sheila & Stan Price Reentry Center to obtain essential supplies and referrals to community resources. They can also access the organization's classes and support groups, led by CHJ's knowledgeable staff. Curriculums are developed and managed using evidence-based techniques to ensure that programs continue to effectively meet clients' needs. The consistent focus on trauma- and LGBTQIA+- informed programming lends to a sense of inclusion and safety among participants, as CHJ's health educators approach clients with sensitivity, a lack of judgment, and compassion. CHJ's programming has proven to be highly adaptable and resilient to external events, particularly the COVID-19 pandemic.

4. Board of Directors Membership

CHJ's work is supported by its board of directors, who ensure that CHJ's activities are aligned with its mission and values. The board is composed of eight members who bring professional expertise in law, medicine, mental health care, public health, public policy, and philosophy. Board members have expressed a strong sense of inclusion and feeling of value to the organization, which lends to their enthusiasm for CHJ's work. Over the past three years, the board has supported CHJ by developing a new CHJ website and by creating the organization's first Annual Report, among other achievements. The board would benefit from additional expertise from those with lived and professional experiences that reflect CHJ's core commitments, including former incarceration, a background in law enforcement,

personnel development experience, racial equity expertise, and advocacy within the LGBTQIA+ community.

Weaknesses

1. Strength of Collaborations

As reflected in its Strategic Plan 2022–2024, CHJ has continuously aimed to develop collaborations with strategic partners throughout Los Angeles County and California. CHJ has long maintained a strong working relationship with the Los Angeles Sheriff's Department, which has been critical to CHJ's effectiveness within the community. Over the past few years, CHJ staff have witnessed an increase in homelessness, substance use, mental health issues, and unemployment among clients, which can be best addressed not only through CHJ's direct support, but also through linkage to outside services. In addition to providing direct services, CHJ has long been a bridge organization that connects clients to outside services that can best address their specific needs. Community partnerships are therefore critical to CHJ's work, and CHJ aims to reconnect to past partners, strengthen existing partnerships, and forge new connections over the next three years.

2. Staff Retention & Development

The COVID-19 pandemic profoundly impacted the workforce by creating widespread job loss and staff turnover and by negatively impacting the mental health of employees. Though CHJ has experienced decreased staff turnover over the past year, it can improve both its retention of staff and support of staff's continuous career development. In the past, the organization lacked the dedicated funds for a human resources position, the introduction of which would lend to an improved working environment, better communication of expectations to staff, and more consistent adherence to personnel policies. CHJ would further benefit from strengthening and supporting the professional development of managerial staff to evenly distribute the weight of programmatic and personnel-related responsibilities.

3. Technology

As technology advances, CHJ can utilize new platforms to advance brand recognition and the breadth of resources available to clients, staff, and the community. CHJ's virtual presence – including its website and various social media platforms – provides a gateway to new clients, networks, and funding opportunities over the next three years. In early 2023, CHJ successfully launched its new website to expand the organization's reach in connecting with clients and the broader community. The new website could be improved by enhancing accessibility to more adequately meet the needs of persons with disabilities and individuals with limited or no knowledge of the English language. Additionally, CHJ's most recent comprehensive resource guide was last compiled in 2021; CHJ aims to update this resource guide and create an interactive version on its website within the next three years. As the widespread use of artificial intelligence (AI) continues to expand, CHJ has partnered with the USC Children's Hospital Los Angeles to train CHJ staff on the effective integration of AI across the organization's operations and curriculum development.

CHJ has skillfully engaged social media, including TikTok, Instagram, Facebook, and X, and has created its own new podcast, *CHJ Fair Play*, which brings a lighthearted and informative perspective to sexual health education. While this engagement has brought increased name recognition, the unhoused and incarcerated populations CHJ serves may not have reliable access to virtual platforms. CHJ should therefore expand its educational services to increase technological literacy. CHJ would further benefit from updates to physical technology – including computers, phones, and computer programs – to ensure that staff have the necessary resources to complete their work effectively and efficiently.

