

# McLennan County Community Plan 2020

## **What Is a Community Plan?**

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The Heart of Texas Council of Governments Criminal Justice Division requires that each county have a Criminal Justice Community Plan in order to identify gaps in services regarding criminal justice issues.

This document reflects the efforts of McLennan County citizens concerned with assuring that any gaps in services are addressed to the benefit of the entire county. The names of those involved in the process of developing this plan are listed in the following pages under “Community Planning Team.”

Though the final draft of this plan was completed in January 2020, this is a work in progress, as new criminal justice goals are identified, the constituency of the Planning Team and requirements of the Plan are subject to change from year to year.

If you are reading this plan and have not been involved in its development, you are invited to join in this ongoing effort. Any questions you may have may be addressed to the Criminal Justice Program of the Heart of Texas Council of Governments. Contact information is provided on page 38 of this document.

The McLennan County Commissioner’s Court supports the concept of community planning by providing staff support and resources for development and implementation of the McLennan County Community Plan. Additionally, the regional Criminal Justice Advisory Committee (CJAC) and the Heart of Texas Council of Governments’ Governing Board (Executive Committee) invite grant applications from county departments, as well as, community organizations which address gaps in services identified in the Community Plan.

## Areas Represented

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### Incorporated Communities:

|          |                 |               |          |
|----------|-----------------|---------------|----------|
| Bellmead | Bruceville-Eddy | Beverly Hills | Crawford |
| Leroy    | Hallsburg       | Lacy Lakeview | Hewitt   |
| Lorena   | Mart            | McGregor      | Moody    |
| Riesel   | Robinson        | Waco          | Gholson  |
| Woodway  | Ross            | West          | Golinda  |

### Unincorporated Cities:

|        |              |          |              |
|--------|--------------|----------|--------------|
| Axtell | China Spring | Elm Mott | Speegleville |
|--------|--------------|----------|--------------|

### School Districts:

|                     |                  |
|---------------------|------------------|
| Axtell ISD          | Bosqueville ISD  |
| Bruceville-Eddy ISD | China Spring ISD |
| Connally ISD        | Crawford ISD     |
| Gholson ISD         | Hallsburg ISD    |
| LaVega ISD          | Lorena ISD       |
| Mart ISD            | McGregor ISD     |
| Midway ISD          | Moody ISD        |
| Oglesby ISD         | Riesel ISD       |
| Robinson ISD        | Valley Mills ISD |
| Waco ISD            | West ISD         |

### Brief Description and History of McLennan County:

McLennan County is in east central Texas, 230 miles inland from the Gulf of Mexico, bordered by Hill, Limestone, Falls, Bell, Coryell, and Bosque counties. Waco, the county seat, is on the Brazos River at the intersection of Interstate Highway 35 and U.S. Highway 84, ninety miles south of Dallas and 100 miles north of Austin.

McLennan County was established by the Texas legislature on January 22, 1850, and named for Neil McLennan, one of the early settlers. The county government was organized in August 1850 with Waco as its county seat. The county originally included its present area, as well as the land to the northwest as far as the northern boundary of the Robertson

colony; it was reduced to its present size in 1854, when Bosque County was established. Although McLennan County was organized too late to be included in the 1850 census, its population at that time has been estimated at several hundred. Rapid growth was possible because, within two years of the establishment of Waco Village, the frontier was pushed well to the northwest of the area. The Indians who lived there were moved to a Texas reservation in 1854 and then to Oklahoma in 1859. Aside from Waco, the earliest communities in the county were at Bosqueville and Bold Springs (later called West).

Cotton was the dominant feature of McLennan County agriculture from the 1880s to the 1950s. As the cotton market recovered after Reconstruction, farmers new to the McLennan County area began cultivating the black, waxy soil in the eastern sections and found that cotton grew well there. In the years following World War II Waco and McLennan County experienced a resurgence of population growth, and the transition to a peacetime economy went fairly smoothly. In 1950 130,194 people resided in McLennan County; 65 percent of that total lived in Waco. The county, and especially Waco, experienced a serious setback in May 1953, when a tornado struck the downtown area. Several city blocks were flattened, leaving 144 people dead and 1,097 injured. Several hundred homes, cars, and businesses were damaged or completely destroyed, and many buildings had to be razed.

A new interest in local history prompted the reconstruction of Fort Fisher as the Texas Ranger Hall of Fame and Museum and the renovation of the suspension bridge. In the early 1980s, 76 percent of the land in the county was devoted to agriculture. Cotton, corn, oats, and wheat were the primary crops, accounting for 90 percent of the 310,000 acres harvested; other crops were sorghum, hay, potatoes, tomatoes, and watermelon. Nearly 60 percent of the county's agricultural receipts came from livestock and livestock products, the most important ones being turkeys, cattle, milk, sheep, wool, angora goats, mohair, and hogs. Industries in the county surpassed agriculture in terms of income and number of people employed, but the two spheres were closely interrelated. Poultry processing, manufacture of prepared feeds, and dairy production were among the county's important businesses. Other large employers included professional and related services, wholesale and retail trade, finance, insurance, and real estate.

McLennan County has a very diverse population with rapidly changing demographics. While agricultural production and marketing remain a major contributor to the region's economy, industrial development along the Interstate 35 corridor is making a significant contribution to economic stability and growth. Societal and family stability issues have also become increasingly important as our population changes. Research shows that young people who participate in organized youth clubs are 85 percent less likely to end up in jail. For over 90 years, the 4-H program of the Texas Cooperative Extension has been helping youth reach positive goals. Food safety, healthy living principles, child safety, and pressures on families remain critical programming areas of Texas Cooperative Extension in McLennan County.

A portion of this information comes from the Texas State Historical Association *Handbook of Texas Online*.

<http://mclennan.agrilife.org/>

## Community Planning Team

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Community Plan Coordinator for McLennan County: Cindy Rafter , Criminal Justice Planner for the Heart of Texas Council of Governments

In developing this Community Plan, members of the team worked together to provide updates and changes to the previous plan. Many members serve in multiple capacities.

| <i>Name</i>       | <i>Agency</i>                                  |
|-------------------|------------------------------------------------|
| Justin Zang       | Woodway Public Safety Department               |
| Regan Copeland    | McLennan County                                |
| Shaylene Langlotz | Waco PD                                        |
| Barbara Wright    | Advocacy Center for Crime Victims and Children |
| Shelly Mathews    | Family Abuse Center                            |
| Tuck Saunders     | Hewitt PD                                      |
| Brandi Burson     | McLennan Co SO                                 |
| Lydia Alvarado    | Bellmead PD                                    |
| David Welday      | West PD                                        |
| Collin Coker      | McLennan Co Juvenile Probation                 |

## Identification of Community Problems

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### General Public Safety Needs and Issues

Crime is a complex and multifaceted problem, and crime control requires the constant and coordinated efforts of a wide range of public and private agencies. Countywide criminal justice planning is an essential precursor to the effective coordination of all varieties of crime amelioration activities in the county. The agencies that compose the McLennan County criminal justice system jointly strive to enforce lawful standards of conduct, protect individuals and communities, assist victims, improve institutional capabilities, and engage the community and its citizens in crime prevention while preserving individual civil liberties and protecting basic human rights.

It is necessary to strive toward these goals by helping to facilitate the collaboration of community groups, law enforcement agencies, prosecutors, courts and correctional agencies throughout the County. A broad approach to defining the crime problem and designing methods for its control has been identified as a priority. Issues related to crime have been studied and analyzed on a continuum from the overall social environment to post-crime responses, including community structure and dynamics, crime prevention, early intervention, and various types of criminal and juvenile justice agency responses. Within these parameters, this planning process develops, implements and refines the community criminal justice plan to help meet the emerging needs of McLennan County. The goal of this planning process is to achieve a significant reduction in the frequency and severity of crime to facilitate a sense of pride, health and safety in all our communities by:

- ◆ Promoting the planning and implementation of comprehensive strategies to prevent and control crime in general and violence in particular, throughout the community;
- ◆ Identifying philosophical principles that will promote the participation of law enforcement, judiciary, prosecution, corrections, victims, treatment providers, educators, media, business and citizens throughout the community in the development of strategies to prevent, reduce and control crime and violence in the community;
- ◆ Promoting the fairness, effectiveness and efficiency of all segments of the criminal and juvenile justice system.

### PREVENTION AND INTERVENTION

The building of assets in youth and the community is an important component of a community plan. Therefore, it is imperative that prevention issues take precedence over those based on incarceration and deterrence, if the long-term impact of crime control spending is to be maximized. Nonetheless, the control of known delinquents who present a clear threat to public safety must also remain an important strategy.

In each of the areas below, problems are identified and data is included that supports both the existence and severity of the problems as they are found in McLennan County. Below is a discussion of the problems, the manner in which the problems are being addressed, and strategically how responses to these community problems could be improved.

