

AUSTIN/TRAVIS COUNTY REENTRY ROUNDTABLE

FY 2015-2017 STRATEGIC PLAN



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INTRODUCTION

Over the last four decades, the rate of incarceration in the United States more than quadrupled and the size of the prison population increased from 200,000 to 1.5 million.¹ Since very few prisoners serve life sentences, sentencing and incarceration policies have also led to the highest prison release rates in history. In 1977, roughly 10,000 prisoners were released in Texas. Over the next 35 years, that number increased nearly eight-fold. According to the Texas Department of Criminal Justice (TDCJ), 72,071 prisoners were released from a TDCJ facility in 2013, down from 77,316 in 2012.² Nationally, the number of prisoners released from state and federal prison peaked in 2008, with 734,144 releases. Due in part to the substantial decline in the number of prison releases in California—per California’s Criminal Justice Realignment Act of 2011, which shifts the responsibility for managing low-level felons from the state to the counties—the number of prisoners released nationwide in 2012 totaled 637,411.

Some form of community supervision is often part of the reintegration process for persons with criminal histories. There are approximately 5 million individuals on probation and parole nationwide. Roughly 4.5% of the adult population in Texas (1 out of 22) is under some form of supervision within the state’s criminal justice system.³

Approximately 2,700 individuals return from a TDCJ prison or jail to Travis County each year, and 2,800 individuals are on parole at any given time and another 16,000 are on adult probation.⁴ The volume of prison releases back into Austin and Travis County strains social service, health, and housing resources at the community level and creates serious problems for persons with criminal histories seeking to reenter and reintegrate into society.

What is Reentry: Reentry is the transition of individuals from incarceration back into the community. Incarceration includes both prisons and jails, although much of the current emphasis on “reentry” in the policy, practitioner, and academic communities focuses on prison reentry. The work of the A/TCRRT, however, takes a broad approach to the challenge of reentry, and defines reentry to include all persons who have a criminal history.

BACKGROUND

The Austin/Travis County Reentry Roundtable (A/TCRRT) is modeled after the National Reentry Roundtable convened by the Urban Institute, which is an ongoing forum for academics, practitioners, community leaders, policy makers, advocates, and formerly incarcerated individuals working to address the challenges to effective reentry and reintegration of persons with criminal histories.⁵ The A/TCRRT is a volunteer organization, and membership is open to organizations and individuals who confirm their interest in supporting its mission and work.

¹ http://www.nap.edu/catalog.php?record_id=18613

² http://www.tdcj.state.tx.us/documents/Statistical_Report_FY2013.pdf

³ http://www.tdcj.state.tx.us/documents/rid/Reentry_Update_09_2012.pdf

⁴ <http://www.reentryroundtable.net/wp-content/uploads/2013/10/ATCRRT-Reentry-Report-Card-Final.pdf>

⁵ <http://www.urban.org/projects/reentry-roundtable/>

Members include governmental agencies, faith-based and community organizations, and other nongovernmental entities and individuals.

In September 2003, the A/TCRRT's initial Planning Council was formed, comprised of multiple city and county stakeholders. The first forum, held in April 2004, kicked off the A/TCRRT with a plan to encourage reentry stakeholders to break down the "silos" they were operating in. A/TCRRT facilitates collaborations within the community, advocates for better reentry policies, and educates the community about the role that reentry and reintegration plays in promoting public safety. The Roundtable was formed as a strategy and venue for leaders to come together for more effective reintegration for those returning to our community.

The A/TCRRT is governed by the Planning Council, which meets monthly. The Planning Council is a body of stakeholder representatives that provides general oversight of the collaborative and assures that the work of the A/TCRRT is consistent with the mission and vision. Government agencies with a designated seat on the Planning Council include: The City of Austin Downtown Community Court, the Austin Police Department, Austin Travis County Integral Care, Travis County Criminal Justice Planning, Travis County Sheriff's Office, Travis County Adult Probation, Travis County Criminal Courts, Travis County District Attorney, Texas Department of Criminal Justice – Parole and Travis State Jail, and the Federal Bureau of Prisons. Current membership also includes representatives from Austin Community College, Goodwill, Texas State University, the Texas Department of Family and Protective Services, the Travis County Department of Health & Human Services and Veterans Service, and the University of Texas at Austin. The main function of the Planning Council is to ensure the successful implementation of this strategic plan, through direct participation in plan activities, the recruitment of stakeholders and volunteers to undertake plan activities, dedication of organizational resources, identification of funding resources, and oversight over A/TCRRT staff. See Appendix A for a listing of Planning Council members on the date this strategic plan was ratified.

