



CAPCOG Criminal Justice Strategic Plan 2025-2030



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Acknowledgements

Office of the Governor – Public Safety Office

The CAPCOG Criminal Justice Strategic Plan was developed with support from the Office of the Governor’s Public Safety Office (PSO). CAPCOG is grateful for the PSO’s guidance and funding, which enables regional collaboration and strategic planning to improve public safety system outcomes.

CAPCOG Region Stakeholders

CAPCOG thanks the many stakeholders across the 10-county region who contributed to the development of this plan. Through engagement sessions, surveys, and direct feedback, input was gathered from law enforcement agencies, victim service providers, mental health professionals, juvenile justice advocates, elected officials, educators, nonprofit organizations, and concerned residents. Their insights were critical in identifying regional needs, priorities, and opportunities for meaningful improvement in criminal justice services.

Criminal Justice Advisory Committee (CJAC)

The CJAC played a central role in guiding the development of the strategic plan. As a multidisciplinary body, the committee ensured that the plan reflects a broad spectrum of perspectives and up-to-date knowledge of the region’s criminal justice landscape. CAPCOG staff worked closely with CJAC members throughout the planning process, incorporating their expertise to shape strategies and inform future funding decisions. We thank the following committee members for their commitment and service:

Jay Monkerud, Caldwell County	Judge Michael York, Lee County
Latreese Cooke, Travis County	Toby Fletcher, Llano Count
Chief Cory Burgess, City of Austin	Lieutenant Joseph Claypool City of Round Rock
Selena Xie, City of Austin	Juliana Guirguis, Travis County
Jenifer Murphy, Bastrop County	Captain Thomas Szimanski, Travis County
Chief Robert Woodring, Blanco County	Lieutenant Jerod Morris, Williamson County
Captain Mike Sorenson, Burnet County	Kathy Pierce, Williamson County
Erwin Sladek, Jr., Fayette County	Dr. Eloise Sepeda, At- Large
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Executive Summary

The Capital Area Council of Governments (CAPCOG) has developed this 2025–2030 Criminal Justice Strategic Plan to prioritize regional criminal justice needs, promote coordination, and guide funding efforts in partnership with the Office of the Governor's Public Safety Office (PSO). This plan was created through a regional engagement process and reflects input from law enforcement, victim service providers, mental health professionals, juvenile justice representatives, and nonprofit organizations, etc. The purpose of the Strategic Plan is to identify gaps in direct victim assistance, juvenile justice, truancy prevention, mental health, substance abuse, and criminal justice issues. So, services, existing programs, new initiatives, and funding opportunities may be reviewed, and corresponding resources can be targeted accordingly.

Strategic Planning Process:

The strategic planning process began with the first CJAC subcommittee meeting in August 2024 where members reviewed the planning timeline and discussed key goals. On September 2024, CAPCOG staff presented the proposed planning framework to the CAPCOG Executive Committee, soliciting their input to ensure that the plan aligned with regional priorities. Shortly after CAPCOG distributed a comprehensive needs assessment survey to a mailing list of over 800 criminal justice stakeholders, representing a wide range of disciplines including law enforcement, judicial personnel, victim service providers, mental health professionals, juvenile justice practitioners, and community-based organizations. A total of 94 responses were received, providing valuable insights into service gaps, emerging challenges, and regional priorities.

Following the survey, CAPCOG's Criminal Justice Advisory Committee (CJAC) and Strategic Planning Subcommittee reviewed the results, refining and professionalizing the language of the identified needs and proposed strategies. In June 2025, CAPCOG hosted a series of regional stakeholder engagement sessions across the ten-county region to present the survey findings, gather additional input, and validate priority areas. These sessions ensured that a wide range of community voices contributed to shaping the region's criminal justice priorities.

This multi-step planning process—combining quantitative survey results with qualitative stakeholder input—ensured the final strategic priorities reflect both professional expertise and community perspective.

Top Five Regional Criminal Justice Needs:

The following top five needs were identified through extensive stakeholder engagement and survey feedback. These themes emerged across all ten counties and represent the top needs in the region:

1. Modernize and Strengthen the Criminal Justice System Infrastructure and capacity to enhance community safety.

2. Strengthen Youth Prevention and Intervention Programs.
3. Expand and enhance access to mental health and substance abuse services, with a focus on crisis intervention and treatment availability.
4. Enhance access to trauma-informed, culturally competent victim services across the region, with targeted support for mental health, crisis intervention, and emergency shelter.
5. Promote Diversion and Reentry Solutions.

Use of the Plan:

CAPCOG will use this Strategic Plan as a foundational tool to guide funding recommendations, policy development, and regional coordination efforts. The Criminal Justice Advisory Committee (CJAC) will reference the regional priorities and regional needs outlined in the plan when scoring and ranking criminal justice grant applications to ensure alignment with regional needs. Beyond the grant process, the plan will inform CAPCOG's broader criminal justice initiatives, helping to focus technical assistance, promote collaboration across jurisdictions, and drive data-informed strategies to improve public safety and justice outcomes in the region.

Introduction and Purpose

The Capital Area Council of Governments (CAPCOG) is a regional planning organization serving ten counties in Central Texas: Bastrop, Blanco, Burnet, Caldwell, Fayette, Hays, Lee, Llano, Travis, and Williamson. Established in 1970 under Chapter 391 of the Texas Local Government Code, CAPCOG is one of 24 regional councils across the state and part of a nationwide network of councils of governments (COGs) that support regional coordination and collaboration.

CAPCOG's mission is to strengthen the Capital of Texas ten-county region by supporting urban and rural local governments through coordination, collaboration, and sharing of ideas and resources. It brings together elected officials, municipal and county governments, law enforcement, emergency responders, and nonprofit organizations to collaboratively address cross-jurisdictional issues such as emergency communications, homeland security, aging services, transportation planning, environmental protection, economic development, and criminal justice.

Through its Criminal Justice Program, CAPCOG supports the distribution of state and federal grant funding to eligible entities and facilitates regional planning to identify and prioritize criminal justice needs. CAPCOG's executive committee establishes the Criminal Justice Advisory Committee (CJAC), a volunteer committee composed of professionals representing key disciplines such as law enforcement, victim services, prosecution or courts, education, mental health, and juvenile justice. The CJAC plays a critical role in scoring and prioritizing funding applications.

By supporting interagency coordination and data-driven planning, CAPCOG helps ensure that resources are allocated effectively and that programs address the most pressing challenges in our communities. The purpose of the Strategic Plan is to identify gaps in direct victim assistance, juvenile justice, truancy prevention, mental health, substance abuse, and criminal justice issues. So, services, existing programs, new initiatives, and funding opportunities may be reviewed, and corresponding resources can be targeted accordingly. The Criminal Justice Strategic Plan is one of the key tools used by the CJAC and its partners to direct funding, shape policy, and promote public safety outcomes across the region.

Regional Profile

CAPCOG serves a 10-county region in Central Texas, encompassing Bastrop, Blanco, Burnet, Caldwell, Fayette, Hays, Lee, Llano, Travis, and Williamson counties. This diverse area spans over 8,400 square miles and includes both rapidly growing urban centers and expansive rural communities.

As of the most recent U.S. Census estimates, the region is home to more than 2.4 million residents, with a majority concentrated in the metropolitan hubs of Travis and Williamson

counties. The area continues to experience significant population growth, placing increased demands on public safety, mental health, and victim services infrastructure.

The region faces a wide range of criminal justice challenges. Urban areas are contending with issues such as violent crime, domestic violence, and homelessness, while rural communities struggle with staffing shortages, aging facilities, and limited access to specialized services.

Key Demographic and Service Metrics by County

The table below presents a snapshot of key demographic and socioeconomic indicators across the ten counties in the CAPCOG region. It highlights variations in population, income levels, and poverty rates, offering insight into the diverse characteristics of communities throughout the region. This overview helps inform planning efforts and the allocation of resources across program areas.

Table 1: County-Level Demographic & Economic Snapshot

County	Major Cities	Population	Median Household Income 2019-2023	Poverty Rate
Bastrop	Bastrop, Elgin, Smithville	114,931	\$82,730	11.3%
Blanco	Blanco, Johnson City	13,358	\$87,564	8.5%
Burnet	Burnet, Marble Falls, Granite Shoals	55,722	\$77,158	9.9%
Caldwell	Lockhart, Luling	52,430	\$68,503	13.7%
Fayette	La Grange, Fayetteville, Schulenburg	25,488	\$76,541	9.30%
Hays	San Marcos, Kyle, Buda, Wimberley	292,009	\$85,827	9.80%
Lee	Giddings and Lexington	18,451	\$66,000	11.20%
Llano	Llano, Kingsland, Horseshoe Bay	23,163	\$65,636	11.70%
Travis	Austin, Pflugerville	1,363,767	\$97,169	10.20%
Williamson	Round Rock, Georgetown, Cedar Park, Taylor	727,480	\$108,309	6.40%

Source: County-Level Demographic & Economic Snapshot (Most Recent Single-Year Estimates, U.S. Census Bureau QuickFacts)

Strategic Planning Process:

The strategic planning process began with the first CJAC subcommittee meeting in August 2024 where members reviewed the planning timeline and discussed key goals. On September 2024,

CAPCOG staff presented the proposed planning framework to the CAPCOG Executive Committee, soliciting their input to ensure that the plan aligned with regional priorities. Shortly after, on September 16, 2024, CAPCOG launched its Regional Needs and Priorities Survey, which remained open through October 3, 2024. The survey was sent to over 800 regional stakeholders and received 94 responses. As the survey went out, we encouraged any respondent to forward or share the survey with any other agency or contact that was not included in the initial list sent out.

Following the survey period, the CJAC subcommittee reconvened May 2025 to analyze the survey data, review stakeholder feedback, and begin drafting the strategic plan. In June 2025, CAPCOG hosted regional stakeholder engagement workshops to further validate the findings and collect additional local input. The draft plan was finalized and presented to the full CJAC in August 2025, then submitted to the CAPCOG Executive Committee in September 2025 for approval.

Local Community Engagement

CAPCOG prioritized meaningful community input throughout the planning process. In addition to collecting feedback through the survey, CAPCOG hosted in-person regional engagement workshops in June 2025. These workshops provided an open forum for community members to review survey findings, highlight local concerns, and help shape the region’s priorities. The workshops were intentionally spread across the 10-county region to ensure representation from both urban and rural communities and helped ensure the strategic plan reflects the voices of those most impacted by the criminal justice system.

Stakeholder Participation

Stakeholder engagement was a key component of the planning process. Participants included representatives from:

Table 2: Stakeholder Organizations Participating in Strategic Planning

Alliance for Safety and Justice	Meridell Achievement Center
American Youthworks	NAMI Central Texas
Bastrop County Women's Shelter dba Family Crisis Center	On-Point Re-Entry Consortium, Inc
Big Brothers Big Sisters of Central Texas	Round Rock Police Department
Bluebonnet Trails Community Service	SAFE Alliance
Burnet County	San Marcos Police Department
Burnet County Office of Emergency Management	Schulenburg Police Department
Burnet County Sheriff's Office	Seedling Foundation
Caldwell County Constables Office	Texas State University - Translational Health Research Center
Capital Area Private Defender Service	The Settlement Home for Children
Children's Advocacy Center	The Sobering Center
Hays County Sheriff's Office	Travis County
Hays-Caldwell Women's Center	Travis County, Pct 3

Highland Lakes Family Crisis Center	Volunteer Legal Service of Texas
Hutto ISD Police Department	Williamson County
Leander Police Department	Williamson County Crisis Center dba Hope Alliance
Luling Police Department	Williamson County Juvenile Services
Manor ISD	Williamson County Sheriff's Office
Marble Falls Police Department	Yellow House Foundation

Source: CAPCOG Criminal Justice Advisory Committee (CJAC) Planning Records, 2024–2025

These stakeholders contributed valuable insight into service gaps, emerging issues, and opportunities for improvement across the region. Their active participation in surveys, workshops, and subcommittee discussions ensured that the strategic plan was informed by a wide range of professional expertise and community experience.

Methodology

Planning and Methodology

CAPCOG employed a multi-method approach to develop a data-driven and responsive Criminal Justice Strategic Plan. This process integrated quantitative and qualitative data to ensure a comprehensive understanding of regional needs and priorities. Guidance from the Office of the Governor helped align the plan with statewide funding expectations.

Data Collection and Needs Assessment

To accurately assess criminal justice needs across the 10-county region, CAPCOG used the following data sources and engagement strategies:

- **Regional Needs and Priorities Survey:** Distributed to over 800 stakeholders in September 2024, with 94 responses from law enforcement, courts, victim services, mental health providers, juvenile justice professionals, and nonprofits. The survey identified critical service gaps and emerging priorities.
- **Publicly Available Data:** CAPCOG reviewed crime trends, juvenile justice metrics, and staffing statistics from sources including the Texas Department of Public Safety, Texas Juvenile Justice Department, Texas Health and Human Services, Texas Education Agency and Texas Commission on Law Enforcement.
- **Stakeholder Engagement Sessions:** In June 2025, CAPCOG held in-person sessions in all 10 counties to capture community-specific perspectives and challenges not fully reflected in survey data or state reporting.
- **CJAC and Subcommittee Review:** Members of the Criminal Justice Advisory Committee and its Strategic Planning Subcommittee analyzed all findings, refined priority language, and ensured the plan’s alignment with local experience and policy considerations.

Defining Regional Priorities and Gaps

To build a focused and actionable strategic plan, CAPCOG needed a clear method for interpreting the wide range of input gathered through surveys, workshops, and regional data. Defining what constitutes a service gap or a regional priority ensures consistency across counties and stakeholder groups and helps distinguish between unmet needs and areas requiring strategic investment. These definitions were applied throughout the planning process to identify where resources are lacking and where efforts should be concentrated over the next five years.

- **Gap in Services:** A program or resource that is unavailable, inaccessible, or insufficient to meet community needs—due to funding, staffing, geographic limitations, or capacity issues.
- **Regional Priority:** An issue stakeholders identified as urgent or impactful, warranting targeted investment or strategic action, even if some services are already in place.

This framework ensured that both immediate and systemic needs were clearly identified and addressed.

Regional Priorities and service gaps were identified based on:

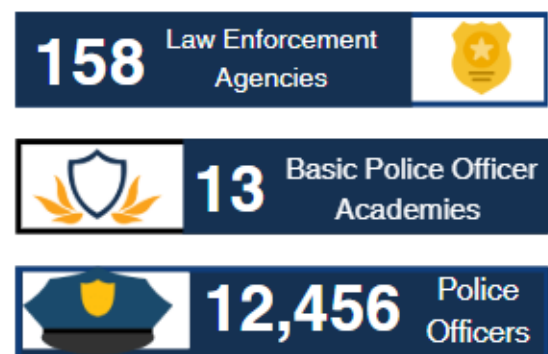
- Direct stakeholder input
- Severity of service insufficiencies
- Impact on vulnerable or underserved populations
- Alignment with CJAC criteria and PSO priorities
- Integrating Quantitative and Qualitative Data

This blended methodology ensures the final plan reflects both statistical evidence and local realities creating a foundation that is aligned with regional and state-level goals.

Criminal Justice

The CAPCOG region’s criminal justice system includes law enforcement agencies, courts, prosecutors, public defenders, jails, probation departments, and local nonprofits that support justice-involved individuals. The CAPCOG region is home to 184 law enforcement agencies, 12,456 licensed Police Officers and 13 Basic Police Officer Academies. As regional population growth continues, justice system agencies face mounting pressures related to staffing, equipment, and rising caseloads. Urban counties are

Figure 1: Snapshot of Criminal Justice Infrastructure in CAPCOG

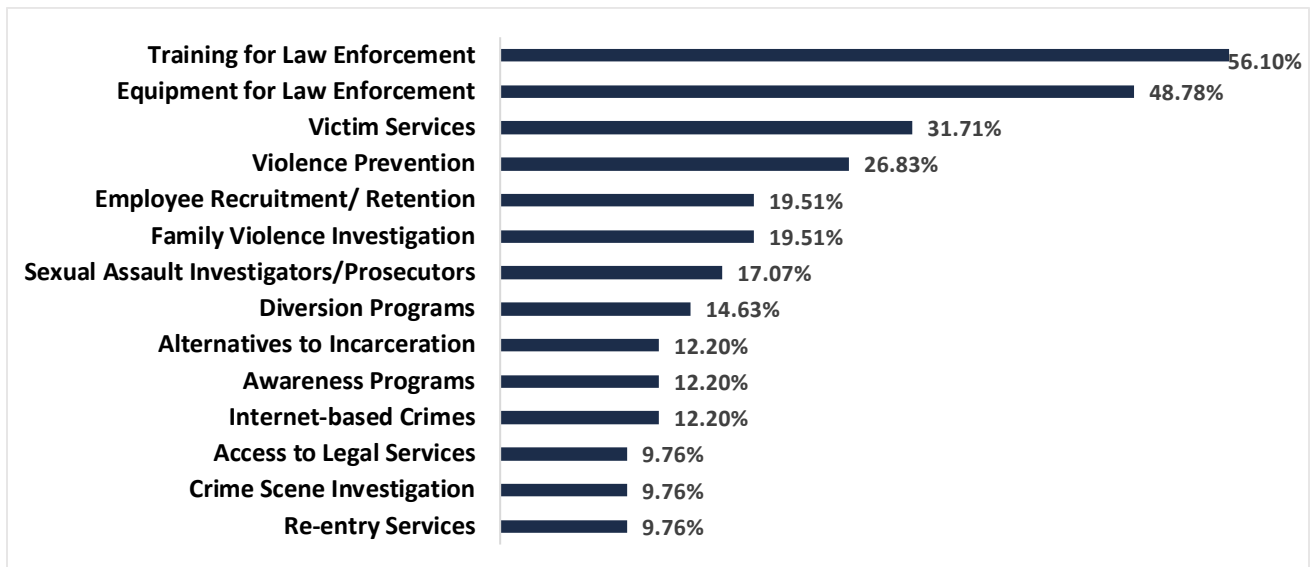


Source: Texas Commission on Law Enforcement. Public Licensee Database Search.

experiencing increases in violent crime, property offenses, and homelessness, while rural areas struggle with aging infrastructure, limited access to services, and persistent workforce shortages. This section outlines the most urgent criminal justice priorities identified through stakeholder engagement, regional surveys, and data analysis.

