



Strategic Plan 2022 – 2024



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Welcome Letter

January 20, 2022

Dear Friends and Supporters of Center for Health Justice,

We are pleased to share our 2022 - 2024 Strategic Plan guiding our services for the next three years. The process that led to the creation of the Plan started six months ago and involved a SWOT Analysis and the heads, hearts, and hands of many dedicated people committed to the Center and our mission.

This Plan was developed over a period of unprecedented and uncertain challenges resulting from the COVID-19 pandemic, vaccinations, boosters, and multiple quarantines. CHJ was designated early in the pandemic as “necessary and essential” by the Los Angeles County Sherriff’s Department. We continued to work in person and through teleconferencing, adapting quickly to the latest information on precautions and prevention. Operating with a smaller staff and providing personal protective equipment for staff and the people we serve, we were able to continue to provide educational and case management services at Men’s Central Jail on a limited basis for the last two years. We have increasingly relied on digital distance telecommunication within our services, which we will expand over the next three years. Patience, flexibility, adaptability have been required. It has not been easy, but we are stronger as a result.

We continue to serve people impacted by incarceration, providing health education and support that acts as a bridge to a productive life, while supporting other non-profits and NGOs that provide housing and employment services that further benefit our service population. Community need for these services has only amplified during the pandemic and we aim to continuously meet these needs directly and through partnerships.

We expect that the next three years will present new challenges. New variants may arise, incarceration policies will be in flux, and new health challenges will face our service population, their loved ones, and communities. This Plan outlines our pathway ahead. We hope you will continue to support our efforts and join us as we go forward.

Sincerely,

Cajetan Luna
Executive Director

Ambar Carlisle
President, Board of Directors

Background

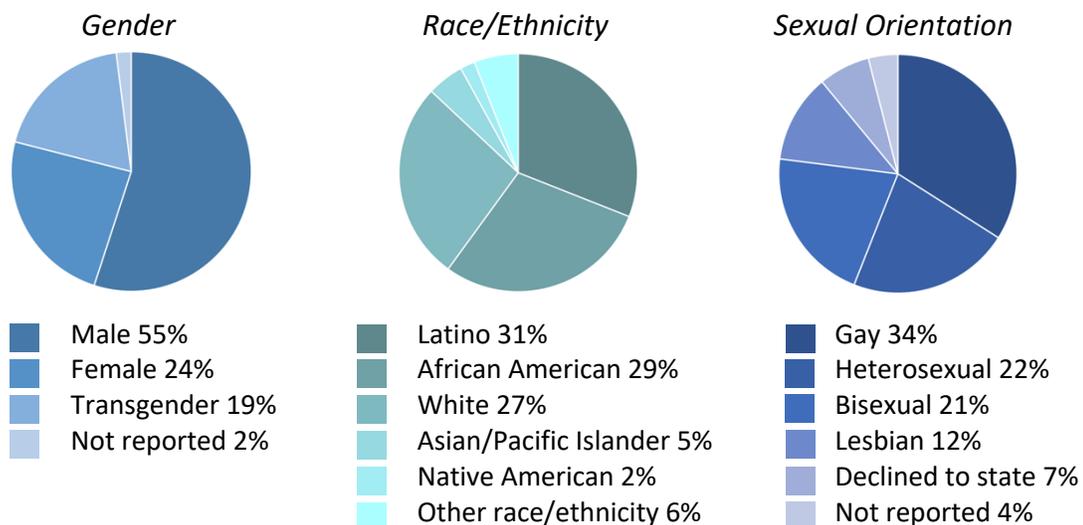
Center for Health Justice (CHJ) is an LGBTQIA+-affirming organization that aims to serve people impacted by incarceration, providing health education and support that act as a bridge to a productive life. Founded in 1999 as the Corrections HIV Education & Law Project (CorrectHelp) within the Tides Center, the organization became an independent 501(c)(3) in 2004. In 2006, it became the 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. Throughout its programs, CHJ upholds its core values of diversity, quality, collaboration, transparency, creativity, responsiveness, accountability, and sustainability.

Client Demographics

CHJ’s 2021 client demographics, based on self-reporting, are as follows. Some CHJ programs focus on self-identifying men who have sex with men.