At the close of its first decade of existence, the A/TCRRT embarked on a strategic planning process to develop goals and objectives to start its second decade of work. A first step in this process was reconsideration of the A/TCRRT's vision and mission. The strategic goals and objectives outlined to follow are designed to achieve the following vision and mission:

VISION: A community that values and supports the successful reentry and integration of formerly incarcerated persons and individuals with criminal histories.

MISSION: To be a robust collaborative to promote public safety through effective reentry and reintegration of formerly incarcerated persons and individuals with criminal histories.

THE STRATEGIC PLANNING PROCESS

The A/TCRRT FY 2015-2017 Strategic Plan was developed with broad involvement and guidance from members of the A/TCRRT Planning Council and the XOffenders' Council. First, an open ended pre-planning survey was administered, asking members to identify future goals and objectives for the A/TCRRT as well as their willingness to advance the work of the A/TCRRT. The survey responses provided the foundation for a strategic planning meeting in April 2014 facilitated by Kris Donley, Executive Director of the Dispute Resolution Center. During this meeting, 17 attendees participated in a Strengths/Weaknesses/Opportunities/Threats (SWOT) analysis, as well as an extensive discussion of the vision and mission of the A/TCRRT. Time was also devoted to discussing and refining the strategic goals and objectives initially identified through the pre-planning survey.

Over the course of the spring and summer of 2014, several of the A/TCRRT's monthly Planning Council meetings were devoted to refining the future objectives of the A/TCRRT. Additionally, numerous goal specific meetings were held (e.g., focused on housing and employment) in the spring and summer to further identify and refine the future objectives and activities of the A/TCRRT. The remainder of the document summarizes the input collected from the strategic planning process as well as the goals, objectives, and activities identified by A/TCRRT members (see Appendix B for a listing of Planning Council members, A/TCRRT volunteers, and other stakeholders who attended at least one of the strategic planning meetings).

STRENGTHS/WEAKNESSES/OPPORTUNITIES/THREATS ANALYSIS

A/TCRRT Planning Council members participated in a SWOT analysis to identify the positives and negatives inside the organization (S-W) and outside of it in the external environment (O-T).

The Planning Council identified a number of strengths of the A/TCRRT, including the diversity and representativeness of the group, the reputation of the A/TCRRT, both locally and nationally, the level of expertise among members, and the level of commitment among the group.

The Planning Council also identified the following weaknesses of the A/TCRRT: lack of clarity on member roles and responsibilities, lack of resources to fulfill mission, lack of coordination and integration among existing A/TCRRT committees, lack of assessment and evaluation of the A/TCRRT's efforts, and a lack of integration among the diverse interests represented on the Planning Council.

Planning Council members identified the following opportunities:

- Working with the local law enforcement to develop a reentry focus in their work
- Helping other jurisdictions replicate the A/TCRRT model
- Expanding the work of the A/TCRRT to adjacent counties given that reentry is a regional challenge
- Enhancing the statewide coalition of reentry partners to present a unified voice in advocacy work

Planning Council members identified the following threats to the A/TCRRT's efforts:

- Negative perceptions of persons with criminal histories
- Lack of funding and legitimate interest in evaluation and evidence-based practices
- Competing interests for A/TCRRT member time, energy and resources
- Employer “rights” as a barrier to hiring
- The economy tightens opportunities for everyone
- Media obsession with the “failures” rather than reintegration success stories

The SWOT analysis highlighted that the existing organizational structure of the A/TCRRT, with work guided by several subcommittees (i.e., Evidence-Based Practices, Policy Reform, Support Systems, X Offenders’ Council), may not be the most effective or efficient structure for driving future work. The existing committees often worked in isolation from each other, and did not maximize opportunities for cross-committee collaboration. Hence, one strategic goal that follows from the SWOT analysis is to enhance the organizational structure of the A/TCRRT so that it is not only effective, but also fluid and responsive to the changing issues and needs of the community.

In terms of issues and needs to focus A/TCRRT attention and resources during fiscal years 2015-2017, three targeted focus areas emerged out of the pre-planning survey and strategic planning meeting: housing, employment, and behavioral health.

