

**SOUTH PLAINS
ASSOCIATION OF
GOVERNMENTS
REGIONAL CRIMINAL
JUSTICE PLAN
2014**

*A Strategic Plan for Meeting the
Criminal Justice Needs of the SPAG
Region*



TABLE OF CONTENTS

03.....REGIONAL PROFILE

09.....EXECUTIVE SUMMARY

11.....REGIONAL PRIORITIES

12.....JUVENILE JUSTICE PRIORITIES

16.....VICTIM SERVICES PRIORITIES

20.....LAW ENFORCEMENT PRIORITIES

24.....REGIONAL PARTNERSHIPS

26.....FUTURE STEPS & IMPLEMENTATION

Regional Profile

The South Plains Association of Governments is a voluntary association created by the local governments within State Planning Region Two. Authorized by State Statute, SPAG is an independent political subdivision of the state and is an instrument of local governments. It is one of 24 such organizations in Texas.

The SPAG planning region, delineated by the Governor, encompasses fifteen counties covering 13,737 square miles and inhabited by 411,659 residents. Approximately 67% of the region's population is located in Lubbock County, which is geographically centered in the region. The counties that comprise SPAG are:

County	Population
Bailey	7,165
Cochran	3,127
Crosby	6,059
Dickens	2,444
Floyd	6,446
Garza	6,461
Hale	36,273
Hockley	22,935
King	286
Lamb	13,977
Lubbock	278,831
Lynn	5,915
Motley	1,210
Terry	12,651
Yoakum	7,879

The median area per county is 900 square miles. Lamb County is the largest county with 1,088 square miles. There are 45 cities and 9 special purpose districts that are participating members of SPAG. The economy of the area is dominated by agriculture, agribusiness, manufacturing, service industries and recently petroleum production.

Lubbock is largest city in the region (2010 Census population of 278,831) and is known as the "Hub of the South Plains." The region consists of an area known as the Llano Estacado and includes geographical features from rolling plains to caprock canyons. The cities within the SPAG region are:

City	Population
Abernathy	2,805
Amherst	721
Anton	1,126
Brownfield	9,657
Buffalo Springs	453
Crosbyton	1,741
Denver City	4,479
Dickens	286
Earth	1,065
Edmonson	111
Floydada	3,038
Hale Center	2,252
Idalou	2,250
Levelland	13,542
Littlefield	6,372
Lockney	1,842
Lorenzo	1,147
Lubbock	229,573

Matador	607
Meadow	593
Morton	2,006
Muleshoe	5,158
New Deal	794
New Home	334
O'Donnell	831
Olton	2,215
Opdyke West	174
Petersburg	1,202
Plains	1,481
Plainview	22,194
Post	5,376
Ralls	1,994
Ransom Canyon	1,096
Roaring Springs	234
Ropesville	434
Shallowater	2,484
Slaton	6,121
Smyer	474
Springlake	108
Spur	1,318
Sudan	958
Sundown	1,397
Tahoka	2,673
Wellman	203
Whiteface	449
Wilson	489
Wolfforth	3,670

SPAG Region

<p>BAILEY (7,165)</p> <p>Muleshoe - 5,158</p>	<p>LAMB (13,977)</p> <p>Amherst - 721 Earth - 1,065 Littlefield - 6,372 Olton - 2,215 Springlake - 108 Sudan - 958</p>	<p>HALE (36,273)</p> <p>Abernathy - 2,805 Edmonson - 111 Hale Center - 2,252 Petersburg - 1,202 Plainview - 22,194</p>	<p>FLOYD (6,446)</p> <p>Floydada - 3,038 Lockney - 1,842</p>	<p>MOTLEY (1,210)</p> <p>Matador - 607 Roaring Springs - 234</p>	
<p>COCHRAN (3,127)</p> <p>Morton - 2,006 Whiteface - 449</p>	<p>HOCKLEY (22,935)</p> <p>Anton - 1,126 Levelland - 13,542 Opdyke West - 174 Ropesville - 434 Smyer - 474 Sundown - 1,397</p>	<p>LUBBOCK (278,831)</p> <p>Buffalo Springs - 453 Idalou - 2,250 Lubbock - 229,573 New Deal - 794 Ransom Canyon - 1,096 Shallowater - 2,484 Slaton - 6,121 Wolfforth - 3,670</p>	<p>CROSBY (6,059)</p> <p>Crosbyton - 1,741 Lorenzo - 1,147 Ralls - 1,994</p>	<p>DICKENS (2,444)</p> <p>Dickens - 286 Spur - 1,318</p>	<p>KIN (28)</p>
<p>YOAKUM (7,879)</p> <p>Denver City - 4,479 Plains - 1,481</p>	<p>TERRY (12,651)</p> <p>Brownfield - 9,657 Meadow - 593 Wellman - 203</p>	<p>LYNN (5,915)</p> <p>O'Donnell - 831 New Home - 334 Tahoka - 2,673 Wilson - 489</p>	<p>GARZA (6,461)</p> <p>Post - 5,376</p>	<p>13,737 sq. miles in the region 411,659 residents in the region</p>	

Planning Team

PLAN COORDINATOR: Kelly Davila, Criminal Justice Planner, Regional Services

The South Plains Association of Governments Regional Criminal Justice Strategic Plan was developed using components of the existing 5-year Community Plan already adopted at the regional level. In addition to the existing plan, SPAG also utilized the Criminal Justice Advisory Committee (CJAC), surveys to both current providers, applicants and regional officials and interviews to determine the needs, regional priorities and strategies to achieve these priorities. This Strategic Plan was approved by the Criminal Justice Advisory Committee on February 5, 2014 and adopted by the SPAG Board of Directors on February 11, 2014.