When asked to select top criminal justice priorities, the majority of survey respondents identified law enforcement training (56%), and equipment needs (49%) as their most urgent concerns. Victim services (32%), violence prevention (27%), and employee recruitment and retention (20%) were also cited as critical focus areas.

Figure 2: Criminal Justice Regional Priorities Identified by Stakeholders

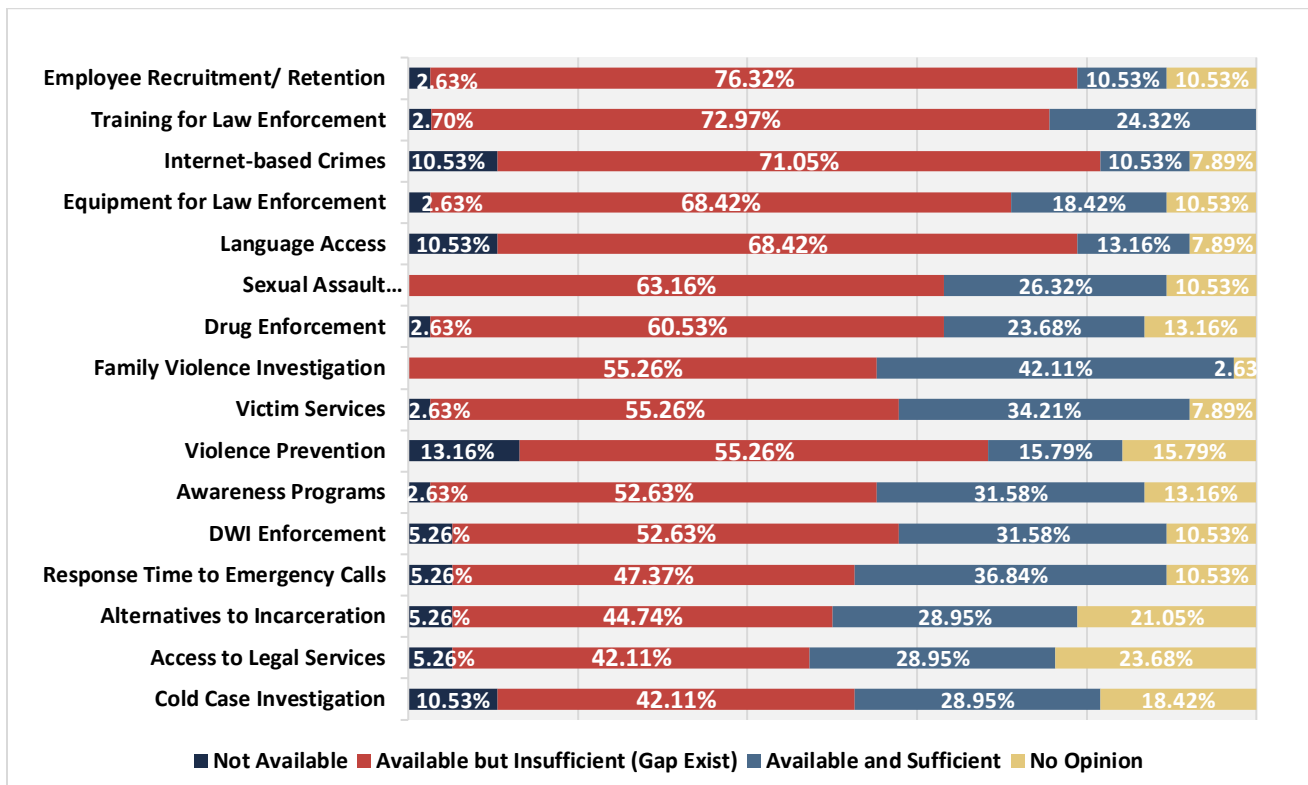


Source: CAPCOG Criminal Justice Regional Needs and Priorities Survey, 2024

Law enforcement agencies across the CAPCOG region consistently identify training as a critical need, particularly in rural and mid-sized jurisdictions with limited resources. Feedback from the regional engagement sessions further emphasized these concerns. Many departments rely on online or lecture-based instruction due to staffing shortages, small force sizes, and the logistical challenges of taking officers off patrol. This limits access to hands-on, scenario-based training, which officers say is essential for effectively responding to high-stress situations, especially those involving mental health crises. Crisis Intervention Team (CIT) training remains a top priority, yet access is inconsistent across the region. Additionally, the region’s growing diversity highlights the importance of language access and cultural competency training including both basic Spanish and broader communication skills to support effective engagement with all members of the community. Some agencies shared that officers would benefit from additional training opportunities focused on building rapport, navigating language barriers, and fostering positive interactions with individuals from diverse backgrounds.

These priorities were reinforced by regional survey responses, which revealed that while many justice-related services are available in some form, they are often inadequate to meet local demand by creating a gap in services. The most prominent gap identified was employee recruitment and retention, with over 76% of respondents reporting insufficient availability. Other frequently cited gaps included law enforcement training (72.97%), enforcement of internet-based crimes (71.05%), and language access (68.42%).

Figure 3: Gaps in Criminal Justice Services Identified by Stakeholders



Source: CAPCOG Criminal Justice Regional Needs and Priorities Survey, 2024

Recruitment and retention of qualified personnel remain pressing challenges for many criminal justice agencies across the CAPCOG region. Stakeholders noted that competitive salaries, high workloads, and limited advancement opportunities often contribute to staff turnover, particularly in rural and smaller jurisdictions. Many agencies are also experiencing difficulties attracting new candidates, especially for specialized roles such as certified mental health officers. In addition, the mental and emotional toll of the work especially on first responders regularly exposed to trauma and crisis situations was frequently cited as a key factor affecting long-term retention. These staffing gaps can affect service delivery and increase strain on existing personnel. Regional stakeholders emphasized the importance of workforce development strategies, including mentorship programs, continuing education, wellness initiatives, and stronger pipelines from local training academies and educational institutions.

In addition to addressing workforce challenges, stakeholders emphasized the critical role that equipment plays in supporting effective law enforcement. When asked to identify the most essential pieces of law enforcement equipment in their communities, survey respondents consistently prioritized tools that enhance officer safety, transparency, and communication.

Table 3: Most Essential Law Enforcement Equipment Identified by Respondents

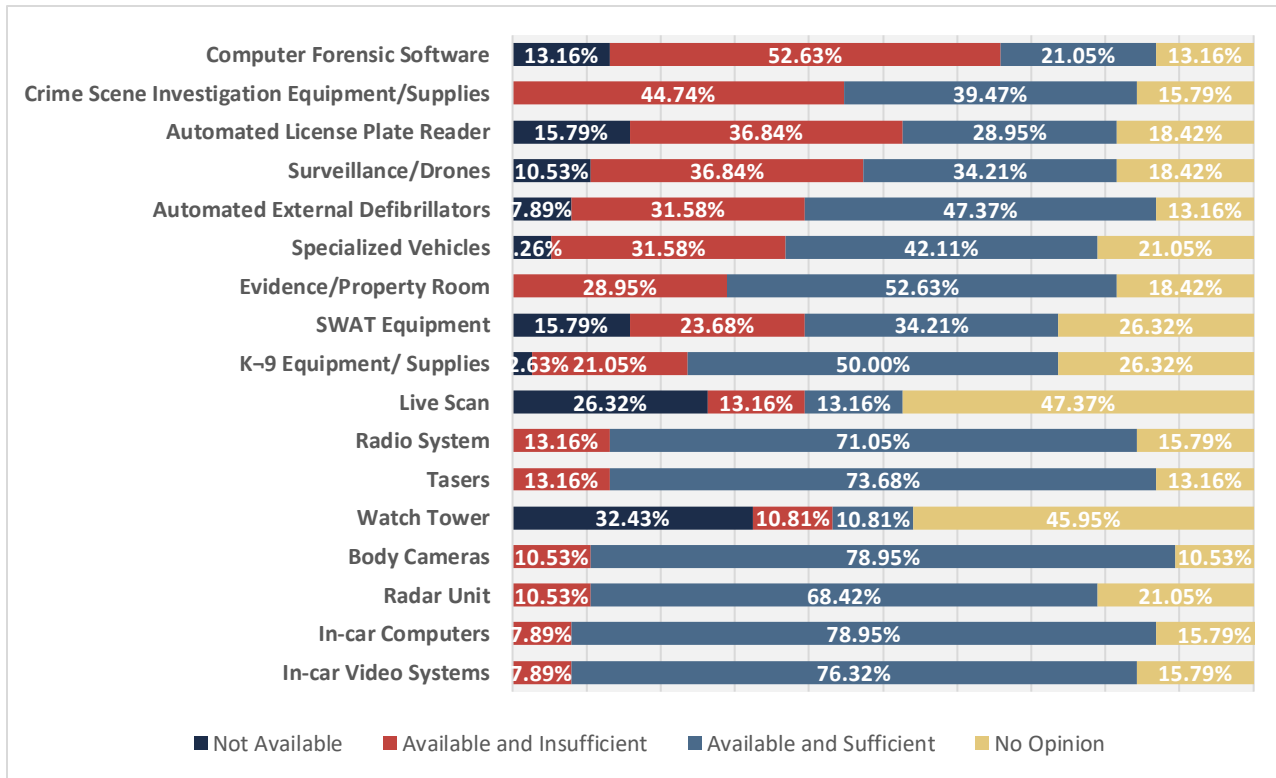
Rank	Equipment	% of Respondents Rating as “Very Important”
1	Body Cameras	89.74%
2	In-car Video Systems	84.21%
3	In-car Computers	81.58%
4	Radio System	81.58%
5	Crime Scene Investigation Equipment/Supplies	76.92%
6	Computer Forensic Software	74.36%
7	Evidence/Property Room Equipment	68.42%
8	Tasers	65.79%
9	Automated License Plate Reader	57.89%
10	Automated External Defibrillators	57.89%
11	SWAT Equipment	55.26%
12	Radar Unit	52.63%
13	Surveillance/Drones	52.63%
14	Live Scan Fingerprint Systems	44.74%
15	Specialized Vehicles	44.74%
16	K-9 Equipment/Supplies	34.21%

Source: CAPCOG Criminal Justice Regional Needs and Priorities Survey, 2024

Survey results revealed that body-worn cameras (89.74%), in-car video systems (84.21%), and in-car computers and radios (both 81.58%) were most frequently identified as “Very Important” to respondents’ communities. While many departments are committed to serving their communities with the resources they have, other departments continue to face barriers to acquiring modern equipment. Feedback from the regional engagement sessions further emphasized these concerns. Rural communities expressed a need for basic infrastructure such as patrol vehicles, radio systems, protective vests, and data-sharing systems. While urban communities expressed interest in equipment for training, such as virtual reality equipment for scenario-based training.

Because equipment is frequently requested through Criminal Justice Program funding, the survey asked communities to identify their most significant equipment gaps. This focus is further supported by survey responses visualized in **Figure 5**, which highlight clear equipment needs across the region. Many essential tools including forensic software and crime scene investigation equipment were widely reported as available but insufficient. These findings underscore the need for targeted investments in investigative and operational equipment to enhance public safety and support agency effectiveness.

Figure 5: Equipment Availability and Gaps in Law Enforcement



Source: CAPCOG Criminal Justice Regional Needs and Priorities Survey, 2024

Strengthening law enforcement capacity remains a critical need across the CAPCOG region. However, to fully understand the region’s criminal justice challenges, it is essential to also consider the types of crimes occurring and the services available for impacted communities.

Table 4: Five-Year Crime Volume by Offense in the CAPCOG Region (2020–2024)

Five-Year Crime Volume by Offense in the CAPCOG Region						
Offenses	2020	2021	2022	2023	2024	% Change from 2020 to 2024
Murder	78	123	120	96	90	15%
Rape	1,039	1,208	1,240	1,160	1,353	30%
Robbery	1,435	1,242	1,245	1,235	1,097	-24%
Aggravated Assault	4,909	5,533	6,098	5,758	5,314	8%
Violent Crime Total	7,461	8,106	8,703	8,249	7,854	5%
Burglary	8,168	7,542	7,620	7,876	7,578	-7%
Larceny-Theft	41,524	38,957	40,434	36,581	37,785	-9%
Motor Vehicle Theft	5,815	6,453	7,444	9,769	8,620	48%
Property Crime Total	55,507	52,952	55,498	54,226	53,983	-3%

Source: Texas Department of Public Safety, Crime in Texas Reports (2020–2024)

As shown in **Table 4: Five-Year Crime Volume by Offense in the CAPCOG Region**, violent crime increased by 5% between 2020 and 2024 specifically in the larger counties of Travis and Williamson, driven largely by a 30% rise in reported rapes and an 8% increase in aggravated assaults. While property crime declined slightly overall (-3%), this trend masks important shifts: motor vehicle theft rose sharply by 48%, while burglary and larceny-theft declined by 7% and 9%, respectively. Robbery showed the greatest decrease among violent offenses, falling by 24% during the same period.

When asked to rank components of their local criminal justice system, respondents reported that reentry services, language access, and case disposition efficiency were among the least effective areas. Conversely, community visibility of law enforcement and crime response times were rated more favorably, with over half of respondents (53.85%) ranking community visibility as the most effective component.

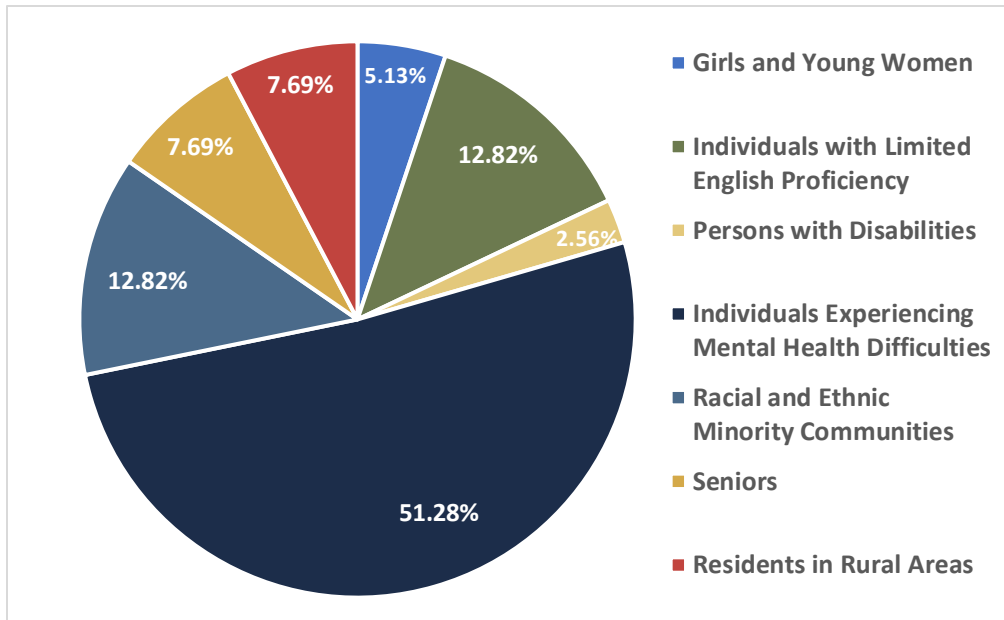
Table 5: Criminal Justice Aspects Ranked as “Needing Most Improvement”

Criminal Justice Aspects Ranked as “Needing Most Improvement”
1. Re-entry Services (33.33%)
2. Language Access (23.08%)
3. Prosecution/Case Disposition (21.05%)
4. Technology (5.13%)
5. Responding to Crime (5.13%)
6. Courts (5.13%)
7. Community Visibility (2.56%)
8. Reducing Crime (2.56%)

Source: CAPCOG Criminal Justice Regional Needs and Priorities Survey, 2024

Survey respondents were asked to indicate underserved populations in the criminal justice system. A majority of respondents (51%) indicated that individuals experiencing mental health challenges were among the most underserved in the region. Other groups commonly noted included individuals with limited English proficiency and racial or ethnic minority populations. Respondents cited barriers such as service availability, communication, and access to support resources. The overlap between these population groups and the lower-rated system components suggests areas where targeted efforts could strengthen equitable service delivery across the region.