## **Criminal Justice Issues (listed in order of priority, greatest need first)**

### **1. Domestic Violence & Sex Crimes**

Agencies are dealing with increased calls of domestic violence and sex crimes. With limited resources as well as training, it leaves staffing short for investigations and awareness training.

#### Recommendations:

- Increase LE training
- Centralized resources for all victims
- Awareness training for communities
- Increase Training/Outreach in Schools

#### Resources:

- DA
- Grants; JAG, VOCA, VAWA
- Family Abuse Center
- Domestic Violence Response Team (DVRT)
- Advocacy Center for Crime Victims and Children
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### **2. Crime Prevention**

#### Data Collection:

- Fraud
- Identity theft
- Increase frequency of National Night Out Program events
- Safe ride home program
- Safe return program
- Need for early intervention in schools regarding prevention and education for intimate partner violence

#### Recommendations:

- Need to provide awareness classes to elderly
- Computer crime awareness
- Increase training in crime prevention and other disciplines
- Increase primary prevention in schools for domestic, dating and sexual violence

#### Resources:

- Texas Crime Prevention Association
- Area Agency on Aging of the Heart of Texas
- Hillcrest Trauma Services Outreach Coordination
- Alzheimer's Association
- Crime Stoppers
- Institute of Criminal Justice Studies
- Family Abuse Center
- Advocacy Center: awareness & prevention education services & presentations

### **3. Transport of Mental Health Individuals**

**Data Collection:**

Transport of mental health patients is consuming large amounts of officers’ time due to lack of staff, placement, patrol cars, and other resources. Officers need to stay with mental health patients as there are a limited number of locked beds.

**Recommendations:**

- Develop multi-agency crisis center (outpatient services) – the clinic would function as a minor emergency room at night and a medical clinic from 8 a.m. to 5 p.m. daily.
- Change transportation policy to reduce transportation time and time officers must remain on scene
- Training
- Consider writing a regional collaborative grant to pay officers O.T. and vehicle expense
- Contract with private agency to set fees to pay O.T. for mental health transport
- Need 2<sup>nd</sup> transport vehicles
- Program for data collection

**Resources/Successes:**

- HOTRMHMR
- Crisis Treatment Center at DePaul
- Paladin Security
- Mobile Crisis Outreach Team (MCOT)
- Advocacy Center for Crime Victims and Children – participated in 900 presentations to approximately 8,500 attendees, primarily students K-12.

**4. Lack of Manpower for Law Enforcement – programs and grant funds being cut**

**Data Collection:**

- Regional warrant database with mobile statewide query ability
- Federal funding such as.COPS
- Need for increase in recruitment on an annual basis

**Recommendations:**

- Research for grants and other funding streams to allow for hiring.
- LE Regional recruitment day

**Resources/Successes:**

- McLennan County grant writer
- CJD annual grants through HOTCOG

**5. Limited Training Opportunities for Law Enforcement Personnel**

**Data Collection:**

- Lack of mental health training
- Emergency disaster/response training for 1<sup>st</sup> line officers
- Insufficient firing range
- Computer Crimes
- Background investigation/Interview Techniques
- Field Training Officers
- Firearms Instructor
- No driving track for multi-agency use
- Supervisor, mid to upper level management training is costly
- Need for funding for Personal Protection Equipment (PPE) and PPE training

**Recommendations:**

- Search for sources of funding to help with training costs
- Need for local training with less time out of service and scheduled to accommodate shift personnel.
- Support funding streams that will allow for the construction of a new firing range and driving range in the county to be utilized by all agencies within the HOTCOG Region
- Have trainings at the P.D. locations
- Coordinate training for law enforcement from MHMR/Alzheimer's Foundation in dealing with the safe return of elderly, reported missing or wandering about the community with the diseases of Alzheimer's or dementia

Resources/Successes:

- HOTRMHMR conducts Crisis Intervention Training for law enforcement personnel, mental health first aid training
- Advocacy Center provides TCOLE training for sexual assault issues, also hosts an annual conference that focuses on child abuse investigations, victim advocacy, and client care as well as self-care
- Family Abuse Center
- HOTCOG conducts TCOLE classes (20+ a year) as recommended by the Law Enforcement Training Advisory Committee (LETAC)
- McLennan Community College – Emergency Services Education Center – Law Enforcement Academy
- Adult Protective Services provides classes on elder abuse
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**6. Equipment Deficiencies**

Jurisdictions across the HOTCOG Region are faced with lack of equipment. There are significant pressures being placed on the Justice Information Systems in use by Federal, State, and local governments. These pressures have resulted from the post September 11, 2001, terrorist attacks on the World Trade Center, which caused a major emphasis to be placed on sharing justice information, along with ongoing, significant changes in technology. Compounding the problem is that these pressures are being placed on systems that are frequently old, have limited functionality, and lack the flexibility to address new functional or technical requirements. There is a major movement underway in Texas counties to improve their Justice Information Systems (JIS). The new generation of systems is frequently referred to as Integrated Justice Information Systems (IJIS). The integration occurs at two levels:

- a comprehensive system architecture that serves the needs of all justice related and law enforcement agencies within a county government;
- the ability to integrate a county's justice information with other governments, including other local, state, and federal agencies that integrate within that county. By the single entry of data in a county's IJIS system, the information is made available to all agencies within the county boundaries, and state and federal government justice agencies.

For example, a police officer making a traffic stop could have immediate access to the vehicle registration data, and determine if the driver is wanted within the county, in another city or county, or by state and federal agencies.

Data Collection:

- Interoperable communication
- Information systems operated by Texas justice agencies have been proprietary, and incapable of linking and exchanging information; consequently, the justice community must address new strategies to deliver effective and efficient information related services throughout the State of Texas. Recently, federal and state agencies, urban counties, rural counties and municipalities from across Texas have been discussing the need to join together in the development of an integrated justice information system. Although justice agencies need the same information, they have historically been

focused on capturing and using information necessary for its own processes-legacy system.

- Crime scene unit equipment
- Property room equipment
- Facilities to store equipment
- Need for vehicles.

**Recommendations:**

- Regional RMS
- Mobile Data Terminals
- Radio trunking system
- GPS tracking in each car to provide efficient response to emergency calls.

**Resources:**

- Bureau of Justice
- Texas 1033 Community Facilities Grant Program
- HOTCOG Homeland Security department – regional radio trunking system
- CJD Application through the HOTCOG CJAC process

**7. Evidence Security/Storage Capabilities**

**Data Collection:**

- Lack of facility space and security
- Lack of technology, software, and support
- Lack of trained personnel
- Lack of evidence collection equipment
- Lack of evidence processing equipment

**Recommendations:**

- Search for sources of funding to help with training costs
- Need for local training with less time out of service and scheduled to accommodate shift personnel.
- Support funding streams that will allow for the construction of a new firing range and driving range in the county to be utilized by all agencies within the HOTCOG Region
- Have trainings at the P.D. locations
- Coordinate training for law enforcement from MHMR/Alzheimer’s Foundation in dealing with the safe return of elderly, reported missing or wandering about the community with the diseases of Alzheimer’s or dementia, including autism.

**Resources:**

- JAG – Bureau of Justice Assistance
- DPS
- MCC
- HOTCOG
- 1033 Community facilities grant program
- Private foundations

**Juvenile Justice Issues (listed in order of priority, greatest need first)**

**1. Need for intensive family intervention**

**Needs:**

- Work with families on case management basis to address juvenile issues
- Shortage of case managers due to lack of funding

- Address poverty cycle and economic responsibility/independence in programs
- Push truancy issues
- Transition 17 year olds
- Address disproportionate minority contact
- Teen dating violence/sexting

**Recommendations:**

- Develop a collaborated effort among agencies
- Establish Family Drug Court-Drug court for CPS cases and offenders
- Family counseling
- Pursue funding streams and resources for children of incarcerated parents
- More education and prevention efforts in schools to break cycles of violence and poverty

**Resources:**

- HOTRMHMR
- Juvenile Probation
- Central Texas Youth Services Bureau, Inc.
- McLennan County Community Resource Coordination Group (CRCG)
- Girl Scouts of Central Texas
- Mission Waco
- Communities in Schools
- WISD
- Road to Damascus
- STARRY Counseling Program
- Community Race Relations Coalition
- Family Abuse Center
- Local churches
- Methodist Children’s Home
- Advocacy Center for Crime Victims and Children – Prevention & Education Staff

**2. Substance Abuse**

In recent years the overall crime rate has decreased, however, studies show that a record number of crimes committed today are driven by drugs and/or alcohol. Drug driven crimes can be defined as an offense committed for the sole purpose of obtaining monies for the purchase of illegal substances or the sale of such substances.

