# ALAMO AREA COUNCIL OF GOVERNMENTS

Regional Strategic Plan Report

Public Safety, Criminal Justice Planning
2021-2022

## Abstract

In compliance with the Office of the Governor, Criminal Justice Department, the purpose of the Alamo Area Council Of Governments Regional Strategic Plan is to provide updated data and priorities on criminal justice system improvements, juvenile justice system improvements, direct victim services, and mental health/substance abuse treatment in the region.

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# Introduction

The Alamo Area Council of Governments (AACOG) works to enhance the quality of life of all residents of the Alamo Region.[1] Through the Criminal Justice Planning Program, AACOG Public Safety establishes funding recommendations with consideration of local and state strategies through the Criminal Justice Advisory Committee (CJAC), oversees grant processes and management, provides technical assistance, and supports criminal justice programs in the area through community outreach and resource sharing. In compliance with the OOG, the purpose of the AACOG Regional Strategic Plan is to provide updated data on criminal justice system improvements, juvenile justice system improvements, direct victim services, and mental health/substance abuse treatment in the region.

The AACOG Regional Community consists of a thirteen county region composed of Atascosa County, Bandera County, Bexar County, Comal County, Frio County, Gillespie County, Guadalupe County, Karnes County, Kendall County, Kerr County, McMullen County, Medina County, and Wilson County. AACOG serves an estimated population of 2,667,198.[2]

*Figure 1: Table of 2020 Alamo Area Population Estimates*

| County | Population estimates | Regional Representation |
|--------|---------------------|------------------------|
| Atascosa | 51,153 | 0.019178554 |
| Bandera | 23,112 | 0.008665273 |
| Bexar | 2,003,554 | 0.751183077 |
| Comal | 156,209 | 0.058566706 |
| Frio | 20,306 | 0.007613233 |
| Gillespie | 26,988 | 0.010118484 |
| Guadalupe | 166,847 | 0.062555161 |
| Karnes | 15,601 | 0.00584921 |
| Kendall | 47,431 | 0.017783082 |
| Kerr | 52,600 | 0.019721071 |
| McMullen | 743 | 0.000278569 |
| Medina | 51,584 | 0.019340146 |
| Wilson | 51,070 | 0.019147435 |
| Alamo Area | 2,667,198 | 1 |

Most AACOG affiliated counties participated in the Regional Strategic Planning Survey Data, apart from Frio and McMullen counties. Therefore, the collected data represents 99% of the total AACOG population. As seen in Figure 2, a majority of service providers identified Bexar County as their agency Headquarter County. This caused a high

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[1] State Planning Region 18
[2] US Census Data, 2020

representation of Bexar County agencies throughout the data collection process, representing 72% of the 86 survey participants.

*Figure 2: Table of Agency Headquarter County*

| County | Responses | |
|---|---|---|
| Atascosa | 3.49% | 3 |
| Bandera | 1.16% | 1 |
| Bexar | 72.09% | 62 |
| Comal | 3.49% | 3 |
| Frio | 0.00% | 0 |
| Gillespie | 1.16% | 1 |
| Guadalupe | 3.49% | 3 |
| Karnes | 1.16% | 1 |
| Kendall | 2.33% | 2 |
| Kerr | 6.98% | 6 |
| McMullen | 0.00% | 0 |
| Medina | 2.33% | 2 |
| Wilson | 2.33% | 2 |
| | **Answered** | **86** |
| | **Skipped** | **0** |

However, in comparison to Figure 1, Bexar County makes up the majority of the population in the Alamo Area. Bexar County represents approximately 75% of the entire regional population, with a population estimate of 2,003,555 people as of 2019[3]. For comparison, the next highest population in the region, Guadalupe County, represents 0.6% of the Alamo Area. While the data may mostly represent Bexar County services and resources, the report represents the population needs appropriately.

Agencies and organizations identified all counties in which they provide services. Figure 3 shows Bexar County received the highest percentage of provided services, 75.58%, while McMullen County received the lowest percentage of provided services, 9.30%. This data properly reflects amount of services per county population. The biggest difference between county provided services and their corresponding population occurs in Kendall County, with a represented population of 0.017% of the Alamo Area and 26.53% of provided services and resources. Additionally, some agencies and organizations provide services outside of the Alamo Area, 13.27%. However, this report focuses solely on data collected within the Alamo Area.

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[3] US Census Data, 2020

*Figure 3: Table of Agency provided services in the Alamo Area*

| County | Responses | |
|---|---|---|
| Atascosa | 31.40% | 27 |
| Bandera | 19.77% | 17 |
| Bexar | 75.58% | 65 |
| Comal | 25.58% | 22 |
| Frio | 22.09% | 19 |
| Gillespie | 17.44% | 15 |
| Guadalupe | 27.91% | 24 |
| Karnes | 18.60% | 16 |
| Kendall | 26.74% | 23 |
| Kerr | 22.09% | 19 |
| McMullen | 9.30% | 8 |
| Medina | 25.58% | 22 |
| Wilson | 27.91% | 24 |
| | **Answered** | **86** |
| | **Skipped** | **0** |

In addition to the regional priorities identified in the survey, AACOG also hosted a 2020 Regional Strategic Planning Prioritization Meeting consisting of 42 participants from the region. Through the use of the survey and meeting participation, this Strategic Plan Report reviews the quantifiable and qualitative data gathered to serve the entire Alamo Area. Due to the Regional Strategic Plan currently depending on voluntary participation, all results are based on data collected by the participants. These results are used to identify regional priorities and provide data for the entire Alamo Area.

## Engagement

Criminal Justice (CJ) Planning staff relied on the convenience sampling and the snowball sampling method to collect the data for the Regional Strategic Plan. Using Survey Monkey as an accessible virtual platform, outreach included posting the survey link to the AACOG website, sending survey request emails to the CJ distribution list, including the survey link in general emails to the Alamo Area, and including requests for participation to current grantees and grant applicants in all communication emails. CJ Planning staff reached out to community stakeholders and service providers to participate in the regional strategic planning process through survey or meeting participation. Community members were also encouraged to share AACOG's request for participation in the survey and planning process with their immediate criminal justice community. Additionally, CJ Planning staff requested assistance from County Judges and Criminal Justice Advisory Committee (CJAC) Members to reach out to the community to encourage planning participation.