SPAG's Criminal Justice Planner for SPAG, Kelly Davila coordinated the efforts to develop this strategic plan along with the help of the Criminal Justice Advisory Committee at SPAG. The CJAC members are:

Mr.	Todd	Klein	City of Lubbock
Ms.	Jennifer	Slack	Lubbock County
Mr.	Jim	Curtis	City of Lubbock
Mr.	Brian	Taylor	Lubbock County
Mr.	Gary	Maddox	Lamb County
Mr.	Jeffrey	Snyder	City of Plainview
Mr.	Richard	Mosher	Frenship ISD
Ms.	Kay	Brotherton	Floyd County
Mr.	Eddie	Subealdea	Hale County
Ms.	Reba	Moore	110th Judicial
Ms.	Kim	Stark	Lubbock Rape Crisis
Mr.	Bo	Kimmons	Idalou PD
Ms.	Cathy	Pope	Brownfield ISD
Mr.	Ricky	Hobbs	Littlefield ISD
Mr.	Bryan	Moffitt	Family Counseling Center
Mr.	Roy	Rice	City of Muleshoe

Planning Team Continued

JUVENILE SERVICES:

Carmen Aguirre, Executive Director, Children's Advocacy Center
Richard Mosher, Frenship Police Department
Reba Moore, 110th Judicial District
Gary Lee Frye, Lubbock Cooper ISD
Matthew Jordan, Lubbock County Juvenile Probation
Eddie Subealdea, Hale County Juvenile Probation
Tony Serbantez, Chief of Police, City of Brownfield

VICTIM SERVICES:

Carmen Aguirre, Executive Director, Children's Advocacy Center
Jennifer Slack, Lubbock County DA's Office
Kay Caballero, Executive Director, Legal Aid Society
Marci Brown, Crisis Center of the Plains
Toney Cowan, Chief of Police, City of Levelland
Fritzi Cates, Executive Director, Women's Protective Services
Lesa Arnold, Dickens County Judge
David Wigley, Crosby County Judge
Suzette Stanley, Lubbock Victims' Assistance
Kim Stark, Executive Director, Lubbock Rape Crisis Center

LAW ENFORCEMENT:

David Turner, Lubbock County Sheriff's Office
Jennifer Slack, Lubbock County DA's Office
Brian Frieda, Chief of Police, City of Muleshoe
Tom Head, Lubbock County Judge
Wayne Rawls, Chief of Police, Ransom Canyon
David Corder, Homeland Security Planner, SPAG
Gregory Stevens, Captain, Lubbock Police Department
Gay Lynn Stone, Director of Law Enforcement, SPAG

2014 STRATEGIC UPDATE:

Judge Lesa Arnold, Dickens County
Richard Mosher, Frenship ISD Police Department
Judge Lee Norman, Garza County
David Corder, Homeland Security Planner, SPAG
Kay Caballero, Legal Aid Society of Lubbock
Roy Rice, Muleshoe Police Chief
David Turner, Lubbock County Sheriff's Office

Executive Summary

The criminal justice system in Texas is extensive and impacts every city, county, community and home in the state. This system has many key components including law enforcement, victim services, and juvenile justice. Individuals living in the State of Texas all have the right to be protected in this society, whether walking down the street of their hometown, taking children to school or sitting in the comfort of their own home.

The criminal justice system in the State of Texas comprises the resources necessary to protect rights, enforce laws, promote programs to combat illegal activities and bring justice to those victimized.

The purpose of the South Plains Association of Governments Criminal Justice Strategic Plan is to assess regional objectives and the strategies that can be used to meet these objectives within the Criminal Justice field in this region. It will look at criminal justice trends in three areas: (1) Law Enforcement; (2) Juvenile Justice; and (3) Victim Services. It will look at the services that are currently provided by the various agencies in the region to assess whether or not funding is adequate to provide the services needed. As population increases and program funding decreases, it is necessary to be able to justify monetary requests for on-going or new programs from the State of Texas or the federal government. This executive summary lists the key objectives and strategies to achieve them.