Opportunities

1. Increase in Virtual Technology

CHJ is well-positioned to leverage the evolution of technology to expand its reach and enhance service delivery over the next three years. By adopting emerging tools like remote learning platforms, interactive digital resource guides, virtual workshops, and live-streamed events, CHJ can extend its reach to populations with limited physical access to the CHJ office. CHJ can capitalize on advances in artificial intelligence alongside broader technological innovations to enhance its services and outreach. The emerging field of AI offers opportunities for client services as well as meaningful support of staff.

By equipping clients with the skills and knowledge to engage with AI tools, CHJ can foster long-term self-sufficiency and resilience. Many justice-involved individuals experience trauma, anxiety, and depression, yet may hesitate to seek in-person therapy due to stigma, cost, or logistical constraints. Providing training to clients about AI-powered mental health programs could be a powerful way to offer support, particularly through features like guided meditation, mood tracking, and chat-based counseling, which may offer necessary emotional support after incarceration. Further, AI-supported platforms can assist clients through such essential tasks as securing housing, tracking health care, finding healthcare providers and legal resources, and applying for jobs. These efforts may not only help justice-involved individuals rebuild their lives, but also reduce the digital divide that often perpetuates inequities in marginalized communities.

Many justice-involved individuals face barriers to technology access and literacy, making it essential for nonprofits to bridge this gap through education and support. It is therefore critical that educational curricula include information about the limitations of AI as an emerging field, including biases, inaccuracies, intellectual property concerns, dangers of sharing personal information, and the increasing risks of AI-based scams. Incorporating these important topics into the curricula will ensure that technology can become an asset rather than a barrier.

In addition to client education, AI can streamline administrative processes such as resource allocation, case management, and service referrals, allowing staff to focus on direct client and community engagement. AI-driven tools offer opportunities to enhance data collection and analysis, enabling CHJ to identify trends, measure program effectiveness, and better understand the evolving needs of its clients. By leveraging AI and predictive analytics, CHJ

can anticipate emerging challenges, such as shifts in client demographics and health needs, and proactively adapt its services.

As community-based organizations adopt AI, broader ethical and logistical considerations must be addressed. Access to reliable data and technology can be challenging for small nonprofits, particularly when serving marginalized communities. Further, AI systems are only as unbiased as the data on which they are trained, raising concerns about perpetuating inequities. Privacy and data security are also critical, as CHJ often works with sensitive client information. To fully realize AI's potential, CHJ must approach its adoption with caution, seeking equitable and inclusive solutions while advocating for transparency and fairness in the development and use of AI. Taken together, emerging technologies can enable CHJ to modernize its approach, broaden its impact, and deepen its commitment to addressing the complex needs of CHJ's diverse client population.

2. Policy Reforms and Advocacy

As a recognized leader in delivering critical services to individuals with a history of incarceration, CHJ is uniquely positioned to leverage its reputation and access to locked facilities to become a leading policy advocate for racial, gender, and health equity within the criminal justice system. Trusted by the community and by correctional authorities, CHJ can bridge any gaps in trust that have developed between the two. CHJ can also engage in meaningful policy research and advocacy for the prevention of incarceration, particularly in sentencing reform and community-based alternatives to incarceration.

State voters recently weighed in on two propositions that will impact incarceration policies: Californians voted against the prohibition of slavery and involuntary servitude as punishment for crime (Proposition 6) and voted to increase penalties for those who commit misdemeanor theft and drug crimes (Proposition 36). The outcome of these measures will negatively impact incarcerated individuals and CHJ can be a powerful voice in upholding fundamental rights.