**Support of Needs:**

- In a study conducted by the Department of Justice – Bureau of Justice Statistics, 61,000 convicted prisoners reported that their offenses were committed in order to obtain money for drugs. The study also revealed that of 12,658 homicides committed, 4.5% of the homicides were related to narcotics. Since the mid-1980s, almost every state and federal court system has experienced an overload of drug offenses on its dockets.
- The high recidivism rates associated with drug-related offenses has proven that prosecution and incarceration alone will not break the cycle of recurrence of drug related offenses. Based on the belief that drug abuse treatment is demonstrably more effective in reducing both drug addiction and drug-related crime, jurisdictions developed an alternative approach to the traditional adjudication process.
- High percentage of substance abusers wind up in the ER, draining resources and time. Conducting evaluation and approving admittance directly to substance abuse treatment center would reduce illegal drug use and cyclical ER visits.

**Recommendations:**

- Pursue funding streams and resources to support prevention and treatment programs, including bullying prevention.

- Support drug/alcohol court programs with mandatory participation
- Seek medically supervised alcohol detoxification services for offenders suffering from acute alcohol abuse
- Work toward affordable residential and supportive outpatient services for offenders needing longer term care
- Drug Court for families involved in CPS and Juvenile cases
- Need intensive day treatment program
- Increased public education on the dangers and illegality of Bath Salts and K2 type substances

Resources:

- McLennan County Juvenile Probation Department
- Central Texas Youth Services Bureau
- Bluebonnet Trails Community Services
- VOICES, Inc.
- Shattered Dreams program
- Baylor Scott & White Hillcrest Baptist Medical Center Teen Safe
- DARE program
- Gang Resistant Education And Training (GREAT)
- Cenikor Foundation
- STARRY Counseling

### **3. Need for Juvenile Mental Health Services**

Needs:

- Gap in services – no school-based mental health day treatment for kids
- Limited bi-lingual counselors
- Recidivism
- Traumatic Brain Injury
- Crisis or triage center for juveniles
- Lack of respite services for families with children with mental health issues
- Need more providers of trauma-focused services
- Limited psychiatrists who focus on children

Recommendations:

- Collaboration among agencies
- Pursue funding streams to support inpatient and outpatient treatment services, respite and crisis services, and trauma-focused services
- Increase screening, assessment, and treatment for juveniles with traumatic brain injuries

Resources:

- CARE system
- Central Texas Youth Services Bureau (CTYSB) STAR Program
- HOTRMHMR
- Klaras Center for Families
- STARRY Counseling
- Family Abuse Center

### **4. Lack of Aftercare and Educational Services**

Needs:

- Need for transitional programs
- School failure, truancy and dropout
- Low reading skills among juvenile delinquents
- Grade level is not the same as age level in many juveniles requiring services
- Anger management classes

- Due to the high correlation between reading skills and truancy, there is a need for remedial programs
- There are some existing classes; however transportation remains an issue
- Recidivism
- Undiagnosed learning disabilities and students with learning disabilities not receiving appropriate services

**Recommendations:**

- Programs providing preparations and support for re-entry in schools and community
- Specialized school-based programs designed to prevent school failure, truancy, and dropout
- Academic remediation
- After hour counseling needed, but public transportation doesn't run after 6 p.m.
- Develop more vocational training programs in high schools
- Collaborate with TSTC, MCC, and Region 12
- Pursue funding streams and resources to support bullying prevention training and programs

**Resources:**

- Bill Logue JJ Center
  - providing wraparound services (mental health, academic, family support) to students in the Bill Logue Center and McLennan County Challenge Academy and as they transition back to their home campuses.
- Workforce Center
- Education Service Center Region 12
- Mission Waco
- McLennan Community College
- Community Training Center
- Girl Scouts of Central Texas
- Communities in Schools
- WISD
- Upward Bound
- Baylor University – Baylor Buddies
- Klaras Center for Families

**5. School Disciplinary and Attendance Issues**

Truancy is one of the minor juvenile crimes and is often very difficult to enforce. There is substantial evidence that youth who become truant will eventually dropout of school and put themselves at high risk of becoming disadvantaged unproductive citizens. The linkages between truancy, tobacco, alcohol and other drug use can lead to other chronic delinquent behaviors and possibly other violent behaviors. Truancy is the first sign of trouble. Coupled with academic failure, these two indicators may be the initial signs that a young person is giving up and dropping out. For example, according to the Department of Education/National Center for Education Statistics, over the past decade between 347,000 and 544,000, 10th through 12th grade students left school each year without a high school diploma. Status dropout rates for 16 to 24 year olds were reported at 11% nationally. (The Condition of Education 2001, National Center for Education Statistics.)

The high percentage of students dropping out of high school jeopardizes the future economic security of the target area, increases the number of individuals with low educational attainment levels and indicates a definite need for academic and prevention services.

**Needs:**

- Anger management classes
- Dropouts/truancy
- Bullying

- Sexual aggression
- Substance abuse
- Because of the high correlation between reading skills and truancy, there is a need for prevention programs.
- There are some existing classes; however, transportation remains an issue.
- After hour counseling needed, but public transportation doesn't run after 6 p.m.
- Recidivism
- Gang prevention and intervention
- Address disproportionate minority contact
- Homeless youth

**Recommendations:**

- Need for resource officers in school districts, not only for truancy issues but problematic juveniles
- Case manager for each Justice of the Peace
- Increased training for school staff
- Pursue funding streams and resources to support bullying prevention training and programs
- Academic remediation
- Vocational training for students
- Opportunities for school credit recovery
- Study the underlying reasons for truancy, such as abuse or neglect at home

**Resources:**

- Central Texas Youth Services Bureau
- Advocacy Center for Crime Victims and Children, outreach and prevention services
- Family Abuse Center
- Education Service Center Region 12
- Bluebonnet Trails Community Services
- VOICE, Inc.
- Baylor Scott & White Hillcrest Baptist Medical Center Teen Safe
- Klaras Center for Families/HOTRMHMR
- Homeless Coalition
- Girl Scouts of Central Texas
- Community Race Relations Coalition
- WISD
- Road to Damascus

**6. Transitional Programs (Including Drug and Alcohol Treatment)**

**Needs:**

- Need of transitional programs within McLennan County
- Recidivism

**Recommendations:**

- Pursue funding streams and resources for transitional services, programs, and housing for minors

**Resources:**

- Central Texas Youth Services Bureau
- Lone Star Legal – Greater Waco Youth Advocate Project
- Methodist Children's Home
- Mission Waco

**7. Emergency Shelters/Assessment Center for Youth**

**Data Collection:**

- No emergency shelters for youth within McLennan County, except in cases of family violence
- Lack of funding for a shelter

**Recommendations:**

- Collaborative effort among agencies
- Pursue funding streams and resources to provide emergency shelters and assessment for youth

**Resources:**

- Central Texas Youth Services Bureau
- Methodist Home (limited services)
- Child Protective Services
- Family Abuse Center
- 

**8. More Residential Programs**

**Needs:**

- For drug treatment and mental health and/or dual diagnosis.

**Recommendations:**

- Funding needed to have designated beds reserved for this region for mental health and dual diagnosis
- Need for additional in-house treatment (long and short term) programs

**Resources:**

- Waco Center for Youth
- Methodist Home
- Brookhaven
- Avalon Center for Girls
- Community Resource Coordination Group

**9. Lack of Communication of Available Programs to the Public**

**Needs:**

- Continuous strides to increase the awareness of agencies and their services to local agencies and jurisdictions.

**Recommendations:**

- Online resources
- Incorporate with 211 efforts

**Resources:**

- United Way
- 2-1-1 Guide to Helpful Resources and Information
- Baylor Scott & White Hillcrest Baptist Medical Center Teen Safe program
- Children’s Protective Services
- Child Find
- Communities in schools
- Baylor School of Social Work
- L.I.F.T.
- Family Abuse Center
- Prosper Waco

**10. Limited Job Opportunities for Youth**

**Needs:**

- Limited opportunities for youth with criminal background

**Recommendations:**

- Develop incentive program that will entice business owners to employ teens
- Develop additional program that develops job skills such as interviewing, resume writing, etc.
- Vocational training

**Resources:**

- Mission Waco
- Project Future with Central Texas Youth Services Bureau
- Heart of Texas Workforce Center
- Job Corps
- McLennan Community College
- Texas State Technical College
- Greater Waco Advanced Manufacturing Academy (GWAMA)
- Prosper Waco

**11. Need for Transportation for Juveniles and Their Families**

**Needs:**

- Available services cannot be utilized as public transportation is limited
  - Availability, schedules, and routing

**Recommendations:**

- Seek additional methods to address the transportation limitations
- Seek funding for bus passes
- Bus services need to be more user-friendly with extended hours and stops

**Resources:**

- Central Texas Senior Ministry
- Waco Transit
- McLennan County Rural Transit District

**12. Lack of Qualified Personnel and Mentors**

**Needs:**

- Volunteer/employee burnout
- People too busy to volunteer
- Limited pool of qualified volunteers stretched too far
- Existing programs cannot expand due to lack of qualified volunteers and counselors
- Lack of qualified bi-lingual employees
- Government and non-profit agencies struggling to recruit and keep employees due to their inability to match financial packages being offered by school districts.