After closing the survey, CJ Planning staff invited survey participants, members on the CJ distribution list, CJAC Members, and current grantees and grant applicants to attend

and collaborate in the virtual Regional Strategic Planning Prioritization Meeting. Participants divided themselves into four different groups (Victims Issues, Juvenile Justice, Law Enforcement, and Mental Health) and provided CJ Planning staff with updated details on 2020 Regional Priorities.

## Stakeholders

CJ Planning staff ensured that the survey was available to all stakeholders in the region to create a comprehensive assessment of service gaps, priorities, and service location in the Alamo Area. A review of Figure 4 shows the four main disciplines of participating agencies are non-profits, victim services, mental health, and law enforcement.

*Figure 4: Table of Participating Agency Disciplines*

| Discipline | Responses | |
|---|---|---|
| Criminal Justice | 22.09% | 19 |
| Education | 23.26% | 20 |
| Juvenile Justice | 15.12% | 13 |
| Law-Enforcement | 30.23% | 26 |
| Mental Health | 37.21% | 32 |
| Non-Profit | 51.16% | 44 |
| Prosecution/ Courts | 13.95% | 12 |
| Substance Abuse Prevention | 11.63% | 10 |
| Victim Services | 47.67% | 41 |
| Other (please specify) | 13.95% | 12 |
| | **Answered** | **86** |
| | **Skipped** | **0** |

Of the almost 14% of "Other" disciplines, some specified disciplines included:

- Civil Legal Assistance/ Batterer's Intervention and Prevention
- Crisis response services to first responders
- Foster care, street outreach and abuse/trafficking
- Positive Youth Development
- Local Government: Military and Veteran Services
- Counseling and Residential Homes for children
- Social services
- Community-Based Care
- Youth Led Participatory Action Research & Circle Keeping
- Community involvement and training
- Homelessness

All of the participating agencies and organizations for the Strategic Planning Regional Needs Assessment Survey are listed below. Of the 86 completed surveys, 74 different or different branch agencies and organizations completed the survey.

*81st Judicial District Attorney's Office*

*Alamo Area Rape Crisis Center*

*Alamo Heights Police Department*

*Atascosa County FMO/OEM*

*Balcones Heights Police Department*

*Bandera County Sheriff's Office*

*BCFS*

*BCFS HHS*

*BCFS HHS HTI*

*Bexar County, Juvenile Probation Department*

*Bexar County, Office of Criminal Justice Policy, Planning and Programs-Pretrial*

*Bexar County, Military and Veterans Services*

*Bexar County Criminal District Attorney's Office, Victim Assistance*

*Bexar County Criminal District Attorney's Office*

*Bexar County Family Justice Center*

*Bexar County Felony Drug Court, Criminal District Courts*

*Bexar County Juvenile Probation, Mental Health*

*Bexar County Reflejo Court, County Court at Law No. 13*

*Bexar County Sheriff's Office, Research and Planning Unit*

*Bexar County Sheriff's Office*

*Big Brothers Big Sisters*

*Boerne ISD*

*Children's Bereavement Center of South Texas*

*Chosen*

*Citizen*

*City of Converse, Police Department*

*City of Helotes, Municipal Court*

*City of Seguin, Finance/Grants*

*Comal County, Juvenile Probation*

*Communities In Schools of San Antonio*

*Community Council of South Central Texas, Inc.*

*Connections Individual and Family Services, Inc.*

*Converse, Police*

*De Corazón Circles*

*District 7 Fire Rescue*

*Ecumenical Center*

*Family Service*

*Family Service Association*

*Family Violence Prevention Services, Inc.*

*Fredericksburg Police Department*

*Girls Inc. of San Antonio*

*Guadalupe Valley Family Violence Shelter, Inc.*

*Guardian House*

*Hill Country Crisis Council*

*Independent Consultant*

*Ingram Police Department*

*Jewish Family Service of San Antonio*

*Karnes County, County Attorney's Office*

*Kendall County Victim Services, District Attorney*

*Kerr County Sheriff's office*

*Kerr County, Victim Services*

*Kerrville Police Department*

*Medina County, Sheriff's Office*

*Northside ISD Police Department*

*Not Above the Law (NATL)*

*Olmos Park Police Department*

*P.E.A.C.E. Initiative*

*Presa Community Center*

*Providence Place*

*Roy Maas Youth Alternatives*

*Safer Path Family Violence Shelter, Inc.*

*San Antonio ISD*

*San Antonio Metropolitan Ministry, Inc. (SAMMinistries)*

*Seton Home*

*SJRC Texas + Belong*

*Somerset Police Department*

*Southwest Family Life Centers, Inc.*

*St. Peter - St. Joseph Children's Home*

*Stockdale Marshal's Office*

*Texans Can Academies*

*The Children's Shelter*

*Universal City Police Department*

*Von Ormy Police Department*

*WestCare Texas*

*Youth Center of Texas*

The Regional Strategic Planning Meeting was held after the survey closed to review survey results and create priorities. There were four groups representing the four different focus areas: Direct Victim Services, Juvenile Justice, Law Enforcement, and Mental Health/Substance Abuse. A total of 42 virtual participants signed into to the Meeting to represent agencies and organizations throughout the Alamo Area. Of the 42 signed in participants, some accounts had more than one person attending.

# Regional Priorities

Community stakeholders updated Regional Criminal Justice Priorities through participation in the survey and through meeting discussions on available resources and knowledge. Stakeholders were completely voluntary in both survey and meeting participation, lending to how the priorities were determined by community active agencies and organizations. Provided in this section are the main priorities for each discipline for the AACOG Region and Regional Criminal Justice Strategic Plan.