As CHJ incorporates AI-based tools into its work, it can advocate for the ethical use of AI in correctional settings. Justice-involved individuals may encounter AI-driven systems used for decision-making in areas like parole eligibility or other risk assessments. CHJ can help clients understand how these systems work and advocate for transparency and fairness in the applications of these systems. This initiative will help ensure that clients are better equipped to navigate systems where AI can impact their lives while protecting their rights and promoting equity.

Threats

1. Uncertain Political and Funding Priorities

The recent presidential election and incoming administration have created uncertainty for public health and criminal justice reform organizations in the U.S. The outcome of the election is likely to influence policies at both the federal and state levels, including healthcare funding for marginalized groups. Access to healthcare for individuals facing

incarceration, homelessness, and substance use issues is increasingly at risk, particularly as politicians weigh cuts to public programs. Public health advocates are particularly concerned with how future policies may address funding for the Affordable Care Act (ACA), Medicare, Medicaid, and other forms of health-based financial assistance. As these financial debates unfold, public trust in government-run and -funded services is strained, fueled by misinformation and increasing skepticism toward free or subsidized healthcare options. This creates a challenge for public health advocates who must work to restore trust and ensure equitable access to services for all individuals, particularly those impacted by systemic inequality. This evolving political landscape necessitates a flexible, adaptive approach to public health initiatives.

2. Impact of Climate Change on Vulnerable Populations

Climate change disproportionately impacts vulnerable populations, exacerbating existing social, economic, and health inequities. Rising temperatures and extreme weather events – such as heatwaves, floods, and wildfires – disproportionately impact unhoused populations and people living in substandard housing. These conditions can increase the risk of heat-related illnesses, respiratory issues, and vector-borne diseases, which can in turn overwhelm public health systems. Climate change can also limit service providers' capacity to address client needs, disrupting operations due to damaged facilities, unreliable access to service locations, and increased demand for services. As resources are diverted toward addressing climate-related health issues, funding for specific programs that target marginalized groups may become strained, threatening service providers' sustainability and ability to fulfill their missions effectively.

Formerly incarcerated individuals, who often face barriers to stable housing and employment, are particularly vulnerable to the compounding effects of climate-related displacement and economic instability. Limited access to climate-resilient infrastructure and health care resources can deepen inequities, making it harder for these populations to recover from climate-driven crises. Climate change further poses a unique psychological challenge for incarcerated individuals. While the outside world undergoes rapid environmental transformation, including climate-related disasters, those who are incarcerated remain siloed with limited ability to respond or adapt to these changes. A disconnect from global events, coupled with a lack of personal agency, may heighten feelings of vulnerability and contribute to a diminished sense of control over one's health and future. This perceived loss of agency can diminish self-efficacy and may further compromise the mental health and well-being of incarcerated individuals.

Policymakers are increasingly focused on addressing these challenges through climate-resilient health strategies, ensuring that communities most affected by environmental hazards receive targeted support. CHJ can play a key role in addressing climate change by partnering with policymakers to push for sustainable infrastructure, advocating for equitable climate policies that prioritize at-risk populations, educating communities about climate risks, and promoting green practices to adapt and contribute to long-term environmental solutions.

STRATEGIC GOALS & OBJECTIVES

Center for Health Justice has developed the following three Strategic Goals to guide its programs and support its mission and vision over the next three years.

Strategic Goal 1: Promote employees' wellbeing and professional growth

Employees across the workforce are experiencing burnout and an increase in mental and behavioral health concerns. Resultant trauma can be especially pronounced in those providing direct services as they navigate and absorb others' trauma. CHJ's hard-working, skilled, and passionate staff have consistently been recognized as a key strength of the organization. CHJ aims to support employees' wellbeing, decrease staff turnover, and foster the development of all employees. The organization can promote employees' wellbeing and professional growth by achieving the following objectives:

- a. Hire a dedicated Human Resources Coordinator to support staff and manage hiring processes, possibly sharing this employee with another agency.
- b. Identify new funding sources, either within current funding streams or elsewhere, to support the human resources position.
- c. Set clear expectations of staff and implement personnel policies consistently across all staff.
- d. Expand staff training to promote awareness of their own needs as well as an awareness of the overall health and wellbeing of clients.
- e. Support the professional development of staff to further their career growth and incentivize staff retention.
- f. Strengthen managerial staff's programmatic and personnel management-related development.
- g. Establish a system for continual staff feedback to management.
- h. Aim to introduce retirement and other new benefits.
- i. Improve the accessibility of the board of directors to staff and increase board engagement in staff education.

