

BRAVE

BATON ROUGE AREA VIOLENCE ELIMINATION:
2-YEAR EVALUATION REPORT



BRAVE

BATON ROUGE AREA VIOLENCE ELIMINATION

THE PURPOSE of this report is to provide a 2-year overview of the Baton Rouge Area Violence Elimination (BRAVE) project from January 2013 through December 2014. BRAVE, based on Project Ceasefire, was designed to reduce and eliminate violent crime committed by juveniles aged 12-24 in the 70805 and 70802 zip code areas. This report includes an overview of BRAVE, its history and organizational structure, and a description of the BRAVE model. This report presents key project findings and an overview of the program's effectiveness.

During the implementation phase, BRAVE replicated the strategies used in the Group Violence Reduction Strategy (GVRS) to address violent crimes committed by members of identified groups. Using evidence-based law enforcement methods, a case management component, and community involvement, BRAVE delivered an effective message and employed specific tactics to deter violent offenders from continuing to commit crimes in the targeted areas.

As a result of the strategies, significant outcomes have been observed. The number of homicides and other BRAVE focused violent crime incidents (aggravated assaults, robbery and illegal use of a weapon) have steadily and consistently declined since 2013 not only in 70805 and 70802, but in much of East Baton Rouge Parish. Geographic Information System (GIS) maps of violent crime density show no displacement of violent activity since BRAVE implementation. Results show that the number of homicides with a group-involved victim or suspect has declined from the pre-BRAVE period to the post-BRAVE period.

Additionally, key findings related to BRAVE's strengths and weaknesses are discussed. Major accomplishments that contribute to the success of the program include: leadership and commitment, training and education, marketing and media, law enforcement, community engagement, and case management. Despite these accomplishments, critical issues are identified that must be addressed to ensure continued success of the program. These barriers include adherence to elements in the GVRS model, consistent faith-based involvement, a dedicated automated data system, and sustainability.

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RECOMMENDED CITATION:

Guin, C. C., Barthelemy, J., Rizzuto, T., Thomas-Smith, J., Winchester, E., Maberry, S., Zhu, H., & Reed, A. (2015). Baton Rouge Area Violence Elimination: 2-Year Evaluation Report. Baton Rouge: Louisiana State University.

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BRAVE WAS designed to reduce and eliminate violent crimes committed by juveniles aged 12–24 in high-crime geographic areas of East Baton Rouge Parish (EBRP). With federal funding provided by the U.S. Department of Justice, Office of Juvenile Justice and Delinquency Prevention (OJJDP), BRAVE was developed and funded to replicate the successful GVRS developed by Professor David Kennedy and promoted as an evidence-based intervention through the National Network of Safe Communities (NNSC). BRAVE has been implemented in two geographic areas of EBRP to address the high juvenile violent crime rate. Its purpose is to reduce youth violence, gun offenses, and arrests, while involving the community to help spread a “No Violence” message.

BRAVE is administered primarily by Mayor/ President Melvin L. “Kip” Holden, BRAVE Director Sgt. Hebert “Tweety” Anny, and District Attorney (DA) Hillar Moore, III. The Mayor’s office is the fiscal agent and lead administrator of the BRAVE project. Sgt. Anny and DA Moore provide oversight of the day-to-day operations of the program, with support from a working group consisting of Chief of Police Carl Dabadie, Jr., Sheriff Sid J. Gautreaux, III, the Director of Juvenile Services, social service providers, the faith-based community, and the academic partner, Louisiana State University (LSU) Office of Social Service Research and Development (OSSRD).

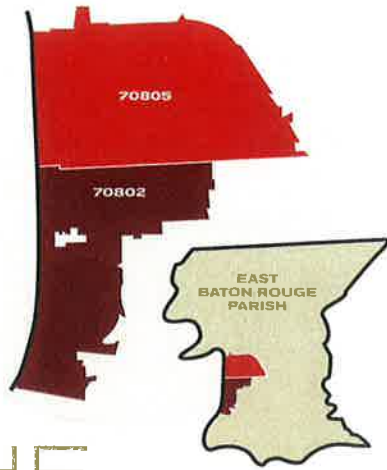
BRAVE’s initial grant funding was \$1.5 million for the area in the 70805 zip code, beginning in 2012 and spanning 3 years. A second project from OJJDP was funded at \$1.5 million in 2013 to expand BRAVE to the adjacent 70802 zip code. The funding for BRAVE requires significant community support and involvement, thus giving credence to the empirical evidence that the entire community must work together to reduce and eliminate violent behavior and provide a strong message that violent behavior will no longer be tolerated. Youth must believe that there are alternatives to living through violent means, and BRAVE strives to provide those avenues.



