

BATON ROUGE

Strategic Plan

November 2022





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Background

This document summarizes the work of the Baton Rouge Police Department (BRPD) National Public Safety Partnership (PSP) strategic planning process supported by the Department of Justice (DOJ) Bureau of Justice Assistance (BJA); the decisions made during that process; the next steps necessary to actualize the plan; and the implementation of the plan. The plan is a compilation of the participants' understanding of current and future conditions in the East Baton Rouge Parish, their hopes for the future of the region, and ideas on how to move the Parish toward that future. In March 2022, The East Baton Rouge Gun Violence Collaborative (EBRGVC) convened to develop this strategic plan¹. This plan presents the long-term strategic outcome for the EBRGVC, along with the necessary goals and strategies for accomplishing the outcome and creating the desired future state.

It must be noted this group began implementing the strategies developed for this plan immediately after the in-person strategic planning session and did not wait for this document to be published. The majority of the group continues to meet twice a month to develop implementation plans for their strategies and document their progress to date.

Baton Rouge Overview and Crime Trends

The City of Baton Rouge is on the banks of the Mississippi River approximately 80 miles northwest of New Orleans. The city has a diverse population of 229,000 residents. An estimated 400,000 additional people commute daily to the city from the Greater Baton Rouge Area for work and entertainment. The riverfront is home to Louisiana's governing bodies, museums, casinos, tourist attractions, and annual events that also bring in millions of tourists annually. The capital city offers an eclectic culture and rich history. However, it also has for the past decade, one of the highest violent crime rates in the nation.

Violent crime in Baton Rouge increased significantly in 2005 after Hurricane Katrina disrupted the Gulf Coast. By 2009 the homicide rate in Baton Rouge was 34 per 100,000 residents, compared to 21 per 100,000 in 2004. Violence continued to be a challenge for the Parish through the past decade. In 2017, law enforcement responded to the highest number of homicides on record for one year (104 homicides), a stark contrast to 2016, a year in which the lowest number of homicides were recorded in over a decade (61).

Beginning in 2017, the BRPD has engaged in U.S. Department of Justice (DOJ) programs in an effort improve their violence reduction efforts. This included participation in the DOJ Office of Justice Programs Reducing Violent Crime program from 2017-2018 and the PSP from 2018 until the writing of this plan.

In 2018, homicides decreased 21 percent (85) across the parish and continued to decrease in 2019 by 19 percent (69). However, after the onset of the COVID-19 pandemic, homicides in Baton Rouge rose in 2020 by 46 percent (101) and continued to climb in 2021 by 21 percent (122).

The newly-formed EBRGVC's involvement with the PSP through 2023 will continue to help them to determine, implement, and sustain promising practices in reducing violent gun crime in the Parish.

¹ The East Baton Rouge Gun Violence Collaborative (EBRGVC) consists of the individuals located on pages 5-6 of this document. The formation of the EBRGVC represents a shift from a strategy focused on individual agencies to a regional and collaborative approach to address violence crime throughout the East Baton Rouge Parish.



The National Public Safety Partnership

The PSP was established by DOJ to provide an innovative framework to enhance federal support of state, local, and tribal law enforcement, and prosecution authorities in enhancing public safety. The PSP began as a pilot program, the Violence Reduction Network, in 2014 and is designed to promote interagency coordination by leveraging specialized law enforcement expertise with dedicated prosecutorial resources to promote public and community safety.

The Baton Rouge PSP site is supported by a training and technical assistance site team, which consists of the following individuals:

- Nola M. Joyce, Strategic Site Liaison
- Jessica Dockstader, Program Advisor
- David Lewis, DOJ Program Champion

PSP Baton Rouge Strategic Planning Workshop

Many local, state, and federal partners are actively engaged and committed to reducing gun violence in the Parish over the next three years as later described by this strategic plan. The individuals listed below participated in the development of this plan. To develop the plan, the EBRGVC partners met individually with the PSP Site Team (strategic plan facilitators) and as a group for a strategic planning workshop on February 8 and 9, 2022.

- Sharon Broome, Mayor-President, East Baton Rouge Parish
- Leslie Ricard-Chambers, Mayor's Office
- Courtney Scott, Mayor's Office
- Jazzika Matthews, Mayor's Office
- Helen Frink, Mayor's Office
- Hillar Moore, District Attorney, EBRDA
- Steve Danielson, Assistant District Attorney, EBRDA
- Aishala Burgess, Executive Director, [TRUCE](#)
- Ron Gathe, US Attorney, Middle District of Louisiana
- Ellison Travis, First Assistant, US Attorney's Office, Middle District of Louisiana
- Murphy Paul, Chief of Police, Baton Rouge Police Department (BRPD)
- Neal Noel, Deputy Chief, BRPD
- Kevin Heinz, Lieutenant, BRPD
- Myron Daniels, Deputy Chief, BRPD
- Holly Judd, Statistician, BRPD
- Sheriff Sid Gatreux, East Baton Rouge Sheriff's Office (EBRSO)
- Todd Morris, Major, EBRSO
- Leonard Moozie, EBRSO
- Carl Dunn, Chief of Police, Baker Police Department
- Ty Stephens, Detective, Zachary Police Department
- Roderick Ennis, Captain, Zachary PD
- Roger Corcoran, Chief of Police, Central Police Department
- Greg Tilley, Chief of Police, Baton Rouge Community College Police Department (BRCCPD)
- Luther Lamar, Assistant Chief of Police, BRCCPD
- Bart Thompson, Chief of Police, Louisiana State University Police Department (LSUPD)
- Reginald Berry, Captain, LSUPD