Strategic Planning Process

In 2021, 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 aimed to align CHJ's goals with upcoming funding commitments and to engage the Board and staff in the development of a shared vision for CHJ's future in accordance with its mission and values.

Through a combination of surveys and virtual meetings, CHJ's Board, staff, and key partners completed the strategic planning process between August and December 2021. Members of the Board, the Executive Director, and managerial staff developed a set of unique surveys to garner feedback from key stakeholders. Using SWOT Analysis¹ framing, surveys included both scaled- and open-response questions to quantify respondents' feedback and to allow for explanation of scaled responses. Completed surveys were submitted by 16 of 21 staff and consultants, 8 of 12 current and former Board members, and 4 of 16 community partners and funders. Survey questions focused on CHJ's mission, services, use and availability of technology, partnerships and collaborations, responsiveness and commitment to staff and Board, new and emerging trends in the community, as well as reflections on the success of the previous Strategic Plan 2019 - 2022.

On December 3, 2021, staff and Board members attended a virtual Strategic Planning Meeting to review key findings from the surveys, discuss and develop central themes, and solicit additional ideas and input. 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.

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

Current Trends

The COVID-19 pandemic has had a significant global, national, and local impact. Intermittent business shutdowns, inconsistent public health guidelines, and increasingly contagious variants have created uncertainties across every sector, and particularly among direct service providers. This year's strategic planning process was heavily shaped by the uncertainties of the upcoming three years and took a broad approach to developing goals to allow for greater flexibility in adapting to the future. As the virus continues to evolve, CHJ stays up to date with health guidelines, social distancing requirements, and testing to ensure the safety of staff, clients, and the broader community.

The criminal justice reform and racial equity movements have garnered wide public support over the past two years. Advocates have long called for an overhaul of the Los Angeles County prison system, the largest in the world in terms of number of inmates. The CHJ offices and Sheila & Stan Price Reentry Center are located within blocks of the Men's Central Jail (MCJ) and Twin Towers Correctional Facility, as well as Union Station, the central transportation hub for Los Angeles County. While this strategic location has historically facilitated access to services for clients and supported collaborative relationships among nearby service providers, the impending closure of MCJ may impact CHJ's approach. The Los Angeles County Board of Supervisors voted in June 2021 to implement the closure of MCJ, and it is unclear whether a new facility will be built in its place. Fortunately, CHJ's current building leases allow for flexibility on a year-to-year basis, but there is remaining uncertainty as to where CHJ will be best situated in the future. In a community shaken by increasingly visible racial injustice, particularly within the criminal justice system, CHJ must be sensitive to the needs of the community while continuing to closely collaborate with law enforcement.

CHJ's annual budget is composed of government contracts and grants (68.4%), pharmaceutical company support (20.7%), and revenue from foundations and individual donor contributions (10.9%). Organizational capacity would benefit from an increase in individual contributions and unrestricted funds. Newly funded contracts have prioritized the improvement of CHJ's telecommunications equipment to further expand the organization's remote teaching capabilities. Over the next three years, CHJ aims to dedicate significant resources toward services focused on trauma-informed mental health and substance use, as well as LGBTQIA+ and women-focused programming.

Los Angeles County has witnessed significant societal changes over the past two years. The COVID-19 pandemic has been a catalyst for job loss, homelessness, opioid use, and trauma, all of which contribute to and are fueled by mental health issues. CHJ aims to meet these evolving needs using client-focused, trauma-informed, evidence-based methods guided by inclusiveness and understanding.

SWOT Analysis

SWOT Analysis is a strategic planning technique that aims to identify the strengths (S), weaknesses (W), opportunities (O), 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 longstanding 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 20 years, CHJ, formerly as CorrectHELP, has been supporting the Los Angeles community and is a trusted brand recognized for its longevity and expertise working directly within correctional facilities and supporting the LGBTQIA+ community.

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 lived experiences, including former incarceration, which lend to unique insight into the health needs of service populations. Staff are welcoming and supportive of all clients, and the diversity among staff lends to an equitable atmosphere and experience within CHJ and while interacting with the community. Their dedication to CHJ's mission and the populations served is evident throughout CHJ's activities, including case management, educational enrichment, and linkage to services.