**Recommendations:**

- Coordinate recruitment efforts between agencies that deliver the same or closely related services.
- Develop and maintain roster of trained mentors and volunteers
- Foster stronger ties to university students and intern programs

**Resources:**

- Local churches
- Communities in Schools (CIS)
- Mission Waco
- McLennan County Youth Collaboration (MCYC)
- Big Brothers Big Sisters

- Baylor University
- MCC University Center

### **13. Need for Sexual Offender Treatment for Juveniles**

#### Needs:

- Existing programs very limited – gap in treatment
  - Offenders who are substance abusers
  - Offenders who have anger management issues, etc.

#### Recommendations:

- Promote public awareness of treatment providers and treatment needs
- Pursue funding streams and resources to provide sexual offender treatment for juveniles

#### Resources:

- Brookhaven
- Licensed sex offender treatment providers
- Juvenile Probation Department

## **Victim Issues (listed in order of priority, greatest need first)**

### **1. Victims Services**

#### **Data Collection:**

- Child Abuse
  - Find funding for the program
  - Increase outreach, access and availability of services to rural areas
  - Need multi-discipline investigation and response to child abuse
  - Increase number of local foster home placements
- Rape/sexual assault/stalking
  - On-scene crisis intervention, including continuing and expanding collaboration with law enforcement
  - Crisis transportation is major issue
  - Need for hospital intervention and follow-up
  - Need for forensic medical exams (Sexual Assault Nurse Examiners SANE)
  - Need for local volunteers
  - Need for training
  - Need for outreach
  - Need to maintain counselors and case management
  - Need for Sexual Assault Response Team (SART)
- Domestic violence
  - On-scene crisis intervention, including continuing and expanding collaboration with law enforcement
  - Crisis transportation is major issue
  - Protective orders assistance
  - Need for additional shelter and housing options
  - Need to maintain counselors and case managers
  - Need for additional training and outreach
- Victims of violent crime, urban and rural
  - On-scene crisis intervention, including continuing and expanding collaboration with law enforcement
  - Services to family members affected by violent crimes
- Alcohol/substance abuse related crimes
  - Victims of intoxicated drivers
  - Killed/injured/child endangerment/failure to stop and render aid
  - Lack of resources that provide victims with legal services
- Elder abuse/vulnerable adults
- Aftercare for victims
  - Need for suicide prevention program
  - Increase law enforcement awareness of services and persons willing to respond to ongoing incidents
  - Advocacy for immigration status
- Spanish speaking services
- Resources and accessibility to resources
- Transportation

#### **Recommendations:**

- Identify funding sources for joint projects
- Increase number of counselors and sustain them
- Increase outreach, access and availability of services to rural areas
- Develop transportation to shelters, counseling and other appointments is not always feasible for nontraditional hours (not sure why this isn't 2 bullet points??? We have transportation issues. We seem to have more availability at FAC for counseling after hours)
- Lack of counselors to respond due to funding issues; identify funding sources

- Maintain Spanish speaking advocates for hotlines for domestic violence, sexual abuse, and children
- Parenting and anger management classes
- Domestic Violence High Risk Response Team
- Classes on healthy relationships

Resources:

- Central Texas Youth Services Bureau (CTYSB) STAR program
- Waco Police Department Victims Services Unit
- Adult Protective Services
- Attorney General’s Office – Crime Victims Compensation
- Family Abuse Center
- Advocacy Center for Crime Victims and Children
- District Attorney’s Office
- Department of Public Safety – Victim Services
- Sexual Assault Response Team
- Child Protective Services
- Rural Transit District
- McLennan County Juvenile Probation Department
- Lone Star Legal Aid
- Waco ISD
- Area Agency on Aging
- Crisis Intervention & Stress Management (CISM) Team
- HOTRMHMR
- Aware Central Texas
- Domestic Violence Response Team (DVRT)

Statistical Information:

- 2017 McLennan County Population is 251,259
- In 2018, there were 3526 family violence incidents reported to McLennan County Law Enforcement according to Crime In Texas report.
- Family Abuse Center
  - Averages 169 hotline calls per month
    - 72% of the calls convert into clients receiving services with domestic violence
    - 28% of the calls receive safety planning and referrals to other resources
  - 58% of the victims seeking emergency shelter each month actually enter into shelter
  - On average, each residential client stays 22 days at the Family Abuse Center
- The Advocacy Center conducted 654 forensic interviews during fiscal year 2018 to children alleging sexual or physical abuse who may receive medical exams and case management. Of those children interviewed, 85% are from McLennan County. Counselors served 1,200 survivors in FY 2018.
- The Waco Police Department, Victim Services Unit responded to 558 call outs to crime scenes and assisted 1,828 victims of crime in 2017. The unit completed and submitted 103 Crime Victims Compensation Applications to the Texas Attorney General’s Office.

**2. Increase Awareness of Available Services for Victims**

Data Collection:

- Communication barriers
- Increase education/training for law enforcement officers
- Lack of qualified volunteers

Recommendations:

- Team up with other agencies
- Develop information and material in a variety of languages
- Co-sponsor/collaborate to provide training to staff, volunteers, and community
- Have bilingual agency staff and/or volunteers give community education presentations in languages other than English
- Caregiver Development program for the underserved rural areas
- Change the community perception of child abuse, rape culture, and domestic violence, through a community-wide child abuse prevention campaign
- Increase knowledge and use of community protocols for crimes against children
  - Involve schools and churches

**Resources/Successes:**

- 211 system assists in making information available
- Collaboration on annual victim’s awareness events
- There are some translator services available through 800 numbers, etc.
- City of Waco has a subscription for all language services through Inter-Lingual Services
- Provide tours of agencies to service providers, law enforcement, and others.
- Suicide Coalition
- Advocacy Center for Crime Victims and Children: prevention education programming is available to organizations and schools k-12; bilingual counselors and advocates
- Family Abuse Center
- McLennan County Crime Victims Coalition
- Community Resource Coordination Groups (CRCG)
- Court Appointed Special Advocates Program (CASA) –of McLennan and Hill Counties
- Aware Central Texas
- Domestic Violence Response Team (DVRT)
- Waco Police Department, Victim Services Unit

**3. Primary Prevention for Sexual Assault and Domestic Violence**

**Data Collection:**

- Current domestic violence and sexual assault resources are overloaded. The solution is to increase prevention efforts
- Children who grow up in homes with domestic violence are more likely to become abusers or victims of domestic violence themselves

**Recommendations:**

- Task forces
- Coordinate with local media to raise awareness and promote culture change
- Education/support groups from victims of domestic violence and violent crime
- Partner with schools to provide early education on healthy relationships and crime/violence prevention
- Change the community perception of child abuse, rape culture, and domestic violence through a community-wide domestic violence/sexual assault prevention campaign with emphasis on non-criminal justice sectors
- Implementation of violence lethality screening of victim

**Resources/Successes:**

- Domestic Violence Response Team (DVRT)
- Family Abuse Center:
- Advocacy Center for Crime Victims and Children Prevention and Education Team presented to approximately 9,000 attendees in FY 2018

- Unbound

#### **4. Delayed Compensation from Crime Victims Fund and Medicaid**

##### **Data Collection:**

- Speed up process for CVC for crime victims-application process

##### **Resources/Successes:**

- Advocacy Center for Crime Victims and Children
- Family Abuse Center
- District Attorney's Office
- Waco Police Department Victims Services Unit
- Aware Central Texas

## **Health and Social Issues (listed in order of priority, greatest need first)**

### **1. Mental Health Issues**

#### Data Collection:

- Limited beds for short/long term in-house services – people are returning to society without full services
- Persons on Medicare have harder time receiving care
- HOTRMHMR has clientele restricted services
- Need for indigent services or funding to assist with those counselors offering services on a sliding scale based on income

#### Recommendations:

- More local inpatient beds
- More civil beds in State hospitals
- Transportation for mental health clients
- Develop a resource list that include resources outside county

#### Resources/Successes:

- HOTRMHMR, Crisis Care Center
- Family and Children Counseling Center
- FHC – to add a mental health clinic w/psychiatrist and child psychiatrist on staff
- Communities in Schools/MCYC
- Waco Center for Youth
- Methodist Home
- Providence – DePaul Center
- Heart of Texas Regional Advisory Council (HOTRAC) offers courses in Critical Incident Stress Management (CISM) for first responders and other partners

### **2. Sexually Active Minors**

#### Data Collection:

- High teen pregnancy rate – one of the highest in the state
- Increase in juveniles with sexually transmitted disease
- Gap between Planned Parenthood and MCCAP
- Gang initiation factor – multiple partners on same day
- Increased number of juveniles being trafficked for sex

#### Recommendations:

- Education and awareness with parents
- Outreach in schools
- Prevention efforts
- Collaboration among agencies
- Residential treatment for sex trafficked victims

