



FY2018-2022 STRATEGIC PLAN

SEPTEMBER 2017

BACKGROUND

The Austin/Travis County Reentry Roundtable (Roundtable), modeled after the National Reentry Roundtable convened by the Urban Institute, 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. The Roundtable is a volunteer organization, and membership is open to organizations and individuals who confirm their interest in supporting its mission and work. Members include representatives from governmental agencies, academic institutions, community organizations and other nongovernmental entities, individuals with lived experience in the criminal justice system, and other community representatives.

In September 2003, the Roundtable's initial Planning Council was formed, comprised of multiple city and county stakeholders. The first forum, held in April 2004, kicked off the organization with a plan to encourage reentry stakeholders to break down the silos in which they were operating. The Roundtable was formed as a strategy and venue for leaders to come together for more effective reintegration for those returning to our community, and 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 Roundtable is consistent with its mission, vision, and core values.

The Roundtable has developed a number of planning documents since its inception. The most recent strategic plan was adopted in 2014 and served as a blueprint for critical growth and accomplishments over the past three years. The FY2018-2022 plan builds on the momentum of the prior plan but re-envision the strategic goals of the Roundtable to maximize participation from Planning Council members and other community members, as well as to continue the original goal of breaking down silos among reentry stakeholders. See Appendix A for a listing of Planning Council members on the date this strategic plan was adopted.

STRATEGIC PLANNING PROCESS

In 2017, the Roundtable hired Woollard Nichols & Associates to develop its FY2018-2022 Strategic Plan. The process began with brief phone interviews with planning council members focusing on current strengths, challenges, and opportunities facing the Roundtable. A summary of that information was compiled and presented at the May 8th Planning Council meeting. Also at the May 8th meeting, Planning Council members identified key accomplishments of the Roundtable in its 13-year history, including engaging the voices of persons with lived experience to leverage more effective advocacy efforts; advocating for local Ban the Box and Fair Chance Hiring initiatives; and the development of the Advocacy Fellowship to build the capacity of the Roundtable and support the leadership and career goals of persons with lived experience in the criminal justice system.

An introductory conversation focused on developing a theory of change occurred on Thursday, May 25th, and an all-day planning session was held on Saturday, June 3rd with the objectives of reviewing and affirming an organizational identity statement including the core purpose, vision and values of the organization as well as developing strategic goals to guide the Roundtable's activities for the next five years.

Portions of the Planning Council meetings on June 12th and July 10th were dedicated to strategic planning conversations with the intent to confirm the organization's core values, and increase planning council member engagement in the plan activities. In addition, a strategic planning committee met on June 22nd and June 29th to continue to hone the identity statement and identify potential strategies (see Appendix B for a list of the members of the committee). At the August 14th Planning Council meeting, the Planning Council discussed and finalized the strategic goals and work areas. The strategic plan was approved by the Planning Council on September 11th.

ORGANIZATIONAL IDENTITY STATEMENT

Our **vision** is a community that values and supports equity for formerly incarcerated persons and individuals with criminal histories.

Our **mission** is to be a robust collaborative promoting safe and healthy communities through effective reentry and reintegration of formerly incarcerated persons and individuals with criminal histories.

Our core values are:

- **Community Voice** – we listen to and engage people with lived experience in the criminal justice system and communities impacted by the criminal justice system.
- **Inclusion** – we include multiple perspectives on how to achieve safe and healthy communities through effective reentry and reintegration.
- **Respect** – we honor the basic dignity of every person and support relationship building as a means to overcome challenges.
- **Equity** – we focus on disparities and inequities in system delivery and we are not afraid to ask hard questions to facilitate system change.
- **Preventing Incarceration** – we champion strategies that offer alternatives to jail/incarceration whenever possible.

Our intended impacts:

- Policy and practice changes that lead to reductions in recidivism and revocations from community supervision with the ultimate aim of reducing the number of incarcerated persons in Travis County.
- Improved access to housing, job opportunities, and physical and behavioral health care for persons with criminal backgrounds in Travis County.

- Shifted public perception of people with criminal justice involvement so that every person in Travis County understands that people with criminal histories are contributing members of society.

We serve...

- Those impacted by the criminal justice system, including justice-involved individuals, victims, families and communities;
- Criminal justice institutions; and
- Private and public-sector entities engaged in providing services and/or advocating for issues that impact reentry.

In Travis County, Texas, and statewide on issues that impact reentry locally.

How we work:

- We engage diverse stakeholders impacted by reentry.
- We convene dialogue and critical conversations.
- We advocate to support institutional and public policy change.
- We partner to broaden our impact.

We are **sustainable** through:

- Local government contracts (City of Austin, Travis County, Integral Care)
- Foundations (Shield-Ayres)
- Corporate sponsorships and support

Our **competitive advantages** are:

- Over a decade of experience engaging multiple sectors impacted by reentry including persons with lived experience in the criminal justice system, decision makers from criminal justice systems, and providers of reentry services.
- Leadership from Advocacy Fellows and connection with the Reentry Advocacy Project.
- A network of over 1000 local stakeholders on e-newsletter and social media platforms.