## Criminal Justice & Law Enforcement

Priority 1: Personnel
Priority 2: Equipment
Priority 3: Training
Priority 4: Mental Health and Substance Abuse
Priority 5: Family Violence

## Juvenile Issues

Priority 1: Mental Health
Priority 2: Family Stability
Priority 3: Truancy
Priority 4: Improving School Climate
Priority 5: Adult life-skills

## Mental Health and Substance Abuse Prevention

Priority 1: Access to screening and referral to psychiatric and substance abuse services and therapy
Priority 2: Access to & Funding to Treatment & Prevention Programs for Substance Abuse & Mental Health
Priority 3: Access to & Funding for Technology Based Services
Priority 4: Access to & Funding for Transportation

## Victim Issues

Priority 1: Comprehensive Victim Support Services
Priority 2: Victim Advocacy
Priority 3: Accessible and Affordable
Priority 4: Restoration Services
Priority 5: Professional Development and Training

# Data: Regional Services and Resources

The updated Regional Priorities are supported by the survey data collected and meeting participants. The data includes resources and services that are considered most important in the community and gaps within the community. This data was used by meeting participants to update the priorities to reflect survey data and group discussions for all four topics of discussion.

## Criminal Justice & Law Enforcement

Using survey data, the discussion group for Criminal Justice/Law Enforcement made no changes to their Regional Priorities. Of the 86 survey participants, 42 identified Criminal Justice & Law Enforcement priorities a focus of their agency.

### *Gaps in Services*

Of the service and resources provided on the survey, the top five identified gaps in the region aligned with the final ranked priorities: Personnel, Specialized Mental Health LE Personnel, Professional Training for LE – Specialized, Training (General), and Equipment. Family Violence Investigation was identified as the top 7th gap in service and resources rather than in the top 5. However, this still aligns with the priorities as the top 5 gaps repeated personnel and training needs while the 6th top identified gap also included specialized personnel. For full services and resources gaps in the Alamo Area for this discipline, please refer to Figure 5. Crime Prevention/Intervention Programs, Personnel, and Specialized Mental Health LE Personnel.

*Figure 5: Table of identified Gaps in Criminal Justice & Law Enforcement Service and Resource*
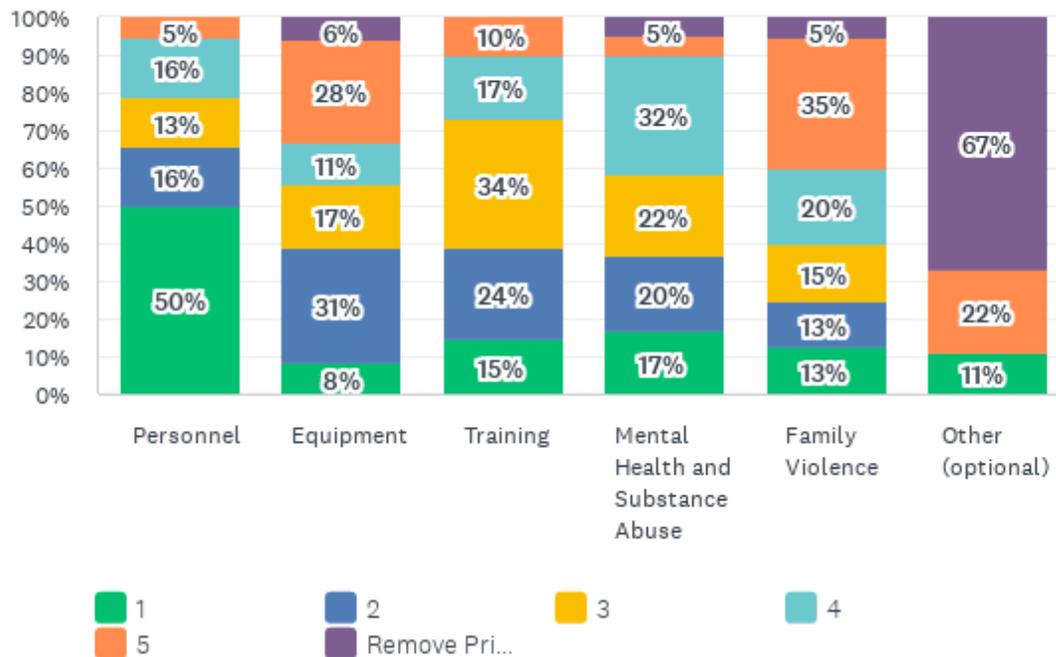
| Service and Resource | Responses | |
|---|---|---|
| Body-Worn Cameras | 28.57% | 12 |
| Communication Centers | 19.05% | 8 |
| Community Policing | 35.71% | 15 |
| Cold Case Investigation | 16.67% | 7 |
| Crime Data Records Management Systems | 19.05% | 8 |
| Crime Prevention/Intervention Programs | 33.33% | 14 |
| Crime Stopper Programs | 9.52% | 4 |
| Criminal History Reporting - County Disposition Rates | 7.14% | 3 |
| Cyber Crime/Network Intrusion | 23.81% | 10 |
| Dissemination of Public Information | 11.90% | 5 |
| Drug Interdiction/Enforcement | 23.81% | 10 |
| DWI/DUI Enforcement | 14.29% | 6 |
| Equipment | 40.48% | 17 |
| Family Violence Investigation | 38.10% | 16 |
| Gang Prevention Units | 16.67% | 7 |