Figure 6: Underserved Populations in the Criminal Justice System




Source: CAPCOG Criminal Justice Regional Needs and Priorities Survey, 2024

Addressing these challenges will require a collaborative, region-wide approach that supports local capacity, invests in needed resources, and helps sustain a strong criminal justice workforce. Expanding access to training, equipment, and reentry support can help communities meet growing demands while continuing to prioritize safety and service. By working together, agencies and partners across the region can build on existing efforts and identify practical solutions that reflect local needs and priorities.

Juvenile Justice:

The CAPCOG region is home to an estimated 568,371 youth under the age of 18, representing approximately 21.15% of the total population across its ten counties. The juvenile justice system plays a vital role in shaping long-term outcomes for youth across the CAPCOG region. Ensuring that young people have access to early intervention, accountability, and supportive services is essential to prevent deeper involvement and build safer, healthier communities. As juvenile crime trends shift and behavioral health needs rise, the programs and policies that serve youth must adapt accordingly.

67 Independent School Districts 

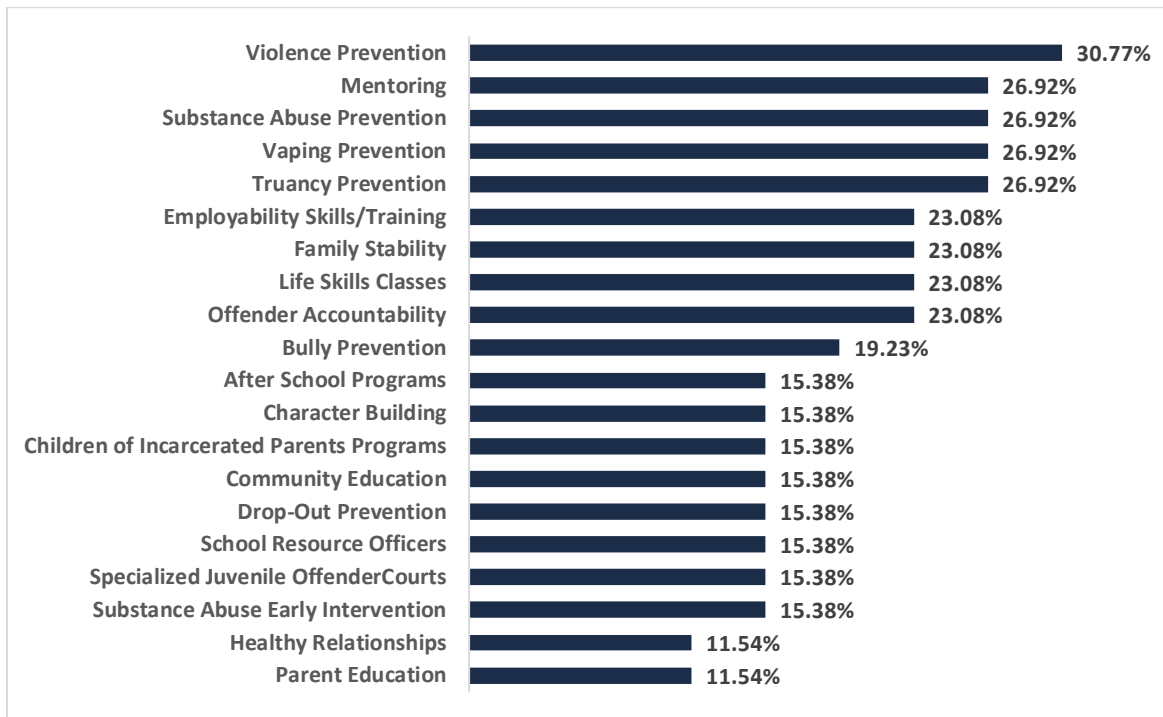
 **568,371** Youth Across the CAPCOG Region

Source: Texas Education Agency. adste: Ad hoc state reporting.

This section of the strategic plan explores the current needs, service gaps, and regional priorities identified by stakeholders in education, juvenile probation, law enforcement, and youth-serving organizations. Their insights reflect a regional commitment to moving beyond reactive approaches and investing in prevention, rehabilitation, and community-based supports that promote positive youth development.

In the 2024 Regional Needs and Priorities Survey, stakeholders were asked to identify which juvenile justice services should be priorities for the CAPCOG region. The top responses reflected a strong emphasis on both prevention and early intervention. Violence prevention emerged as the highest priority by respondents (30.77%), followed closely by mentoring, truancy prevention, substance abuse prevention, and vaping prevention (each at 26.92%).

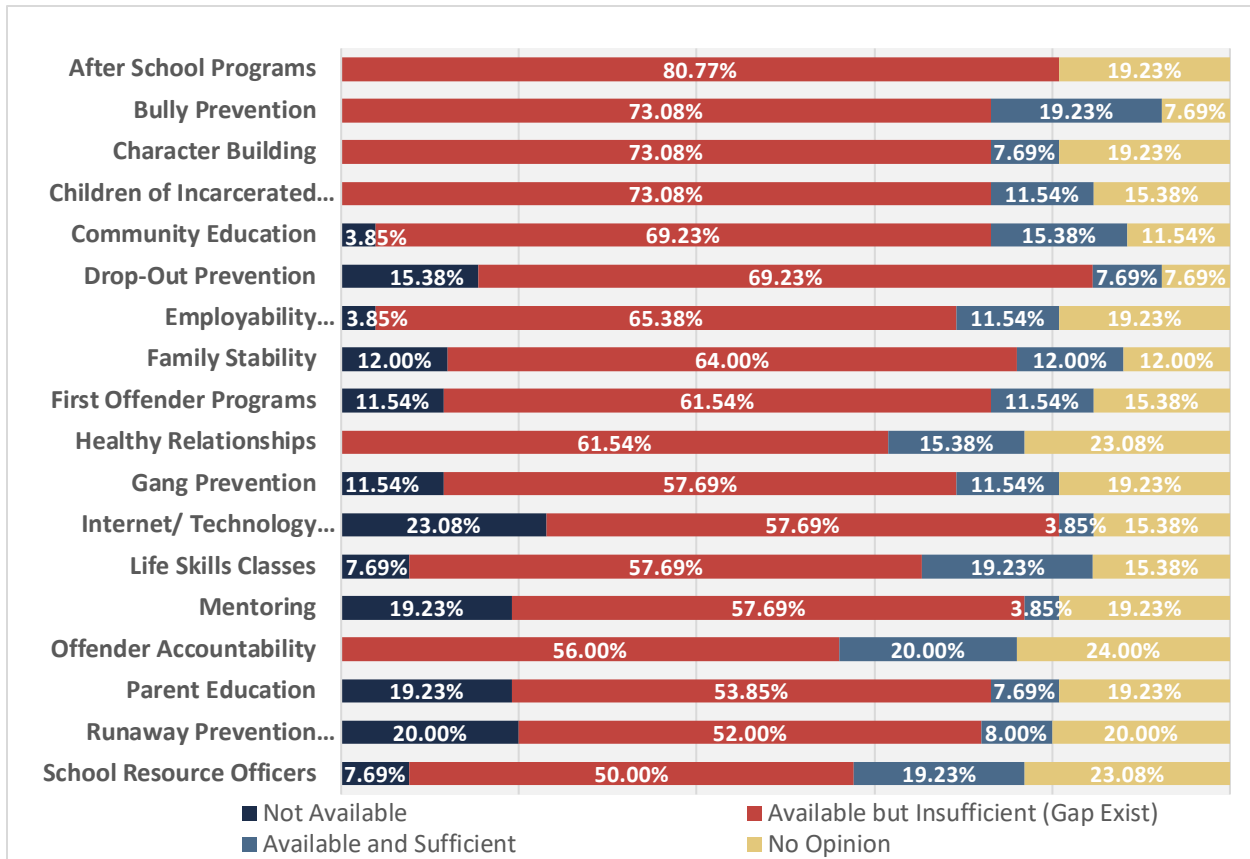
Figure 7: Juvenile Justice Regional Priorities Identified by Stakeholders



Source: CAPCOG Criminal Justice Regional Needs and Priorities Survey, 2024

The survey also asked participants to assess the availability and sufficiency of juvenile justice resources. Most programs, including after school programs, first offender initiatives, and offender accountability programs—were rated as either unavailable or available but insufficient. For instance, 80.77 % of respondents stated that after school programs were insufficient, along with Bully Prevention, Character building course, and Children of incarcerated parent programs all at 73.08%.

Figure 8: Gaps in Juvenile Justice Services Identified by Stakeholders



Source: CAPCOG Criminal Justice Regional Needs and Priorities Survey, 2024

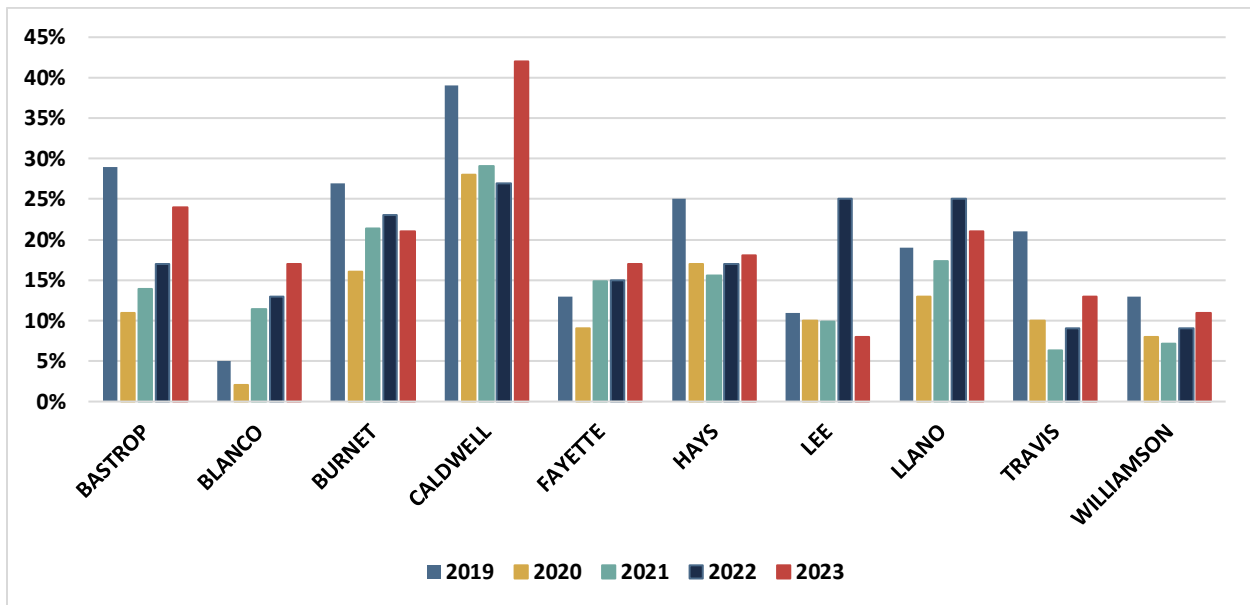
These responses reflect a strong regional demand for early intervention programs that address the root causes of juvenile delinquency and promote positive youth development. Additionally, there was significant support for services that strengthen family stability and provide youth with essential life skills both of which are critical for long-term success and reducing recidivism. Several counties, particularly in rural areas, noted limited access to formal juvenile programming, making it more difficult for schools and law enforcement to connect youth with timely support. During stakeholder engagement sessions, participants frequently pointed to the need for more after-school programs, mentoring opportunities, and truancy prevention efforts. Truancy prevention, in particular, was consistently identified across nearly every county as a top priority and a key area for investment.

These gaps are especially significant when considering the role of schools in early intervention. The region is served by 67 independent school districts, each with varying levels of access to school-based prevention, counseling, and intervention services. Throughout the engagement process, stakeholders emphasized that schools are often the first to identify at-risk youth, but they may lack the resources or partnerships needed to respond effectively. Strengthening

coordination between the juvenile justice system and local ISDs is essential to addressing truancy, behavioral health needs, and early warning indicators for justice involvement.

To better understand the scope of youth justice involvement across the CAPCOG region, **Figure 9** presents five years of juvenile referral rate data by county. A juvenile referral is the formal process by which a youth is referred to a juvenile probation department following an offense such as a misdemeanor, felony, or a status offense like truancy. These referrals are a key indicator of system involvement and are often used to measure trends in youth behavior, service demand, and justice system performance.

Figure 9: Juvenile Justice Referral Rates by County



Source: Texas Juvenile Justice Department. Statistical Reports: Fiscal Years 2019–2023.

As shown in **Figure 9**, referral rates vary widely across the region and over time. Caldwell County reported the highest rates across multiple years, reaching over 40% in 2023. Bastrop, Burnet, Hays, and Llano counties also showed consistently elevated referral rates, while Travis and Williamson counties, despite their larger populations, reported significantly lower rates. These disparities highlight not only differing levels of youth system contact, but also differences in local resources, enforcement practices, and access to early intervention programs.

A follow-up ranking question also revealed specific concerns about transitional services for older foster youth, juvenile victims of crime, and reentry services for youth exiting detention areas that were consistently ranked as the weakest components of local juvenile justice systems. These gaps indicate that many communities lack the resources and continuity of care needed to support successful reintegration and long-term stability. Strengthening these transitional services is critical to reducing recidivism and ensuring that justice-involved youth are not left without support at key turning points in their development.

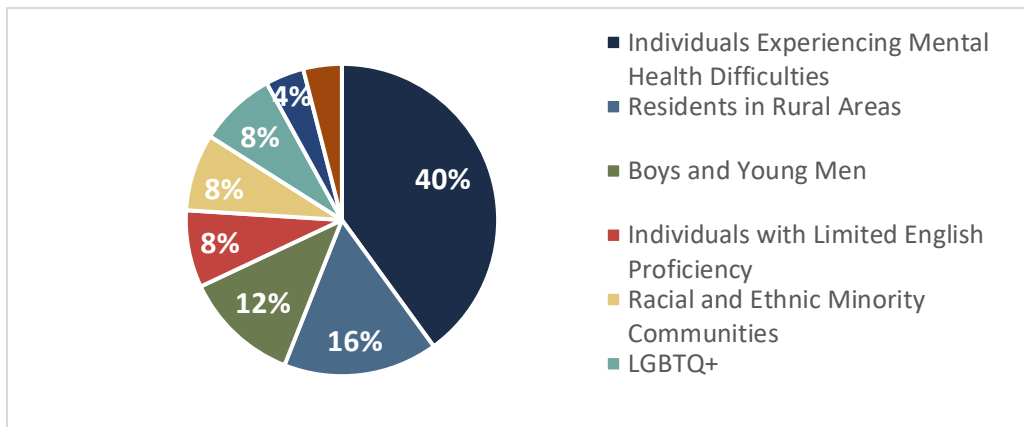
Table 6: Juvenile Justice Aspects Ranked as “Needing Most Improvement”

Juvenile Justice Aspects Ranked as “Needing Most Improvement”	
1.	Transitional Living Services for Older Foster Youth ages 14 up to 23 (39.13%)
2.	Reentry Services for Juveniles After Incarceration (17.39%)
3.	Prevention Programs for Juveniles (13.04%)
4.	Training for Professionals (8.70%)
5.	Treatment Programs for Juveniles (4.35%)
6.	Children of Incarcerated Parents (4.35%)
7.	Juvenile Court System (4.35%)
8.	Parental Involvement/Education (4.35%)
9.	Preventing Illegal Use of Alcohol, Tobacco and Drugs (4.17%)

Source: CAPCOG Criminal Justice Regional Needs and Priorities Survey, 2024

When asked which youth populations were most underserved, the highest response by 40% pointed to youth experiencing mental health difficulties, followed by residents in rural areas (16%). This highlights a critical intersection between the juvenile justice and mental health systems, and underscores the challenges faced by geographically isolated communities in accessing youth-specific services. Limited behavioral health resources, long travel distances, and workforce shortages in rural areas often leave vulnerable youth without timely intervention further increasing their risk of system involvement.