HOUSING

Securing housing is the most immediate challenge that persons with criminal histories face upon release from prison, state jail, or county jail. There are immense barriers to securing safe and decent housing, including the lack of affordable housing, high occupancy rates, stringent admissions criteria for public and private housing, and lack of income. Of consequence, the characteristics and quality of an ex-offender’s living arrangement and neighborhood of residence can often be strong predictors of whether or not he or she will recidivate. In Travis County, the barriers to housing have contributed to the migration and suburbanization of persons with criminal histories to the eastern outskirts of Travis County as well as adjacent counties to the east and north. With social services concentrated in central Austin, the migration of persons with criminal histories to communities further away from the center of the city means that it is more challenging for them to access the services necessary for effective reintegration.

EMPLOYMENT

Research has shown that stable employment is an important predictor of reentry success.⁶ However, the stigma of a criminal record represents a significant barrier to employment. For instance, Texas currently has over 200 laws that restrict persons with criminal histories from finding jobs and over 1,900 separate licensing and statutory restrictions that bar or limit employment.⁷ Formal and informal barriers to employment do not just affect a select subset of formerly incarcerated individuals. In the U.S., 70 million Americans are living with a criminal

⁶ Visher, C.A., Winterfield, L. & Coggeshall, M.B. 2005. Ex-offender employment programs and recidivism: A meta-analysis. *Journal of Experimental Criminology* 3: 295-316.

⁷ <http://www.sll.texas.gov/library-resources/collections/statutory-restrictions-on-convicted-felons/>

background⁸, and 12 million individuals have criminal records in Texas.⁹ The stigma of a criminal record creates a significant barrier to successful reintegration back into the community.

BEHAVIORAL HEALTH

An estimated 500,000 Texans have been diagnosed with a serious mental illness and more than two million have substance abuse issues.¹⁰ Among the population of persons with criminal histories, the percentage of those with mental illness and substance abuse issues is much higher. Fifteen percent of men returning to the community from incarceration and 35% of women reported being diagnosed with a mental illness; however, this is considered to be a conservative estimate of the actual number of persons with mental illness returning to the community.¹¹ Over half of state prisoners and almost two-thirds of the jail population have had mental health issues in their lives. Hence, failure to provide adequate resources and treatment for mental illness as well as substance abuse presents a major barrier to the effective reintegration of the formerly incarcerated in Texas.¹²

SUMMARY

The three-year strategic goals and objectives outlined on the following pages are designed to address the challenges of reentry and reintegration specific to housing, employment, and behavioral health. Some of the objectives identified to follow represent new initiatives whereas others represent continuation of existing work, such as the *Women's Reentry Services Initiative* as well as the *Transition Planning for Homeless Persons Leaving Local Jails Initiative* (a partnership with ECHO and many other stakeholder agencies). As a starting goal, the A/TCRRT will work to enhance the organizational characteristics of our collaborative body in order to have a structure in place to efficiently and effectively accomplish the rest of the plan goals.

This plan represents a commitment by the A/TCRRT to work with our partners and stakeholders to promote the effective reentry and reintegration of formerly incarcerated persons and individuals with criminal histories. It is a living document that will routinely be reviewed and assessed to ensure that the A/TCRRT is maximizing its efforts to further reentry and reintegration.

⁸ "Ban the Box" Research Summary; 2014. Study conducted by the National Employment Law Project. Found online June 5, 2014: http://nelp.3cdn.net/5a46a52e15014e5a4b_23m6b0k40.pdf

⁹ Bureau of Justice Statistics: Found online: <https://www.ncjrs.gov/pdffiles1/bjs/grants/244563.pdf>. The 12 million criminal records in Texas are unique individuals, but do not necessarily represent Texas residents. The 12 million represent distinct individuals with a criminal record in Texas, whether current residents or not.

¹⁰ <https://www.sunset.texas.gov/public/uploads/files/reports/DSHS%20Hearing%20Material.pdf>

¹¹ Mallik-Kane, K. & Visser, C.A. 2008. Health and prisoner reentry: How physical, mental, and substance abuse conditions shape the process of reintegration. Research Report 1-67.