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 released from custody. CHJ's flexible downtown office leases are an emerging strength to the organization, as the potential closure of Men's Central Jail has created uncertainty in 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 service 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 and passionate Public Health Influencers. Curriculums are developed and managed using evidence-based techniques to ensure that programs continue to effectively meet clients' needs. The consistent focus on LGBTQIA+ rights within programs lends to a sense of inclusion and safety among participants, as CHJ's health educators approach clients with sensitivity, lack of judgment, and compassion. CHJ's programming has proven to be highly adaptable and resilient to external events, particularly the COVID-19 pandemic; throughout the past two years, CHJ has successfully moved many of its classes to virtual platforms.

Over the past five years, CHJ has significantly increased its social media presence. In 2021, CHJ launched *Sexy Healthy*, a sexual health education podcast that has garnered more than 400 listeners. As of December 2021, CHJ's TikTok amassed over 1,000 followers, while its Instagram profile reached approximately 300 people per month. CHJ is also active on Facebook and Twitter. Expanding CHJ's presence and reach on these social media platforms has fostered an increased public awareness of the organization itself and of the programs and community that the organization offers.

4. Board of Directors Membership

CHJ's work is supported by its expertise-guided Board of Directors who ensure that CHJ's activities are aligned with its mission and values. Over the past year, the Board has grown to eight members who bring professional expertise in law, medicine, public health, public policy, and philosophy. Board members have expressed a strong sense of inclusion and feeling of value to the organization, lending to their enthusiasm for CHJ's work. The Board would benefit from additional expertise from those with lived and professional experiences that reflect CHJ's core commitments, including former incarceration experience, background in law enforcement, racial equity expertise, and advocacy within the LGBTQIA+ community.

Weaknesses

1. Strength of Collaborations

As reflected in its Strategic Plan 2019 - 2022, CHJ has continuously striven to develop collaborations with strategic partners throughout Los Angeles County and California. The COVID-19 pandemic has significantly hampered efforts to strengthen existing partnerships and form new networks, in part due to high employee turnover in the field, social distancing requirements that have prevented in-person collaboration, and temporary staff shortages within CHJ. The pandemic has simultaneously underscored the need for a stronger collaborative network, as CHJ staff have witnessed an increase in homelessness, substance use, mental health issues, and unemployment, which can be best addressed through a combination of CHJ's direct support and 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 has contributed to a stark rise in self-reported mental health concerns. By mid-2020, reported rates of anxiety, depression, increased substance use, and stress-related symptoms had increased two-fold, and these rates have only increased in the intervening months.² While this time has been difficult for everyone, trauma can be compounded for individuals who provide direct services as they navigate others' trauma. While CHJ has implemented steps to provide respite to staff by offering in-office access to a part-time psychotherapist and continues to strive to address staff's wellbeing, it can improve both its retention of staff and its support of staff's ongoing 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 virtual platforms to advance both brand recognition and the breadth of resources provided to clients, staff, and the community. CHJ's virtual presence, including its website and various social media platforms, is a gateway to new clients, networks, and funding opportunities; CHJ will leverage these opportunities over the next three years. There are plans for the launch of a new website in early 2022, as the current CHJ website does not adequately meet the needs of persons with disabilities or non-English speakers, and accessibility can be greatly improved. Additionally, CHJ staff recently compiled a comprehensive Resource Guide featured on the website; the overhauled website can showcase interactive features to improve the user-friendliness of this Resource Guide.

CHJ has skillfully leveraged social media platforms, including TikTok, Instagram, Facebook, and Twitter, and has recently created its own podcast, *Sexy Healthy*, which brings a lighthearted and informative twist to sexual health education. While these advances have 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. Further, the CHJ offices and Sheila & Stan Price Reentry Center would 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 so that clients have access to critical resources.