Figure 10: Underserved Populations in the Juvenile Justice System



Source: CAPCOG Criminal Justice Regional Needs and Priorities Survey, 2024

Overall, the data illustrates a strong regional consensus: CAPCOG counties need more accessible, coordinated, and trauma-informed juvenile justice services particularly in the areas of prevention, behavioral health, and reentry support. While many juvenile justice programs

are present in the region, they are often stretched thin and unable to meet the full scope of need. Communities are not lacking services entirely they are under-resourced. Addressing these gaps will require both expanding existing programs and building the infrastructure needed to deliver consistent, high-quality support to at-risk youth across all counties.

Victim Services:

Victim services are a vital component of the criminal justice system, providing support, safety, and advocacy for individuals impacted by crime. Across the CAPCOG region’s ten counties, stakeholders emphasized the importance of ensuring that all victims regardless of location, language, or background have timely access to trauma-informed care, shelter, legal assistance, and emotional support. The region includes a diverse mix of urban and rural communities, each with distinct service availability and challenges. While urban counties benefit from more established victim service networks, rural areas frequently face gaps in access, staffing shortages, and limited shelter capacity.

According to Department of Public Safety state-mandated reporting, nearly 19,400 victims of family violence, sexual assault, and hate crimes were identified across the CAPCOG region in 2024 , a 30% increase since 2020. Family violence remains the most reported offense, while sexual assault cases have increased by 54%, and hate crimes have more than doubled over the five-year period. These trends reflect both rising victimization and improved reporting, underscoring the critical need for accessible, trauma-informed services across the region.

Table 7: Five- Year CAPCOG Regional Crime Overview: Special State-Tracked Offenses

Five- Year CAPCOG Regional Crime Overview: Special State-Tracked Offenses						
Offenses	2020	2021	2022	2023	2024	% Change from 2020 to 2024
Family Violence	13,600	15,557	15,354	16,997	17,392	28%
Hate Crimes	57	75	99	101	123	116%
Sexual Assault	1,216	1,354	1,389	1,284	1,876	54%
State Mandated Reporting Total	14,873	16,986	16,842	18,382	19,391	30%

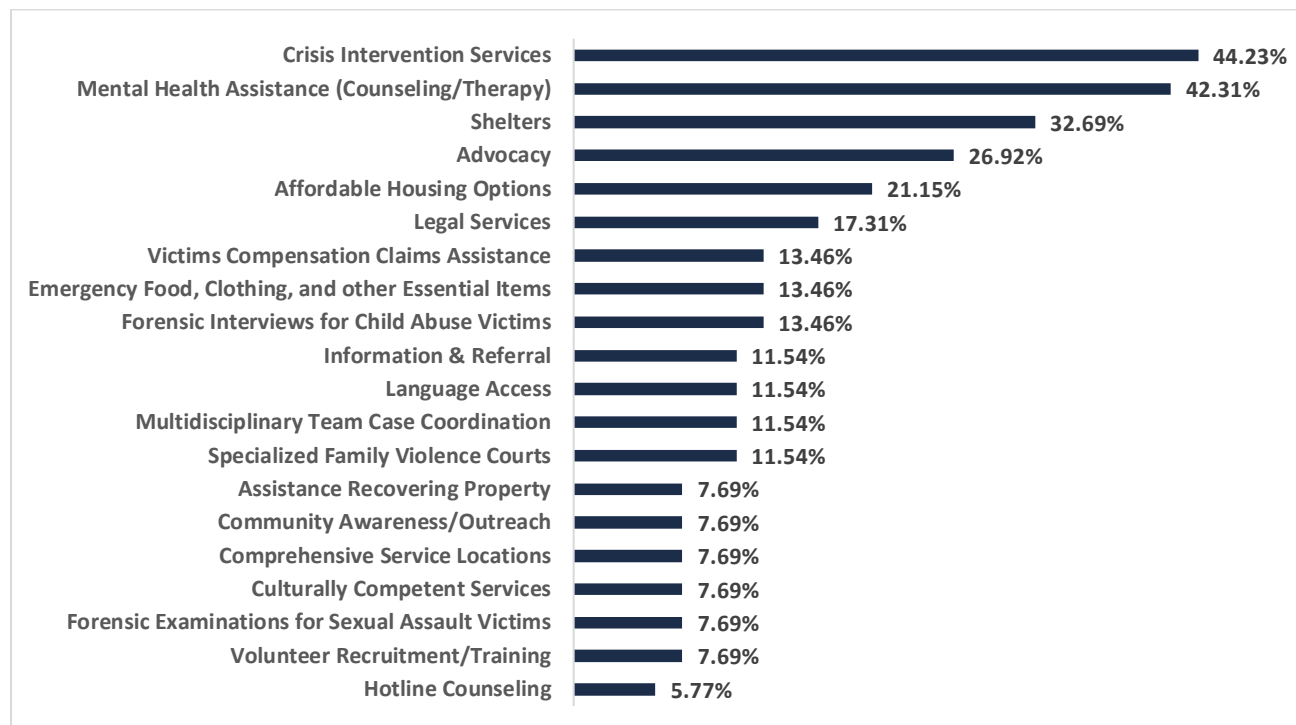
Source: Texas Department of Public Safety, Crime in Texas Reports (2020–2024)

Stakeholder feedback and survey results revealed a strong regional commitment to improving victim-centered approaches, enhancing interagency coordination, and expanding culturally and linguistically appropriate services. As the region continues to grow, so does the demand for more comprehensive and accessible victim support systems especially for survivors of domestic violence, sexual assault, human trafficking, and other violent crimes. This section outlines key service gaps, emerging needs, and regional priorities that aim to strengthen the safety net for victims across the region.

Victim service providers across the CAPCOG region consistently identified critical gaps in crisis response, housing, and mental health support for individuals impacted by crime. Stakeholders

emphasized the need for expanded access to trauma-informed services, wraparound care, and coordinated response systems that prioritize survivor safety and long-term recovery. In regional surveys, the most frequently cited service needs included crisis intervention (44.23%), mental health assistance and counseling (42.31%), and emergency shelter (32.69%). Additional priorities included access to advocacy, affordable housing, and legal services—highlighting the complex and interconnected challenges victims often face when navigating the aftermath of violence.

Figure 11: Victim Service Regional Priorities Identified by Stakeholders



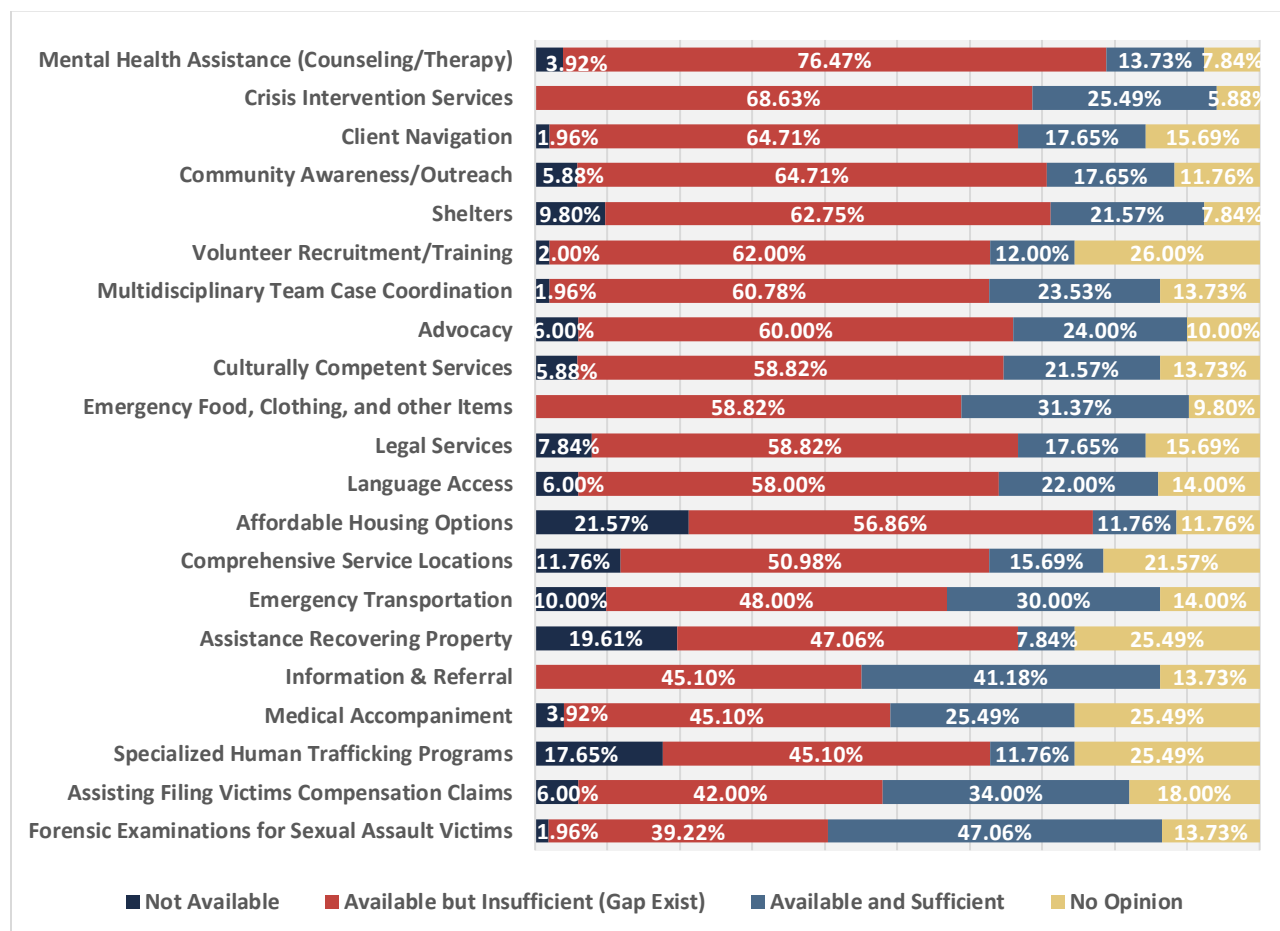
Source: CAPCOG Criminal Justice Regional Needs and Priorities Survey, 2024

Crisis intervention services and access to mental health counseling were consistently ranked among the highest priorities by stakeholders across the CAPCOG region. These services serve as a vital first response following traumatic events, helping individuals stabilize, create safety plans, and begin processing their experiences. For victims of crime—particularly survivors of domestic violence, sexual assault, and human trafficking—timely crisis intervention is essential. It not only provides immediate emotional and psychological support but also connects victims to ongoing services such as legal advocacy, housing, and case management. Gaps in crisis response were reported in nearly every county, with rural areas facing especially limited availability, highlighting the urgent need for expanded capacity and coordination in victim services.

Despite the clear need for these services, many respondents reported significant gaps in availability. A significant number of respondents indicated that these services Counseling and

Crisis Intervention services are either not available or available but insufficient in their communities.

Figure 12: Gaps in Victim Services Identified by Stakeholders



Source: CAPCOG Criminal Justice Regional Needs and Priorities Survey, 2024

However, providers noted significant disparities in availability, particularly in rural counties where few agencies have the staffing or infrastructure to offer 24/7 response. Mental health counseling, while essential to long-term recovery, is often limited by funding constraints, waitlists, and a shortage of licensed professionals trained in trauma-informed care. During engagement sessions, participants stressed the importance of expanding crisis response capacity and ongoing therapeutic services tailored to the needs of victims of domestic violence, sexual assault, human trafficking, and other violent crimes. Addressing these gaps is crucial to ensuring that survivors not only find immediate safety but also receive the emotional and psychological support needed to heal and rebuild their lives.

Currently, the CAPCOG region is home to five 24-hour emergency shelters that serve individuals and families fleeing domestic violence and other forms of abuse.

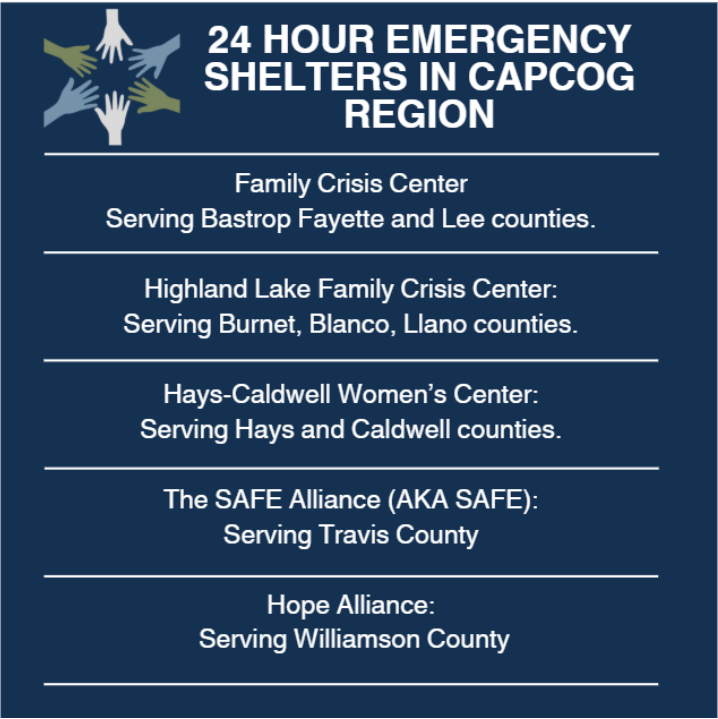


Figure 13: 24 Hour Emergency Shelter in CAPCOG Region

Source: Texas Council on Family Violence. 2024 Annual Report.

These shelters provide critical services including safe housing, crisis counseling, case management, and safety planning. Some of the issues shelters are facing include limited capacity, staff shortages, and high demand. These challenges can delay or restrict access to immediate safety and support. Waitlists, geographic distance, and transportation barriers further complicate access, especially for those in isolated areas.

During stakeholder engagement sessions, participants further emphasized the systemic challenges

survivors face when seeking comprehensive care, particularly in rural counties. One major concern was the limited availability of certified Sexual Assault Nurse Examiners (SANE). In several parts of the region, survivors must wait hours in emergency rooms for a SANE provider to arrive from another county, delaying crucial forensic exams and trauma-informed medical care. These delays not only increase emotional distress for survivors but can also impact on the quality of evidence collection and the pursuit of justice.

In addition, transportation barriers were repeatedly identified as a significant obstacle. In many communities, especially outside urban centers, victims often lack access to safe, reliable transportation to reach shelters, medical services, law enforcement, or court appointments. In some cases, law enforcement officers themselves are transporting victims’ long distances for services, placing additional strain on already limited resources. These gaps highlight the urgent need for regionally coordinated transportation solutions, expanded SANE coverage, and investments in victim-centered infrastructure that ensure timely, compassionate support for all survivors—regardless of where they live.

When evaluating how well their communities respond to victims, respondents ranked assisting victims in stabilizing their lives as areas needing the most improvement. While many communities have basic crisis response infrastructure, long-term recovery and system navigation remain major challenges for victims.

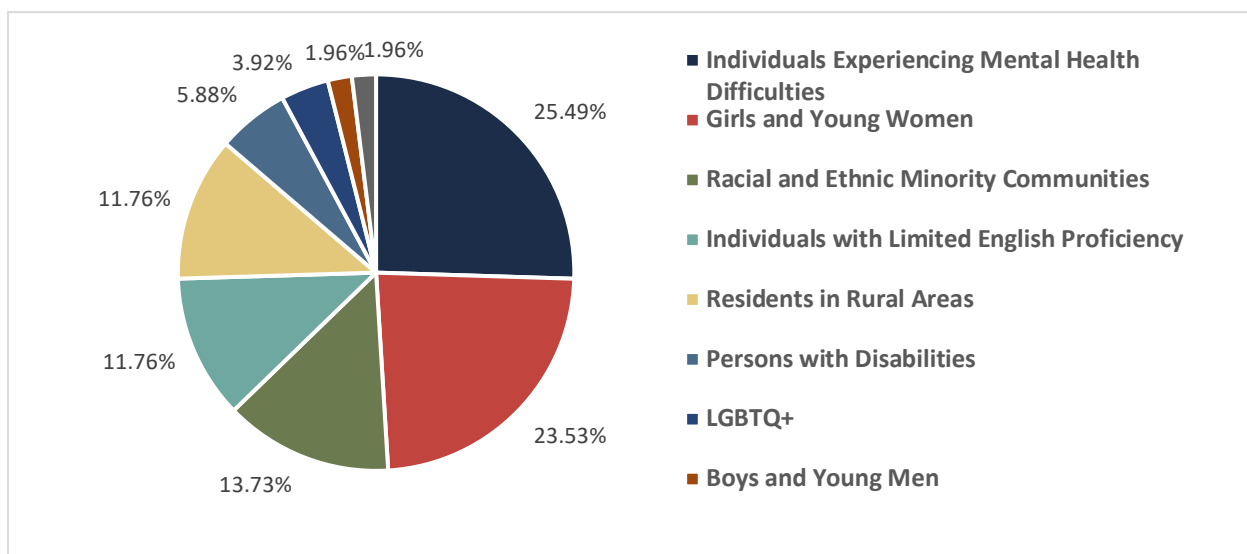
Table 8: Victim Service Aspects Ranked as “Needing Most Improvement”

Victim Services Ranked as “Needing Most Improvement”
1. Assisting victims in stabilizing their lives after victimization (32.65%)
2. Assisting victims to understand and participate in the criminal justice system (25%)
3. Providing victims with safety security (22.45%)
4. Responding to the emotional and physical needs of crime victims (17.02%)

Source: CAPCOG Criminal Justice Regional Needs and Priorities Survey, 2024

As with other areas of the criminal justice system, respondents were asked to identify the most underserved victim populations in their communities. The most frequently cited were individuals experiencing mental health difficulties (46%), followed by residents in rural areas, people with disabilities, and racial/ethnic minority groups.