| | | |
|---|---|---|
| Human Trafficking Programs | 38.10% | 16 |
| Internet Crimes/Cyber Bullying Training | 19.05% | 8 |
| Interoperable Communications | 14.29% | 6 |
| Multi-Disciplinary Team Coordination | 23.81% | 10 |
| Neighborhood Watch | 16.67% | 7 |
| Officer/LE Safety | 35.71% | 15 |
| Opioid Overdose | 11.90% | 5 |
| Personnel | 50.00% | 21 |
| Professional Training for Jailors | 14.29% | 6 |
| Professional Training for LE - Mandatory | 33.33% | 14 |
| Professional Training for LE - Specialized | 45.24% | 19 |
| Response Time to Emergency Calls | 16.67% | 7 |
| School Safety/School Resource Officers | 11.90% | 5 |
| Social Worker LE Personnel | 23.81% | 10 |
| Specialized Mental Health LE Personnel | 50.00% | 21 |
| Specialized Substance Abuse Training - First Responders | 16.67% | 7 |
| Specialized Tactical/SWAT Units | 23.81% | 10 |
| Specialized Victim Services - LE Personnel | 40.48% | 17 |
| Speed Enforcement | 9.52% | 4 |
| Supervision of Offenders - Parole, Probation, Pretrial | 4.76% | 2 |
| Terrorism Prevention/Counter Terrorism | 9.52% | 4 |
| Training (General) | 42.86% | 18 |
| UCR/NIBRS Reporting | 4.76% | 2 |
| Vicarious Trauma Services | 33.33% | 14 |
| Victim Assistance/Advocacy | 33.33% | 14 |
| Visibility of Law Enforcement in the Community | 14.29% | 6 |
| Other (please specify) | 4.76% | 2 |
| | **Answered** | **42** |

### *Priority Rank*

Survey data and meeting review maintained the current ranking of Criminal Justice & Law Enforcement priorities, including all sub-priorities. Figure 6 shows how participants ranked each priority from 1 – 5 and were given the option to remove or add a priority. The bar chart includes percentages of votes for the priority rank.

*Figure 6: Chart of Criminal Justice & Law Enforcement Priority Rank*



During the meeting, the agencies who identified as Criminal Justice & Law Enforcement reviewed the data provided and determined the priority list as follows:

***Criminal Justice & Law Enforcement***

Priority 1: Personnel

➢ Vicarious Trauma Services
➢ Recruitment and Retention
➢ Personnel Costs
➢ Pay and Benefits

Priority 2: Equipment

➢ Technology
  ▪ Rapidly Changing
  ▪ Personnel for Technology Equipment
  ▪ State, Local, and Federal Requirements
  ▪ Investigative Supplies & Equipment

Priority 3: Training

➢ Training on New Equipment (Technology)
➢ Training Personnel for Retention/ State Mandated Requirements
➢ Specialized Training all personnel
  ▪ Law Enforcement, Judicial, Jailers, Dispatches

Priority 4: Mental Health and Substance Abuse

- ➤ Specialized Personnel and Training
- ➤ Court Diversion and Crisis Services

Priority 5: Family Violence

## Juvenile Issues

Referring to the data collected, service providers for juvenile justice/issues services and resources were asked what services and resources were most important within the AACOG community. Stakeholders for this discipline totaled 33 survey participants who identified gaps in services and resources necessary to improve the Juvenile Justice System/Juvenile Issues. Both data sets were referred to meeting participants and did not identify any changes. The following includes all of the identified Juvenile Justice Issues Priorities:

### *Juvenile Justice*

Priority 1: Mental Health

- ➤ Substance abuse/prevention services
- ➤ Targeted case management
- ➤ Counseling/therapy services
- ➤ Wrap around services
- ➤ Accessible/affordable mental health care
- ➤ Trauma informed practices
- ➤ Adverse Childhood Experiences (ACE) Awareness
- ➤ Tele counseling services

Priority 2: Family Stability

- ➤ Violence prevention
- ➤ Life skills
- ➤ Parenting skills
- ➤ Teen pregnancy/prevention
- ➤ Gang prevention
- ➤ Mentoring
- ➤ Victim advocacy
- ➤ Family preservation
- ➤ Healthy relationships/dating violence
- ➤ Truancy prevention
- ➤ Wrap around services
- ➤ Trauma informed practices
- ➤ Adverse Childhood Experiences (ACE) Awareness

Priority 3: Truancy

- ➢ Prevention
- ➢ Intervention
- ➢ Academic Failure
- ➢ Leaver re-engagement
- ➢ Opportunity youth re-engagement
- ➢ Afterschool programs

Priority 4: Improving School Climate

- ➢ School safety/district wide safety
- ➢ Bullying prevention
- ➢ Cyber safety
- ➢ Community education
- ➢ Suicide prevention
- ➢ Social and Emotional learning at school/district levels
- ➢ Restorative discipline practices
- ➢ Trauma informed practices
- ➢ Adverse Childhood Experiences (ACE) Awareness

Priority 5: Adult life-skills

- ➢ Job readiness/employability skills/training/literacy skills
- ➢ Life skills/character building
- ➢ Mental health/substance abuse services
- ➢ Transitional housing
- ➢ Mentoring

### *Gaps in Services*

In reference to Figure 7, the top gaps in services and resources included: Mental Health Services, Family Stability, After/Out of School Programs, Life Skills, and Professional Counseling/Therapy Services. These gaps in services and resources aligned with the current priority ranking for this discipline either through the main priority or as a sub-priority. For additional information, please review the Figure 7 table for a full list of gaps in services and resources.