“No Truancy Pledge” Community Back to School Extravaganza

BRAVE OBJECTIVES:

- **Change community norms toward group violence**
 - Spread the “No Violence” message within the targeted community;
 - Develop a partnership between law enforcement, influential community members, and social service providers to disseminate “the message” to violent groups, chronic offenders, and individuals on probation/parole;
 - Use the community, law enforcement, faith-based organizations, and social services partnership to inform specific group members that continuing violence will not be accepted, to promote the “No Violence” message, and to offer alternatives to a criminal lifestyle;
 - Create anti-violence campaigns using TV, radio, brochures, and various social media.
- **Provide alternatives to group violence participants who opt out of violent behavior**
 - Establish a “one-stop shop” for rapid response to social needs, including education, employment, mental health and substance abuse treatment, anger management, and others;
 - Provide case management services to assist with service delivery, address barriers to services, and track progress;
 - Provide supports and services to immediate family members who need assistance.
- **Alter the perception of youth regarding risks and sanctions associated with violent offending through community policing, faith-based interventions, and community services**
 - Implement focused deterrence strategies using specific law enforcement efforts and social networking to target offenders if violence continues;
 - Show violent group members and the community that law enforcement will respond to make examples out of those convicted, by imposing strict sanctions, and using existing laws to make sanctions and sentences more severe.



THE PROBLEM

BRAVE ADDRESSES the youth violent crime crisis plaguing the heart of Baton Rouge. The initial OJJDP grant focused on a geographic area, zip code 70805, which accounted for 30% of the City/Parish violent crime. This area is economically depressed, with one of the highest poverty levels in the City/Parish. As BRAVE was implemented in 70805, it became apparent through GIS mapping and analyses of the crime data that the geographic area immediately south of 70805 interacted in a significant manner with criminal activity taking place in the 70802 zip code area. When crime increased in 70805, it decreased in 70802, and vice versa. The two areas are demographically the same, with the artificial boundaries of the zip code. The majority of the youth violent crime in the City/Parish takes place in these two areas, and to be effective, the GVRS intervention had to be implemented in both geographic areas. The second BRAVE OJJDP grant was written and funded in 2013 and was implemented in 2014. The two areas are now being treated as one geographic target area.

A multifaceted, community-oriented approach has been applied to the zip code areas 70805 and 70802, with the goal of deterring youth from violent crime by limiting opportunities to commit crime and increasing alternatives to violent behavior. The deterrent approach (GVRS) is focused on the small number of chronic offenders responsible for the majority of crime. In the 2 years since BRAVE was implemented, violent crime has consistently decreased in the target areas, with two to three seasonal spikes.

THE HISTORY OF BRAVE

2011

- DA Hillar Moore, III began looking for a solution to the Baton Rouge violence problems.
- Grant proposal submitted to OJJDP for Community Violence Prevention grant (unfunded).

2012

- The Mayor, the DA, the Baton Rouge Police Department (BRPD), East Baton Rouge Parish Sheriff's Office (EBRPSO), U.S. Attorney's Office, Department of Juvenile Services, service providers, faith-based representatives, and community leaders began working with LSU OSSRD to write a second grant proposal to the OJJDP.
- \$150k in startup funding was provided by Baton Rouge Metropolitan Council to implement BRAVE.
- Sgt. Herbert "Tweety" Anny was appointed as the Project Director for BRAVE.
- Informal BRAVE activities began prior to OJJDP grant funds being received.
- First community engagement meeting was held.
- DA Moore began consultation with Professor David Kennedy, and NNSC.
- Former High Point Police Chief Jim Fealey agreed to be a consultant with the City/Parish and trained 78 law enforcement officers.
- BRAVE partners attended a conference on group violence research partnerships.
- Protocols were established for data collection and sharing with LSU/OSSRD.
- BRAVE coordinated formal relationships with local service providers.
- Living Faith Christian Center press conference announced commitment to violence prevention.
- Community focus groups were held to get perceptions of the community on violence issues.
- Exxon-Mobil began coordinating industrial support for BRAVE project.
- Mayor announced that the 70805 BRAVE grant had been funded.
- Second BRAVE Expansion grant was submitted to OJJDP.
- University of Cincinnati trained BRAVE partners on GVRS methods.
- The City of Milwaukee trained BRAVE partners on GVRS methods.