Strategic Goal 2: Prioritize new technologies and digital resources

CHJ's website and various social media platforms are gateways to new clients, networks, and funding opportunities. The CHJ website was completely revamped in early 2023 to better showcase its programs, accomplishments, and impact, while increasing accessibility for clients. CHJ can further leverage technology to meet the needs of clients, staff, and the community by addressing the following objectives:

- a. Ensure that CHJ's website is accessible to all, including persons with disabilities, individuals without knowledge of or with limited knowledge of the English language, and individuals with low technology literacy.

- b. Showcase CHJ's accomplishments and rich history on the website using client stories and impact measures and by showcasing the Annual Report.
- c. Connect clients to community resources using interactive, user-friendly features on the CHJ website.
- d. Increase the visibility of the Sheila & Stan Price Reentry Center using traditional and social media.
- e. Update physical technology – including computers, phones, and computer programs – for staff and client use.
- f. Expand educational services to include courses on technological literacy.
- g. Utilize new and emerging technology to create remote learning opportunities, online conferences, and live streaming trainings and events.

Strategic Goal 3: Strengthen and expand community partnerships

In addition to providing direct services, CHJ is a bridge organization, connecting clients to available services throughout Los Angeles County when client needs are outside CHJ's scope. Some of the greatest challenges that CHJ's clients face in reintegrating into their communities are a lack of affordable housing, employment, public benefits, identification, substance use treatment, and mental health support, and the pandemic has only exacerbated these challenges. Without access to critical services that address these gaps, recently released individuals' efforts to avoid recidivism can be significantly undermined. Cultivating, rebuilding, and maintaining connections with service providers throughout Los Angeles County is necessary to increase service providers' awareness and understanding of CHJ's programs, as well as to share best practices and leverage joint funding opportunities. In addition to connecting with other service organizations, CHJ would benefit from collaborations with academic institutions throughout Los Angeles. CHJ aims to strengthen its collaborations and referrals by accomplishing the following objectives:

- a. Identify critical services in the community and corresponding trusted service providers, particularly those that provide veterans' benefits and services for unhoused individuals.
- b. Establish points of contact within each organization who treat clients respectfully and without judgment.
- c. Solidify connections, relying on a memorandum of understanding (MOU) when necessary to confirm commitments.
- d. Create an official referral process that adapts to changing needs and responds to organizational flux to allow for new partnerships.
- e. Update the comprehensive 2021 Resource Guide and develop an interactive version for the CHJ website.
- f. Incorporate referral follow-up procedures to ensure that clients' needs are met and to garner feedback on client experiences with partner organizations.
- g. Expand partnerships to include academic institutions, including UCLA, USC, Pepperdine, and other local colleges and universities.

IMPLEMENTATION

Center for Health Justice will implement this Strategic Plan through the end of 2027, aiming to achieve its three Strategic Goals by relying on available resources. CHJ will implement these Strategic Goals by relying on continued and new funding sources, staff, development of the board of directors, and facilities.

Funding

The effective implementation of CHJ's Strategic Plan largely relies on continuing to develop and strengthen the organization's financial stability. The availability of unrestricted funds continues to be a challenge to CHJ's effectiveness and efficiency. Funds that are not tied to specific deliverables can be used toward organizational and staff development, supplies, technological improvements, and other expenses not often factored into non-profit funding sources. CHJ's existing unrestricted funds will be leveraged to support critical new positions in the organization, including a Finance Assistant and Human Resources Coordinator. The majority of CHJ's current revenue stems from government contracts and pharmaceutical company support, which are generally restricted to fund specific projects and priorities. Current government contracts are expected to continue through 2027, allowing for continuity of service. Funds generated through CHJ's established Negotiated Indirect Cost Rate will allow for the majority of the organization's overhead costs.