#### Resources/Successes:

- Central Texas Youth Services Bureau STAR program
- Waco-McLennan county Public Health District
- Carenet – pregnancy center
- Planned Parenthood – Nobody's Fool program
- McCAP
- Family Abuse Center:
- Unbound
- Advocacy Center for Crime Victims and Children Prevention and Education Team

### **3. Difficulty for persons in rural areas to access transportation to services offered in City of Waco**

#### Data Collection:

- Transportation remains to be a problematic area.
- Support grants and funding streams that offer these services, as well as for those nontraditional hours

#### Recommendations:

- Public awareness on existing programs
- Marketing existing services

#### Resources/Successes:

- Waco Transit
- Rural Transit District Contractors

### **4. Chronic Homelessness**

#### Data Collection:

- A study done on the Waco homeless population found that the average is 600 homeless individuals in Waco, 90 of which are chronic homeless.
- July 2005 the City of Waco adopted a 10-year plan called Opening Doors, Unlocking Potential – a plan to help get the chronic homeless off the streets.
- Lack of adequate health and mental health services
- Primary need of permanent housing
- National information suggest that domestic violence is the 3<sup>rd</sup> leading cause of homelessness among families

#### Recommendations:

- Develop permanent housing for individuals
- Get homeless individuals into ongoing services
- Develop a street outreach program to address the homelessness issues of street youth by building trusting relationships with them, encouraging them to leave the streets, and providing assistance for them to move and adjust to safe and appropriate living arrangements.
- Provide a network of services to runaway and homeless youth that include outreach education, intervention and prevention services, counseling, shelter and related services.

#### Resources/Successes:

- City of Waco
- Mission Waco
- My Brother's Keeper (Emergency Shelter)
- Myers Centers
- Compassion Ministries
- Homeless Coalition – 30 agencies
- Central Texas Youth Services Bureau – Safe Place/Street Outreach Program
- Family Abuse Center
- VA
- HOTRMHMR
- Prosper Waco

### **5. Lack of Opportunities for People with Disabilities**

#### Data Collection:

- Lack of access to employment
- Lack of awareness of employment opportunities

**Recommendations:**

- Education and awareness to disabled population
- Increase services to assist with employment – develop competitive employment program

**Resources/Successes:**

- Heart of Central Texas Independent Living Center
- Heart of Texas Region Mental Health Mental Retardation Center (HOTRMHMR)
- Department of Assistive and Rehabilitative Services (DARS)
- The Texas Department of Aging and Disability Services (DADS)
- The Arc of McLennan County
- Waco Mayor’s Committee for People With Disabilities
- National Alliance on Mental Illness (NAMI)
- Heart of Texas Goodwill
- Local School Districts

**6. Lack of Adequate Bi-Lingual Services**

**Data Collection:**

- Lack of translators
- Cultural barriers
- Fear of using services
- Confusion to seeking and receiving services

**Recommendations:**

- Funding of translators
- More bi-lingual literature
- More culturally sensitive literature

**Resources:**

- AVANCE
- Department of State Health Services
- Waco-McLennan County Public Health District
- Family Abuse Center
- Advocacy Center for Crime Victims and Children

**7. Lack of Communication of Available Programs/Services to the Public and Providers**

**Data Collection:**

- Lack of “one-stop shop” to find services
- Lack of seamless referral system or network

**Recommendations:**

- Manual for health & social services
- Forum for regular communication networking
- General quality health education

**Resources:**

- 2-1-1
- McLennan County Community Resource Coordination Group (CRCG)
- Waco-McLennan County Public Health District

**8. Need to address chronic diseases in the community**

**Data Collection:**

- Limited resources to provide education
- Lack of awareness
- Need more prevention education
- High rates of chronic diseases in our community (HIV, STD, Diabetes, Stroke, Cardiac)
- Chronic disease surveillance registry

Recommendations:

- More disease education and prevention
- Promote more intervention services and programs

Resources:

- Waco-McLennan County Public Health District
- Department of State Health Services (DSHS)
- Hillcrest Baptist Medical Center
- Providence Health Center
- Heart of Texas Regional Advisory Council

## Resources Available

Included below are resources identified by the McLennan County Community Planning Team that are available to provide services that could potentially help in closing criminal justice gaps:

### Juvenile Justice:

| Name of Agency                             | Agency Type                                           | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|--------------------------------------------|-------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| SHE is Freedom (being established in 2019) | Non-profit                                            | An organization located in Central Texas founded to assist survivors of human trafficking within the US. They provide a physical home for youth who have otherwise been classified as “throw-aways.” It will be a safe place to heal, learn, grow, and dream. Children who have only known abuse, betrayal, and exploitation will learn how to make healthy choices, how to interact appropriately with others, and be given the skills necessary to live independently and successfully. |
| MCYC                                       | School Social Work                                    | Work with students in schools who are at-risk for dropping out. Also work with students who are in juvenile detention.                                                                                                                                                                                                                                                                                                                                                                    |
| Waco Fire Department                       | City                                                  | Response to emergencies involving hazardous materials, medical emergencies, accidents, and fires. Conducts fire and arson investigations and provides public safety education. Works with Juvenile Firesetters organization.                                                                                                                                                                                                                                                              |
| ESC Region 12                              | Education                                             | College preparedness for students, student leadership forum                                                                                                                                                                                                                                                                                                                                                                                                                               |
| VOICE, Inc.                                |                                                       | Substance abuse prevention services and curriculum for K-12; alcohol, tobacco, drugs. Spring break, after school and summer programs. La Voz Para La Familia program is parenting curriculum delivered to Hispanic families.<br>John Goodnight, Program Director<br>903.872.0180<br><a href="mailto:jgoodnight@voiceinc.org">jgoodnight@voiceinc.org</a> <a href="http://www.voiceinc.org">www.voiceinc.org</a>                                                                           |
| Bluebonnet Trails Community Services       | Substance Abuse Treatment                             | Outreach, Screening, Assessment, and Referral (OSAR) provides alcohol and drug screenings, as well as assessments, referrals, crisis intervention, education, support, and case management. All services are free.<br>Jamie Schmitt 254.297.7771 or 800-841-1255<br><a href="mailto:jamie.schmitt@bbtrails.org">jamie.schmitt@bbtrails.org</a>                                                                                                                                            |
| Central Texas Youth Services Bureau (CTYS) | Non-profit, 501 (C)(3) State and Federal grant funded | Provides full services to Bell, Coryell, Lampasas, Falls, McLennan, Milam, Limestone, Freestone, Navarro, and Ellis counties. Each county has local CTYS offices except Falls which is served from Waco and Freestone which is served from our Groesbeck office. The mission of assisting troubled children, youth, and families is implemented through a multi-program continuum of care which includes                                                                                  |

|                                                                                                               |                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|---------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                               |                                                        | <p>“STAR” counseling, Project Safe Place and Street Outreach, Option House Emergency Shelter and Assessment Center, Project FUTURE, and Community Youth Development project. McLennan Co. services include Maternity Group Home and Self-Sufficiency Program.</p> <p><a href="http://www.centraltexasyouthservices.org">www.centraltexasyouthservices.org</a></p>                                                                                                                                                                                                                                                        |
| HOTRMHMR                                                                                                      | Mental Health                                          | <p>Provide a full array of mental health services to children involved in the criminal justice system. Provide truancy court support, provide assessment and treatment services to children in detention facilities, provide cross referencing of all children booked into detention with the State data system, provide specialized intensive casework services to children on Probation in McLennan County.</p>                                                                                                                                                                                                        |
| Family Abuse Center                                                                                           | Non-Profit Domestic Violence Shelter & Resource Center | <p>24-hour crisis hotline. 800.283.8401<br/>Office 254.772.8999 <a href="http://www.familyabusecenter.org">www.familyabusecenter.org</a></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Waco ISD                                                                                                      | Public School                                          | <p>Waco ISD works to ensure the success of all students. Through our collaborative Student Assistance Teams at all campuses WISD will maximize the normal resources of the school and, as needed, reach out to the community agencies to provide support to students and their families in need of “extra help” from additional community resource support.</p> <p>Waco ISD works in cooperation with the juvenile justice system to ensure students are successful with grades, attendance, and behavior.</p>                                                                                                           |
| Baylor S & W Medical Center<br>Trauma Services Teen Safe<br>254.202.6533<br>866.332.0005<br>FB: TeenSafe Waco | Hospital                                               | <p>The Teen Safe Youth Traffic Safety Educational program focuses on teen traffic safety, driving responsibility, underage drinking, substance abuse, and driving under the influence. The program also educates parents on the laws relating to teen traffic safety. This prevention program is a combination of videos, simulations and written materials along with computer-based simulations. This program is FREE.</p>                                                                                                                                                                                             |
| Advocacy Center for Crime Victims and Children                                                                | 501C3 Non-Profit                                       | <p>Advocacy Center for Crime Victims and Children provides 24/7 crisis hotline services, sexual assault nurse examinations, counseling and case management, court accompaniment, and assistance in filing Crime Victims Compensation and VINE registration through its Victim’s Center program. Forensic interviews are available to children from each county upon request of CPS, APS or law enforcement. Educational presentations on victim’s issues and prevention are available.<br/>Office: 254.752.9330 Hotline: 254.752.7233 or 888.867.7233 <a href="http://www.advocacycntr.org">www.advocacycntr.org</a></p> |