5-YEAR GOALS AND STRATEGIES

GOAL	STRATEGIES	HOW WE WILL MEASURE SUCCESS	WHO IS RESPONSIBLE
(1) Engage the community to better understand the impacts of incarceration and successful reentry on Travis County	<ul style="list-style-type: none"> ○ Engage with other regional collaborative initiatives to pinpoint shared priorities ○ Conduct outreach in areas of Travis County disparately impacted by incarceration ○ Engage with representatives or organizations representing victims and families of incarcerated persons ○ Seek opportunities for partnerships with the faith community ○ Host events to educate and mobilize support for local solutions for reducing incarceration and recidivism ○ Seek opportunities to share the stories of persons with lived experience in the criminal justice system 	<ul style="list-style-type: none"> ○ Partnerships or co-hosted events with other collaborations ○ New Planning Council members representing priority outreach areas ○ Number of people engaged ○ New communities/ populations engaged ○ Number of media platforms engaged 	Community Engagement work group; Advocacy Fellows; RRT Consultant; Reentry Advocacy Project (RAP)
(2) Promote solutions that assist individuals involved in the justice system to navigate their situation by limiting incarceration if possible and supporting their reentry if necessary	<ul style="list-style-type: none"> ○ Study data and current trends impacting access to the reentry population ○ Convene dialogue and promote collaborations with relevant stakeholders to identify gaps and opportunities for action in specific issue areas such employment, education, physical and behavioral health care, and housing stability ○ Strengthen partnerships with regional and national researchers to promote evaluation of existing programs and implementation of best practices 	<ul style="list-style-type: none"> ○ Partnerships or co-sponsored initiatives with other collaborations ○ Diversity of systems impacted ○ Number of system changes implemented ○ New funding 	Diversion/ Navigation work group; Advocacy Fellows; RRT Consultant; Reentry Advocacy Project (RAP)

GOAL	STRATEGIES	HOW WE WILL MEASURE SUCCESS	WHO IS RESPONSIBLE
(3) Eliminate unnecessary collateral consequences and social stigma that impede reintegration and increase the likelihood of recidivism	<ul style="list-style-type: none"> ○ Advocate for state and local policies that promote the full restoration of rights and status as close as possible to sentence completion ○ Support public and institutional policies that allow more people to participate in remedies to address collateral consequences and make remedies easier to access ○ Support clear and transparent standards for third-party decision makers such as employers, housing bodies, and educational institutions to help reduce barriers presented by criminal records 	<ul style="list-style-type: none"> ○ New policies and practices enacted ○ Diversity of systems and issue areas engaged ○ New partnerships 	Collateral Consequences work group; Advocacy Fellows; RRT Consultant; Reentry Advocacy Project (RAP)
(4) Strengthen organizational capacity to support the Roundtable's strategic goals	<ul style="list-style-type: none"> ○ Secure sustainable resources to fund Roundtable operations ○ Engage potential partners in discussions about joint funding opportunities ○ Strengthen leadership pipeline ○ Assess current committee structure ○ Update and streamline Roundtable communications 	<ul style="list-style-type: none"> ○ New website and logo ○ Develop leadership pipeline ○ Fellowship program fully funded 	Executive Committee; Advocacy Fellows; RRT Consultant

APPENDIX 1: PLANNING COUNCIL MEMBERS AND SUPPORT

2017 Planning Council:

Helen Gaebler, JD, UT School of Law (Chair)

Kenneth Thompson, Texas Department of Family & Protective Services (Vice Chair/Nominating Committee Chair)

Sarah Pahl Worthington, MSSW, JD, Texas RioGrande Legal Aid (Immediate Past Chair)

Reggie Smith, Community Member (Executive Committee RAP Representative)

Michelle Collins, Integral Care

Sandra Eames, Ed.D., Austin Community College

Rebecca Farrell, Ph.D., Community Representative

Darla Gay, Travis County District Attorney's Office

Darwin Hamilton, Community Representative

Lisa Howard, Texas Department of Criminal Justice

Karen Keith, Community Representative

Mary Moran, Travis County Sheriff's Office

Rodolfo (Rudy) Pérez, Jr., Travis County Adult Probation

Kimberly Pierce, Travis County Justice Planning

Jaime Rodriguez, RAC, FBOP, U.S. Bureau of Prisons

Douglas Smith, MSSW, Texas Criminal Justice Coalition

Mia Sneed, Community Representative

Laura Sovine, LMSW-AP, Austin Recovery

DeWayne Street, Goodwill Industries of Central Texas

Louella Tate, Ph.D., Community Representative

Pete Valdez, City of Austin Downtown Community Court

Bree Williams, LMSW, Ending Community Homelessness Coalition (ECHO)

Advocacy Fellow: Annette Price

Backbone Consultants: Kelly Nichols & KiYa Moghaddam, Woollard Nichols & Associates

APPENDIX 2: STRATEGIC PLANNING COMMITTEE MEMBERS

Helen Gaebler, JD, UT School of Law (Chair)

Reggie Smith, Community Member (Executive Committee RAP Representative)

Michelle Collins, Integral Care

Rebecca Farrell, Ph.D., Community Representative

Annette Price, Advocacy Fellow

Mia Sneed, Community Representative

Abby Tatkow, Ending Community Homelessness Coalition (ECHO), Proxy Member