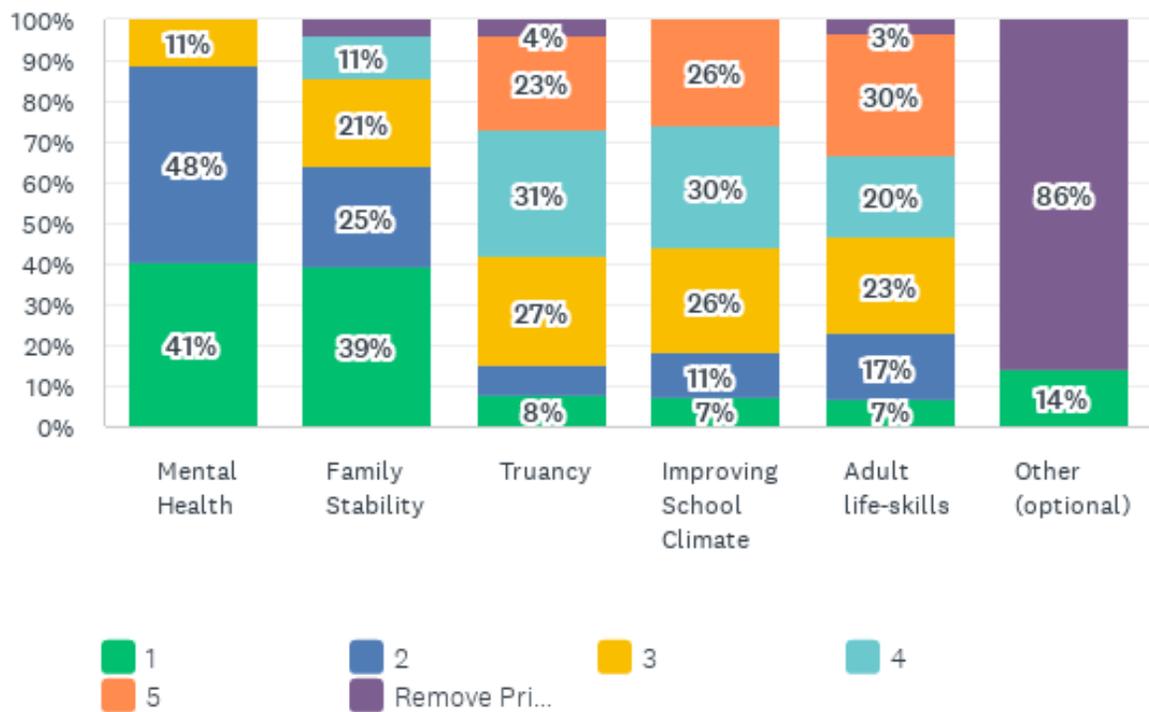*Figure 7: Table of identified Gaps in Juvenile Justice Service and Resource*

| Service and Resource | Responses | |
|---|---|---|
| Academic Failure Prevention/Intervention | 46.67% | 14 |
| After/Out of School Programs | 56.67% | 17 |
| Bullying Prevention Programs | 53.33% | 16 |
| Character Building | 36.67% | 11 |
| Civilian/LE Interaction Training | 36.67% | 11 |
| Community Education | 30.00% | 9 |

| | | |
|---|---:|---:|
| Community Supervision Programs | 3.33% | 1 |
| Criminal History Reporting - County Disposition Rates | 10.00% | 3 |
| Cyber Safety | 26.67% | 8 |
| Drop-Out Prevention | 43.33% | 13 |
| Electronic Crime Prevention/Intervention | 20.00% | 6 |
| Employability Skills/Training | 43.33% | 13 |
| Family Unit Preservation Services | 43.33% | 13 |
| Family Stability | 60.00% | 18 |
| First Offender Education | 16.67% | 5 |
| Gang Prevention | 16.67% | 5 |
| Healthy Relationships/Dating Violence Prevention | 46.67% | 14 |
| Job Readiness | 40.00% | 12 |
| Juvenile Justice Alternative Education Centers (JJAEC) | 10.00% | 3 |
| Life Skills | 56.67% | 17 |
| Mental Health Services | 73.33% | 22 |
| Mentoring | 46.67% | 14 |
| Offender Accountability | 13.33% | 4 |
| Opioid Response | 13.33% | 4 |
| Parenting Skills | 53.33% | 16 |
| Professional Counseling/Therapy Services | 56.67% | 17 |
| Re-Entry Court | 3.33% | 1 |
| School-Based Delinquency Prevention Programs | 16.67% | 5 |
| School Resource Officers | 16.67% | 5 |
| School Safety - Emergency Medical Response Training | 13.33% | 4 |
| School Safety Planning | 16.67% | 5 |
| Services for Kids Aging out of Foster Care System | 40.00% | 12 |
| Specialized Training for Professionals | 40.00% | 12 |
| Specialty Courts | 10.00% | 3 |
| Specialty Schools | 6.67% | 2 |
| Substance Abuse Prevention | 46.67% | 14 |
| Substance Abuse Intervention/Treatment | 36.67% | 11 |
| Teen Pregnancy Prevention/Intervention | 30.00% | 9 |
| Tobacco Use Prevention | 10.00% | 3 |
| Transitional Living Program | 30.00% | 9 |
| Truancy Intervention | 30.00% | 9 |
| Truancy Prevention | 46.67% | 14 |
| Vaping Prevention | 33.33% | 10 |
| Violence Prevention | 50.00% | 15 |
| Youth Homelessness Prevention | 40.00% | 12 |
| Other (please specify) | 0.00% | 0 |
| | **Answered** | **30** |

***Priority Rank***

Survey data and meeting review maintained the current ranking of Juvenile Justice Priorities, including all sub-priorities. Figure 8 shows how participants ranked each priority from 1 – 5 and were given the option to remove or add a priority. As a note, the first priority, Mental Health, remains Priority 1 despite 48% of participants ranking Mental Health as Priority 2. The data shows even with this vote percentage, Mental Health ranked higher than the current Priority 2, Family Stability, with 41% voting Mental Health as Priority 1 and only 39% voting Family Stability as Priority 1. The bar chart includes percentages of votes for the priority rank.

*Figure 8: Chart of Juvenile Justice Priority Rank*



## Mental Health and Substance Abuse

During the Meeting, participants identified the lack of transportation to and for service providers a major factor in causing gaps in services and resources. Due to COVID 19 and the various different policies service providers must follow, agencies have found it difficult to provide appropriate services without appropriate transportation. Thus, it was determined to include transportation as a fourth priority.

Data regarding Mental Health and Substance Abuse resources and services in the area included both Mental Health and Substance Abuse in the survey questions. This deviated from past survey's that separated Mental Health from Substance Abuse during the

survey. Of all of the survey participants, 56 of them identified Mental Health & Substance Abuse a focus of their discipline.