|                                                  |                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|--------------------------------------------------|--------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Court Appointed Special Advocates Program (CASA) |                                | CASA of McLennan and Hill Counties currently employs one full-time supervisor for children who have been removed from their homes due to abuse or neglect. CASA is currently recruiting volunteers to assist with this program to ensure that children do not become lost in the system                                                                                                                                                                                       |
| Girl Scouts of Central Texas (GSCTX)             |                                | In partnership with adult volunteers, girls develop leadership skills, strong values, social conscience, and conviction about their own potential and self-worth. GSCTX implements staff-led, outreach initiatives, including programming in schools and community centers. Girl Scout Beyond Bars program provides comprehensive and coordinated services for girls k-12 whose mother's are incarcerated.<br>Marilyn Nickerson<br>254.756.4497 ext 601<br>marilynn@gsctx.org |
| Center for Learning and Development              | Non-profit Educational Support | Conducts research-based projects and provides workshops, seminars, learning tools, and group processes aimed at preventing and/or intervening with behavioral and educational difficulties.                                                                                                                                                                                                                                                                                   |
| Unbound                                          |                                | Sex trafficking prevention and intervention. Susan Peters 254.297.9988 www.unbound.org                                                                                                                                                                                                                                                                                                                                                                                        |
| Counseling Network                               | Counseling services            | Multiple counselors available for individuals, children, adolescents, families and group counseling. Specializing in play therapy, EMDR, substance abuse (out-patient) treatment and domestic abuse issues. Bio-psycho-social assessment for drug and alcohol abuse (hair follicle and UA tests available).<br>211 E. Elm St. Hillsboro, TX 76645 (by appointment only).<br>214-724-0702 or <a href="http://www.cnimetro.com">www.cnimetro.com</a>                            |
| EAGLExpience at Counseling Network               | 501(c)(3) Non Profit           | Equine Assisted Guidance & Learning Experience (EAGLExp) offers equine assisted psychotherapy for individuals and groups.<br><a href="http://www.eaglexp.org">www.eaglexp.org</a>                                                                                                                                                                                                                                                                                             |

**Law Enforcement:**

| Name of Agency                       | Agency Type               | Description                                                                                                                                                                                                                                                                                                                                                               |
|--------------------------------------|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| VOICE, Inc.                          |                           | Substance abuse prevention services and curriculum for K-12; alcohol, tobacco, drugs. Spring break, after school and summer programs. La Voz Para La Familia program is parenting curriculum delivered to Hispanic families.<br>John Goodnight, Program Director<br>903.872.0180<br><a href="mailto:jgoodnight@voiceinc.org">jgoodnight@voiceinc.org</a> www.voiceinc.org |
| Bluebonnet Trails Community Services | Substance Abuse Treatment | Outreach, Screening, Assessment, and Referral (OSAR) provides alcohol and drug screenings, as well as assessments, referrals, crisis intervention,                                                                                                                                                                                                                        |

|                               |                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-------------------------------|--------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                               |                                                        | education, support, and case management. All services are free.<br>Jamie Schmitt 254.297.7771 or 800-841-1255<br><b>jamie.schmitt@bbtrails.org</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| HOTRMHMR                      | Mental Health                                          | Provide training and consultation services for law enforcement through workshops, jail personnel training, academy trainings and through on-going discussions with line staff. Provide emergency services which include 24-hour crisis supports, inpatient services, evaluation unit placements, and information and referral. Work with jail staff in all six counties providing services to inmates while incarcerated who have mental health issues. Provide specialized intensive casework services in Hill and McLennan Counties pairing mental health staff with probation and parole officers. Provide regional screening and continuity of care services for all inmates in TDC in the Central Texas area. |
| Family Abuse Center           | Non-profit Domestic Violence Shelter & Resource Center | Hotline 800.283.8401 Office 254.772.8999<br><a href="http://www.familyabusecenter.org">www.familyabusecenter.org</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| McLennan County               | District Attorney                                      | Prosecute criminal offenders and provide services to crime victims                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Waco PD, Victim Services Unit | Law Enforcement                                        | Provides 24/7 Crisis Response Team to respond to crime scenes for crisis intervention, personal advocacy, death notifications, emergency transportation, sexual assaults, domestic violence, child abuse and assistance to any victims or witnesses of violent crime. The unit also offers assistance filing for crime victim's compensation and VINE registration, court accompaniment, and various other law enforcement services.                                                                                                                                                                                                                                                                               |
| Waco ISD PD                   | School Police                                          | Law Enforcement Services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Bellmead PD                   | Municipal                                              | Law Enforcement Services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Hewitt PD                     | Municipal                                              | Law Enforcement Services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Lacy Lakeview PD              | Municipal PD                                           | Law Enforcement Services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Crawford PD                   | Municipal PD                                           | Law Enforcement Services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Waco ISD                      | Public School                                          | Waco ISD works to ensure the success of all students. Through our collaborative Student Assistance Teams at all campuses WISD will maximize the normal resources of the school and, as needed, reach out to the community agencies to provide support to students and their families in need of "extra help" from additional community resource support.<br><br>Waco ISD works in cooperation with the juvenile justice system to ensure students are successful with grades, attendance, and behavior.                                                                                                                                                                                                            |

|                                                     |                         |                                                                                                                                                                                                                                                        |
|-----------------------------------------------------|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| McLennan Community College Education Service Center | Public Safety           | Provide training and consultation services for law enforcement through workshops, jail personnel training, academy trainings and on-going discussions with line staff.                                                                                 |
| HOTCOG LE Training Program                          |                         | Provides 30 + LE training classes each year. Input on TCOLE classes offered comes from regional law enforcement agencies and the Law Enforcement Training Advisory Committee (LETAC).                                                                  |
| Unbound                                             |                         | Sex trafficking prevention and intervention. Susan Peters 254.297.9988 <a href="http://www.unboundnow.org">www.unboundnow.org</a>                                                                                                                      |
| Counseling Network                                  | Counseling and Training | Offering counseling services for first responders (PTSD, marriage and family, individual and group sessions).<br>Training and consultation for law enforcement agencies.<br>214-724-0702 or <a href="mailto:karin@cnimetro.com">karin@cnimetro.com</a> |

### Victim Services:

| Name of Agency                                 | Agency Type                   | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|------------------------------------------------|-------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Waco PD, Victim Services Unit                  | Law Enforcement               | Provides 24/7 Crisis Response Team to respond to crime scenes for crisis intervention, personal advocacy, death notifications, emergency transportation, sexual assaults, domestic violence, child abuse and assistance to any victims or witnesses of violent crime. The unit also offers assistance filing for crime victim's compensation and VINE registration, court accompaniment, and various other law enforcement services.                                                                                                                                                                             |
| Advocacy Center for Crime Victims and Children | 501c3 non-profit organization | Advocacy Center for Crime Victims and Children provides 24/7 crisis hotline services, sexual assault nurse examinations, counseling and case management, court accompaniment, and assistance in filing Crime Victims Compensation and VINE registration through its Victim's Center program. Forensic interviews are available to children from each county upon request of CPS, APS or law enforcement. Educational presentations on victim's issues and prevention are available.<br>Office: 254.752.9330 Hotline: 254.752.7233 or 888.867.7233 <a href="http://www.advocacycntr.org">www.advocacycntr.org</a> |
| Area Agency on Aging                           |                               | Educational events regarding prevention. Education regarding Texas Law and Elder Law Assistance with filing complaints and making reports to abuse. Links to Texas Legal Services Center and victims compensation.                                                                                                                                                                                                                                                                                                                                                                                               |
| HOTRMHMR                                       | Mental Health                 | Full array of mental health services to people who have been victimized who fall into our targeted population identified by State Health Services which include individuals with a diagnosis of Bipolar                                                                                                                                                                                                                                                                                                                                                                                                          |

|                          |                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                          |                                                        | Disorder, Schizophrenia, Schizoaffective Disorder or Major Depression.                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| McLennan County          | District Attorney                                      | Prosecute criminal offenders and provide services to crime victims                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Family Abuse Center      | Non-Profit Domestic Violence Shelter & Resource Center | Hotline 800.283.8401 Office 254.772.8999<br><a href="http://www.familyabusecenter.org">www.familyabusecenter.org</a>                                                                                                                                                                                                                                                                                                                                                                                    |
| Waco ISD                 | Public School                                          | Waco ISD works to ensure the success of all students. Through our collaborative Student Assistance Teams at all campuses WISD will maximize the normal resources of the school and, as needed, reach out to the community agencies to provide support to students and their families in need of “extra help” from additional community resource support.<br><br>Waco ISD works in cooperation with the juvenile justice system to ensure students are successful with grades, attendance, and behavior. |
| Counseling Network, Inc. | Counseling Services                                    | Bi-lingual counselors available for individual counseling with survivors of domestic abuse. Supervised Visitation for CPS related cases. Play therapy, EMDR and a variety of evidence based modalities to address PTSD and anxiety related matters.<br>214-724-0702 or <a href="http://www.cnimetro.com">www.cnimetro.com</a>                                                                                                                                                                           |