Figure 14: Underserved Populations in the Victim Service System



Source: CAPCOG Criminal Justice Regional Needs and Priorities Survey, 2024

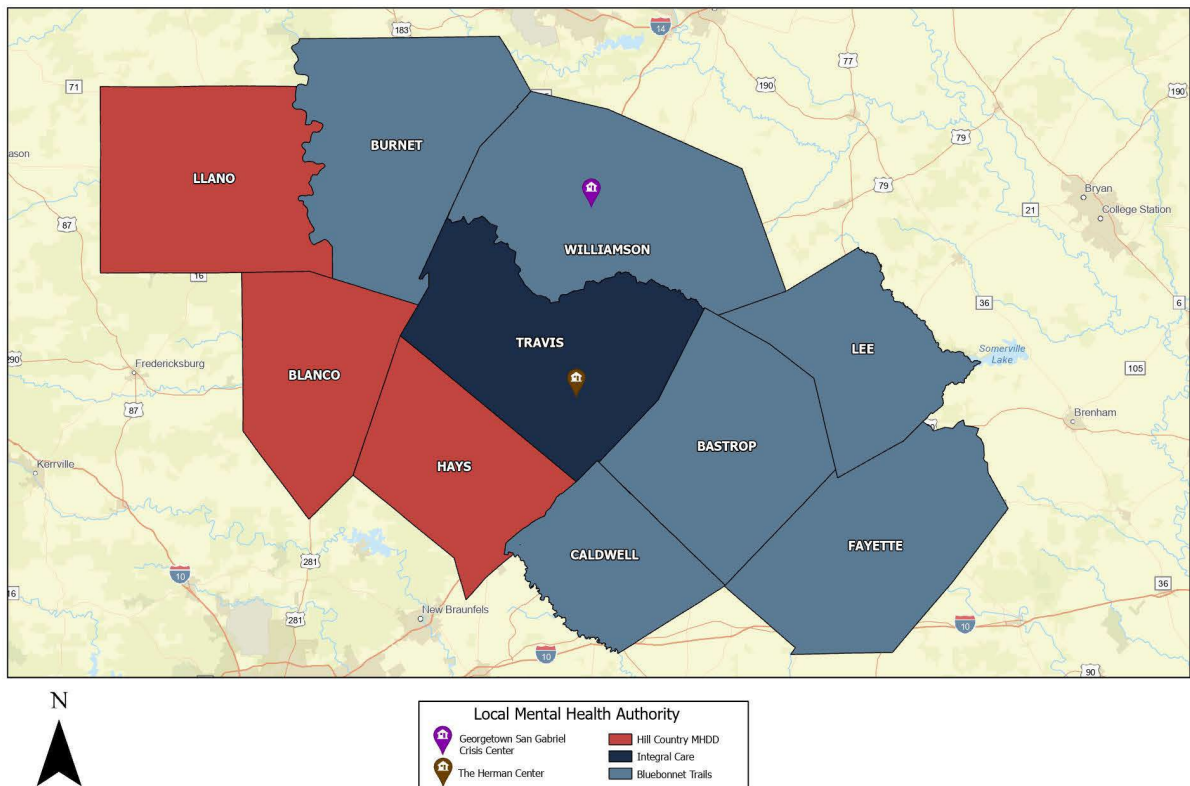
Taken together, the data reinforces the importance of expanding access to comprehensive, trauma-informed, and survivor-centered services throughout the region. Addressing these gaps

will require not only funding but also coordination across law enforcement, courts, housing providers, and nonprofit agencies.

Mental Health and Substance Abuse:

Mental health and substance use issues continue to significantly impact individuals, families, and communities across the CAPCOG region. As the demand for behavioral health services grows, many counties are struggling to meet the needs of residents due to limited local infrastructure, workforce shortages, and gaps in crisis care. As shown in **Figure 15**, the Local Mental Health Authorities (LMHAs) in the region, include Bluebonnet Trails Community Services and Integral Care, and Hill Country MHDD serve as the primary providers of publicly funded behavioral health services in the region. These agencies offer essential supports such as crisis stabilization, outpatient care, substance use treatment, and coordination with law enforcement and emergency responders. However, despite their efforts, access to timely, effective, and coordinated care remains uneven, particularly in rural areas. This section outlines regional challenges, stakeholder feedback, and identified priorities aimed at improving access to mental health and substance use services across the CAPCOG region.

Figure 15: Local Mental Health Authorities and Crisis Center Locations in the CAPCOG Region

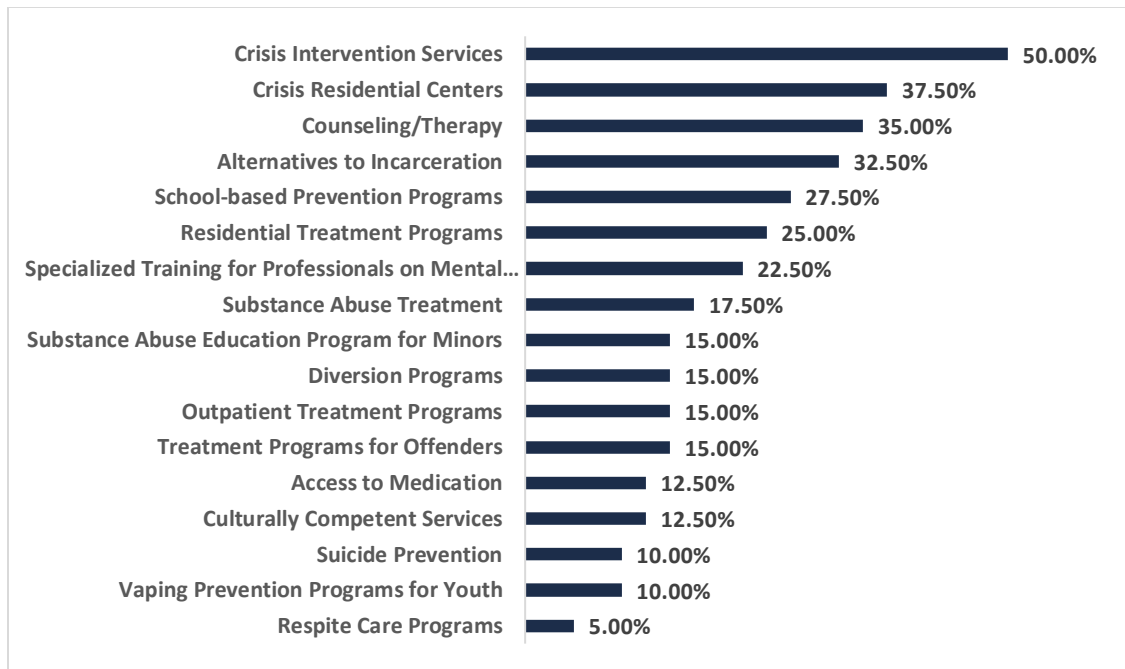


Source: Texas Health and Human Services. Mental Health Crisis Services. Accessed July 2025.

For Mental Health and Substance abuse the most frequently cited priority was crisis intervention services (50%), followed by crisis residential centers (37.50%) and counseling/therapy (35%). Other high-ranking priorities included alternatives to incarceration, school-based prevention, and residential treatment programs emphasizing the need for both early intervention and post-crisis care.

Crisis intervention services are designed to provide immediate, short-term assistance to individuals experiencing severe emotional distress, suicidal ideation, psychosis, or other behavioral health emergencies. These services aim to stabilize the individual, de-escalate the crisis, and connect them to ongoing care. In the CAPCOG region, stakeholders consistently emphasized that while some counties have access to mobile crisis teams or designated crisis facilities, services are often underfunded or geographically limited. Rural counties in particular face long response times and a lack of local facilities, forcing individuals in crisis to travel to distant urban centers often escorted by law enforcement due to lack of transportation or appropriate support staff. This not only places strain on law enforcement agencies but delays access to timely care, increasing the risk of escalation.

Figure 16: Mental Health/ Substance Abuse Regional Priorities Identified by Stakeholders

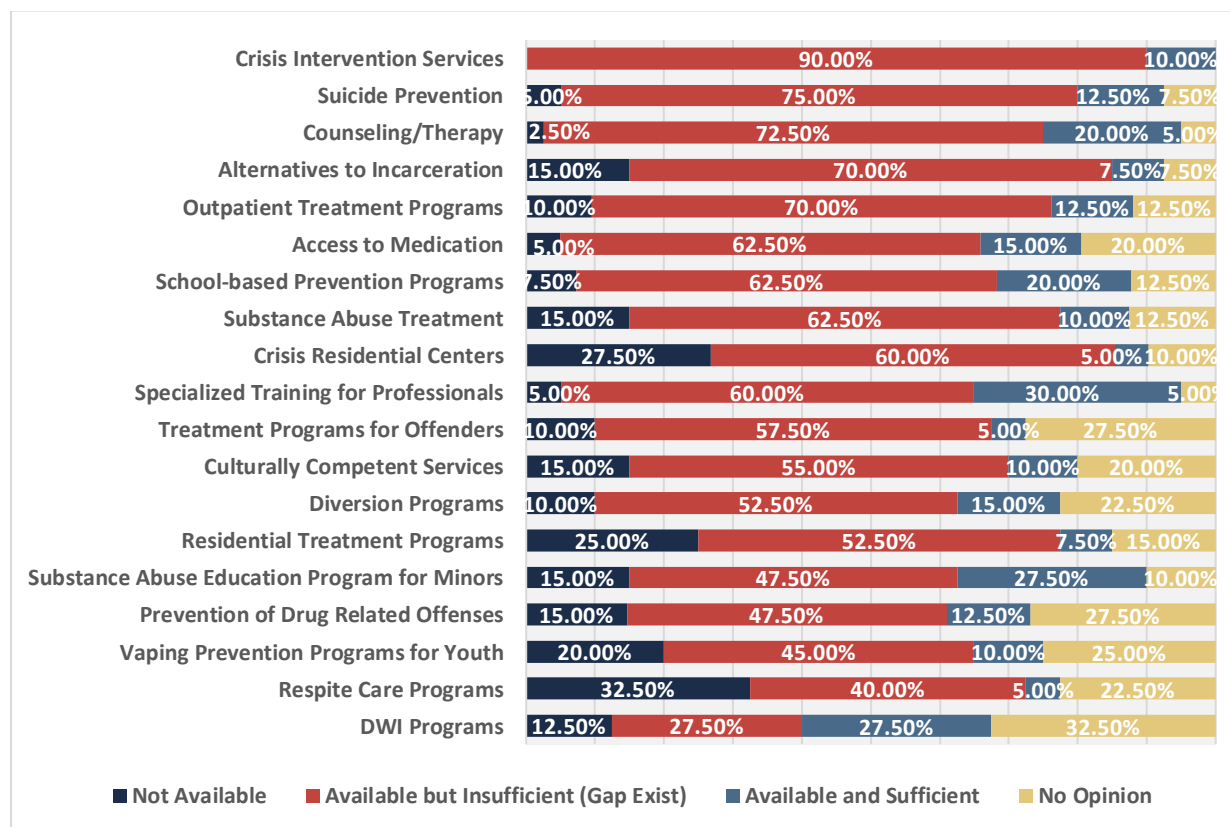


Source: CAPCOG Criminal Justice Regional Needs and Priorities Survey, 2024

This was also carried over in other portions of the survey for example, over 90% of respondents reported that crisis intervention services were either unavailable or insufficient in their communities. Similar gaps were noted for outpatient services, residential treatment programs, and diversion options, suggesting a systemic shortage of care pathways across the entire

behavioral health continuum. Similar gaps were noted for outpatient, residential treatment, and diversion programs.

Figure 17: Gaps in Mental Health/Substance Abuse Services Identified by Stakeholders



Source: CAPCOG Criminal Justice Regional Needs and Priorities Survey, 2024

Stakeholders also the lack of both acute and long-term treatment options creates a revolving door effect, where individuals in crisis may be stabilized temporarily but are unable to access the continued care necessary for recovery. Respondents also noted that when services do exist, they are often difficult to navigate due to long waitlists, eligibility barriers, or lack of coordination between providers. These issues collectively point to a pressing need for sustained investment in regional behavioral health infrastructure and cross-sector partnerships that improve access and continuity of care.

At the core of long-term behavioral health treatment is consistent access to counseling and therapy, which are essential for recovery, prevention of relapse, and overall mental well-being. Data from the Texas Health and Human Services Commission (HHSC) show the number of licensed therapists across the CAPCOG region, offering insight into regional capacity.

At the core of long-term behavioral health treatment is consistent access to counseling and therapy, which are essential for recovery, prevention of relapse, and overall mental well-being. According to data from the Texas Health and Human Services Commission (HHSC), the number

of Licensed Professional Counselors (LPCs) across the CAPCOG region has steadily increased—from 2,783 in 2020 to 3,243 in 2024. However, the distribution remains highly uneven. While urban counties like Travis and Williamson account for the vast majority of LPCs (over 85% of the regional total), rural counties such as Blanco, Fayette, and Llano report fewer than 15 licensed counselors each. Stakeholders consistently noted that even where therapists are present, many choose to work in private practice, limiting the availability of affordable or publicly funded services. This shortage in the public mental health workforce contributes to long waitlists, delayed care, and reduced access for individuals in crisis. Without adequate follow-up or therapeutic support, those with mental health and substance use needs are more likely to cycle through emergency services or justice involvement.

Table 9: Number of Licensed Professional Counselors in the CAPCOG Region by County (2020–2024)

County	# Licensed Professional Counselor in 2020	# Licensed Professional Counselor in 2021	# Licensed Professional Counselor in 2022	# Licensed Professional Counselor in 2023	# Licensed Professional Counselor in 2024
Bastrop	59	60	63	70	74
Blanco	5	8	5	7	6
Burnet	25	34	35	35	37
Caldwell	20	22	24	22	27
Fayette	5	10	11	12	14
Hays	235	227	222	241	252
Lee	11	6	8	10	11
Llano	4	8	8	10	11
Travis	1,890	1,724	1,820	1,956	2,060
Williamson	529	633	664	711	751
Total for CAPCOG Region	2,783	2,732	2,860	3,074	3,243

Source: Texas Department of State Health Services (DSHS), Mental Health Dashboard. Accessed July 2025

Substance use and mental health disorders are closely connected, often occurring together and making it harder for individuals to get the care they need. Stakeholders across the CAPCOG region emphasized that substance use is rarely a stand-alone issue—it is frequently tied to underlying mental health conditions, trauma, and ongoing stressors like poverty or housing instability.

The growing number of unintentional drug-related deaths in the CAPCOG region highlights ongoing challenges in meeting behavioral health needs, particularly where mental health and substance use disorders intersect. From 2019 to 2023, unintentional drug-related deaths increased from at least 177 to 482 across the region. Travis and Williamson counties reported the highest totals, with Travis County recording 337 deaths in 2023 alone. Rural counties such

as Bastrop and Hays also experienced steady increases, indicating that this issue affects both urban and rural communities.

Table 10: Drug-Related Deaths by County in the CAPCOG Region (2019–2023)

County	Drug type	Total Deaths 2019	Total Deaths 2020	Total Deaths 2021	Total Deaths 2022	Total Deaths 2023
Williamson	All Drugs	28	40	70	77	75
Travis	All Drugs	149	189	241	314	337
Llano	All Drugs					
Lee	All Drugs					
Hays	All Drugs		13	36	31	36
Fayette	All Drugs					
Caldwell	All Drugs					
Burnet	All Drugs					10
Blanco	All Drugs					
Bastrop	All Drugs		15	12	11	24
CAPCOG Region	All Drugs	177	257	359	433	482

Source: Texas Department of State Health Services (DSHS), Drug-Related Deaths Dashboard. Accessed July 2025

A significant cause of this trend has been the rise in fentanyl-related deaths. In Travis County, fentanyl-related deaths rose sharply from 26 in 2019 to 202 in 2023. Williamson County also saw increases, with reported fentanyl deaths growing from 12 in 2020 to 35 in 2023. Stakeholders across the region expressed concern about the growing impact of fentanyl and the limited availability of harm reduction strategies. These trends reflect the need for timely, coordinated care and expanded prevention efforts for individuals with co-occurring mental health and substance use needs. Stakeholders emphasized the importance of expanding dual-diagnosis treatment, enhancing recovery support, and improving cross-sector coordination. A region-wide approach focused on prevention, early intervention, harm reduction, and accessible care may help reduce unintentional drug-related deaths and improve long-term health outcomes.