¹² <http://www.bjs.gov/content/pub/pdf/mhppji.pdf>

**A/TCRRT THREE-YEAR PLAN GOALS, OBJECTIVES, AND STRATEGIES
FY 2015-2017**

GOAL I: Organizational Enhancement

Goal Leader: Laura Sovine

GOALS	OBJECTIVES	STRATEGIES	BY WHOM	BY WHEN
I. Redesigned and enhanced organization structure, which is fluid and responsive to the changing issues and needs of the community	A. Assess A/TCRRT capacity	<ol style="list-style-type: none"> 1) Query A/TCRRT Planning Council members about the resources (e.g., time and funding) they can and are willing to commit to meet the objectives in the strategic plan 2) Planning Council divides up responsibilities for implementing strategic plan 	Planning Council	Fall 2014
	B. Determine appropriate staff positions for the A/TCRRT	<ol style="list-style-type: none"> 1) Executive Committee reviews staffing needs in conjunction with strategic plan goals and objectives 2) Executive Committee makes recommendations to Planning Council on staffing; adoption of staffing plan 3) Write job descriptions or request for proposal 4) Hire staff positions 	Exec. Comm.	Fall 2014
	C. Rewrite bylaws to reflect new organizational structure	<ol style="list-style-type: none"> 1) Committee reviews and revises bylaws 2) Committee makes recommendations to Planning Council on bylaws; bylaws revised as need and adopted 3) Committee develops process for determining the A/TCRRT's position 	Exec. Comm. & Staff	Fall 2014

		<p>on key issues</p> <p>4) Committee drafts guidelines for communication by Planning Council members to the public and media</p> <p>5) Committee develops written materials for members and constituents describing the new A/TCRRT structure, including a new Planning Council member orientation packet and presentation</p>		
	D. Secure sufficient sustainable resources to fund staff and operations of A/TCRRT	<p>1) Conduct affinity search</p> <p>2) Identify funding sources as needed (in conjunction with objectives I.A and I.B)</p>	Exec. Comm. & Staff	<p>Ongoing</p> <p>Ongoing</p>
	E. Ensure sustainable leadership	<p>1) Bylaw committee defines roles of Planning Council Chair, Vice Chair, Planning Council member, and A/TCRRT members generally</p> <p>2) Nominating committee recruits new members to Planning Council</p> <p>3) Develop leadership plan for ensuring Chair and Vice-Chair positions</p>	Exec. Comm. & Nominating Comm.	<p>Year 1</p> <p>Ongoing</p> <p>Ongoing</p>
	F. Capacity Building	<p>1) Develop diverse social media strategies</p> <p>2) Leverage university students to augment work</p> <p>3) Conduct advocacy outreach campaigns</p> <p>4) Bring stakeholders together to pool resources</p>	Planning Council & Staff	Ongoing

GOAL II: Housing

Goal Leader: Darla Gay

GOALS	OBJECTIVES	STRATEGIES	BY WHOM	BY WHEN
II. Increase housing options for persons with a criminal background to enhance housing stability	A. Promote/advocate for development and implementation of effective mental health assessment/housing need tools in local jails (Coordinated Assessment-ECHO/Behavioral Health Advisory Committee Assessment Tool)	1) Participate in planning groups, as needed, to develop implementation plans	Housing Workgroup & Staff	Year 1
		2) Provide advocacy for implementation resources (Spring 2015)		Year 1
		3) Assist in analysis of data collected in year 1 of implementation (with task groups) (Fall 2015)		Year 2
		4) Advocate for resource needs to provide full implementation (Spring 2016)		Year 2
		5) Assist in monitoring of implementation of both tools		Year 3
	B. Promote/advocate for increase in funding/options for appropriate transitional/bridge/sober housing to serve more persons for longer periods of time who are leaving local jails	1) Identify best practices for transitional and bridge housing	Housing Workgroup & Staff	Year 1
		2) Identify current funded transitional housing and outcomes as measured		Year 1
		3) Advocate for increase/enhance transitional housing available to persons leaving local jails (Feb 2015)		Year 1
		4) Continue advocacy for increased funding resources (federal, state, local levels)		Year 2-3
		5) Provide technical assistance to other jurisdictions on strategies used for increasing transitional/bridge/sober housing options and funding		Year 3
	C. Advocate for increase in the number of and access to effective permanent	1) Review ECHO evaluation study on PSH and advocate for any recommendations around effective housing serving persons with criminal backgrounds	Housing Workgroup & Staff	Year 1
		2) Participate/advocate with stakeholders regarding setting a new short		Year 1