2013

- Second OJJDP grant was awarded to expand BRAVE to 70802.
- LSU researchers participated in training provided by the City of Milwaukee.
- Byrne Criminal Justice Innovation (BCJI) grant was awarded to Baton Rouge for community mobilization and research into "social drivers of crime" in 70805 and 70802.

2014

- BRAVE partners traveled to New York for training by the NNSC and Professor Kennedy.
- Project Safe Neighborhood (PSN) grant was awarded to organize the high crime area of Gardere, to provide outreach services to children and youth and to expand BRAVE to the Gardere geographic area.
- Law enforcement and clergy participated in a "Cops and Clergy" faith-based training initiative provided by the Memphis Police Department.
- Youth Empowerment Program (YEP) Village, an after-school program funded by the US Department of Human Services, Office of Minority Health, began servicing 4th and 5th grade boys in Capitol and Melrose Elementary schools.

THE ORGANIZATIONAL STRUCTURE

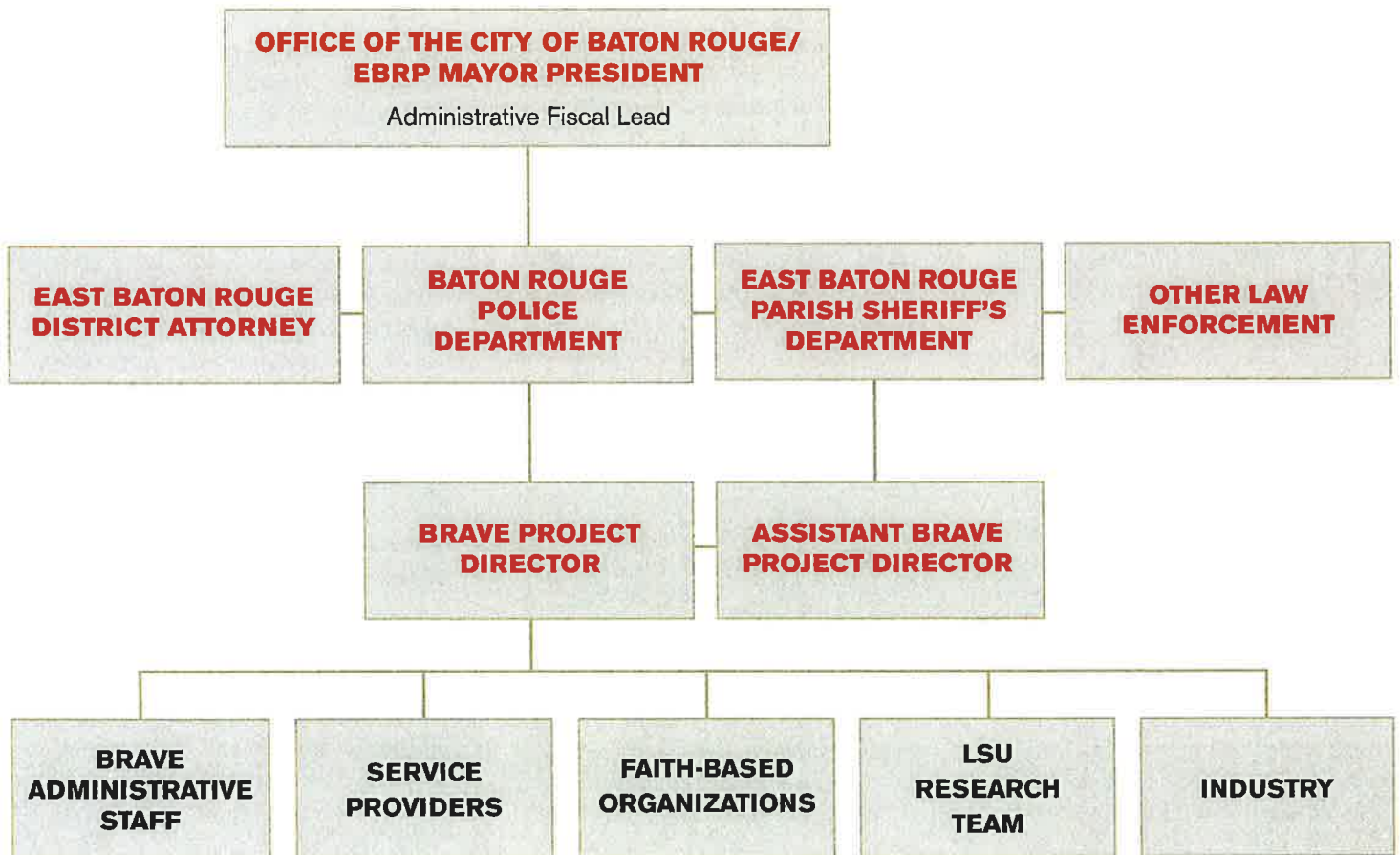
BRAVE IS a collaborative project that requires the efforts of City/Parish leaders, BRAVE administration, law enforcement, social service providers, the faith-based community, industry partners, and the LSU research team. The overall mission of BRAVE is supported by a Stewardship Group and Core Group. The Stewardship Group meets quarterly to discuss program fidelity and to address any barriers to