The development of this regional strategic plan is in accordance with §2.F in the current Interagency Cooperation Contract between the Office of the Governor, Criminal Justice Division and the South Plains Association of Governments (SPAG):

- The COG shall create a strategic plan for prioritizing the criminal justice needs in the COG's Region. The criminal justice needs relevant to this plan include but are not limited to, criminal justice system improvements, juvenile justice system, direct victim services and mental health/substance abuse treatment.
- The strategic plan must include the following:
 - How local communities are engaged in the planning process;
 - The data used to support the plan;
 - The stakeholders participating in the planning process;
 - The gaps in resources for criminal justice needs;
 - The criminal justice priorities identified during the planning process; and
 - How the plan will be used by the CJAC during the prioritization process.

It is the hope of this report to provide useful information for the public-at-large. By having a better-informed public concerning our criminal justice system, all citizens will be better able to take a more active role in achieving the desired goals and reduce the impacts associated with these vital issues.

The South Plains Association of Governments (SPAG) has brought community representatives and various organizations within the SPAG region together to identify objectives within the region and to develop strategies to achieve those objectives in various Criminal Justice fields. The goal is to ensure that local problems are addressed through coordination of resources and that the available resources are directed at priority objectives. The plan has been developed by a broad spectrum of government service providers, non-profit service providers and citizens within the region.

Regional Criminal Justice Strategic Plan Priorities - Law Enforcement

Objective #1: To increase qualified/trained staff through recruitment, retention and providing necessary equipment as needed to ensure adequate coverage of the SPAG region based on current Census data. Adequate staffing and equipment allows for proactive and reactive patrol and investigative functions.

Objective #2: To deliver consistent multi-leveled training that will meet basic TCLEOSE (Texas Commissioner on Law Enforcement Standards and Education) requirements, as well as advanced certifications resulting in quality law enforcement services.

Objective #3: Improve community relations through effective dialogue (i.e. crime tips, solicitation of information, etc.) as well as mass dissemination of public information. This would include the education of citizens in their role of helping law enforcement.

Objective #4: Create an environment where acute information flows efficiently between law enforcement agencies, and strategic public safety collaboration occurs on a continuous basis.

Regional Criminal Justice Strategic Plan Priorities – Juvenile/Mental Health

Objective #1: Support mental health partners in being viable resources for intervention/early intervention as opposed to continuing expansion of mental health services within the juvenile justice system.

Objective #2: Enhance or develop interagency collaboration.

Objective #3: Identify, stabilize, and utilize relevant stakeholders to promote positive life choices for children and youth.

Objective #4: Enhance community investment in protecting and seeking appropriate justice for all children and youth.

Objective #5: Reduce recidivism and foster public safety.

Regional Criminal Justice Strategic Plan Priorities – Victim Services

Objective #1: Increase public awareness regarding crime within the SPAG communities.

Objective #2: Educate victims and those affected by trauma on available services and resources to facilitate and expedite healing.

Objective #3: Continue and enhance collaborative efforts among victim service providers, law enforcement, other investigators (i.e. APS, CPS, etc.), members of the legal system, and the community.

Objective #4: Seek more funding to address the increasing rate of victimology, type, and severity of crime.

WHAT ARE THE PRIORITIES IN OUR REGION?

In each of the areas on the following pages, problems are identified and data is included that supports both the existence and severity of gaps as they are found in SPAG. This plan was formatted to include key objectives identified by the planning team and the strategies available to achieve those key objectives. Instead of a traditional format of problems and solutions, the use of objectives and strategies allows this plan to be easy to implement. Each objective and strategies combination also includes data when applicable and short summary of the thought process behind that particular objective.

Juvenile Justice Priorities

Objectives and Strategies:

Juvenile Justice Key Objective #1:

Support mental health partners in being viable resources for intervention/early intervention as opposed to continuing expansion of mental health services within the juvenile justice system.

Strategies to Achieve Objective #1:

- Utilize current agencies, organizations, or private providers tasked with the mental and physical well-being of children, youth, and all other stakeholders.
- Encourage development and/or support of long-term facilities and programs for mental health, physical needs, and social services.

The integration of juvenile justice and mental health programs is critical in meeting the current needs in the juvenile justice system. A lack in mental health services such as long-term facilities, central resources and workforce development have had a tremendous impact on the juvenile justice system in this region. Coordination between agencies and the development of new programs is critical to alleviate this issue.

Data Set:

According to the National Alliance of Mental Illness (NAMI), in 2006 8,247 children were incarcerated in Texas's juvenile justice system. Nationally, approximately 70% of youth in juvenile justice systems experience mental health disorders, with 20% experience a severe mental health condition.

Juvenile Justice Key Objective #2:

Enhance or develop interagency collaboration.

Strategies to Achieve Objective #2:

- Utilize evidence-based practices as well as the collection and sharing of data.
- Utilize existing entities to promote positive life style choices (i.e. SHAC-School Health Advisory Committee, MHMR, CIS-Communities In Schools, ISD Police Departments, etc.).
- Provide educational opportunities for parents, school personnel, juvenile justice, law enforcement, and all other stakeholders.
- Provide resources (i.e. handbook, DVD, websites, etc.) for stakeholders to effectively impact children and youth.