Table 11: Fentanyl-Related Deaths by County in the CAPCOG Region (2019–2023)

County	Drug type	Total Deaths 2019	Total Deaths 2020	Total Deaths 2021	Total Deaths 2022	Total Deaths 2023
Williamson	Fentanyl		12	28	36	35
Travis	Fentanyl	26	37	108	195	202
Llano	Fentanyl					
Lee	Fentanyl					
Hays	Fentanyl			11	22	22

Fayette	Fentanyl					
Caldwell	Fentanyl					
Burnet	Fentanyl					
Blanco	Fentanyl					
Bastrop	Fentanyl					
CAPCOG Region	Fentanyl	26	49	147	253	259

Source: Texas Department of State Health Services (DSHS), Drug-Related Deaths Dashboard. Accessed July 2025

The alarming rise in fentanyl-related deaths across the region points to broader challenges within the mental health and substance use service systems. To better understand where improvements are most needed, stakeholders were asked to rank specific aspects of these services. Their feedback echoed themes from engagement sessions, highlighting the urgent need for expanded crisis care, specialized courts, and stronger support systems for individuals seeking treatment and recovery.

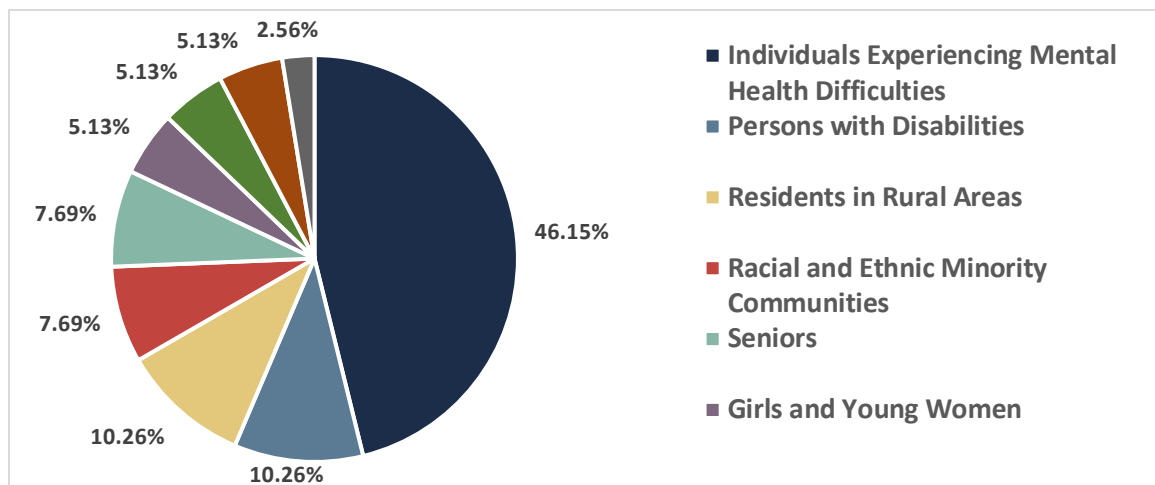
Table 8: Mental Health/ Substance Abuse Aspects Ranked as “Needing Most Improvement”

Mental Health/ Substance Abuse Aspects Ranked as “Needing Most Improvement”
1. Crisis Residential/Respite Centers (24.32 %)
2. Mental Health Courts (13.51%)
3. Drug Courts (13.51%)
4. Case Management for Clients (8.11%)
5. Navigation for Clients (8.11%)
6. Supportive Recovery Services (8.11%)
7. Substance Abuse Intervention (8.11%)
8. Substance Abuse Prevention (8.11%)
9. Training of Justice Professionals in Mental Health Issues (5.26%)
10. Counseling/Therapy (2.70%)

Source: CAPCOG Criminal Justice Regional Needs and Priorities Survey, 2024

Respondents also identified the populations they believe are most underserved. Nearly half (46%) selected individuals experiencing mental health difficulties, followed by rural residents, people with disabilities, and racial/ethnic minority communities. These findings closely align with other program areas, indicating overlapping barriers across systems.

Figure 18: Underserved Mental Health and Substance Abuse Populations Identified by Stakeholders



Source: CAPCOG Criminal Justice Regional Needs and Priorities Survey, 2024

The data suggests that regional solutions must go beyond crisis response to address the full continuum of care, from prevention and intervention to long-term treatment and recovery. Stakeholders consistently emphasized the need for more school-based services, specialized provider training, and culturally competent care, particularly in counties with limited mental health infrastructure. Together, these findings underscore a critical regional priority: expanding and coordinating behavioral health resources to better serve justice-involved individuals, youth, and vulnerable populations.

Diversion and Reentry:

Throughout the regional planning process, diversion and reentry emerged as recurring themes across nearly every topic and stakeholder group from juvenile justice to mental health, victim services, and criminal justice system operations. Stakeholders consistently emphasized the need to reduce reliance on incarceration and provide meaningful pathways back into the community for justice-involved individuals.

Diversion refers to strategies that redirect individuals, particularly those with low-level offenses, mental health challenges, or substance use disorders away from formal justice system involvement and toward supportive services. These can include pre-arrest deflection, specialty courts, or restorative justice programs.

Reentry refers to the process of helping individuals successfully reintegrate into society after incarceration. Effective reentry involves providing access to housing, employment, mental health care, case management, and other wraparound supports to reduce recidivism and promote long-term stability.

These concepts are not limited to a single funding stream or service area they cut across systems and reflect a broader regional goal: to shift from reactive, punitive models toward prevention, rehabilitation, and community-based support. Counties consistently identified gaps in transitional housing, job training, and individualized case management for individuals reentering the community after incarceration. Rural counties reported almost no formal reentry infrastructure. Stakeholders noted that without stable housing or employment support, many returning individuals cycle back into the system. Additionally, mental health and substance use services tailored to justice-involved populations were reported as scarce or nonexistent in several areas.

Youth-specific diversion efforts including truancy prevention, mentoring, and behavioral interventions were also prioritized. Several counties reported having no local juvenile programming, leaving schools and law enforcement without tools to intervene early. Expanding school-based diversion efforts, particularly for truancy and first-time offenses, was seen as essential to reducing future justice system involvement.

Regional Goal and Strategies:

This section outlines objectives and implementation strategies developed to address the highest-priority regional needs identified across the CAPCOG region. These needs, objectives, and strategies reflect the input gathered through regional engagement sessions, stakeholder surveys, and data analysis. A need is defined as a gap in services, resources, or system capacity that prevents communities from adequately addressing criminal justice, mental health, substance abuse, victim services, juvenile justice, or reentry challenges. Each need displays concrete strategies that regional partners can use as guidelines over the next five years to address gaps in services, infrastructure, coordination, and access.

Regional Need #1:

Modernize and Strengthen the Criminal Justice System Infrastructure and capacity to enhance community safety.



Key Objectives:

- Modernize equipment/ technology for the region.
- Expand workforce readiness and training across justice system sectors.
- Support recruitment and retention of professionals in law enforcement and related criminal justice fields.
- Provide care and support for first-on-scene responders exposed to traumatic events.



Implementation Strategies:

- Provide support for agencies in rural or under-resourced areas to update basic infrastructure.
- Support regionally integrated initiatives, including interagency data-sharing systems and regional equipment sharing.
- Provide funding for trauma-informed, de-escalation, and mental health training for officers.
- Fund specialized training on cultural competence, language access, and working with underserved populations.
- Support programs that provide mental health services, peer support programs, and resilience training for first responders.



Top Priorities:

1. Training for Law Enforcement
2. Equipment for Law Enforcement
3. Victim Services
4. Violence Prevention
5. Employee Recruitment/Retention
6. Family Violence Investigation.



Gaps in Resources:

- Employee Recruitment/Retention
- Training for Law Enforcement
- Violence Prevention
- Family Violence Investigation
- Victim Services

Regional Need #2:

Strengthen Youth Prevention and Intervention Programs



Key Objectives:

- Provide early intervention services to at-risk youth.
- Increase support for youth experiencing trauma, addiction, or mental illness.
- Expand access to truancy prevention programs in coordination with schools and community partners.



Implementation Strategies:

- Fund after-school and mentoring programs.
- Expand access to truancy prevention services.
- Address vaping and substance use through early education.
- Develop services for children of incarcerated parents and runaway prevention.
- Encourage regional coordination and shared service models to address resource gaps in rural areas.
- Promote early intervention programs in schools and youth services to prevent escalation of behavioral health issues and justice involvement.



Top Priorities:

1. Violence prevention
2. Mentoring
3. Substance abuse prevention
4. Truancy prevention
5. Vaping prevention.



Gaps in Resources:

- Parent Education
- After-school programs
- Bully Prevention
- Employability Skills/Training
- Drop Out Prevention

Regional Need #3:

Expand and enhance access to mental health and substance abuse services, with a focus on crisis intervention and treatment availability.



Key Objectives:

- Enhance crisis response across the region.
- Expand access to treatment services, address disparities and improve service access for underserved populations.
- Increase availability of crisis stabilization resources and facilities across the region



Implementation Strategies:

- Support the development or expansion of mobile crisis teams and 24/7 crisis hotlines.
- Support programs that establish cross agency protocols between law enforcement, EMS, and Mental Health Providers for coordinated Crisis Response.
- Fund navigation and case management programs that assist individuals in connecting to and maintaining treatment, particularly those experiencing crisis.
- Support programs that connect individuals to treatment and services.



Top Priorities:

1. Crisis Intervention Services
2. Crisis Residential Centers
3. Counseling/ Therapy
4. Alternatives to Incarceration
5. School Based Prevention Programs



Gaps in Resources:

- Crisis Intervention Services
- Suicide Prevention
- Counseling/Therapy
- Alternatives to incarceration
- Outpatient Treatments

Regional Need #4:

Enhance access to trauma-informed, culturally competent victim services across the region, with targeted support for mental health, crisis intervention, and emergency shelter.



Key Objectives:

- Expand access to core victim services across the region.
- Improve emergency response and wraparound services for victims.
- Increase trauma-informed and culturally appropriate services for crime victims.



Implementation Strategies:

- Fund mental health therapy, case management, and crisis intervention.
- Fund the development or expansion of crisis intervention and 24/7 hotline services
- Increase trauma-informed counseling and mental health resources for victims
- Support the creation or enhancement of shelters across the region.
- Fund client navigation and case coordination staff within VOCA-funded programs
- Support language access and culturally competent services, especially in rural and minority communities



Top Priorities:

1. Crisis Intervention Services
2. Mental Health Assistance (Counseling/Therapy)
3. Shelters
4. Advocacy
5. Affordable Housing Options



Gaps in Resources:

- Mental Health Counseling
- Crisis Intervention Services
- Community Awareness/Outreach
- Client Navigation

Regional Need #5:

Promote Diversion and Reentry Solutions



Key Objectives:

- Reduce recidivism among first-time and repeat juvenile and adult offenders.
- Expand access to alternatives to incarceration, including diversion and reentry programs.
- Strengthen diversion pathways for individuals with behavioral health needs to reduce justice system involvement.



Implementation Strategies:

- Expand First Offender and restorative justice programs, particularly in schools and youth-serving agencies.
- Fund case management and navigation programs to support individuals reentering the community after incarceration, with a focus on treatment retention and stabilization.
- Support initiatives that divert individuals from arrest or prosecution by connecting them to behavioral health services, housing, and employment support.
- Provide training to justice and public safety personnel on crisis response, de-escalation, and available diversion options.
- Fund navigation and case management programs that assist individuals in connecting to and maintaining treatment, particularly those reentering from incarceration.
- Support programs that connect individuals to treatment and services in lieu of arrest or prosecution.



Top Priorities:

1. Crisis Intervention Services
2. Mental Health Assistance (Counseling/Therapy)
3. Alternatives to Incarceration
4. School Based Prevention Programs
5. Violence prevention



Gaps in Resources:

- Mental Health Counseling
- Crisis Intervention Services
- Alternatives to incarceration

Strategies for Implementation and Evaluation:

To support the effective execution of this strategic plan, CAPCOG will promote alignment between applicant projects and the regional priorities outlined across all five need areas. The Criminal Justice Advisory Committee (CJAC) will incorporate these priorities into the grant scoring and funding recommendation process, ensuring that proposed programs directly address identified gaps. CAPCOG will encourage coordination across agencies particularly in rural or under-resourced areas through regional partnerships, shared service models, and interagency collaboration. Technical assistance will be offered to applicants developing programs that support priority objectives, especially those incorporating evidence-based or trauma-informed approaches. Progress will be assessed through regular engagement with regional stakeholders and a review of outcomes reported by funded projects, helping ensure that strategies remain responsive and impactful over the duration of the plan.

Use of the Strategic Plan

This strategic plan serves as a guided document for CAPCOG and the Criminal Justice Advisory Committee (CJAC) in prioritizing funding decisions and evaluating grant applications submitted through the Office of the Governor's Public Safety Office (PSO). CJAC will use the objectives and strategies outlined in this plan to assess how well proposed projects align with regional needs and priorities, ensuring that limited funding is directed toward the most pressing service gaps and high-impact initiatives. CAPCOG will also use the plan to inform policy development, support regional advocacy efforts, and strengthen coordination among justice system partners. As regional conditions evolve, CAPCOG will periodically review the plan in consultation with stakeholders to ensure it remains relevant and actionable. Any necessary updates or revisions will be made to reflect emerging needs, changes in funding priorities, or significant shifts in community safety trends.

Appendix:

Appendix A: Stakeholder Survey Instrument

The following survey instrument was distributed to regional stakeholders as part of the CAPCOG Criminal Justice Strategic Planning process. The purpose was to gather input on current service gaps, emerging needs, and strategic priorities related to the criminal justice system, juvenile justice, mental health and substance abuse, victim services, and reentry/diversion across the 10-county region. Data collected informed key findings and shaped regional goals and strategies for the 2025–2030 Criminal Justice Strategic Plan.

1

Please indicate your professional background.		
	Response Percent	Response Count
Adult Probation	0.00%	0
Citizen	4.26%	4
College/University Professional	0.00%	0
Education (K-12)	9.57%	9
Faith-Based Organization	1.06%	1
Juvenile Probation	7.45%	7
Law Enforcement	37.23%	35
Legal Services	3.19%	3
Mental Health Provider	6.38%	6
Prosecution or Courts	1.06%	1
Public Health	1.06%	1
Substance Abuse Prevention	0.00%	0
Victim Services Provider	15.96%	15
Other (Please specify)	12.77%	12

2

If you are completing this survey as part of an agency, check all counties that are served by your agency: If you are completing this survey as a citizen, select the county in which you reside.		
	Response Percent	Response Count
Bastrop	24.47%	23
Blanco	14.89%	14
Burnet	20.21%	19
Caldwell	21.28%	20
Fayette	18.09%	17
Hays	37.23%	35
Lee	12.77%	12
Llano	13.83%	13
Travis	47.87%	45
Williamson	29.79%	28

3

Please State Your Professional Title	
94 Responses	

4

As professionals in your field, your input is valuable. This survey is designed to gather insights from those with expertise and strong interest in key areas. Please thoughtfully select the categories below where you have significant knowledge or interest in. (Multiple Categories Can Be Selected)

	Response Percent	Response Count
Juvenile Justice System and School-based System	37.23%	35
Criminal Justice System	61.70%	58
Mental Health/Substance Abuse Treatment	43.62%	41
Victim of Crime	44.68%	42

5

What Juvenile Justice Services do you think should be a priority/focus for the CAPCOG region? (Please select at most 3)

	Response Percent	Response Count
After School Programs	15.38%	4
Bully Prevention	19.23%	5
Character Building	15.38%	4
Children of Incarcerated Parents Programs	15.38%	4
Community Education	15.38%	4
Drop-Out Prevention	15.38%	4
Employability Skills/Training	23.08%	6
Family Stability	23.08%	6
First Offender Programs	7.69%	2
Gang Prevention	7.69%	2
Healthy Relationships	11.54%	3
Internet/Technology Safety	0.00%	0
Life Skills Classes	23.08%	6
Mentoring	26.92%	7
Offender Accountability	23.08%	6
Parent Education	11.54%	3
Runaway Prevention Programs	0.00%	0
School Resource Officers	15.38%	4
Specialized Juvenile Offender Courts	15.38%	4
Specialized Training for Professionals	7.69%	2
Substance Abuse Early Intervention	15.38%	4
Substance Abuse Prevention	26.92%	7
Vaping Prevention	26.92%	7
Truancy Prevention	26.92%	7
Victimized Youth	7.69%	2
Violence Prevention	30.77%	8
Other (Please specify)	7.69%	2

6

Please rank the following areas based on how well your community serves Juveniles through the Justice System. (With 1 being the best and 11 indicating the area that needs the most improvement).