implementation. The Stewardship Group includes leaders of each agency partner. The Core Group meets monthly to report on BRAVE progress and various grant activities. The Core Group is composed of agency representatives from each partner.

The organizational chart (Table 1) highlights how BRAVE is currently coordinated. A description of the activities of each agency partner is described below.

BRAVE ORGANIZATIONAL CHART

Table 1





LSU Press Conference with LSU President F. King Alexander and Mayor Kip Holden along with BRAVE Partners

OFFICE OF MAYOR/PRESIDENT MELVIN L. "KIP" HOLDEN

The Office of the Mayor/President administers the BRAVE project and ensures its fiscal accountability. The Mayor's office has guided the acceptance of the grant awards and contracts through the City/Parish and U.S. Office of Justice Program (OJP) processes. The Mayor's office gathers and submits all of the progress and cost reports through the OJP Grants Management System (GMS); reviews all invoices for reimbursement submitted by the service providers; manages and submits budgets and budget modification requests with input from Core and Stewardship Groups; conducts monitoring visits of grant sub-recipients; and procures supplies, advertising, and other materials under the grant necessary for the program's implementation.

In addition, the Mayor's office has worked to ensure compliance and understanding of the grant and contract requirements. The Mayor's office, in coordination with LSU OSSRD, has conducted training with BRAVE service providers to review reporting, invoicing, and grant requirements, and also conducted technical assistance meetings with the service providers individually to discuss the program and requirements and provide assistance as needed.

Mayor Holden has been instrumental in working with congressional leaders in Washington D.C. and federal agencies to ensure that the parish is well positioned to receive and manage the federal investment of funds into the City/Parish. Under the leadership of Mayor Holden, the city has received nearly \$5 million in federal grant

dollars to address issues related to crime, housing, education, and jobs.

DISTRICT ATTORNEY'S OFFICE, HILLAR MOORE, III

The DA's office, in conjunction with the BRAVE Project Director, has been the primary convener for all activities related to the development of the BRAVE project, including all of the activities required for the submission of both grants to OJJDP. An unfunded partner, the DA's office has taken the initiative to organize the law enforcement community, facilitate the necessary relationships within the City/Parish, and work within the community to ensure that residents know that the City/Parish leadership is committed to helping them address the very serious problems with violence. In addition, DA Moore has cultivated relationships with Professor Kennedy, the NNSC, national organizations dealing with violent crime, and BRAVE consultant Jim Fealy. Professor Kennedy has provided teleconference guidance to the DA and has participated in several conference calls with key project partners. In May 2014, the DA organized a trip to New York City for BRAVE project partners to meet with Professor Kennedy to discuss program goals, objectives, and progress.