4. Sheila & Stan Price Reentry Center Provisions

CHJ has taken every available precaution to ensure the safety of employees and clients at the Sheila & Stan Price Reentry Center throughout the COVID-19 pandemic. Temporary staff shortages and ongoing public health mandates have unfortunately limited CHJ's ability to adequately staff the Center and have led to limited service hours. Over the next three years,

² Gordon, J. (2021, April 9). *One Year In: COVID-19 and Mental Health*. National Institute of Mental Health. <https://www.nimh.nih.gov/about/director/messages/2021/one-year-in-covid-19-and-mental-health>.

CHJ aims to both extend Center service hours and maintain more consistent hours so that clients and the community can reliably access critical services.

Opportunities

1. Increase in Virtual Technology

The past two years have completely altered social interactions and norms. Social distancing restrictions have impeded our ability to meet face-to-face, leading to a heavy reliance on virtual platforms and creating the need to find new and innovative ways to collaborate. Unpredictable and sporadic quarantines within correctional facilities have prevented staff from reliably entering facilities to deliver in-person programs. While this has been a challenge, it has also created an opportunity for remote educational programs and an expansion of CHJ's use of virtual mediums for service delivery. CHJ also possesses a breadth of collective knowledge among staff, the Board, consultants, close partners, and volunteers; utilizing virtual mediums for online conferences, live streaming trainings, and other virtual knowledge-sharing events could raise CHJ's profile and provide critical health education to the community, while contributing to the historical record of the organization. Widespread interaction with virtual mediums also presents an opportunity for CHJ to deepen its engagement with and presence on social media and podcasting platforms. With this societal increase in reliance on technology, however, the gap has widened between those with technology literacy and those without. CHJ can help address this inequity through the development of technology education curriculums, particularly among those in incarcerated settings who may not have had the opportunity to regularly engage with new technologies.

2. Social Influences & Policy Engagement

Social change movements have garnered an unprecedented level of visibility and support over the past few years. 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 the gap in trust that has 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.

3. Emerging Needs & Potential Collaborations

CHJ staff have witnessed a sharp increase in homelessness; substance use, particularly of opioids and crystal methamphetamine; and chronic health conditions among the population served. While the COVID-19 pandemic has exacerbated these issues, it has also resulted in an increased awareness of mental health issues and a reduction of stigma. We are also experiencing the emergence of public awareness of invisible disabilities as an increasing population suffers with the effects of long-haul COVID, which can include cognitive impairment and other persisting health problems. Though rooted in hardship, these emerging trends are also opportunities to engage in new and meaningful collaborations to affect widespread change, meet unfulfilled needs, and provide accurate public information.

Threats

1. The COVID-19 Pandemic

The COVID-19 pandemic has been the most significant threat to CHJ's success since 2020 and continues to overshadow the future. Challenges that existed before the pandemic – including homelessness, substance use, and unemployment – have magnified. The populations that CHJ serves are particularly at risk of experiencing homelessness: sexual minority adults are twice as likely as the general population to experience homelessness, and formerly incarcerated people are nearly 10 times more likely to be unhoused than the general public.^{3,4} April 2020 exhibited the highest national levels of unemployment recorded, and unemployment rates still have not reduced to pre-pandemic levels.⁵ Thousands of inmates have been released from California jails and prisons due to pandemic safety concerns, further fueling rates of homelessness.

The pandemic has hindered CHJ's ability to access correctional facilities for the provision of services, to provide consistent services at the Sheila & Stan Price Reentry Center, and to forge and maintain partnerships countywide. Class sizes have been reduced throughout the pandemic to comply with social distancing guidelines, and temporary staff shortages plagued much of 2020. While CHJ has thus far maintained its core funding and even acquired additional grants, non-profits generally face an unpredictable economic future. CHJ's longevity coupled with its adaptable mission have allowed the organization to continue to successfully serve individuals impacted by incarceration throughout the COVID-19 pandemic. The pandemic has underscored the importance of health and wellbeing throughout all aspects of life, and CHJ is positioned to increase public awareness of the importance of healthy behaviors and risk-reduction strategies.