	1		2		3		4		5	
	Response Percent	Response Count	Response Percent	Response Count	Response Percent	Response Count	Response Percent	Response Count	Response Percent	Response Count
Education Programs for Juveniles	13.04%	3	26.09%	6	8.70%	2	0.00%	0	17.39%	4
Prevention Programs for Juveniles	8.70%	2	4.35%	1	13.04%	3	17.39%	4	4.35%	1
Treatment Programs for Juveniles	8.70%	2	4.35%	1	17.39%	4	13.04%	3	21.74%	5
Children of Incarcerated Parents	0.00%	0	8.70%	2	13.04%	3	8.70%	2	0.00%	0
Training for Professionals	26.09%	6	17.39%	4	13.04%	3	17.39%	4	4.35%	1
Juvenile Court System	16.67%	4	20.83%	5	4.17%	1	8.33%	2	16.67%	4
Parental Involvement/Education	0.00%	0	0.00%	0	21.74%	5	0.00%	0	8.70%	2
Preventing Illegal Use of Alcohol, Tobacco and Drugs	8.70%	2	0.00%	0	8.70%	2	13.04%	3	8.70%	2
Juvenile Victims of Crime	8.70%	2	4.35%	1	0.00%	0	8.70%	2	8.70%	2
Reentry Services for Juveniles After Incarceration	8.70%	2	4.35%	1	0.00%	0	13.04%	3	4.35%	1
Transitional Living Services for Older Foster Youth ages 14 up to 23	4.35%	1	8.70%	2	0.00%	0	0.00%	0	4.35%	1

6

	6		7		8		9		10		11	
	Response Percent	Response Count	Response Percent	Response Count	Response Percent	Response Count	Response Percent	Response Count	Response Percent	Response Count	Response Percent	Response Count
	4.35%	1	8.70%	2	0.00%	0	8.70%	2	13.04%	3	0.00%	0
	8.70%	2	0.00%	0	8.70%	2	4.35%	1	17.39%	4	13.04%	3
	4.35%	1	8.70%	2	8.70%	2	8.70%	2	0.00%	0	4.35%	1
	8.70%	2	0.00%	0	17.39%	4	13.04%	3	26.09%	6	4.35%	1
	8.70%	2	0.00%	0	4.35%	1	0.00%	0	0.00%	0	8.70%	2
	12.50%	3	8.33%	2	4.17%	1	4.17%	1	0.00%	0	4.17%	1
	8.70%	2	34.78%	8	17.39%	4	4.35%	1	0.00%	0	4.35%	1
	8.70%	2	26.09%	6	13.04%	3	0.00%	0	8.70%	2	4.35%	1
	21.74%	5	4.35%	1	4.35%	1	39.13%	9	0.00%	0	0.00%	0
	8.70%	2	4.35%	1	17.39%	4	4.35%	1	17.39%	4	17.39%	4
	4.35%	1	4.35%	1	4.35%	1	13.04%	3	17.39%	4	39.13%	9

7

In order to address gaps in Juvenile Justice resources, please evaluate the availability and sufficiency of the following programs in your community.

	Not Available		Available but Insufficient		Available and Sufficient		No Opinion	
	Response Percent	Response Count	Response Percent	Response Count	Response Percent	Response Count	Response Percent	Response Count
After School Programs	0.00%	0	73.08%	19	19.23%	5	7.69%	2
Bully Prevention	0.00%	0	73.08%	19	7.69%	2	19.23%	5
Character Building	3.85%	1	65.38%	17	11.54%	3	19.23%	5
Children of Incarcerated Parents Programs	38.46%	10	34.62%	9	7.69%	2	19.23%	5
Community Education	11.54%	3	57.69%	15	11.54%	3	19.23%	5
Drop-Out Prevention	3.85%	1	69.23%	18	15.38%	4	11.54%	3
Employability Skills/Training	0.00%	0	73.08%	19	11.54%	3	15.38%	4
Family Stability	23.08%	6	57.69%	15	3.85%	1	15.38%	4
First Offender Programs	7.69%	2	50.00%	13	19.23%	5	23.08%	6
Healthy Relationships	11.54%	3	61.54%	16	11.54%	3	15.38%	4
Gang Prevention	20.00%	5	52.00%	13	8.00%	2	20.00%	5
Internet/ Technology Safety	0.00%	0	56.00%	14	20.00%	5	24.00%	6
Life Skills Classes	0.00%	0	61.54%	16	15.38%	4	23.08%	6
Mentoring	15.38%	4	69.23%	18	7.69%	2	7.69%	2
Offender Accountability	19.23%	5	42.31%	11	19.23%	5	19.23%	5
Parent Education	0.00%	0	80.77%	21	0.00%	0	19.23%	5
Runaway Prevention Programs	30.77%	8	38.46%	10	3.85%	1	26.92%	7
School Resource Officers	4.00%	1	36.00%	9	56.00%	14	4.00%	1
Specialized Juvenile Offender Courts	30.77%	8	26.92%	7	19.23%	5	23.08%	6
Specialized Training for Professionals	7.69%	2	46.15%	12	23.08%	6	23.08%	6
Substance Abuse Early Intervention	19.23%	5	50.00%	13	11.54%	3	19.23%	5
Substance Abuse Prevention	12.00%	3	64.00%	16	12.00%	3	12.00%	3
Vaping Prevention	19.23%	5	50.00%	13	7.69%	2	23.08%	6
Truancy Prevention	7.69%	2	57.69%	15	19.23%	5	15.38%	4
Victimized Youth	19.23%	5	53.85%	14	7.69%	2	19.23%	5
Violence Prevention	19.23%	5	57.69%	15	3.85%	1	19.23%	5

8

In the context of Juvenile Justice, which groups in your community are the most underserved? (Select one answer choice)

	response Percent	response Count
Girls and Young Women	4.00%	1
Boys and Young Men	12.00%	3
Individuals with Limited English Proficiency	8.00%	2
Persons with Disabilities	4.00%	1
Individuals Experiencing Mental Health Difficulties	40.00%	10
Racial and Ethnic Minority Communities	8.00%	2
Residents in Rural Areas	16.00%	4
Residents in Urban Areas	0.00%	0
LGBTQ+	8.00%	2

9

What Criminal Justice Services do you think should be a priority/focus for the CAPCOG region? (Please select at most 3)

	Response Percent	Response Count
Access to Legal Services	9.76%	4
Arrest Rates	4.88%	2
Alternatives to Incarceration	12.20%	5
Awareness Programs	12.20%	5
Cold Case Investigation	2.44%	1
Crime Scene Investigation	9.76%	4
Investigators for Defense/Prosecutors	4.88%	2
Diversion Programs	14.63%	6
Drug Enforcement	4.88%	2
DWI Enforcement	4.88%	2
Employee Recruitment/ Retention	19.51%	8
Equipment for Law Enforcement	48.78%	20
Family Violence Investigation	19.51%	8
Gang Prevention Unit Services	2.44%	1
Internet-based Crimes	12.20%	5
Justice Information System	7.32%	3
Juvenile/Adult Drug Court	2.44%	1
Language Access	7.32%	3
Neighborhood Watch	0.00%	0
Re-entry Services	9.76%	4
Response Time to Emergency Calls	4.88%	2
Sexual Assault Investigators/Prosecutors	17.07%	7
Terrorism Prevention/Counterterrorism	2.44%	1
Traffic Enforcement	7.32%	3
Training for Law Enforcement	56.10%	23
Victim Services	31.71%	13
Violence Prevention	26.83%	11
Other (Please specify)	4.88%	2

Please rank the following aspects of the Criminal Justice System in your community. (With 1 being the best and 8 indicating the area that needs the most improvement).

	1		2		3		4		
	Response Percent	Response Count	Response Percent	Response Count	Response Percent	Response Count	Response Percent	Response Count	
Community Visibility	53.85%	21	10.26%	4	12.82%	5	15.38%	6	6
Reducing Crime	5.13%	2	28.21%	11	12.82%	5	10.26%	4	4
Responding to Crime	23.08%	9	33.33%	13	15.38%	6	10.26%	4	4
Prosecution/ Case Disposition	5.26%	2	2.63%	1	15.79%	6	13.16%	5	5
Courts	2.56%	1	7.69%	3	5.13%	2	20.51%	8	8
Re-entry Services	0.00%	0	5.13%	2	12.82%	5	5.13%	2	2
Language Access	2.56%	1	2.56%	1	10.26%	4	10.26%	4	4
Technology	7.69%	3	10.26%	4	15.38%	6	15.38%	6	6

	5		6		7		8		
	Response Percent	Response Count	Response Percent	Response Count	Response Percent	Response Count	Response Percent	Response Count	
	2.56%	1	2.56%	1	0.00%	0	2.56%	1	1
	23.08%	9	10.26%	4	7.69%	3	2.56%	1	1
	2.56%	1	5.13%	2	5.13%	2	5.13%	2	2
	10.53%	4	18.42%	7	13.16%	5	21.05%	8	8
	23.08%	9	15.38%	6	20.51%	8	5.13%	2	2
	5.13%	2	5.13%	2	33.33%	13	33.33%	13	13
	12.82%	5	20.51%	8	17.95%	7	23.08%	9	9
	20.51%	8	23.08%	9	2.56%	1	5.13%	2	2

10

In order to address gaps in the Criminal Justice system, which of the following services currently have the most significant gaps in resources?

	Not Available		Available but Insufficient		Available and Sufficient		No Opinion		
	Response Percent	Response Count	Response Percent	Response Count	Response Percent	Response Count	Response Percent	Response Count	
	Access to Legal Services	5.26%	2	42.11%	16	28.95%	11	23.68%	
Arrest Rates	5.13%	2	23.08%	9	46.15%	18	25.64%	10	10
Alternatives to Incarceration	5.26%	2	44.74%	17	28.95%	11	21.05%	8	8
Awareness Programs	2.63%	1	52.63%	20	31.58%	12	13.16%	5	5
Cold Case Investigation	10.53%	4	42.11%	16	28.95%	11	18.42%	7	7
Crime Scene Investigation	0.00%	0	39.47%	15	47.37%	18	13.16%	5	5
Investigators for Defense/Prosecutors	2.63%	1	31.58%	12	18.42%	7	47.37%	18	18
Diversion Programs	7.89%	3	34.21%	13	28.95%	11	28.95%	11	11
Drug Enforcement	2.63%	1	60.53%	23	23.68%	9	13.16%	5	5
DWI Enforcement	5.26%	2	52.63%	20	31.58%	12	10.53%	4	4
Employee Recruitment/ Retention	2.63%	1	76.32%	29	10.53%	4	10.53%	4	4
Equipment for Law Enforcement	2.63%	1	68.42%	26	18.42%	7	10.53%	4	4
Family Violence Investigation	0.00%	0	55.26%	21	42.11%	16	2.63%	1	1
Gang Prevention Unit Services	26.32%	10	36.84%	14	15.79%	6	21.05%	8	8
Internet-based Crimes	10.53%	4	71.05%	27	10.53%	4	7.89%	3	3
Justice Information System	10.53%	4	31.58%	12	34.21%	13	23.68%	9	9
Juvenile/Adult Drug Court	13.89%	5	19.44%	7	25.00%	9	41.67%	15	15
Language Access	10.53%	4	68.42%	26	13.16%	5	7.89%	3	3
Neighborhood Watch	15.79%	6	26.32%	10	31.58%	12	26.32%	10	10
Re-entry Services	13.16%	5	28.95%	11	13.16%	5	44.74%	17	17
Response Time to Emergency Calls	5.26%	2	47.37%	18	36.84%	14	10.53%	4	4
Sexual Assault Investigators/Prosecutors	0.00%	0	63.16%	24	26.32%	10	10.53%	4	4
Terrorism Prevention/Counterterrorism	18.42%	7	36.84%	14	18.42%	7	26.32%	10	10
Traffic Enforcement	5.26%	2	39.47%	15	44.74%	17	10.53%	4	4
Training for Law Enforcement	2.70%	1	72.97%	27	24.32%	9	2.70%	1	1
Victim Services	2.63%	1	55.26%	21	34.21%	13	7.89%	3	3
Violence Prevention	13.16%	5	55.26%	21	15.79%	6	15.79%	6	6

11

12

	In your opinion, what are the most essential pieces of law enforcement equipment in your community?							
	Not Important		Somewhat Important		Very Important		No Opinion	
	Response Percent	Response Count	Response Percent	Response Count	Response Percent	Response Count	Response Percent	Response Count
Automated License Plate Reader	5.26%	2	26.32%	10	57.89%	22	10.53%	4
Automated External Defibrillators	0.00%	0	31.58%	12	57.89%	22	10.53%	4
Body Cameras	0.00%	0	2.56%	1	89.74%	35	7.69%	3
Computer Forensic Software	0.00%	0	20.51%	8	74.36%	29	5.13%	2
Crime Scene Investigation Equipment/Supplies	0.00%	0	12.82%	5	76.92%	30	10.26%	4
Evidence/Property Room	0.00%	0	21.05%	8	68.42%	26	10.53%	4
In-car Computers	0.00%	0	10.53%	4	81.58%	31	7.89%	3
In-car Video Systems	0.00%	0	7.89%	3	84.21%	32	7.89%	3
K-9 Equipment/ Supplies	2.63%	1	50.00%	19	34.21%	13	13.16%	5
Live Scan	5.26%	2	28.95%	11	44.74%	17	21.05%	8
Radar Unit	0.00%	0	34.21%	13	52.63%	20	13.16%	5
Radio System	0.00%	0	10.53%	4	81.58%	31	7.89%	3
Specialized Vehicles	7.89%	3	39.47%	15	44.74%	17	7.89%	3
Surveillance/Drones	0.00%	0	36.84%	14	52.63%	20	10.53%	4
SWAT Equipment	0.00%	0	34.21%	13	55.26%	21	10.53%	4
Tasers	0.00%	0	26.32%	10	65.79%	25	7.89%	3
Watch Tower	18.42%	7	44.74%	17	7.89%	3	28.95%	11

13

	In your opinion, what law enforcement equipment do you perceive to be lacking in your community?							
	Not Available		Available and Insufficient		Available and Sufficient		No Opinion	
	Response Percent	Response Count	Response Percent	Response Count	Response Percent	Response Count	Response Percent	Response Count
Automated License Plate Reader	15.79%	6	36.84%	14	28.95%	11	18.42%	7
Automated External Defibrillators	7.89%	3	31.58%	12	47.37%	18	13.16%	5
Body Cameras	0.00%	0	10.53%	4	78.95%	30	10.53%	4
Computer Forensic Software	13.16%	5	52.63%	20	21.05%	8	13.16%	5
Crime Scene Investigation Equipment/Supplies	0.00%	0	44.74%	17	39.47%	15	15.79%	6
Evidence/Property Room	0.00%	0	28.95%	11	52.63%	20	18.42%	7
In-car Computers	0.00%	0	7.89%	3	78.95%	30	15.79%	6
In-car Video Systems	0.00%	0	7.89%	3	76.32%	29	15.79%	6
K-9 Equipment/ Supplies	2.63%	1	21.05%	8	50.00%	19	26.32%	10
Live Scan	26.32%	10	13.16%	5	13.16%	5	47.37%	18
Radar Unit	0.00%	0	10.53%	4	68.42%	26	21.05%	8
Radio System	0.00%	0	13.16%	5	71.05%	27	15.79%	6
Specialized Vehicles	5.26%	2	31.58%	12	42.11%	16	21.05%	8
Surveillance/Drones	10.53%	4	36.84%	14	34.21%	13	18.42%	7
SWAT Equipment	15.79%	6	23.68%	9	34.21%	13	26.32%	10
Tasers	0.00%	0	13.16%	5	73.68%	28	13.16%	5
Watch Tower	32.43%	12	10.81%	4	10.81%	4	45.95%	17

14

In the context of Criminal Justice, which groups in your community are the most underserved? (Select one answer choice)		
	Response Percent	Response Count
Girls and Young Women	5.13%	2
Boys and Young Men	0.00%	0
Individuals with Limited English Proficiency	12.82%	5
Persons with Disabilities	2.56%	1
Individuals Experiencing Mental Health Difficulties	51.28%	20
Racial and Ethnic Minority Communities	12.82%	5
Seniors	7.69%	3
Residents in Rural Areas	7.69%	3
Residents in Urban Areas	0.00%	0
LGBTQ+	0.00%	0