- Kenneth Guy, Lieutenant, Southern University Police Department
- Earl Wright, Baton Rouge City Constable
- Lamar Davis, Superintendent, Louisiana State Police (LSP)
- Kenny Van Buren, Lieutenant Colonel, LSP
- Chavez Cammon, Lieutenant, LSP
- William Brown, US Marshall Service (USMS)
- Christopher Felix, USMS
- Randy Harness, Drug Enforcement Agency (DEA)
- Mary Downie, Bureau of Alcohol, Tobacco, Firearms, and Explosives
- Charles Koger, Federal Bureau of Investigation

Baton Rouge Strategic Plan

This section summarizes the overarching strategic outcome, specific focus areas, goals, strategies, and measures for what the EBRGVC hopes to accomplish in the next three years.

- **Goals** were identified to meet the desired overarching outcome. Goals are achieved by working the strategies.
- **Strategies** link the goals to the outcome. These strategies, identified by the stakeholders, are the critical conditions that must be met to achieve the goals.
- **Measures of success** are indicators of whether the EBRGVC partners are achieving the goals.

Communication of the Plan

The EBRGVC goal champions will meet bi-weekly for the first few months, and then transition to quarterly, to review the progress on achieving the strategic plan. The action plans can guide these discussions. The purpose of these meetings is to acknowledge the actions completed, discuss issues to be addressed, and identify the actions to be taken over the next 90 days. These meetings will include the Strategic Site Liaison (SSL) and PSP advisor, as appropriate and possible, to help ensure that PSP resources are utilized to assist in achieving the strategic outcome. In addition, at least monthly, a PSP call with partners and the SSL can discuss and track progress against the strategic plan.

It is critical to success that key elements of the plan be shared internally and communicated to each member of the organizations involved. The nature of their roles and the responsibility for achieving the strategic outcome should be clarified and reinforced often. In addition, the EBRGVC, in consultation with senior leaders and elected officials, should decide how to inform the public about the plan in a way that generates understanding and support from all parts of the community. Key stakeholders essential to making the plan a reality must also be involved and offered an opportunity to help define the specifics of their contribution. The EBRGVC should consider whether to post the plan on the web along with quarterly updates concerning progress. This may help keep all participants involved and focused on their areas of responsibilities, as well as allowing them to share their successes.



Planning Assumptions

A primary assumption of this plan is that the PSP partners will enhance their collaboration to concentrate on violent crime and continue this work after PSP ends. The collaborative efforts will not only continue but will grow stronger over the three-year period. Another assumption is that the EBRGVC, goal champions, and the organizations represented are the champions of this plan. However, implementation cannot rest solely on their shoulders. All stakeholders in the EBRGVC within the East Baton Rouge Parish and its surrounding areas, communities, businesses, and nonprofit agencies—have a role in making this plan successful. Finally, PSP assessments, training and technical assistance, and the work of the EBRGVC will advance the strategies and goals of the plan.

Conclusion

The EBRGVC has put forth an ambitious plan to reduce gun violence. To achieve this goal, everyone in the East Baton Rouge Parish, including local law enforcement, their state and federal partners, and community members must be actively involved in addressing gun violence. This includes strategic enforcement of ongoing gun violence, as well as working with community organizations and community members to holistically address the root causes of gun violence.

Enforcing laws, investigating gun-involved crimes and prosecuting cases are foundational elements of the EBRVC's violence reduction strategy. Goals 2 and 4 focus on improving these elements with the strategic prioritization of gun violence cases for investigation and prosecution, as well as and improved collaboration with local, state, and federal partners. Through Goals 2 and 4, the EBRGVC will work with their partners to identify and concentrate their efforts to investigate, prosecute, and reduce gun violence.

Collaboration, relationship building with community members, and addressing the conditions that contribute to gun violence are also key to EBRGVC's gun violence reduction plan. Goals 1 and 3 focus on improving trust and collaboration between the EBRGVC and the community, as well as addressing quality of life conditions in the Parish. A critical component of these approaches is to create and maintain feedback loops between local law enforcement, community-based organizations, and community members to disrupt the cycle of violence.

The EBRGVC is moving forward by participating in the planning sessions, working with its PSP partners, and implementing the work set out in this ambitious plan. The EBRGVC also recognizes that more work is needed and is asking for help in doing this hard work. It is incumbent upon everyone in the East Baton Rouge Parish to hear this request and act.