Staffing

Increasing staffing levels and strengthening staff development will support the successful implementation of CHJ's Strategic Goals. Recruitment activities will focus on building CHJ's staff, alongside ongoing efforts to support staff retention and skills development. CHJ will hire a Finance Assistant and Human Resources Coordinator to support these efforts. Supporting staff will allow CHJ to meet the needs of existing grants and expand CHJ's capacity to undertake new initiatives.

Board Development

The CHJ Board of Directors is comprised of eight members with expertise in law, medicine, mental health care, public health, public policy, and philosophy. Their experience and knowledge have been critical to CHJ's success and sustainability. The overall strength of the board can be measured not only by its professional expertise, but from the extent to which the board includes representation across gender, race/ethnicity, sexual orientation, and gender identity; how the board reflects the lived experiences of the service populations, including experiences of incarceration; and from the contacts of the board members. Board recruitment should therefore focus on expanding membership to individuals with experience in criminal justice, racial equity, and LBGTQIA+ advocacy, as well as individuals with the lived experience of incarceration. Additional consideration should be given to individuals who can directly provide staff development and training relevant to CHJ's work.

Throughout the following three years, CHJ's Board of Directors will be critical in furthering these Strategic Goals and upholding CHJ's mission.

Facilities

The CHJ offices and the Sheila & Stan Price Reentry Center are strategically located across the street from the primary discharge point of the Los Angeles County Jail System. The potential closure of the Men's Central Jail has created uncertainty in CHJ's future ability to successfully provide services to recently released individuals. CHJ may consider expanding its services throughout Los Angeles County with mobile service delivery or satellite offices. Recently, CHJ has expanded services to the Inmate Reception Center at the Men's Central Jail as well as within the women's jail in Lynwood, ensuring that incarcerated individuals are aware of CHJ's services prior to their release.

MEASURING SUCCESS

The success of CHJ's programs is measured both internally and externally on an ongoing basis. CHJ collects monthly and quarterly analytics on its programs and submits these figures to both governmental and non-governmental funders. CHJ also collects social media analytics within each social media platform – including Facebook, Instagram, TikTok, and X – which provides information on reach, time spent on each page, and links clicked from within each page. This data allows us to measure our success in linkage to care and referral services.

External evaluations are conducted annually by the Los Angeles County Department of Public Health Division of HIV and STD Programs, and bi-annually by the California Department of Public Health Office of AIDS. An external consultative group is employed to oversee CHJ's data input on its multi-year Substance Abuse and Mental Health Services Administration (SAMHSA) federal grants and to evaluate other CHJ federally funded programs on a quarterly basis. An independent external auditor further evaluates the organization's financial status and programmatic progress.

CHJ's Executive Director and Board President will continuously monitor progress of the Strategic Plan and provide a status report bi-annually to the board of directors. At the end of 2027, staff will conduct a final evaluation of CHJ's effectiveness at accomplishing the goals of this Strategic Plan.

CONCLUSION

Center for Health Justice's Strategic Goals for 2025–2027 reflect and reinforce the organization's commitment to providing effective health services directly to the community and to coordinating access to services through strong collaborations. These Strategic Goals will lay the foundation for CHJ's efforts over the next three years. Achieving these goals will allow CHJ to maximize its impact within and beyond the Los Angeles County community.

This Strategic Plan was completed by CHJ's Board of Directors and staff. Center for Health Justice sincerely appreciates the continued support of the Los Angeles and wider community over the past 25 years and looks forward to continuing to serve justice-involved individuals and communities.