The juvenile justice system is extensive and encompasses many different agencies, providers, school districts and entities. Coordination among these agencies through the strategies list above is critical in making long-term improvements to the juvenile justice system in this region.

Data Set:

Goal C of the Texas Juvenile Probation Commission & Texas Youth Commission Coordinated Strategic Plan FY 2010 is to “promote communication and collaboration through existing and future cross-agency and cross-system data sharing efforts.” Several current initiatives are currently in place according to TJPC and TYC.

Juvenile Justice Key Objective #3:

Identify, stabilize, and utilize relevant stakeholders to promote positive life choices for children and youth.

Strategies to Achieve Objective #3:

- Promote positive and socially appropriate involvement of significant stakeholders.
- Encourage stakeholder involvement by assessing basic family needs and providing referral information as well as follow-up contact.
- Increase parents’ and educators’ ability to use current technology prevalent in the youth culture and methods for monitoring and intervention.

The stakeholders in the individual lives of children and youth in the system are as varied as the agencies involved in the juvenile justice system. Maintaining and developing programs that assist parents, educators, families and other stakeholders are key to improving the effectiveness of the juvenile justice system.

Data Set:

According to Texas Appleseed’s ‘Texas School-to-Prison Pipeline’, “proven practices can be implemented by schools to improve student behavior while decreasing reliance on suspensions, expulsions, arrests and ticketing: School-wide Positive Behavior Intervention & Supports, Social & Emotional Learning, and Restorative Justice.”

Juvenile Justice Key Objective #4:

Enhance community investment in protecting and seeking appropriate justice for all children and youth.

Strategies to Achieve Objective #4:

- Cultivate public and/or private funding for the purchase of necessary equipment.
- Foster initiatives (i.e. anti-bullying, child abuse, school resource officers/programs, online stalking, truancy reduction programs, etc.) to increase awareness and appropriate involvement by community members in the lives of children and youth.

- Increase training opportunities for school resource officers, active-shooter programs and other programs aimed at educating law enforcement in the school system.
- Utilize or develop programs that foster a positive peer culture and encourage life-long learning.
- Change social perception of the stereotypical picture of youth involved in the juvenile justice system.

Community partnerships and improved community awareness are needed to correct some common misconceptions and further educate the public concerning juvenile issues. As with other objectives, funding levels remain a critical issue in the juvenile justice system. Initiatives that educate the public and assist in the development of juvenile programs require equipment, software, marketing and staffing which are often difficult to fund without state or federal resources. Continuing to educate the public to change misconceptions and to stop the transmission of misinformation is critical in reducing recidivism and helping the children and adolescents in the juvenile justice system.

Data Set:

According to the 2011 National Association of School Resource Officer Survey, 70% of School Resource Officers felt that elected officials did not understand the role of resource officers, 71% said the same about the media and 69% said that local police departments are not clear about their assignments. These statistics coupled with the fact that demand for school resource officers is on the rise, shows that not only is the need high but there is further need for public education as to the roles of these programs to increase effectiveness.

Juvenile Justice Key Objective #5:

Reduce recidivism and foster public safety.

Strategies to Achieve Objective #5:

- Increase diversionary options.
- Develop initiatives (i.e. anti-bullying, child abuse, school resource officers/programs, online stalking, etc.) to reach out to school-aged youth to prevent involvement in at-risk behavior and activities.
- Improve access to training opportunities for staff in all aspects of the juvenile justice field (direct and indirect).
- Increase transitional living services and career and technical training.

A major contributor to many of the issues within the juvenile justice system is recidivism. Many of the children and adolescents participating in juvenile programs are at great risk of reverting back to the undesirable behaviors and activities which initially got them involved in the system. Improving access to living and training opportunities (both vocational and education) is critical in reducing the rate at which these youth become long-term participants in the system.

Data Set:

■ **Juveniles that enter a program recidivate at a lower rate than those that do not enter a program**

Juveniles Disposed to Deferred and Probation, FY 2010

Program Entry	Deferred One Year Re-Offense	Probation One Year Re-Offense	Total One Year Re-Offense
Entered a Program	21.7%	31.0%	26.6%
Did not Enter a Program	25.1%	40.9%	31.5%

*Texas Juvenile Justice Department

Victim Services Priorities

Objectives and Strategies:

Victim Services Key Objective #1:

Increase public awareness regarding crime within the SPAG communities.

Strategies to Achieve Objective #1:

- Address cultural changes that have allowed technology to facilitate crime.
- Eliminate barriers that prevent victims from accessing services easily.
- Provide access to educational opportunities for law enforcement personnel and members of the legal system on victimization and effective interaction with victims, families, and interested parties.
- Raise awareness of the long-term consequences and effects of adverse childhood experiences.
- Increase communication between generations regarding victimization.

Reaching out to the public of all ages (grade school, adolescence, adult and elderly) to educate them on victimization and programs for victims is key in reducing the rate of victimization and improving access to care for victims. Currently, many victims are not aware that agencies exist that provide services to help them heal from the trauma they have endured. Because so many of the agencies providing services to victims function with such little overhead, increasing funding at all levels is needed to improve public relations efforts.