## Health / Medical / Substance Abuse:

| Name of Agency                              | Agency Type                                           | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|---------------------------------------------|-------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MADD                                        | Victim Services                                       | Free Alcohol and Drug Prevention Programs                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Area Agency on Aging                        | Health and Human Services                             | Educational events regarding health and wellness, public benefits, health insurance, prevention and resources in the HOT region.<br>Legal documents to protect rights of health care choices                                                                                                                                                                                                                                                                                                            |
| VOICE, Inc.                                 |                                                       | Substance abuse prevention services and curriculum for K-12; alcohol, tobacco, drugs. Spring break, after school and summer programs. La Voz Para La Familia program is parenting curriculum delivered to Hispanic families.<br>John Goodnight, Program Director<br>903.872.0180<br><a href="mailto:jgoodnight@voiceinc.org">jgoodnight@voiceinc.org</a> <a href="http://www.voiceinc.org">www.voiceinc.org</a>                                                                                         |
| Bluebonnet Trails Community Services        | Substance Abuse Treatment                             | Outreach, Screening, Assessment, and Referral (OSAR) provides alcohol and drug screenings, as well as assessments, referrals, crisis intervention, education, support, and case management. All services are free.<br>Jamie Schmitt 254.297.7771 or 800-841-1255<br><a href="mailto:jamie.schmitt@bbtrails.org">jamie.schmitt@bbtrails.org</a>                                                                                                                                                          |
| HOTRMHMR                                    | Mental Health                                         | Provide specialized substance abuse services to people who also have a co-occurring psychiatric disorder.                                                                                                                                                                                                                                                                                                                                                                                               |
| Waco-McLennan County Public Health District | Public Health                                         | HIV/AIDS and STD Clinic, immunizations, TB Clinic, WIC Clinics, health education, diabetes education                                                                                                                                                                                                                                                                                                                                                                                                    |
| Waco ISD                                    | Public School                                         | Waco ISD works to ensure the success of all students. Through our collaborative Student Assistance Teams at all campuses WISD will maximize the normal resources of the school and, as needed, reach out to the community agencies to provide support to students and their families in need of “extra help” from additional community resource support.<br><br>Waco ISD works in cooperation with the juvenile justice system to ensure students are successful with grades, attendance, and behavior. |
| Central Texas Youth Services Bureau (CTYS)  | Non-profit, 501 (C)(3) State and Federal grant funded | Provides full services to Bell, Coryell, Lampasas, Falls, McLennan, Milam, Limestone, Freestone, Navarro, and Ellis counties. Each county has local CTYS offices except Falls which is served from Waco and Freestone which is served from our Groesbeck office. The mission of assisting troubled children, youth, and families is implemented through a multi-program continuum of care which includes “STAR” counseling, Project Safe Place and Street                                               |

|                                          |                                                        |                                                                                                                                                                                                                                                                                                                                                                     |
|------------------------------------------|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                          |                                                        | Outreach, Option House Emergency Shelter and Assessment Center, Project FUTURE, and Community Youth Development project.                                                                                                                                                                                                                                            |
| Heart of Texas Regional Advisory Council | Non-profit, 501 (C) (3) State and Federal grant funded | Prevention and education for cardiac, stroke, and trauma.                                                                                                                                                                                                                                                                                                           |
| Cenikor Foundation                       | 501(c)(3)                                              | Addiction treatment, detoxification, short-term only.<br>254.224.8881 Waco<br>888.cenikor                                                                                                                                                                                                                                                                           |
| HOT Recovers!                            |                                                        | Recovery Oriented Systems of Care (ROSC)<br>Focus on education, employment, housing, peer support, transitional support, transportation, veterans. Recovery-oriented care is what mental health and substance use treatment and rehabilitation practitioners offer in support of the person's own long-term recovery efforts. 254.297.7771<br>hotrecovers@gmail.com |
| 211                                      |                                                        | Help finding information and referrals to the Health and Human Services Commission (HHSC) community organizations, and volunteer opportunities. <a href="http://www.211texas.org/211">www.211texas.org/211</a> or 2-1-1 option 1 or 1-877-541-7905                                                                                                                  |
| Texas STAR and STAR+PLUS Programs        |                                                        | Help with finding Medicaid medical and dental providers, education on benefits, and enrolling with a Medicaid managed care plan. Call 1.800.964.2777.                                                                                                                                                                                                               |
| Texas Health Steps                       |                                                        | Education on Medicaid medical, dental, vision, mental health and case management benefits for children birth-age 20 yrs old on Medicaid. Call 1.877.847.8377.                                                                                                                                                                                                       |
| Counseling Network, Inc.                 | Outpatient counseling                                  | Substance abuse evaluations (bio-psycho-social evaluation) with hair follicle and UA testing available. Group counseling for drug/alcohol treatment available. Medicaid accepted.<br>214-724-0702 or <a href="http://www.cnimetro.com">www.cnimetro.com</a>                                                                                                         |

### Prevention / Intervention:

| Name of Agency                                               | Agency Type                    | Description                                                                                                                                                                                       |
|--------------------------------------------------------------|--------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MADD                                                         | Victim Services                | Free Alcohol and Drug Prevention Programs                                                                                                                                                         |
| Aware Central Texas                                          | Prevention and Victim Services | Parenting and anger management classes and educational support groups for victims of violence                                                                                                     |
| Area Agency on Aging HOT Benefits Counseling/Legal Awareness | HHSC                           | Educational events regarding, Prevention of ID Theft, Scams, Financial Abuse. Education regarding Texas Law and Elder Law Assistance with filing consumer complaints and making reports to abuse. |

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| Klaras Children’s Center ECI               | Early Childhood Intervention                          | Early intervention services to children ages birth to 3yrs who have developmental delays. Services are community based and family focused.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Central Texas Youth Services Bureau (CTYS) | Non-profit, 501 (C)(3) State and Federal grant funded | Provides full services to Bell, Coryell, Lampasas, Falls, McLennan, Milam, Limestone, Freestone, Navarro, and Ellis counties. Each county has local CTYS offices except Falls which is served from Waco and Freestone which is served from our Groesbeck office. The mission of assisting troubled children, youth, and families is implemented through a multi-program continuum of care which includes “STAR” counseling, Project Safe Place and Street Outreach, Option House Emergency Shelter and Assessment Center, Project FUTURE, and Community Youth Development project.                                                                                                                                                                                                                                                                                                                   |
| HOTRMHMR                                   | Mental Health                                         | <p>Mental Retardation Services (254-757-3933)</p> <p>MENTAL HEALTH SERVICES (254-752-3451)</p> <p>Eligibility:</p> <p>Adults (18+)</p> <p>Serving persons w/ severe and persistent mental illnesses:</p> <ul style="list-style-type: none"> <li>• Schizophrenia</li> <li>• Schizoaffective</li> <li>• Bipolar and</li> <li>• Severe Major Depression</li> </ul> <p>Fee: Based on monthly maximum fee schedule; accepting insurance, Medicaid and Medicare</p> <p>Services:</p> <ul style="list-style-type: none"> <li>• Information/referral</li> <li>• Screening/assessment</li> <li>• Crisis services (day/night)</li> <li>• Crisis respite</li> <li>• Psychiatric/pharmacological</li> <li>• Jail-based assessment/ diversion services</li> <li>• Probation/Parole assessment and treatment</li> <li>• Case Management</li> <li>• Service Coordination</li> <li>• Supported Employment</li> </ul> |
| MCYC-CIS, PACES                            | School Social Work                                    | Work with students in schools who are at-risk for dropping out. Also work with students who are in juvenile detention.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| VOICE, Inc.                                |                                                       | Substance abuse prevention services and curriculum for K-12; alcohol, tobacco, drugs. Spring break, after school and summer programs. La Voz Para La Familia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