2. Police Abolition Movement

The effects of the recently reignited police abolition movement have rippled across the nation, affecting perceptions and policies across California and in Los Angeles County. Public trust in law enforcement has largely diminished, the meaning of public safety is being called into question, and a mounting public pressure has brought longstanding institutions into critical focus. The potential closure of the 58-year-old Los Angeles County Men's Central Jail will impact the way in which CHJ reaches its service populations. CHJ is focused on meeting the needs of people impacted by incarceration while operating within the policies and procedures enforced within correctional facilities; CHJ must be cognizant of the position of populations served and law enforcement so that all stakeholders can work together to positively impact the health, welfare, and safety of the community. CHJ is uniquely positioned to act as a bridge between law enforcement and the community to effect positive outcomes.

³ Wilson, B.D.M. et al. (2020). *Homelessness Among LGBT Adults in the US*. The Williams Institute, UCLA School of Law. <https://williamsinstitute.law.ucla.edu/publications/lgbt-homelessness-us/>.

⁴ Couloute, L. (2018). *Nowhere to Go: Homelessness among formerly incarcerated people*. Prison Policy Initiative. <https://www.prisonpolicy.org/reports/housing.html>.

⁵ Congressional Research Service. (2021). *Unemployment Rates During the COVID-19 Pandemic*. <https://sgp.fas.org/crs/misc/R46554.pdf>.

Strategic Goals & Objectives

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

Strategic Goal 1: Strengthen collaborations and referral system

The COVID-19 pandemic has challenged CHJ's efforts to both sustain existing collaborations and forge new networks, while simultaneously underscoring the importance of strong partnerships. In addition to providing services directly, CHJ is a bridge organization, connecting clients to the expanse of available services throughout Los Angeles County when 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 also necessary to increase service providers' awareness and understanding of CHJ's programs, share best practices and emerging trends together, and leverage joint funding opportunities. CHJ aims to strengthen its collaborations and referrals by:

- a. Identifying critical services in the community and corresponding trusted service providers, particularly those that provide veterans' benefits and services for unhoused individuals.
- b. Establishing points of contact within each organization that treat clients respectfully and without judgment.
- c. Solidifying connections, relying on a memorandum of understanding (MOU) when necessary to confirm commitments.
- d. Creating an official referral process that adapts to changing needs and responds to organizational flux to allow for new partnerships to be forged.
- e. Adapting the comprehensive May 2021 Resource Guide to a shorter list of key services that can be consulted with clients to guide case management planning.
- f. Incorporating referral follow-up procedures to ensure that client needs are met and to garner feedback on client experiences with partner organizations.

Strategic Goal 2: Expand services to address emerging needs

CHJ has a decades-long history of supporting the health needs of incarcerated and formerly incarcerated individuals. Originally focusing on HIV, CHJ has adapted its programs to address broader health challenges over time, including those that have presented during the COVID-19 pandemic. While adhering to its mission, CHJ will expand its focus to support incarcerated and formerly incarcerated individuals with multiple marginalized identities, including veterans,

unhoused individuals, persons with disabilities, women, people of color, members of the LGBTQIA+ community, and individuals struggling with substance use and mental health challenges. CHJ can support these populations by relying on new and emerging interventions and by increasing resource availability at the Sheila & Stan Price Reentry Center. Further, CHJ can respond to upcoming needs presented by the COVID-19 pandemic and critical social movements. CHJ will meet these emerging needs by:

- a. Expanding its focus to address the needs of veterans; unhoused individuals; persons with disabilities, including those with invisible disabilities; women; people of color; members of the LGBTQIA+ community; and individuals struggling with substance use and mental health challenges.
- b. Providing increased substance use and addiction support services – particularly for opioid and/or crystal methamphetamine users – including Narcan distribution, needle exchange, and/or education on medically assisted treatment options.
- c. Holding name change and gender marker workshops for individuals changing their legal identification to conform to their gender identity.
- d. Engaging in new interventions and educational programming, including employment assistance, continuing education, and art-based interventions.
- e. Increasing and maintaining consistent hours of operation and staff availability at the Sheila & Stan Price Reentry Center.
- f. Implementing client surveys at the Sheila & Stan Price Reentry Center to better understand the effectiveness of service delivery.
- g. Tailoring transitional services to cater to an increase in suddenly released populations.
- h. Considering service expansion using mobile service delivery and/or the establishment of satellite offices.