Data Set:

According to the U.S. Department of Justice, National Sex Offender Public Website, "only 16% of rapes were reported to law enforcement, children 12-15 have the highest percentage of sexual abuse and 18% of women in the United States have been raped during their lifetime." Such high statistics with low reporting rates documents the need for increased public awareness.

Victim Services Key Objective #2:

Educate victims and those affected by trauma on available services and resources to facilitate and expedite healing.

Strategies to Achieve Objective #2:

- Increase the availability of appropriate, quality therapy/counseling services to victims and others affected by crimes and the resulting trauma.
- Improve interagency communication regarding post-legal process services available to victims and others affected.
- Develop and maintain programs that provide for the immediate needs of victims including, but not limited to:
 - Shelter
 - Food/clothing
 - Legal resources (examples include, but not limited to: protective orders, divorce decrees and prosecution)
 - Counseling
 - Medical treatment/testing
 - Forensic interviews
 - Access to law enforcement assistance
 - Assistance in compensation documentation

Data Set:

According to the National Center for Victims of Crime, dealing with the criminal justice system can be the most agonizing experience for victims. Having an advocate during this navigation is necessary in various facets from legal issues, basic needs, therapy, etc.

Victim Services Key Objective #3:

Continue and enhance collaborative efforts among victim service providers, law enforcement, other investigators (i.e. APS, CPS, etc.), members of the legal system, and the community.

Strategies to Achieve Objective #3:

- Improve interagency communication.
- Increase interagency collaboration, utilization of resources, and knowledge.
- Improve all SPAG communities' investment and commitment to protecting victims of crime and others affected.
- Combine regional agencies/providers when feasible.
- Increase collaboration, communication and education of law enforcement agencies.

Collaboration among agencies in all areas of the criminal justice system is needed to improve programs and availability for victims throughout the SPAG region.

Data Set:

Activity Summary by County of the Crime Victim Compensation Fund

County	Received	Approved	Denied	Victim Amount	SAE Received	SAE Payments	Contributed	Total Paid
Bailey	4	3	1	\$82.97	0	0	\$14,942.13	\$82.97
Cochran	2	1	1	\$0	0	0	\$9,172.29	\$0
Crosby	2	1	1	\$19,854.36	0	0	\$10,392.99	\$19,854.36
Dickens	1	0	0	\$0	0	0	\$18,063.22	\$0
Floyd	3	2	0	\$0	0	0	\$5,776.91	\$0
Garza	10	9	0	\$16,556.64	0	0	\$17,374.16	\$16,556.64
Hale	28	20	8	\$19,853.76	14	\$3,383.55	\$66,536.38	\$23,237.31
Hockley	8	6	2	\$15,316.83	4	\$1,724.00	\$55,975.66	\$17,040.83
King	1	1	0	\$3,417.24	0	0	\$4,830.87	\$3,417.24
Lamb	11	9	2	\$9,294.75	4	\$2,532.00	\$57,121.78	\$11,826.75
Lubbock	300	209	69	\$680,754.58	215	\$129,544.97	\$219,250.70	\$810,299.55
Lynn	4	5	0	\$303.27	1	\$553.00	\$29,623.88	\$856.27
Motley	0	0	0	\$0	0	0	\$5,501.08	\$0
Terry	6	4	1	\$9,552.31	2	\$451.00	\$46,380.99	\$10,003.31
Yoakum	3	2	0	\$4,500.00	0	0	\$19,245.06	\$4,500.00

Source: Crime Victim's Compensation, Office of Attorney General

Victim Services Key Objective #4:

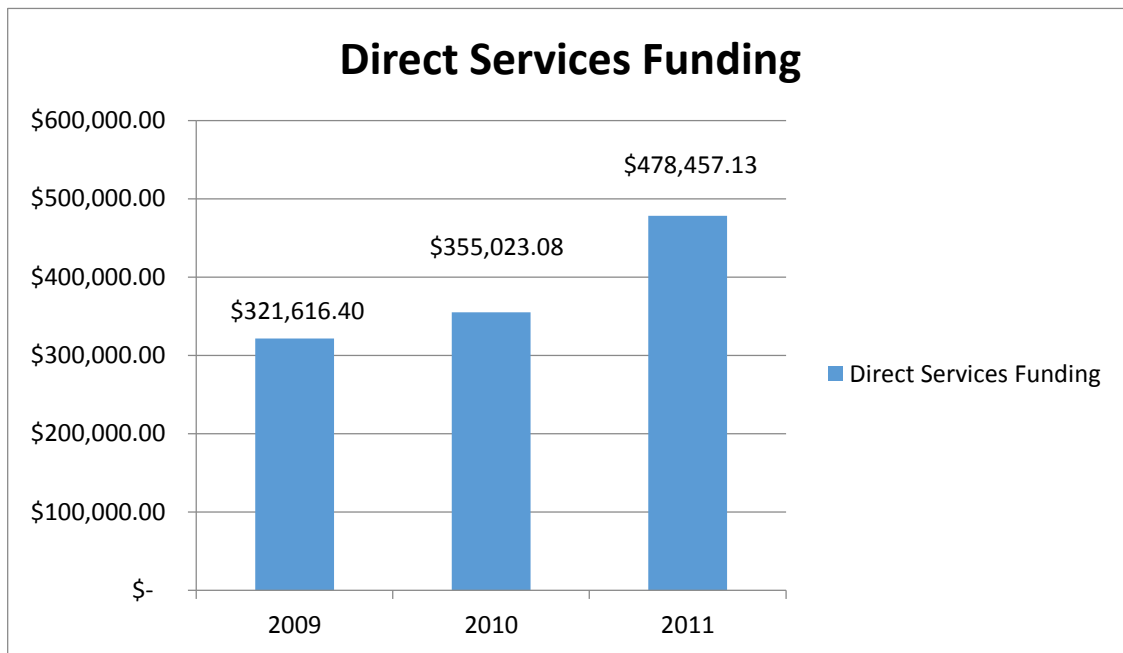
Seek more funding to address the increasing rate of victimology, type, and severity of crime.