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|                                                                                                          |                                                        | <p>program is parenting curriculum delivered to Hispanic families.</p> <p>John Goodnight, Program Director<br/>903.872.0180<br/><a href="mailto:jgoodnight@voiceinc.org">jgoodnight@voiceinc.org</a> <a href="http://www.voiceinc.org">www.voiceinc.org</a></p>                                                                                                                                                                                                                                                |
| Bluebonnet Trails Community Services                                                                     | Substance Abuse Treatment                              | <p>Outreach, Screening, Assessment, and Referral (OSAR) provides alcohol and drug screenings, as well as assessments, referrals, crisis intervention, education, support, and case management. All services are free.</p> <p>Jamie Schmitt 254.297.7771 or 800-841-1255<br/><a href="mailto:jamie.schmitt@bbtrails.org">jamie.schmitt@bbtrails.org</a></p>                                                                                                                                                     |
| Family Abuse Center                                                                                      | Non-Profit Domestic Violence Shelter & Resource Center | <p>Hotline 800.283.8401 Office 254.772.8999<br/><a href="http://www.familyabusecenter.org">www.familyabusecenter.org</a></p>                                                                                                                                                                                                                                                                                                                                                                                   |
| Waco ISD PD                                                                                              | Law Enforcement                                        | Truancy Prevention                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Waco ISD                                                                                                 | Public School                                          | <p>Waco ISD works to ensure the success of all students. Through our collaborative Student Assistance Teams at all campuses WISD will maximize the normal resources of the school and, as needed, reach out to the community agencies to provide support to students and their families in need of “extra help” from additional community resource support.</p> <p>Waco ISD works in cooperation with the juvenile justice system to ensure students are successful with grades, attendance, and behavior.</p> |
| Baylor S&W Medical Center Mature Driver Program<br>254.202.6539<br>866.332.0005                          | Hospital, Non-profit 501c3, grant-funded               | <p>The Mature Driver Program is a traffic safety injury prevention program for drivers ages 55 and up. The program offers educational opportunities for family, caregivers, and healthcare providers. Educational opportunities cover a variety of topics; how the aging process affects driving skills, affects of medication on driving, vehicle features that can positively affect driving abilities. Presentations for caregivers on unsafe driving and how to “have the talk” are available.</p>         |
| Baylor S&W Medical Center Trauma Services Teen Safe<br>254.202.6533<br>866.332.0005<br>FB: TeenSafe Waco | Hospital, Non-profit 501c3, grant-funded               | <p>The Teen Safe Youth Traffic Safety Educational program focuses on teen traffic safety, driving responsibility, underage drinking, substance abuse, and driving under the influence. The program also educates parents on the laws relating to teen traffic safety. This prevention program is a combination of videos, simulations and written materials along with computer-based simulations. This program is FREE.</p>                                                                                   |
| Baylor S&W Medical Center Trauma Services Kid Safe<br>254.202.6538<br>888.675.0260                       | Hospital, Non-profit 501c3, grant-funded               | <p>The Kid Safe program is an injury prevention program sponsored by the Trauma Center at Hillcrest Hospital, in cooperation with the Texas Department of Transportation. Kid Safe offers <u>free</u> educational classes and presentations to parents, caregivers,</p>                                                                                                                                                                                                                                        |

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|                                             |               | <p>children, teenagers, and the community in general regarding child passenger safety and vehicle safety. Kid Safe also provides a child safety seat and booster seat distribution program. Currently, Kid Safe provides services to McLennan, Bosque, Hill, Falls, Limestone, Coryell, and Bell counties. Kid Safe sponsors child safety seat check-up events and permanent fitting stations within its seven county service area.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Waco McLennan County Public Health District | Public Health | <p>Health Service Region 7 is one of eleven health service regions of the Department of State Health Services, the state governmental agency responsible for bringing comprehensible public health services to the citizens of Texas. Health Service Region 7 serves a 30 county area in Central Texas.</p> <p>Health Service Region 7 Mission Statement</p> <p>It is our mission that we commit, through personal and organizational excellence, to be an agent of change dedicated to achieving a healthier Texas.</p> <p>Programs and Services</p> <p><i>(please click on any of the links below to view information about those programs)</i></p> <ol style="list-style-type: none"> <li>1. <a href="#"><u>Birth Defects Monitoring Division</u></a></li> <li>2. <a href="#"><u>Children With Special Health Care Needs</u></a></li> <li>3. <a href="#"><u>Consumer Health Protection</u></a></li> <li>4. <a href="#"><u>Epidemiology</u></a></li> <li>5. <a href="#"><u>Field Office Locations</u></a></li> <li>6. <a href="#"><u>Immunization Program</u></a></li> <li>7. <a href="#"><u>Public Health Improvement</u></a></li> <li>8. <a href="#"><u>Public Health Nursing</u></a></li> <li>9. <a href="#"><u>Sexually Transmitted Diseases</u></a></li> <li>10. <a href="#"><u>Tobacco Prevention and Control</u></a></li> <li>11. <a href="#"><u>Tuberculosis Elimination Division</u></a></li> <li>12. <a href="#"><u>Vision and Hearing Services</u></a></li> <li>13. <a href="#"><u>Zoonosis Control Program</u></a></li> </ol> <p>Public Health Improvement Program:<br/>The mission of DSHS Division for Regional and Local Health Services is to serve the needs of Local Public Health Agencies, DSHS Health Service Regions, and local communities in building and maintaining capacity to provide essential public health services responsive to local needs.</p> |
| Girl Scouts of Central Texas (GSCTX)        |               | <p>In partnership with adult volunteers, girls develop leadership skills, strong values, social conscience, and conviction about their own potential and self-worth. GSCTX implements staff-led, outreach initiatives, including programming in schools and community</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

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|                                                                                                     |                                | centers. Girl Scout Beyond Bars program provides comprehensive and coordinated services for girls K-12 whose mothers are incarcerated.<br>Earind Jackson<br>254.756.4497<br><a href="mailto:earindj@gsectx.org">earindj@gsectx.org</a>                                                                                                                                                                                                                                                                                                                                                                         |
| Center for Learning and Development                                                                 | Non-profit Educational Support | Conducts research-based projects and provides workshops, seminars, learning tools, and group processes aimed at preventing and/or intervening with behavioral and educational difficulties.                                                                                                                                                                                                                                                                                                                                                                                                                    |
| ESC Region 12, Heart of Texas Regional Advisory Council, Waco PD Hostage Negotiators, DSHS Region 7 |                                | Each of the listed agencies will provide crisis intervention training for first responders.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Road to Damascus                                                                                    |                                | Resource center that provide services to at-risk youth ages 13+ and immediate families; connect youth and families to community services such as drug awareness, youth empowerment, and drop-out prevention classes; career clothing closet, gift in-kind program, community services projects, transportation assistance. 3-6 month program. Contact 254.732.0307                                                                                                                                                                                                                                             |
| Unbound                                                                                             |                                | Sex trafficking prevention and intervention. Susan Peters 254.297.9988 <a href="http://www.undoundnow.org">www.undoundnow.org</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Advocacy Center for Crime Victims and Children                                                      | 501c3 non-profit organization  | Advocacy Center for Crime Victims and Children provides 24/7 crisis hotline services, sexual assault nurse examinations, counseling and case management, court accompaniment, and assistance in filing Crime Victims Compensation and VINE registration through its Victim's Center program. Forensic interviews are available to children from each county upon request of CPS, APS or law enforcement. Educational presentations on victim's issues and prevention are available.<br>Office: 254.752.9330 Hotline: 254.752.7233 or 888.867.7233 <a href="http://www.advocacyctr.org">www.advocacyctr.org</a> |

### Transportation:

|                                      |              |                                                      |
|--------------------------------------|--------------|------------------------------------------------------|
| McLennan Co. Urban and Rural Transit | 254.750.1620 | Schedule trips at minimal cost, call 48 hours ahead. |
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## **Interagency Cooperation**

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The McLennan County Community Planning group was very involved in the planning process. All agencies were proactive in their approach to identifying the needs of the communities and by putting their own special interests aside, they succeeded in developing a strategic plan to aid in prioritizing and closing the identified gaps in the community.

The Planning Committee shared the different services they offered, as well as, services offered by agencies and individuals that were unable to attend the planning meeting.

Law enforcement, juvenile justice, victims services, and social services groups agreed to continue to work together to reach the overall objectives of making the McLennan County communities a safer environment, as well as, increasing awareness through intervention and prevention and education.

## **Long-Range Plan Development**

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The McLennan County Community Planning Team works in conjunction with other planning groups in the county to ensure a regular exchange of ideas. Individuals active in the planning process generally serve on many of these committees and share mutual concerns.

The McLennan County Community Planning Team strives to meet periodically to review the plan and make necessary additions and deletions. The team is committed to meeting each biennium but agency and community representatives may submit suggestions and changes via telephone and e-mail throughout the year to the Community Planning Coordinator. Wherever possible, e-mail is used to reduce the need for meetings, printing, postage, etc.

It is the intent of the Community Planning Team to improve outcomes for McLennan County families struggling with problems described in the plan's focus areas. Efforts are being made by many McLennan County agencies and organizations to address problems with local funds, as well as, grant funds from multiple state and federal sources. To the extent that these funds are available, the Community Planning Team will continue to urge agencies to provide programs that address the outlined focus areas.

## **Contact Information**

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