15

What Mental Health/ Substance Abuse services do you think should be a priority/focus for the CAPCOG region? (Please Select at Most 3)		
	Response Percent	Response Count
Access to Medication	12.50%	5
Substance Abuse Education Program for Minors	15.00%	6
Alternatives to Incarceration	32.50%	13
Counseling/Therapy	35.00%	14
Crisis Intervention Services	50.00%	20
Crisis Residential Centers	37.50%	15
Culturally Competent Services	12.50%	5
Diversion Programs	15.00%	6
DWI Programs	2.50%	1
Outpatient Treatment Programs	15.00%	6
Prevention of Drug Related Offenses	2.50%	1
Residential Treatment Programs	25.00%	10
Respite Care Programs	5.00%	2
School-based Prevention Programs	27.50%	11
Specialized Training for Professionals on Mental Health Issues	22.50%	9
Substance Abuse Treatment	17.50%	7
Suicide Prevention	10.00%	4
Vaping Prevention Programs for Youth	10.00%	4
Treatment Programs for Offenders	15.00%	6
Other (Please specify)	0.00%	0

16

Please rank the following areas based on how well your community serves individuals dealing with mental health/substance abuse issues in your community. (With 1 being the best and 10 indicating the area that needs the most improvement).										
	1		2		3		4		5	
	Response Percent	Response Count	Response Percent	Response Count	Response Percent	Response Count	Response Percent	Response Count	Response Percent	Response Count
Case Management for Clients	10.81%	4	8.11%	3	13.51%	5	10.81%	4	10.81%	4
Navigation for Clients	2.70%	1	13.51%	5	8.11%	3	13.51%	5	5.41%	2
Mental Health Courts	13.51%	5	10.81%	4	5.41%	2	16.22%	6	10.81%	4
Training of Justice Professionals in Mental Health Issues	34.21%	13	13.16%	5	7.89%	3	10.53%	4	13.16%	5
Counseling/Therapy	8.11%	3	13.51%	5	16.22%	6	8.11%	3	24.32%	9
Drug Courts	16.22%	6	16.22%	6	2.70%	1	10.81%	4	13.51%	5
Crisis Residential/Respite Centers	2.70%	1	2.70%	1	13.51%	5	5.41%	2	2.70%	1
Supportive Recovery Services	5.41%	2	10.81%	4	8.11%	3	8.11%	3	13.51%	5
Substance Abuse Intervention	2.70%	1	5.41%	2	13.51%	5	5.41%	2	2.70%	1
Substance Abuse Prevention	5.41%	2	5.41%	2	10.81%	4	10.81%	4	2.70%	1
	6		7		8		9		10	
	Response Percent	Response Count	Response Percent	Response Count	Response Percent	Response Count	Response Percent	Response Count	Response Percent	Response Count
Case Management for Clients	8.11%	3	21.62%	8	2.70%	1	5.41%	2	8.11%	3
Navigation for Clients	10.81%	4	8.11%	3	18.92%	7	10.81%	4	8.11%	3
Mental Health Courts	5.41%	2	0.00%	0	5.41%	2	18.92%	7	13.51%	5
Training of Justice Professionals in Mental Health Issues	5.26%	2	7.89%	3	0.00%	0	2.63%	1	5.26%	2
Counseling/Therapy	13.51%	5	2.70%	1	8.11%	3	2.70%	1	2.70%	1
Drug Courts	8.11%	3	5.41%	2	5.41%	2	8.11%	3	13.51%	5
Crisis Residential/Respite Centers	10.81%	4	16.22%	6	10.81%	4	10.81%	4	24.32%	9
Supportive Recovery Services	8.11%	3	10.81%	4	18.92%	7	8.11%	3	8.11%	3
Substance Abuse Intervention	10.81%	4	18.92%	7	18.92%	7	13.51%	5	8.11%	3
Substance Abuse Prevention	18.92%	7	8.11%	3	10.81%	4	18.92%	7	8.11%	3

17

	In order to address gaps in mental health/ substance abuse services, which of the following services currently have the most significant gaps in resources?							
	Not Available		Available but Insufficient		Available and Sufficient		No Opinion	
	Response Percent	Response Count	Response Percent	Response Count	Response Percent	Response Count	Response Percent	Response Count
Access to Medication	5.00%	2	62.50%	25	15.00%	6	20.00%	8
Substance Abuse Education Program for Minors	15.00%	6	47.50%	19	27.50%	11	10.00%	4
Alternatives to Incarceration	15.00%	6	70.00%	28	7.50%	3	7.50%	3
Counseling/Therapy	2.50%	1	72.50%	29	20.00%	8	5.00%	2
Crisis Intervention Services	0.00%	0	90.00%	36	10.00%	4	0.00%	0
Crisis Residential Centers	27.50%	11	60.00%	24	5.00%	2	10.00%	4
Culturally Competent Services	15.00%	6	55.00%	22	10.00%	4	20.00%	8
Diversion Programs	10.00%	4	52.50%	21	15.00%	6	22.50%	9
DWI Programs	12.50%	5	27.50%	11	27.50%	11	32.50%	13
Outpatient Treatment Programs	10.00%	4	70.00%	28	12.50%	5	12.50%	5
Prevention of Drug Related Offenses	15.00%	6	47.50%	19	12.50%	5	27.50%	11
Residential Treatment Programs	25.00%	10	52.50%	21	7.50%	3	15.00%	6
Respite Care Programs	32.50%	13	40.00%	16	5.00%	2	22.50%	9
School-based Prevention Programs	7.50%	3	62.50%	25	20.00%	8	12.50%	5
Specialized Training for Professionals on Mental Health Issues	5.00%	2	60.00%	24	30.00%	12	5.00%	2
Substance Abuse Treatment	15.00%	6	62.50%	25	10.00%	4	12.50%	5
Suicide Prevention	5.00%	2	75.00%	30	12.50%	5	7.50%	3
Vaping Prevention Programs for Youth	20.00%	8	45.00%	18	10.00%	4	25.00%	10
Treatment Programs for Offenders	10.00%	4	57.50%	23	5.00%	2	27.50%	11

18

In relation to Mental Health/ Substance Abuse, who is the most underserved populations in your community? (Select one answer choice)		
	Response Percent	Response Count
Girls and Young Women	5.13%	2
Boys and Young Men	2.56%	1
Individuals with Limited English Proficiency	5.13%	2
Persons with Disabilities	10.26%	4
Individuals Experiencing Mental Health Difficulties	46.15%	18
Racial and Ethnic Minority Communities	7.69%	3
Seniors	7.69%	3
Residents in Rural Areas	10.26%	4
Residents in Urban Areas	0.00%	0
LGBTQ+	5.13%	2

19 What Victims Services do you think should be a priority/focus for the CAPCOG region? (Select at most 3)		
	Response Percent	Response Count
Advocacy	26.92%	14
Affordable Housing Options	21.15%	11
Victims Compensation Claims Assistance	13.46%	7
Assistance Recovering Property	7.69%	4
Client Navigation	3.85%	2
Community Awareness/Outreach	7.69%	4
Comprehensive Service Locations	7.69%	4
Crisis Intervention Services	44.23%	23
Culturally Competent Services	7.69%	4
Emergency Food, Clothing, and other Essential Items	13.46%	7
Emergency Transportation	1.92%	1
Forensic Examinations for Sexual Assault Victims	7.69%	4
Forensic Interviews for Child Abuse Victims	13.46%	7
Hotline Counseling	5.77%	3
Information & Referral	11.54%	6
Language Access	11.54%	6
Legal Services	17.31%	9
Medical Accompaniment	3.85%	2
Mental Health Assistance (Counseling/Therapy)	42.31%	22
Multidisciplinary Team Case Coordination	11.54%	6
Shelters	32.69%	17
Specialized Child Abuse Courts	1.92%	1
Specialized Family Violence Courts	11.54%	6

20	Please rank the following areas based on how well your community serves Victims of Crime or Victims of violence in your community. (With 1 being the best and 4 indicating the area that needs the most improvement).							
	1		2		3		4	
	Response Percent	Response Count	Response Percent	Response Count	Response Percent	Response Count	Response Percent	Response Count
Responding to the emotional and physical needs of crime victims	31.91%	15	34.04%	16	17.02%	8	17.02%	8
Assisting victims in stabilizing their lives after a victimization	14.29%	7	16.33%	8	36.73%	18	32.65%	16
Assisting victims to understand and participate in the criminal justice system	25.00%	12	25.00%	12	25.00%	12	25.00%	12
Providing victims with safety security	30.61%	15	26.53%	13	20.41%	10	22.45%	11

21

In order to address gaps in victim services, which of the following services currently have the most significant gaps in resources?								
	Not Available		Available but Insufficient		Available and Sufficient		No Opinion	
	Response Percent	Response Count	Response Percent	Response Count	Response Percent	Response Count	Response Percent	Response Count
Advocacy	6.00%	3	60.00%	30	24.00%	12	10.00%	5
Affordable Housing Options	21.57%	11	56.86%	29	11.76%	6	11.76%	6
Assisting Filing Victims Compensation Claims	6.00%	3	42.00%	21	34.00%	17	18.00%	9
Assistance Recovering Property	19.61%	10	47.06%	24	7.84%	4	25.49%	13
Client Navigation	1.96%	1	64.71%	33	17.65%	9	15.69%	8
Community Awareness/Outreach	5.88%	3	64.71%	33	17.65%	9	11.76%	6
Comprehensive Service Locations	11.76%	6	50.98%	26	15.69%	8	21.57%	11
Crisis Intervention Services	0.00%	0	68.63%	35	25.49%	13	5.88%	3
Culturally Competent Services	5.88%	3	58.82%	30	21.57%	11	13.73%	7
Emergency Food, Clothing, and other Essential Items	0.00%	0	58.82%	30	31.37%	16	9.80%	5
Emergency Transportation	10.00%	5	48.00%	24	30.00%	15	14.00%	7
Forensic Examinations for Sexual Assault Victims	1.96%	1	39.22%	20	47.06%	24	13.73%	7
Forensic Interviews for Child Abuse Victims	0.00%	0	33.33%	17	49.02%	25	17.65%	9
Hotline Counseling	3.92%	2	37.25%	19	39.22%	20	19.61%	10
Information & Referral	0.00%	0	45.10%	23	41.18%	21	13.73%	7
Language Access	6.00%	3	58.00%	29	22.00%	11	14.00%	7
Legal Services	7.84%	4	58.82%	30	17.65%	9	15.69%	8
Medical Accompaniment	3.92%	2	45.10%	23	25.49%	13	25.49%	13
Mental Health Assistance (Counseling/Therapy)	3.92%	2	76.47%	39	13.73%	7	7.84%	4
Multidisciplinary Team Case Coordination	1.96%	1	60.78%	31	23.53%	12	13.73%	7
Shelters	9.80%	5	62.75%	32	21.57%	11	7.84%	4
Specialized Child Abuse Courts	19.61%	10	31.37%	16	11.76%	6	37.25%	19
Specialized Family Violence Courts	23.53%	12	33.33%	17	11.76%	6	31.37%	16
Specialized Human Trafficking Programs	17.65%	9	45.10%	23	11.76%	6	25.49%	13
Volunteer Recruitment/Training	2.00%	1	62.00%	31	12.00%	6	26.00%	13

22

In relation to Victim Services, who is the most underserved populations in your community? (Select One Answer Choice)		
	Response Percent	Response Count
Girls and Young Women	23.53%	12
Boys and Young Men	1.96%	1
Individuals with Limited English Proficiency	11.76%	6
Persons with Disabilities	5.88%	3
Individuals Experiencing Mental Health Difficulties	25.49%	13
Racial and Ethnic Minority Communities	13.73%	7
Seniors	1.96%	1
Residents in Rural Areas	11.76%	6
Residents in Urban Areas	0.00%	0
LGBTQ+	3.92%	2

Appendix B: Glossary of Terms and Acronyms

After-School Programs: Supervised programs outside of school hours that support academic success and reduce risk factors for delinquency by providing positive environments and structured activities.

Alternatives to Incarceration: Community-based options for eligible individuals in place of jail or prison, such as pretrial diversion, restorative justice, mental health courts, or treatment programs. A key strategy to reduce system involvement and recidivism.

Advocacy: Legal or social support services help individuals navigate systems (e.g., criminal justice, housing, medical) and assert their rights, particularly for victims of crime.

Bully Prevention: Programs that teach youth how to prevent and respond to bullying through education, social-emotional learning, and behavioral support. Often delivered in schools.

CAPCOG (Capital Area Council of Governments): A regional planning organization serving 10 Central Texas counties. CAPCOG coordinates efforts in criminal justice planning, economic development, emergency response, and more.

CJAC (Criminal Justice Advisory Committee): A multi-disciplinary committee that evaluates grant applications, sets regional priorities, and advises on criminal justice policy and strategy for the CAPCOG region.

Client Navigation: Individualized support to help clients move through systems of care and connect with needed services such as housing, treatment, legal aid, and victim services.

Community Awareness/Outreach: Efforts to educate the public about available services, prevention programs, victim resources, and behavioral health issues to improve access and reduce stigma.

Counseling/Therapy: Behavioral health services provided by licensed professionals to address trauma, depression, anxiety, and other mental health needs.

Crisis Intervention Services: Emergency services provided to individuals experiencing acute mental health, behavioral, or substance use crises. Services include mobile crisis teams, hotline support, and co-response units.

Crisis Residential Centers: Short-term residential facilities offering stabilization, monitoring, and crisis intervention for individuals in severe mental health crises who do not require hospitalization.

Diversion: Redirection of individuals from formal justice processing into programs that address underlying issues (e.g., mental illness, substance use). Includes community-based programs, treatment courts, and deferred adjudication.

Dropout Prevention: Initiatives to help students stay engaged and enrolled in school. Strategies include credit recovery, wraparound services, mentoring, and behavioral health support.

Early Intervention: Programs that identify and address behavioral or social issues at an early stage to prevent deeper involvement with criminal justice or child welfare systems.

Enforcement of Internet-Based Crimes: Law enforcement and prosecutorial efforts to investigate crimes such as cyberbullying, trafficking, and online exploitation. This area was identified as under-resourced.

Equipment for Law Enforcement: Essential tools and technology (e.g., radios, body-worn cameras, vehicles) needed for safety and service delivery.

CAPCOG Executive Committee: The Executive board of CAPCOG provides oversight and final approval of CJAC funding recommendations and strategic plans.

Family Violence Investigation: The specialized law enforcement response to domestic violence incidents. Identified needs include training, victim-centered practices, and cross-agency coordination.

Gap in Services: A program or resource that is unavailable, inaccessible, or insufficient to meet community needs due to funding, staffing, geographic limitations, or capacity issues.

Grant Scoring: The process by which CJAC members evaluate applications based on standardized criteria including alignment with regional needs, effectiveness, sustainability, and priority fit.

Juvenile Justice: Systems and services that respond to or prevent youth involvement in the justice system.

Language Access: Provision of translation, interpretation, and bilingual services to ensure equitable access to services and justice system participation for individuals with limited English proficiency.

LMHA (Local Mental Health Authority): Regional behavioral health agencies designated by the state to coordinate crisis services, treatment, and community-based supports for individuals with mental illness.

Mental Health Assistance (see also Counseling/Therapy): General services provided to individuals experiencing psychological distress. Includes assessment, treatment, crisis response, and long-term supports.

Mental Health/Substance Use: A combined priority area involving prevention, treatment, recovery, and crisis care.

Mentoring: Structured relationships where youth or adults receive guidance, accountability, and positive role modeling. Helps reduce recidivism, improve academic performance, and support behavioral change.

Outpatient Treatments: Behavioral health or substance use care delivered in a non-residential setting. Frequently cited as an underfunded or unavailable service in rural areas.

Parent Education: Programs that teach caregivers skills to support child development, prevent youth delinquency, and improve school attendance and behavior.

Reentry: A set of services and support that help formerly incarcerated individuals reintegrate into the community. Includes housing, job training, case management, and mental health support.

Regional Priority: An issue stakeholders identified as urgent or impactful, warranting targeted investment or strategic action, even if some services are already in place.

School-Based Prevention Programs: Programs delivered on school campuses that address violence prevention, substance use, mental health, and absenteeism. Identified as a priority to reduce long-term justice involvement.

Substance Abuse Prevention: Community and school-based efforts to prevent the initiation or escalation of substance use, especially among youth. Strategies include education, outreach, and media campaigns.

Supportive Recovery Services: Post-treatment supports that promote long-term recovery from mental illness or addiction, including peer support, housing, and life skills.

Suicide Prevention: Programs designed to reduce suicidal ideation and behavior through awareness, training, crisis response, and access to care.

Training for Law Enforcement: Ongoing professional development designed to equip officers with the knowledge and skills needed to respond effectively and safely to complex situations.

Truancy Prevention: Strategies to reduce chronic absenteeism and keep students engaged in school. Common methods include early intervention, mentoring, and family engagement.

Victim Services: Programs and organizations that provide advocacy, counseling, legal support, shelter, transportation, and crisis response for crime victims.

Violence Prevention: Programs aimed at preventing interpersonal and community violence through education, public health strategies, and early intervention.

Vaping Prevention: Programs targeting youth to reduce the use of e-cigarettes through education, school policies, and community awareness.