Strategic Goal 3: Support the wellbeing and development of staff

Employees across the workforce are experiencing burnout and an increase in mental and behavioral health concerns. The ensuing 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 has aimed to support staff throughout this challenging time, providing in-office access to a part-time psychotherapist. The organization can further support staff over the following three years by:

- a. Maintaining a dedicated human resources position to support staff and manage hiring processes.
- b. Identifying new funding sources, either within current funding streams or elsewhere, to support the human resources position.
- c. Setting clear expectations of staff and implementing personnel policies consistently across all staff.
- d. Supporting the professional development of staff to further career growth.

- e. Strengthening managerial staff's programmatic and personnel management-related development.
- f. Establishing a system for continual staff feedback.
- g. Considering the introduction of retirement and other new benefits.
- h. Improving the accessibility of the Board of Directors to staff, including by adding professional background descriptions for each Board member to the website and increasing Board attendance at staff meetings.

Strategic Goal 4: Leverage technology to meet the needs of clients and staff

CHJ's website and various social media platforms are gateways to new clients, networks, and funding opportunities. The CHJ website will be completely revamped in early 2022 to better showcase its programs, accomplishments, and impact, while increasing accessibility for clients. Recently, the 2021 launch of the podcast *Sexy Healthy* has been a positive step toward increasing CHJ's visibility and community understanding of CHJ's work. CHJ can further leverage technology to meet the needs of clients and staff by:

- a. Ensuring that CHJ's website is accessible to all, including persons with disabilities, individuals without or with limited knowledge of the English language, and individuals with low language and/or technology literacy.
- b. Showcasing CHJ's accomplishments and rich history on the website through client stories, impact measures, and the CHJ Annual Report.
- c. Connecting clients to community resources using interactive, user-friendly features via the CHJ website.
- d. Increasing the visibility of the Sheila & Stan Price Reentry Center using traditional media, social media, and CHJ's website.
- e. Updating physical technology, including computers, phones, and computer programs, for staff and client use.
- f. Expanding educational services to include courses on technology literacy.
- g. Utilizing new and emerging technology to create remote learning opportunities, online conferences, and live streaming trainings and events.

Implementation

Center for Health Justice will implement this Strategic Plan through the end of 2024, aiming to achieve its four Strategic Goals utilizing its available resources. These Strategic Goals have been developed at a time of great uncertainty; CHJ has taken a broad approach in creating its goals to allow for greater flexibility in adapting to an unpredictable future. CHJ will implement its four 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 Development Director, Human Resources Manager, and Intern Coordinator, among others. 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 2024, allowing for continuity of service. CHJ's established Negotiated Indirect Cost Rate Agreement will account 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. The COVID-19 pandemic has led to a workforce in flux, and CHJ has faced resultant temporary staff shortages intermittently over the past two years. Recruitment activities will focus on rebuilding CHJ's staff, alongside ongoing efforts to support staff retention and skills development. CHJ will hire a Human Resources Manager 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 has recently grown to eight members with expertise in law, medicine, public health, public policy, and philosophy. This knowledge has been critical to CHJ's success and sustainability, particularly during the COVID-19 pandemic. The overall strength of the Board can be measured not only by its professional expertise, however, 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 population,

including experiences of incarceration; and from the skills and contacts of the Board Members. Board recruitment should therefore focus on expanding membership to individuals with experience in criminal justice, racial equity, mental health, and LGBTQIA+ 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 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 is therefore considering expanding its breadth of services across Los Angeles County with mobile service delivery and/or satellite offices. Recently, CHJ has expanded services to within the Inmate Reception Center, 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. Within the past year, CHJ has begun collecting social media analytics within each platform – including Facebook, Instagram, TikTok, and Twitter – which provides information on numbers accessed, time spent on each page, and links clicked from within each page. This data points to our success at 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 multiyear 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 2024, 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 2022 - 2024 reflect and reinforce its commitment to providing effective health services directly to the community and to coordinating access to services through strong collaborations. Against the backdrop of the COVID-19 pandemic, CHJ has taken a broad approach to developing its goals, allowing for greater flexibility in adapting to an unpredictable future. These Strategic Goals lay the foundation for CHJ's efforts over the next three years and 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 20 years and looks forward to continuing to serve the community.