The DA and his staff have worked closely with LSU/OSSRD to establish data security measures and the necessary Memorandum of Understanding (MOU) with law enforcement to ensure that violent activity can be tracked in a timely, confidential manner and reported to the law enforcement agencies. He was also instrumental

in creating the Group Intelligence Unit (GIU), a collaboration of law enforcement agencies responsible for gathering street intelligence on group activities and group members.

BRAVE OFFICE

The BRAVE office is located in the Family Youth and Service Center (FYSC), a one-stop shop providing services to children and youth. The BRAVE office serves as the primary contact for information about BRAVE services, community referrals, and requests for BRAVE's involvement in community events. The Project Director, Sgt. Herbert "Tweety" Anny, has been with the BRPD since 1990, serving in numerous positions, including intelligence, internal affairs, and narcotics. He has been involved with the group violence operations in the target area as well as in the surrounding areas that feed into 70805. Sgt. Anny's record of leadership, integrity, and ability to work with a team are some of the characteristics that led to his recommendation for this project. Sgt. Anny is dedicated to the BRAVE project, and has been effective in communicating the message of BRAVE to both the community and special interests groups. He supports BRAVE projects by participating in all internal operations, as well as community events, such as gun buy-backs, press conferences, Teen Talks, and neighborhood revitalization efforts. Additional project staff include an administrative assistant who assists Sgt. Anny with office coordination and community event organizing, and a juvenile specialist who accompanies youth involved with BRAVE to various court appearances.

With the attainment of the second OJJDP grant, Captain Rodney Walker, who works with the EBRP Sheriff's Office, joined the BRAVE staff as an Assistant Director and as the primary person responsible for the 70802 OJJDP grant.

BATON ROUGE POLICE DEPARTMENT (BRPD)

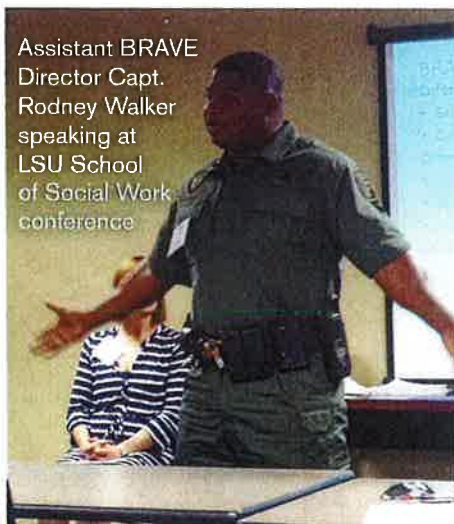
The BRPD has a significant role in the implementation and daily progress of the BRAVE project. BRAVE has been implemented through the leadership of Chief Carl Dabadie, Jr. and the entire law enforcement community for the City/Par-

ish. The changes in violent crime that have been occurring are a result of the focus on more effective policing methods. For example, BRPD appointed a specialized team of officers in June 2012 to ensure that a dedicated group of law enforcement professionals was designated specifically to the BRAVE project. Upon receipt of the first grant, both BRPD and EBRSO participated in a training facilitated by Jim Fealy at the State Police Headquarters to learn about the BRAVE model and implementation. As a result, BRPD and EBRSO conducted neighborhood meetings in the targeted area to explain BRAVE efforts to residents. BRPD and EBRSO also participate in internal operations, as well as community events, neighborhood cleanups, and gun buy-backs.

EAST BATON ROUGE PARISH SHERIFF'S OFFICE (EBRSO)

Under the leadership of Sheriff Sid Gautreaux, III the EBRSO has been a vital part of the BRAVE project. The EBRSO participates with BRPD in all aspects of the project. The Sheriff's office typically operates outside of the City limits, but has become very well coordinated with the other law enforcement agencies to combat violent crime committed by groups that travel back and forth from outside the City limits into the 70805 and 70802 geographic areas. The Sheriff has designated a Special Community Anti-Crime Team (SCAT) to the BRAVE project to further support anti-violence efforts.