Strategies to Achieve Objective #4:

- Cultivate public and/or private funding for victim service programs.
- Continuing education for law enforcement personnel regarding changes in types of crime.
- Continuing education for victim service providers regarding the impact of crime.

Data Set:

Victim Services Funding 2009-2011



This chart shows an increase in regional funding but several factors should be considered including additional ARRA (American Recovery & Reinvestment Act) funds the state received, state discretionary funding and the reconfiguration of how the fund sources were organized (ex. VOCA/VAWA now Direct Services Solicitation & Violent Crimes Against Women Criminal Justice and Training Projects – Domestic Violence, Sexual Assault, Dating Violence, and Stalking Solicitation).

Law Enforcement Priorities

Objectives and Strategies:

Law Enforcement Key Objective #1:

To increase qualified/trained staff through recruitment, retention and providing necessary equipment as needed to ensure adequate coverage of the South Plains communities based on current Census data. Adequate staffing and equipment allows for proactive and reactive patrol and investigative functions.

Strategies to Achieve Objective #1:

- Collect, maintain, and deliver relevant data from previous years to demonstrate the need to increase staffing levels to meet the increasing population as reflected by current Census data. Increased staffing will decrease response times, address changing trends in criminal activity, and ensure better public safety as well as officer safety.
- Point out increased liability of inadequate staffing levels to elected/appointed officials, and propose specific staffing increases.
- Promote law enforcement as a career at regional high schools, junior colleges and universities.
- Seek innovative ways to procure equipment essential to law enforcement. Examples could be a regional law enforcement 'swap meet', state or federal fund sources, or regionally collaborated projects purchasing equipment.

Throughout the discussion in the Law Enforcement session, a common issue that arose was the lack of qualified/trained staff for regional law enforcement agencies. This issue stems from a lack of resources to recruit, hire and train staff on the part of regional agencies as well as a shortage of interested, qualified and dedicated individuals looking to serve in the field of law enforcement in the SPAG region. Coordinating regional efforts between entities with law enforcement divisions and providers of law enforcement training programs (such as the SPAG Regional Law Enforcement Academy) is critical in alleviating this issue. Expanding career promotion efforts in regional school districts, junior colleges and universities is also critical in marketing law enforcement as a profession. Finally, the ability to provide updated and useful equipment to officers and staff may further impact the retention rates of qualified/trained staff for rural law enforcement agencies. Increases in regional, state and federal fund sources are necessary to further this objective.

Data Set:

County/Population	# of Peace Officers	Ratio of Residents to Officers
Bailey County/6,273	13	483
Cochran County/2,927	8	366
Crosby County/6,109	11	555
Dickens County/2,439	4	610
Floyd County/6,474	12	540
Garza County/4,659	9	518
Hale County/35,408	63	562
Hockley County/22,272	44	506

King County/286	2	143
Lamb County/13,162	34	387
Lubbock County/270,550	578	468
Lynn County/5,674	12	473
Motley County/1,282	2	641
Terry County/12,142	29	419
Yoakum County/7,698	15	513

To gain a measurement of crime trends, Texas participates in the Uniform Crime Reporting (UCR) program. Law enforcement agencies submit crime statistics to DPS which are then compiled to give an overview of crime trends in Texas. UCR make possible the analysis of crime trends through the Crime Index (2010 Texas Crime Report). To track the variations in crime, the UCR data collection program uses a statistical summary tool referred to as the Crime Index. Rather than collecting reports of all crimes that were committed in a particular year, UCR collects the reports of eight index crimes. The crimes in this group are all serious, either by their very nature or because of the frequency with which they occur, and present a common enforcement problem to police agencies. Crimes within this index are categorized as violent crimes, which include murder, forcible rape, robbery, aggravated assault, burglary, larceny, auto theft, and domestic violence (2010 Texas Crime Report).

Index Crimes in Texas 1996-2010

Texas crime trends are analyzed using two separate methods: crime volume and crime rates. Crime volume is merely the aggregate sum of the Crime Index. By comparing the crime volume from year to year, trends in the number of crimes committed can be studied. Crime rates, however, are compiled to compensate for changes in the size of Texas population and to show the number affected by crime in a given population. Texas crime rates are generally expressed as the number of crimes per 100,000 residents (2010 Texas Crime Report).

During calendar year 2010, there were an estimated total of 1,065,271 index offenses in Texas. The crime volume decreased 4.6 percent when compared to 2009 (2010 Texas Crime Report). As of October 31, 2010, Texas reported 58,873 full time sworn officers active in the law enforcement community with the majority being employed by local police and sheriff departments (2010 Texas Crime Report).

Law Enforcement Key Objective #2:

To deliver consistent multi-leveled training that will meet basic TCLEOSE (Texas Commissioner on Law Enforcement Standards and Education) requirements, as well as advanced certifications resulting in quality law enforcement services.

Strategies to Achieve Objective #2:

- Offer basic peace officer academy to individuals who are sponsored by a law enforcement agency.
- Deliver required TCLEOSE continuing education training, including state and federal mandated training.
- Offer intermediate and advanced training for career enhancement (i.e. ethics, leadership, supervisor, and command staff development).
- Deliver and monitor cost effective training through a multi-faceted approach (i.e. satellite campus, distance education) delivered by SPAG law enforcement staff, local instructors, and identified subject matter experts.

Expanding the training options for regional law enforcement officers is an on-going process that can be accomplished through the joint efforts of the SPAG Regional Law Enforcement Academy, regional law enforcement agencies and various funding sources. Providing access to training for rural law enforcement agencies in a variety of ways is the key to expansion efforts. Examples discussed during the focus group include increasing: diverse courses that are held in various parts of the region (geographically) based on need, networking between all regional agencies and the SPAG Academy to prioritize training needs and provide the programs necessary, and access to online training options.

Data Set:

According to the South Plains Association of Governments Regional Law Enforcement Academy, in order to complete Basic Peace Officer Training in Texas requires 640 of in-class and physical training. Continuing education opportunities come in many varieties, some of which are also offered by the Regional Law Enforcement Academy.

Law Enforcement Key Objective #3:

Improve community relations through effective dialogue (i.e. crime tips, solicitation of information, etc.) as well as mass dissemination of public information. This would include the education of citizens in their role of helping law enforcement.

Strategies to Achieve Objective #3:

- Engage members of South Plains communities through social media outlets, such as Facebook, Twitter, Nixel, agency websites, Text-A-Tip, SPRIS, as well as the use of traditional public safety communication services.
- Enhance relations between law enforcement and local media outlets.
- Promote utilization of information and referral services (i.e. 2-1-1 program) providing the general public a resource for dissemination of information and case management.

- Maintain traditional community police interaction between law enforcement agencies and the community.
- Development of mechanism to ensure that dissemination of information/intelligence that is gathered, evaluated and shared by local agencies and personnel is accessible by all law enforcement personnel.

In today's society, access to information is critical for any program and law enforcement is no exception. Each regional law enforcement agency must determine the need for and proper dissemination of information regarding law enforcement efforts based on the demographics and crime statistics for the population served. The strategies developed could be applied to both large and small law enforcement agencies in the SPAG region.

Data Set:

According to the Bureau of Justice, "Collaboration without sharing information will provide limited success." In their study of Intelligence Lead Policing (ILP), the Bureau of Justice concluded that implementing ILP enhanced department's abilities to achieve success.

Law Enforcement Key Objective #4:

Create an environment where acute information flows efficiently between law enforcement agencies, and strategic public safety collaboration occurs on a continuous basis.

Strategies to Achieve Objective #4:

- Utilize software programs (i.e. CopSync) and other technology and social media to enhance instant communication and information sharing between regional law enforcement agencies.
- Coordinate agency networking through consortiums, advisory committees, etc. to develop and improve methods of information sharing between regional law enforcement agencies.
- Improve collaboration with mental health agencies, community partners and state agencies to improve efficiency when dealing with mental health cases, crises and transports.

Expanding communication efforts is critical in regional law enforcement efforts. Efforts implemented at the local level (such as software, etc.) as well as regionally (consortiums, advisory committees, etc.) will further develop effective communication, networking and cooperation among regional entities and providers.

WHO IS DOING WHAT?

Included below are resources identified by SPAG that are available to provide services that could potentially help in closing criminal justice gaps.