	supportive housing (PSH) to serve persons with criminal backgrounds	<p>term goal for PSH units development (Fall 2014)</p> <ol style="list-style-type: none"> 3) Monitor Justice Reinvestment Initiative (JRI) PSH evaluation progress 4) Advocate for continued funding for JRI PSH (Spring 2015) 5) Identify strategies to help expand creation of PSH units that will be low barrier housing (including strategies for serving persons with criminal backgrounds) 6) Advocate for any recommendations for enhancing the JRI PSH initiative (final evaluation) 7) Monitor PSH development related to PSH goal set in 2014 8) Monitor operationalization of housing first projects and continue advocating for no barrier housing 9) Provide technical assistance to other jurisdictions on strategies used for increasing permanent supportive housing options/funding 		<p>Year 1</p> <p>Year 1</p> <p>Year 1</p> <p>Year 2</p> <p>Year 2-3</p> <p>Year 3</p> <p>Year 3</p>
	D. Work with community partners in development of advocacy strategies to reduce criminal history barriers to expand access to free market housing options	<ol style="list-style-type: none"> 1) Work with ECHO as they develop work plan for the “Community Housing Liaison” position and strategy development for landlord outreach 2) Work with legislative partners to advocate for policies that limit liability to landlords who lease or rent to persons with criminal histories 3) Advocate for resources/policies for new strategies that help to reduce criminal history barriers in accessing rental housing 4) Advocate for and monitor implementation of new incentive strategies 	Housing Workgroup & Staff	<p>Year 1</p> <p>Year 1</p> <p>Year 2</p> <p>Year 2-3</p>
	E. Investigate the possible development of a	<ol style="list-style-type: none"> 1) Collect information regarding existing pilot projects (Summer 2015) 2) Convene stakeholders to learn more about research gathered on 	Housing Workgroup & Staff	<p>Year 1</p> <p>Year 2</p>

	reentry family reunification pilot project for Austin/Travis housing authorities	existing projects (Oct. 2015) w/X-Offenders' Council 3) Make recommendations for next steps (Spring 2016) 4) Plan for implementation for pilot project (Fall 2016) 5) Advocate for necessary resources for implementation (Spring 2017)		Year 2 Year 3 Year 3
	F. Advocate for gender appropriate housing	1) Advocate for gender appropriate housing and housing services	Housing Workgroup & Staff	Ongoing

GOAL III: Employment

Goal Leader: Jana Sturdivant

GOALS	OBJECTIVES	STRATEGIES	BY WHOM	BY WHEN
III. Increase opportunities for accessing gainful employment	A. Advocate to public and private employers	1) Bring in technical assistance (TA) provider such as Council of State Governments to train A/TCRRT members and other stakeholders on employment related issues and strategies to overcome barriers to employment (i.e., train the trainers)	Employment Workgroup, XOC, & Staff	Year 1
		2) Adapt TA resources and fact sheets on employment issues and develop employer packet with fair chance employer's literature		Year 1
		3) Educate policymakers and government staff about reentry employment issues (e.g., co-sponsor an employment forum with the University of Texas at Austin Opportunity Forum)		Ongoing
		4) Conduct three awareness presentations per year to local employers and business organizations		Ongoing
		5) Advocate for compliance with Equal Employment Opportunity Commission (EEOC) Guidelines		Ongoing
		6) Advocate for culturally competent and gender appropriate employment services		Ongoing
		7) Support statewide advocacy partners on employment-related legislative efforts, including efforts related to: a) statewide "Ban the Box", b) prohibition of bulk sale, release, and dissemination of mug shots and criminal history records, and c) prohibition of access to non-conviction criminal records		Years 1 and 3 (Lege)

GOAL IV: Behavioral Health

Goal Leader: Sherry Blyth and Louella Tate

GOALS	OBJECTIVES	STRATEGIES	BY WHOM	BY WHEN
IV. Increase and promote access to behavioral health resources for persons with criminal histories	A. Advocate for behavioral health resources and access	1) Partner with existing groups (e.g., Behavioral Health Advisory Committee; Austin Travis County Substance Abuse Disorders Task Force) to document/affirm need for behavioral health resources for persons with criminal histories	Behavioral Health Workgroup & Staff	Ongoing
		2) Establish and maintain connections and partnerships to mental health advocacy organizations in our community		Ongoing
		3) Advocate for continuity of care planning in local jails		Ongoing
		4) Advocate for culturally competent and gender appropriate behavioral health services		Ongoing
		5) Educate stakeholders and the wider community about the mental health challenges of persons with criminal histories, and the need for additional resources to address the challenge		Ongoing