The EBRSO's most significant contribution has been to collaborate with the



Assistant BRAVE Director Capt. Rodney Walker speaking at LSU School of Social Work conference

LSU Research Team on data sharing and data transfers. Additionally, EBRSO has provided training and technical assistance to LSU/OSSRD so that the Research Team has been able to learn how data are collected and used in the City/Parish. The BR police data are transferred to a data analyst, who prepares the data for LSU each month. The data analyst participates in the program evaluation meeting each month to assist with the understanding of the crime collection methods.

The EBRSO is largely responsible for law enforcement efforts in the Gardere community in the southern part of the parish. This is a high crime area with a great deal of violence and drug trafficking. The EBRSO, in conjunction with the U.S. Attorney and the Mayor, was recently awarded a PSN grant to expand BRAVE efforts into Gardere. The purpose of the PSN project is to improve community relations and target group-involved violent offenders.

U.S. ATTORNEY'S OFFICE

The U.S. Attorney for the Middle District of Louisiana (USAO) has also been a significant part of the BRAVE implementation. Because of the current federal laws that provide lengthy sentences for any offenders involved in group-related crime, U.S. Attorney J. Walter Green plays an important role. Among other activities, the USAO participates in each activity to explain the role of the USAO in local group activities. Additionally, the USAO has been a part of the Sheriff's efforts to obtain PSN funding. Although the BRAVE PSN proposal was not funded in 2013, it was funded in 2014 through the collaborative efforts of the USAO and Sheriff. This PSN project will also extend BRAVE efforts to the Gardere area.

LSU RESEARCH TEAM

The LSU Research Team is an interdisciplinary group led by OSSRD that includes geography, human resource and workforce development, social work, sociology, and child and family experts. As the academic partner, the LSU Research Team is responsible for obtaining all of the arrest data from the BRPD and the EBRSO monthly and analyzing it for trends and

identification of the group members who are committing crimes with the greatest frequency. Additionally, social network analyses and GIS mapping are provided to further inform law enforcement. The LSU Research Team also coordinates with the BRAVE office to manage and document other official activities. The LSU Research Team is providing the process and outcome evaluation and thus collects and analyzes program information continually to provide feedback in Core Group meetings each month.

SERVICE PROVIDERS

One of the primary goals of the BRAVE project is to provide alternatives to crime for youth who "opt out" of violent behavior. To achieve this goal, a number of local social service agencies are committed to providing an array of services, such as mental health and substance abuse treatment, educational assessments, transportation, family assistance, and recreational opportunities. Healing Place Dream Center; Capital Area Human Services District (CAHSD); and HOPE Ministries were initially contracted to provide services; with the expansion of the BRAVE initiative, FYSC was added as a provider.

HEALING PLACE DREAM CENTER. The Dream Center is an outreach component of the Healing Place Church in Baton Rouge and is located on a large former church campus facility in the middle of 70805. The organization offers numerous community outreach activities and services tailored to the needs of 70805 residents, including after-school programs, a youth drop-in center, outreach for homeless individuals, a trafficking program, assistance for foster care youth, housing assistance, and faith-based community activities. The Healing Place Dream Center takes pride in the fact that they use only "best practice" programs. The Healing Place Dream Center participates in the Core Group and Stewardship Group meetings.

The Healing Place Dream Center provides a single point of entry and conducts the initial assessments for youth who "opt out" of crime. After the initial assessment, the BRAVE caseworker, refers youth to relevant agencies and provides direct services to youth who desire to work with Healing

Place Dream Center. The Healing Place Dream Center has been instrumental along with HOPE Ministries in developing an effective case management model to serve the BRAVE youth who choose to leave a life of crime.

Given that education is one of the main areas of focus with BRAVE youth, Healing Place Dream Center has established working relationships with Adult Literacy; East Baton Rouge Parish School System (EBRPSS) Adult Education; Baton Rouge Community College (BRCC); Excellence Christian Academy; Jobs for America's Graduates (JAG) program; Youth Build; and traditional high schools in the area. Healing Place Dream Center actively seeks partnerships with companies for job opportunities. