

Lancaster County Reentry Coalition Steering Committee Charter Effective 1/9/23

Vision Statement. Lancaster County will welcome individuals who transition from prison or jail back into their communities and provide them with every opportunity for success.

Mission Statement. Lancaster County Reentry Coalition serves to cultivate community engagement, collaboration, coordination, and capacity building to ensure that all individuals who transition from prison or jail have the opportunity to successfully return to their communities.

The Lancaster County Reentry Coalition:

The Lancaster County Reentry Coalition (LCRC) is a robust and diverse, growing collaborative of Stakeholders united by a shared vision and engaged in a mission to increase collaboration and coordination, reduce duplication, align existing efforts, and strengthen Stakeholders' capacity to impact individuals who transition from prison or jail back into their communities (Reentrant). The LCRC creates the opportunity to ensure perpetual communication among participating organizations, even in the midst of administration, structural, and personnel changes.

LCRC Stakeholders:

In order to carry out the work of the LCRC there must be robust and diverse involvement from a wide range of Stakeholders (Stakeholder) throughout the county with four classifications of Stakeholders, namely, Reentrants, Government Agencies, Community Partners, and Groups / Individuals. All of these classifications play an equally important role in their commitment to collectively implement the shared strategic objectives which ensure that opportunities for successful reentry exist for every individual returning to their communities from jail or prison.

Stakeholders are further defined as:

- **Reentrants** bring a unique lived experience to the coalition. They have experienced the criminal justice system firsthand and potentially receive assistance when returning to the community.
- **Government Agencies** are responsible for operating all facets of the criminal justice system, from arrest to release. They bring a detailed knowledge of the system as a whole and the resources available within the county.
- **Community Partners** are the frontline for returning citizens in local communities and provide services to Reentrants daily. They bring a detailed knowledge of the services offered to returning citizens in the county.
- **Groups / Individuals** are interested and invested in the work of the LCRC as it impacts their communities.

Active investment and commitment from the four classifications are crucial to the long-term, sustained success of the LCRC.

Stakeholder Involvement Levels:

There are two different levels of involvement based on an interest and investment in the work of the LCRC. Both as critical to successful reentry.

- **Member (Member):** Core organizations, agencies, groups, and individuals that align with and support the Vision, Mission, and Values of the LCRC and have completed and signed a LCRC Coalition Involvement Agreement (CIA). We welcome diverse insights from a variety of

backgrounds and disciplines and are always mindful of the commitment to not weaken the unity of the LCRC around the work of reentry in our community.

- Participants (Participant): Organizations, agencies, groups, or individuals who attend meetings without a signed CIA. These Participants are vital for their expertise, experience, and interest in reentry. They are eligible to become LCRC Partners, with voting privileges, at any time a CIA is completed and returned to the Director.

Ethical Behavior:

The LCRC promotes evidence-based practices and trauma responsive care in all circumstances. To preserve the integrity of the Coalition and its mission, individuals, organizations, or groups who operate in an unethical or illegal manner, or who promote treatments that are clinically unsound and/or have been shown to cause harm, may go through a resolution process.

Resolution Process:

- The Steering Committee's (Committee) Executive Team (Leadership) will speak with the individual(s) or organization(s) who operate in what is deemed unethical behavior, as listed above, first seeking resolution and their continued involvement. If there is no resolution, then,
- The Stakeholder's involvement in the Coalition may be revoked through a quorum vote of the Committee who will then ask Members or Participants to cease participation and discontinue any claims of partnership with or endorsement by the Coalition.

Steering Committee Structure:

Purpose:

The Committee is an advisory committee of the LCRC with the purpose of leading strategic decisions and giving strategic advice regarding the LCRC's vision, mission, and strategic initiatives. They are specifically charged with addressing the systemic barriers Reentrants face.

Committee Size and Composition:

The Committee should not exceed 17 Stakeholders.

The Committee will consist of the Chair, Vice Chair, Administrator, Director of Reentry Planning and Coordination (Director), a minimum of one Reentrant, and decision makers from key agencies including but are not limited to the county jail, probation and parole, county government officials, employment services, drug and alcohol services, housing, law enforcement and mental health services. The Committee will meet on a regular basis and at the call of the Chair to act for the coalition when a full coalition meeting is not scheduled in a reasonable timeframe. Committee candidates are engaged in reentry work and are committed to the vision and mission of the LCRC.

Committee Meeting Logistics

Regularly scheduled meeting dates and times shall be established annually by the Leadership of the Committee in consultation with Committee Stakeholders. The need for additional meetings will be determined by the urgency and the issue(s) at hand. Meetings involve commitment to actively participate in the discussions of significant issues with long term impact. Any topics that are not crucial or systemic in nature will be placed as a parking-lot item. The committee shall maintain minutes.

Committee Stakeholders Recruitment and Qualifications:

Qualifications:

Committee Stakeholders will possess significant professional and / or personal experience related to the key barriers and solutions that Reentrants face such as, personally experienced incarceration, housing insecurity, addiction, mental health, family, criminal justice system, employment, education, healthcare, basic needs, etc. They will understand Lancaster County's strengths, challenges, diversity, a commitment to collaboration, coordination, and growth.

Committee Stakeholder Selection:

Committee Stakeholder nominations for open positions may be sent to the Director. The Leadership will meet with the nominee to discuss their interests as well as the qualifications and expectations of the LCRC and a Committee Stakeholder. The nominee's request is then presented to the Committee for a vote. If the Committee approves, then the nominee is presented at the next LCRC quarterly meeting for Member vote.

Expectations:

Committee Stakeholders will actively seek to be educated about the role and activities of the LCRC and respond to opportunities to participate in shared learning opportunities, community visits, and /or events. Committee Stakeholders will promote the LCRC's work and seek to engage partners and donors in this endeavor. Committee Stakeholders must attend 75% of meetings (Committee and quarterly LCRC meetings) and participate in electronic correspondence as necessary.

Terms and Timeline

Each Committee Stakeholder will recommit to their involvement on the Committee every two years while being expected to self-determine their ability for engagement and expectations of the role. If there is any concern about engagement and involvement the Committee Stakeholder may reach out to the Chair, or the Chair may reach out to the Committee Stakeholder.

Committee Members Roles and Responsibilities:

Acting with the Leadership the Committee is charged with:

- Engaging in real authentic dialogue where everyone can freely discuss topics, opinions, thoughts, etc. without the fear of conflict, offending or upsetting someone. These meetings will not be effective unless there is a willingness and acceptance on the part of team Members to engage in unfiltered & productive debates.
- Addressing the gaps, goals, objectives, and measures that are systemic in nature as well as providing oversight to the achievement of the Impact Groups goals, objectives & measures. They will be continually reviewed and updated.
- Responsibility for remaining aware of the functioning of the Impact Groups, as they relate to the overall Strategic Plan of the LCRC and will be given the opportunity to ask any questions at the Committee meetings.
- Commitment to keep meetings productive, do research and prepare ahead of time.
- A Committee Stakeholder will chair each of the Impact Teams ("Teams"). Team Chairs will be appointed by the Director. The Team Chair is responsible for providing minutes from their meetings to the Committee one week prior to the scheduled meetings.
- The Committee commits to partner in coordinating and collaborating in the data collection process as well as share results based on the analysis done from the data. The Committee supports the LCRC commitment to the parameters of the MOU in relation to the data collection and honoring confidentiality.

Committee Quorum:

- A quorum is defined as 2/3 of the current Committee Stakeholders present. Voting will be in person or electronically when deemed necessary. Action by the majority of Committee Stakeholders present (simple majority) at a meeting at which a quorum is present shall constitute action by that Committee

Committee Leadership Team:

Purpose:

The Leadership will meet to discuss sensitive and time-constrained topics. They will be the first to review changes to the Charter, strategic plan and any other LCRC business.

Structure:

Chair:

The Chair is nominated by the Committee Members and is voted in by the LCRC Members. The Chair must be a volunteer and an active Member of the Committee. The Chair, in coordination with the Vice-Chair, Administrator, and the Director lead the work of the committee, molding the committee's culture and work. The Chair convenes and facilitates the Committee meetings and quarterly LCRC meetings, working closely with the Director to ensure that the agenda has been prepared and distributed. The Chair must exhibit good leadership, administration, and set the tone for the meetings. The Chair may call unscheduled meetings as needed and may authorize voting by any means permitted in this Charter.

Vice-Chair:

The Vice-Chair is nominated by the Committee Members and elected by the LCRC Members. The Vice-Chair assists the Chair in carrying out their overall duties and responsibilities. In the absence of a chair, the Vice Chair will temporarily assume the duties and responsibilities of the Chair.

Administrator:

The Administrator is nominated by the Committee Members and elected by the LCRC Members. The Administrator will provide oversight of the administrative duties of the Coalition. The Administrator is responsible for reviewing the LCRC operations, and for bringing discrepancies in the functioning of the LCRC in regard to the bylaws to the Director and Committee's attention, and then ensuring that the discrepancies are corrected. The Administrator works collaboratively with the Director to maintain and update the LCRC's Charter, as approved, and oversees the nominations and voting process for Committee officers.

Director:

The Director is hired by the Redevelopment Authority of the County of Lancaster and the Officers of the Coalition. With many entities engaged, the LCRC has a designated Director to function as the coordinator. This position's primary responsibility is to keep the Coalition on track day-to-day while keeping an eye towards accomplishing the established, long-term strategic goals of the Coalition. The Director works collaboratively with the Committee and Director of Human Services / Lancaster County Redevelopment Authority (LCRA). The position is an integral as the administrative and strategic leader of the LCRC, coordinating and guiding the LCRC in the identification and setting of strategic priorities, and maintaining current, up-to-date strategic plans for LCRC.

Some specific roles include but not limited to: Provides oversight to specific projects and initiatives around reentry.

- Works in conjunction with numerous related local and state collaborative efforts.
- Build/maintain positive working relationships, share information and work cooperatively with a variety of community-based organizations, with the goal of coordinating evidence-based reentry and trauma responsive services for those individuals being released.
- Responsible for working directly with the key agencies as well as community, judicial and county government partners ensuring individualized continuum of care by helping lead development of pre and post release programming which incorporates evidenced based practices addressing Reentrants criminogenic needs.

Leadership Selection:

During the fall of each year the Director will seek nominations from current Committee Members for open Leadership roles. The Director submits to the Committee the Stakeholders who are interested and able to fill a role. Nominees will then be voted in by the LCRC Members at the December meeting with terms beginning in January of the following year.

Leadership Terms

- Each elected Leadership Stakeholder shall serve for a term of 2 years and no more than two consecutive terms. The Chair and Vice-Chair terms will be staggered. The number of Committee Stakeholders will vary depending on current needs. If someone in Leadership is unable to fulfill their commitment, the role will be covered by the remaining Leadership.

LCRC Meeting Logistics:

Meeting Frequency & Location

- Regular LCRC meetings are open to the public.
- Meeting date/time/location are scheduled quarterly and are subject to change by the Committee.

Notice of Meetings

Written and / or electronic notice of meetings and an agenda shall be sent to LCRC Stakeholders in advance of each meeting.

Quorum

A quorum will be 1/3 of the then current compliment of Members. One vote will be allowed for each Member organization.

Decision Making / Voting

- Decisions on the LCRC Leadership shall be voted on by the LCRC Members with final approval by the Committee.
- Voting will be in person or electronic and there must be a quorum of 1/3 of the Members participating.
- There must be a simple majority to pass

LCRC Strategic Plan: The LCRC is committed to have an active reentry strategic plan that identifies persistent / emerging trends in the criminal justice system; promotes systemwide thinking, planning, and action; emphasizes a more effective use of limited resources; enables the prioritization of county-wide goals; and allows for the focused pursuit of various funding sources.

- Conduct environmental scans of the county practices identifying trends, strengths, weaknesses, opportunities, and barriers
- Identify the major problem areas (housing, employment, transportation, etc.) and gaps in reentry services in the county
- Determine a strategic direction for the LCRC through the development of goals and objectives related to the major problem areas and gaps in reentry services
- Develop task and action steps to achieve the identified goals and objectives.
- Develop performance measures to track the LCRCs success in addressing the identified goals and objectives.
- The strategic plan is reviewed annually by the Steering Committee with feedback from the Impact groups, their work, data collection analysis, and any other trends as identified.

Impact Teams (Teams)

Committee Stakeholders will establish Teams to address priorities of the LCRC addressing gaps, goals, objectives, and measures that require mid-level changes will be created by the Committee to address specific obstacles that Reentrants face. Teams will make recommendations back to the Committee on focus area needs and priorities, plan activities around priorities, research, secure funding for activities, and engage key Stakeholders. The Director will identify two facilitators who are currently engaged in the specific obstacle to facilitate the work of the Team.

Data Collection

The partners are committed to collect data elements that can be used for calculating recidivism rates based on Lancaster County’s definition of recidivism as well as identify trends, strengths, weaknesses, opportunities, and barriers that are used to support the vision and mission of the LCRC.

The LCRC commits to coordinating and collaborating in the data collection process as well as sharing results based on the analysis done from the data. LCRC commits to the parameters of the MOU in relation to the data collection and honoring confidentiality

Review and Amendments to the Charter:

This document may be reviewed on-going. Any Member may propose amendments to this document. Proposed amendments shall be presented to the Director at least 45 days prior to a Committee meeting in order to be considered. The Committee will review and will ensure that any amendment changes are communicated to Members.