The priorities are as follows:

***Mental Health***

Priority 1: Access to screening and referral to psychiatric and substance abuse services and therapy

- ➢ Early identification of mental health issues: training, screening and referral; tools such as the Ages and Stages Questionnaire: Social Emotional used for early identification of mental health issues
- ➢ Ongoing training in various mental health topics: trauma informed care, co-occurring disorders, direct care training, trauma specific training such as Trust Based Relational Intervention
- ➢ Resources:
    - ▪ Psychiatric services – funded – available beds – enough capacity
    - ▪ Education, Prevention and Intervention across all systems (education, child welfare, justice, etc)
    - ▪ Medication assistance (funded)
    - ▪ Counseling and Therapy – seen within 72 hours or 5 days (waits often two weeks or months especially indigent)
        - o Counseling and therapy with LCDCs with providers trained to address co-occurring disorders
    - ▪ Continuum of Care – prevent gaps in services; dedicated case management
        - ▪ create referral network; warm hand offs among (coordination between providers)
        - ▪ aftercare support for clients exiting programs; grandparents raising children, etc
        - ▪ case management to support access to services (prevention, intervention)
        - ▪ crisis stabilization units
    - o Recovery Services
    - o Specialty Courts (drug courts; family courts, homeless, etc) implement in smaller counties; coordinate services;
    - o Housing – transitional living, sober living homes

Priority 2: Access to & Funding to Treatment & Prevention Programs for Substance Abuse & Mental Health

- ➢ Transportation
    - o Transportation – allow use of Uber and Lyft for emergency situations
- ➢ Telehealth
- ➢ In-home services (counseling other)
- ➢ Mobile Crisis Units

- Allow agencies (that provide transportation to/from client appointments) reimbursement for upkeep of **agency owned fleet** (such as reimbursement for vehicle maintenance – tires, registration, insurance, gas).
- Development of innovative services to address access to services.

Priority 3: Access to & Funding for Technology Based Services
- Development of regional based software system to allow for coordination between agencies
- Funding to support IT upgrades for telehealth services (medical & psychiatric)
- Funding to support an agency to implement database systems to track & coordinate services for clients
- Development of a clearing house (one website) that helps agencies coordinate & communicate to refer to each other and follow up

Priority 4: Access to & Funding for Transportation

- Access to Transportation for Therapy Sessions

### Gaps in Services

Survey results for gaps in services and resources were taken into account for updating the priorities. For mental health, the top five gaps within the area included: Access to Psychiatric Services and Therapy, Access to Affordable/Subsidized Integrated Care, Continuum of Care for Mental Health Patients, Counseling Services, and Specialized Training for Trauma Informed Care. All of these gaps aligned with the priorities for the discipline besides Transportation, which was identified as the 13th biggest gap in services and resources. However, as identified before, those who attended the Meeting determined the lack of available transportation hindered access to other services a resources, thus creating other gaps. For full gaps in services and resources, please see Figure 9 below.

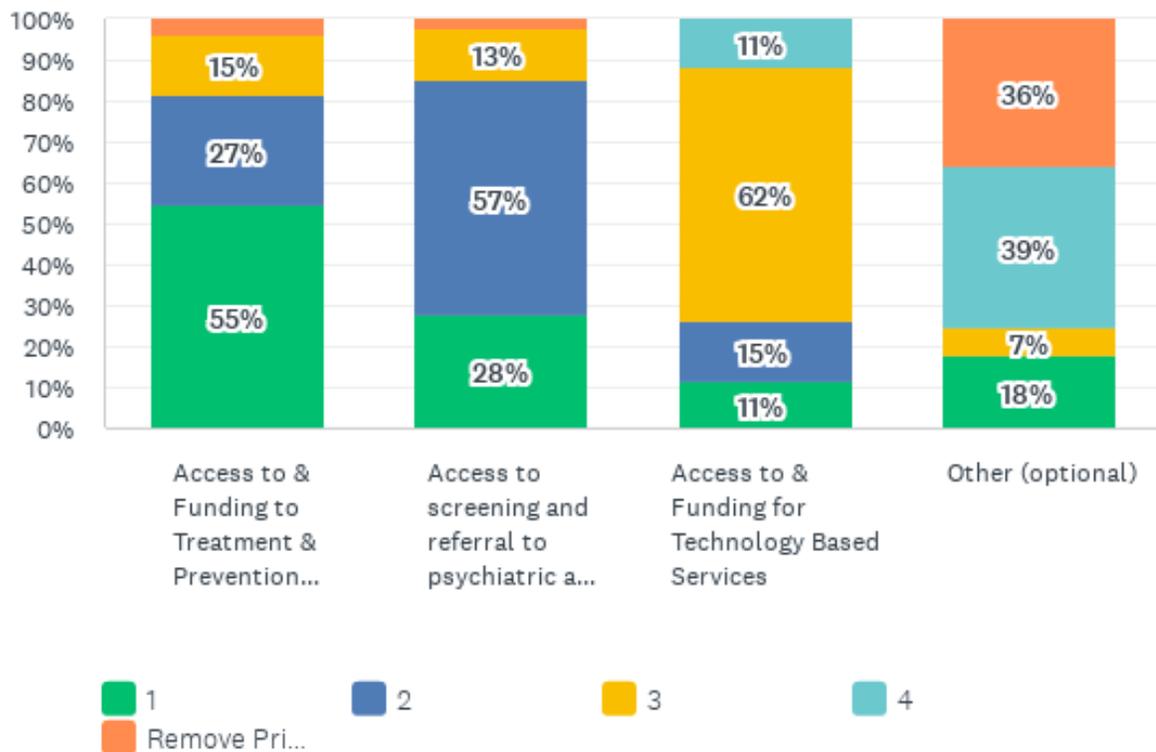*Figure 9: Table of identified Gaps in Mental Health & Substance Abuse Service and Resource*