LONG-TERM STRATEGIC OUTCOME

The East Baton Rouge Gun Violence Collaborative which consists of local, state, and federal law enforcement, other municipal and Parish agencies, and business and community partners will reduce gun violence over the next three years using strategic collaborations and resource sharing focusing on community-based approaches, individuals and groups engaged in violence, and locations where violence is occurring.

<p>Goal 1</p> <p>The East Baton Rouge Gun Violence Collaborative is increasing investments in community outreach, community engagement, and partnerships focusing on reducing gun violence.</p> <p>Champion</p> <p>Assistant Chief Administrative Officer over Community Development, Mayor's Office</p>	<p>Strategies</p> <ol style="list-style-type: none"> 1.1 Develop new, and enhance existing, outreach programming and services for youth and young adults exposed to different levels of violence. 1.2 Create and use a variety of communication mediums and messages by credible messengers targeting both in school and out of school youth to drive them to services and programs. 1.3 Identifying paying pathway programs to jobs and opportunities for out of school youth and young adults. 1.4 Develop place-based community outreach to connect residents to neighborhood clusters, businesses, and positive events. 	<p>Measures of Success</p> <ul style="list-style-type: none"> • Outreach program data (number of programs and participants, attendance at schools, decreased incidents, and graduation rates) • Continuum of communication service data (Number of services/supports and meetings amongst partners) • Place-based activity data (number of clusters and activities, number of partners, number of violent incidents, and number of referrals)
<p>Goal 2</p> <p>The East Baton Rouge Gun Violence Collaborative is coordinating and enhancing law enforcement partnerships to investigate, prosecute, and reduce gun violence.</p> <p>Champion</p> <ul style="list-style-type: none"> • Assistant District Attorney's Office, East Baton Rouge District Attorney's Office (EBRDA) • Assistant US Attorney, US Attorney's Office - Middle District of Louisiana 	<p>Strategies</p> <ol style="list-style-type: none"> 2.1 Provide pertinent and timely information to the courts to help facilitate early judicial review of bond hearings related for gun violence cases (collaboration among local, state, and federal). 2.2 Increase and improve regular collaboration with law enforcement agencies, U.S. Attorney's Office (USAO), and East Baton Rouge District Attorney's Office (EBRDA) to ensure the prosecution of high-profile offenders. 2.3 Prioritization of gun violence cases within the USAO and the EBRDA for prosecution. 2.4 Increase capacity of juvenile court system to allow gun violence cases to be prioritize. 2.5 Work with partners, including Court Administration and the Crime Lab, to expedite gun cases or prioritize gun violence cases within the courts and crime lab. 	<p>Measures of Success</p> <ul style="list-style-type: none"> • The number of requests for motions to revoke pre-existing bonds • Percentage of gun cases submitted by law enforcement that are accepted for prosecution • Percentage of gun cases resulting in a conviction in state and federal courts
<p>Goal 3</p> <p>The Parish is leveraging municipal services to address the conditions that contribute to gun violence.</p> <p>Champion</p>	<p>Strategies</p> <ol style="list-style-type: none"> 3.1 Create and enhance methods for residents to report quality of life issues to the Parish for correction. 3.2 Create a method and procedures to ensure a feedback loop between the public and the city administrators and services. 	<p>Measures of Success</p> <ul style="list-style-type: none"> • Online surveys with follow-up responses housed in a database for analysis • Initial neighborhood meetings, with a follow-up to assess post-clean up • Number of property abatements

<p>Mayor’s Office – Community Revitalization Director</p>	<p>3.3 Develop a system and procedures to prioritize locations where gun crime is occurring for government services requests.</p> <p>3.4 Increase the number of blighted property abatements and beautification efforts in hot spot locations.</p>	
<p>Goal 4</p> <p>The East Baton Rouge Gun Violence Collaborative is employing sound means and methods to identify and concentrate efforts on violent persons, groups, and places to reduce gun violence.</p> <p>Champion</p> <ul style="list-style-type: none"> • East Baton Rouge District Attorney’s Office Crime Strategies Unit • East Baton Rouge Violent Crime Unit • TRUCE 	<p>Strategies</p> <p>4.1 Drive proactive patrols through monitoring, analysis, and reporting by the Crime Strategies Unit, Real Time Crime Center, Investigative Support Unit, and Fusion Center (Louisiana State Police).</p> <p>4.2 Use existing intelligence divisions to analyze public social media posts related to gun violence.</p> <p>4.3 Fully use TRUCE interventions to intervene with and provide services to high-risk individuals.</p> <p>4.4 Increase and use crime gun intelligence center (CGIC) investigations to guide detectives in gun violence cases.</p>	<p>Measures of Success</p> <ul style="list-style-type: none"> • Decrease in crime in focused areas • Reduction in gun violence within the Parish • Number of gun cases submitted for prosecution • Number of CGIC investigations • Increase in intelligence operations focused on gun violence • Number of TRUCE interventions • Participation in TRUCE services