Appendix A: A/TCRRT Planning Council Members

Membership of the A/TCRRT Planning Council at the time of the ratification of the strategic plan, September 8, 2014:

PLANNING COUNCIL OFFICERS

Laura Sovine (Chair), *Travis County Health and Human Services and Veterans Service*
David Kirk (Past Chair), *University of Texas at Austin*

PLANNING COUNCIL MEMBERS¹³

Sherry Blyth, *Austin Travis County Integral Care*
Cliff Brown, *Judge 147th Criminal District Court*
Sandra Eames, *Austin Community College*
Kelli Forrester, *Travis State Jail*
Helen Gaebler, *University of Texas at Austin*
Darla Gay, *Travis County District Attorney's Office*
Darwin Hamilton, *Community Member*
Nancy Hohengarten, *Judge Travis County Court-at-Law No. 5*
Roger Jefferies, *Travis County Criminal Justice Planning*
Lauren Johnson, *Community Member*
Steve Kaiven, *Goodwill*
Karen Maxwell, *Travis County Sheriff's Office*
Neilyn Navarro, *Texas Department of Criminal Justice*
Charles Robinson, *Travis County Adult Probation*
Jaime Rodriguez, *Federal Bureau of Prisons*
Jana Sturdivant, *Community Member*
Louella Tate, *Austin Community College*
Victoria Terranova, *Texas State University*
Kenneth Thompson, *Texas Department of Family and Protective Services*
Pete Valdez, *Downtown Austin Community Court*

¹³ The Austin Police Department also has a designated seat on the Planning Council. However, at the time of ratification, the Austin Police Department did not have a dedicated representative serving on the Planning Council.

Appendix B: Strategic Planning Meeting Participants

Note: several participants participated in goal-specific meetings focused on housing, employment, and behavioral health. Participants attending those focused meetings are noted in parentheses.

DeAnna Ball, *Travis County Health and Human Services and Veterans Service*
Sherry Blyth, *Austin Travis County Integral Care*
Stephen Deaton, *Austin Police Department*
Kris Donley, *Dispute Resolution Center*
Sandra Eames, *Austin Community College*
Cindy Finnegan, *Travis County Criminal Justice Planning*
Kelli Forrester, *Travis State Jail*
Helen Gaebler, *University of Texas* (Housing and Employment Workgroups)
Darla Gay, *Travis County District Attorney's Office* (Housing Workgroup)
Darwin Hamilton, *Community Member*
Roselyn Hammond, *Federal Bureau of Prisons*
Nancy Hohengarten, *Judge Travis County Court-at-Law No. 5* (Housing Workgroup)
Jeri Houchins, *A/TCRRT* (Housing, Employment, and Behavioral Health Workgroups)
Roger Jefferies, *Travis County Criminal Justice Planning* (Behavioral Health Workgroup)
Andrea Jennings, *Travis County Criminal Justice Planning*
Lauren Johnson, *Community Member*
Amber Joiner-Hill, *Travis County Health and Human Services and Veterans Service*
Steve Kaiven, *Goodwill*
Patrick Kennealy, *Travis County Adult Probation*
David Kirk, *University of Texas* (Housing, Employment, and Behavioral Health Workgroups)
Karen Maxwell, *Travis County Sheriff's Office*
Dean Olson, *God of Hope*
Sarah Pahl, *Texas Criminal Justice Coalition*
Susan Perryman-Evans, *Travis County Sheriff's Office*
Jorge Renaud, *Texas Criminal Justice Coalition*
Susan Requejo, *Downtown Austin Community Court*
Charles Robinson, *Travis County Adult Probation* (Behavioral Health Workgroup)
Jaime Rodriguez, *Federal Bureau of Prisons*
Laura Sovine, *Travis County Health and Human Services and Veterans Service*
Carol Stallings, *A/TCRRT*
Jana Sturdivant, *Community Member* (Employment Workgroup)
Louella Tate, *Austin Community College* (Behavioral Health Workgroup)
Victoria Terranova, *Texas State University* (Behavioral Health Workgroup)
Kenneth Thompson, *Texas Dept. of Family and Protective Services* (Employment Workgroup)
Pete Valdez, *Downtown Austin Community Court* (Housing Workgroup)
Gary Wardian, *Community Member*
Gail Zorne, *Community Member*