JUVENILE JUSTICE:

110th Judicial District

Communities in Schools

Frenship ISD Police Department

Hale County Truancy Board

Levelland ISD/City of Levelland Police Department

Littlefield ISD/Lamb County Sheriff's Office

Lubbock Cooper ISD

LAW ENFORCEMENT:

(Sampling from recent previous applicants)

City of Idalou Police Department

City of Levelland Police Department

City of Lubbock Police Department

City of Muleshoe Police Department

City of Plainview Police Department

City of Ropesville Police Department

City of Slaton Police Department

City of Tahoka Police Department

Floyd County Sheriff's Office

Hockley County Sheriff's Office

South Plains Association of Governments Regional Law Enforcement Academy

VICTIM SERVICES:

Children's Advocacy Center - Direct Victims Services

Crisis Center of the Plains – Direct Victims Services/Violence Against Women Act

Garza County Victims Assistance - Direct Victims Services

Legal Aid Society of Lubbock - Direct Victims Services/Violence Against Women Act

Lubbock County DA's Office - Violence Against Women Act/Prosecution

Lubbock Victims Assistance Services – Direct Victims Services

Lynn County Victims Assistance – Direct Victims Services

South Plains Association of Governments Regional Law Enforcement Academy -
Violence Against Women Act/Training

Voice of Hope Lubbock (formerly Lubbock Rape Crisis Center) - Direct Victims
Services/ Violence Against Women Act

Women's Protective Services - Violence Against Women Act

FUTURE IMPLEMENTATION

The SPAG Planning team works in conjunction with other planning groups in the region to ensure a regular exchange of ideas. Individuals active in the planning process generally serve on many of these committees and share mutual concerns.

It is the goal of SPAG that this strategic plan is continuously updated through any of the following methods: formal meetings of CJAC or focus groups, interviews, regional visits and outreach, phone and email discussions. Drafts and annual updates of the Regional Plan will be circulated by e-mail or mail with requests for comments, changes, etc.

Below is the trend for Regional Criminal Justice funding for the 2013 – 2009 by fund source:

CJD Plan Year	Type of Grant (Solicitation)	Regional Amount Requested	Regional Amount Received
2014	General Victim Assistance – Direct Services Programs	\$432,257	\$375,749.50
2014	Violent Crimes Against Women Criminal Justice and Training Projects – Domestic Violence, Sexual Assault, Dating Violence, and Stalking	\$319,411.49 *\$197,495.00 – Victims* *\$121,916.49 – Prosecution/Training*	\$319,333.67 *\$197,417.18* *\$121,916.49 – Prosecution/Training*
2014	Juvenile Services	\$47,690	\$47,690
2014	Justice Assistance Grant	\$240,354.12	\$228,767.79
2013	General Victim Assistance – Direct Services Programs	\$415,181	\$316,115.07
2013	Violent Crimes Against Women Criminal Justice and Training Projects – Domestic Violence, Sexual Assault, Dating Violence, and Stalking	\$411,674.00 *\$308,414 – Victims* *\$103,260 – Prosecution/Training*	\$295,983.58 *\$199,573.11 – Victims* *\$96,410.07 – Prosecution/Training *
2013	Juvenile Services	\$87,690	\$87,664.34
2013	Justice Assistance Grant	\$205,373.10	\$62,623.10

CJD Plan Year	Type of Grant (Solicitation)	Regional Amount Requested	Regional Amount Received
2012	General Victim Assistance – Direct Services Programs	\$720,356.00	\$720,356.00 *Includes some VAWA funds*
2012	Violent Crimes Against Women Criminal Justice and Training Projects – Domestic Violence, Sexual Assault, Dating Violence, and Stalking	\$145,890.61	\$104,777.61
2012	Juvenile Services	\$202,828.71	\$100,792.67 *Includes JJDP funds & SF 421 funds designated for Juvenile programs*
2012	Criminal Justice Programs	\$398,401.00	\$351,213.30
2011	General Victim Assistance – Direct Services Programs	\$556,412	\$478,457.13 *Includes some VAWA funds*
2011	Violent Crimes Against Women Criminal Justice and Training Projects – Domestic Violence, Sexual Assault, Dating Violence, and Stalking	\$73,855.00	\$73,855.00
2011	Juvenile Services	\$147,224	\$124,968.25
2011	Criminal Justice Programs	\$1,255,154.90	\$126,100.98 *Only received SF 421 funds*
2010	General Victim Assistance – Direct Services Programs	\$588,925	\$355,023.08
2010	Violent Crimes Against Women Criminal Justice and Training Projects – Domestic Violence, Sexual Assault, Dating Violence, and Stalking	\$100,155	\$100,155
2010	Juvenile Services	\$346,903.81	\$134,910
2010	SF 421 (CJ Programs was not yet created)	\$225,500	\$132,988
2009	VOCA (Direct Services Programs did not exist)	\$569,678.57	\$321,616.40 *Includes some VAWA funds*
2009	VAWA (Violent Crimes Against Women Criminal Justice and Training Projects – Domestic		

	Violence, Sexual Assault, Dating Violence, and Stalking did not exist)	\$237,078.46	\$81,536.23
2009	Juvenile Services SDFS (no longer exists)	\$83,628 \$53,987.00	\$40,000.00 \$53,176.30
2009	SF 421 (CJ Programs was not yet created)	\$225,500	\$125,351



KELLY DAVILA

SPAG Criminal Justice Planner

1323 58th Street

Lubbock, Texas 79412

806.762.8721

kdavila@spag.org