| Service and Resource | Responses | |
|---|---|---|
| Access to Affordable/Subsidized Integrated Care | 56.90% | 33 |
| Access to Medication | 44.83% | 26 |
| Access to Providers and Subscribers | 36.21% | 21 |
| Access to Psychiatric Services and Therapy | 72.41% | 42 |
| Acute Hospitalization | 25.86% | 15 |
| Ancillary Social Services | 25.86% | 15 |
| Case Management | 43.10% | 25 |
| Continuum of Care for Mental Health Patients | 55.17% | 32 |
| Counseling Services | 53.45% | 31 |
| Criminal History Reporting - County Disposition Rates | 3.45% | 2 |

| | | |
|---|---|---|
| Crisis Service Providers | 50.00% | 29 |
| Culturally Competent Services | 18.97% | 11 |
| Dual Diagnosis Services | 17.24% | 10 |
| Housing for People with Mental Illness | 43.10% | 25 |
| Integrated Care Clinics and Treatment | 27.59% | 16 |
| Job Placement/Training | 37.93% | 22 |
| Out-Patient Treatment Programs | 34.48% | 20 |
| Peer-led Services | 27.59% | 16 |
| Prevention Services | 50.00% | 29 |
| Recovery Coaches | 22.41% | 13 |
| Residential Treatment Programs | 37.93% | 22 |
| Resource Lists for Community Providers | 25.86% | 15 |
| Specialized Training for Court Personnel on Mental Health | 24.14% | 14 |
| Specialized Training for Law Enforcement on Mental Health | 43.10% | 25 |
| Specialized Training for Victim Advocates on Mental Health | 36.21% | 21 |
| Specialized Training for Trauma Informed Care | 53.45% | 31 |
| Specialized Training for Crisis Informed Care | 48.28% | 28 |
| Transitional Housing | 32.76% | 19 |
| Transportation | 43.10% | 25 |
| Other (please specify) | 6.90% | 4 |
| | **Answered** | **58** |

### *Priority Rank*

While current rank never changed for the Mental Health & Substance Abuse discipline, transportation was identified as an "Other" priority during survey collection. It was determined to add an additional priority as the fourth priority during the meeting, which is supported by the almost 40% of survey participants identifying "Other" as a fourth priority. Full priority ranking is provided in Figure 10.

*Figure 10: Chart of Juvenile Justice Priority Rank*



## Victim Issues

Victim service providers made up the largest participation in the survey and the planning meeting, with 60 survey participants identifying Victim Issues as a focus for their agencies. As with the other priorities, no changes were made to main or sub priorities for Victim Issues. The full list of Victim Issues Priority List is provided below:

Priority 1: Comprehensive Victim Support Services
- ➢ Emergency Shelter
- ➢ Hotlines
- ➢ Basic Needs Support
- ➢ Mental Health Assessment
- ➢ Screenings (i.e. sce-it)
- ➢ Forensic Medical Exam
- ➢ Community Resource Awareness and Education
- ➢ Protective Orders
- ➢ Emergency Intervention
- ➢ Safety Plan Intervention
- ➢ Safety Plan Development Crisis
- ➢ General Victim Advocacy / Casework
- ➢ Crisis Intervention

- Counseling (short and long-term counseling services)
- Information and Referral
- Prevention
- Transportation
- Substance Abuse Assessment

Priority 2: Victim Advocacy
- General victim advocacy/ casework
- Victim Assistance Programs
- Crime Victim Compensation Assistance
- Improved coordination, collaboration, and communication among services and the criminal investigative and prosecutorial team through resolution
- Information and Referral
- Legal Advocacy
- MDT Case Coordination

Priority 3: Accessible and Affordable
- Mental Health
  - Mobile Emergency Mental Health Assessment Team
  - Continuum of Care for Mental Health Issues
    - Mental Health and Psychiatric Services
    - Residential facilities
  - Substance Abuse
    - Assessment, Intervention, and Referral
    - Continuum of Care for Substance Abuse
      - Residential Facilities
  - Disability
    - Continuum of Care for Disabilities
      - Residential Facilities
  - Culturally Competent Services for Specialized Populations

Priority 4: Restoration Services
- Affordable Housing and Supportive Services (Permanent Supportive Housing and Transitional Housing)
- Lifeskills
- Job Training
- Affordable Child Care
- Peer Support/Mentoring
- Transportation
- Academic Education Programs
- Affordable Healthcare
- Primary and Secondary Victim Support Services
- Short-term Emergency Financial Assistance (rental assistance & utilities etc.)
- Documentation Recovery

Priority 5: Professional Development and Training
- Personnel Training

- Direct Service
- Support Staff
- Volunteer
➤ Improved Collaboration and Cross Training
  - Community Partnerships
  - Outreach and Education

### *Gaps in Services*

The top 5 identified gaps in services and resources included: Mental Health Services (Counseling and Therapy), Crisis Intervention Services, Community Awareness of Available Resources, Child Sex Trafficking, and Life Skills Training. An interesting course in the data is that the top 5 gaps in services and resources do not align directly with the identified priorities. While the top gaps are listed in the sub priorities, they are not ranked accordingly.

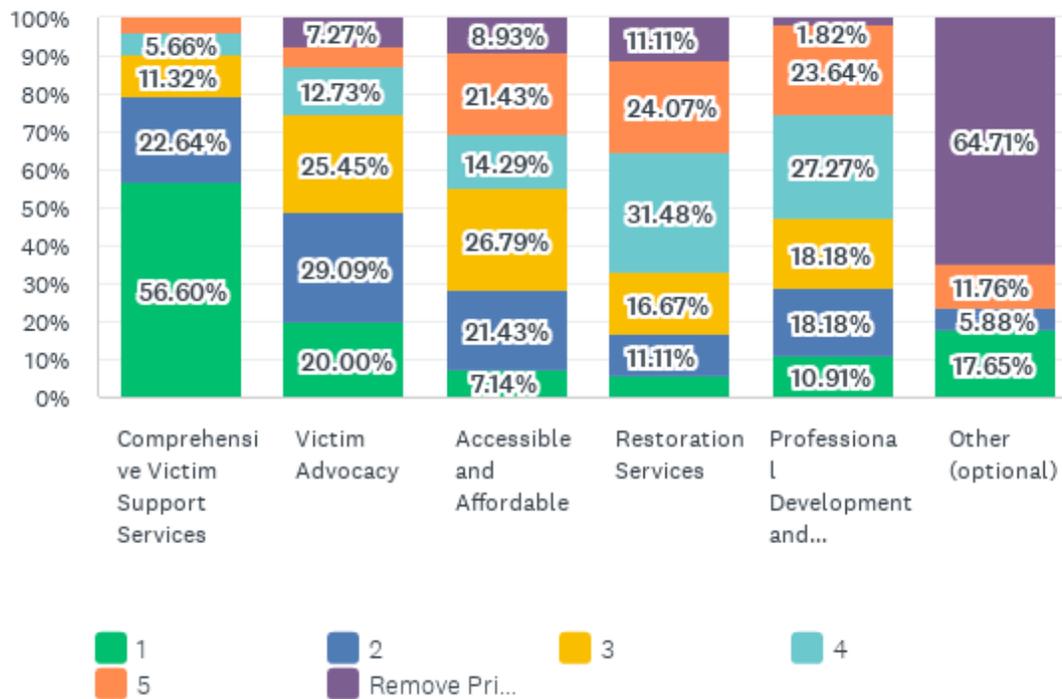*Figure 11: Table of identified Gaps in Victim Issues Services and Resources*

| Service and Resource | Responses | |
|---|---|---|
| Adult Sex Trafficking | 42.11% | 24 |
| Assistance Filing Crime Victims Compensation Claims | 17.54% | 10 |
| Child Sex Trafficking | 50.88% | 29 |
| Community Awareness of Available Resources | 52.63% | 30 |
| Court Accompaniment | 15.79% | 9 |
| Criminal History Reporting - County Disposition Rates | 8.77% | 5 |
| Criminal Justice Personnel Positions to Provide Direct Services to Victims | 29.82% | 17 |
| Crisis Intervention Services | 54.39% | 31 |
| Culturally Competent Services | 42.11% | 24 |
| Emergency Food/Clothing | 29.82% | 17 |
| Emergency Protective Orders | 26.32% | 15 |
| Emergency Shelter | 36.84% | 21 |
| Family Unit Preservation | 35.09% | 20 |
| Forensic Interviews for Victims | 24.56% | 14 |
| Forensic Medical Exam Services for Sexual Assault Victims | 15.79% | 9 |
| High School Completion Programs | 26.32% | 15 |
| Hotline Crisis Intervention/Counseling Services | 29.82% | 17 |
| Immigration and Legal Services/UVisa | 21.05% | 12 |
| Information and Referral | 28.07% | 16 |
| Investigative Team Case Coordination | 22.81% | 13 |
| Job/Skills Training | 36.84% | 21 |
| Job Search Aid | 22.81% | 13 |
| Legal Advocacy | 26.32% | 15 |
| Life Skills Training | 47.37% | 27 |
| Medical Accompaniment | 14.04% | 8 |
| Mental Health Services (Counseling and Therapy) | 63.16% | 36 |

| | | |
|---|---|---|
| Multi-Disciplinary Team Case Coordination | 38.60% | 22 |
| Obtaining Protective Orders and Enforcement | 17.54% | 10 |
| Peer Support Programs | 43.86% | 25 |
| Prevention Programs/Public Education | 33.33% | 19 |
| Safety Plan Development | 29.82% | 17 |
| Shelter/Transitional Housing | 43.86% | 25 |
| Specialized Child Abuse Courts | 19.30% | 11 |
| Specialized Family Violence Courts | 28.07% | 16 |
| Specialized Human Trafficking Programs | 38.60% | 22 |
| Specialized Services for Non-English Speaking Victims | 31.58% | 18 |
| Specialized Training for Professionals | 38.60% | 22 |
| Transportation | 33.33% | 19 |
| Victim Advocacy Programs | 36.84% | 21 |
| Victim Services for Elderly Populations | 24.56% | 14 |
| Victim Services for Youth | 40.35% | 23 |
| Volunteer Recruitment/Training | 28.07% | 16 |
| Witness Preparation to Testify in Court (Children) | 14.04% | 8 |
| Other (please specify) | 5.26% | 3 |
| | **Answered** | **57** |

### *Priority Rank*

Despite the top gaps in services and resources not aligning with the current priorities, survey participants and Meeting participants did not change the Victim Issues priorities. Additionally, while survey participants ranked Professional Development and Training as Priority 4, survey participants ranked the current Priority 4, Restoration Services, higher than Professional Development. Therefore, Professional Development and Training remained Priority 5. For full priority data details, see Figure 12 below.

Figure 12: *Chart of Victim Issues Priority Rank*



## Implementation of Regional Strategic Plan

Under the direction of the AACOG Criminal Justice Advisory Committee, the priorities identified during the regional strategic planning process are used as scoring elements during the application scoring and prioritization process. Each applicant agency must identify which priority or priorities their project best addressed on a grant summary form provided by AACOG staff. Grant applicants must address one or more of the identified priorities and answer any CJAC questions. To ensure priorities for the community are available for all applicants, regional priorities are shared on the AACOG website, during Grant Workshops, and provided in emails or monthly e-Blasts when relevant.

The regional priorities are a reference tool for the Criminal Justice Advisory Committee (CJAC) to see how well different programs presented by grant applicants address gaps in services and resources. Using applicant Grant Summary Forms, grant application reviews, and other information provided by applicants, CJAC determines which projects appropriately address the priorities in the area and/or which projects addressed gaps in the area. While addressing more than one priority or gap was allowed for applicants to include in their Grant Summary Form, the amount of priorities/gaps that a project addressed was not used as a prioritization measure. Rather, projects were prioritized on how well the project addressed these priorities/gaps. After significant discussion and deliberation, the CJAC submit scores to determine project prioritization.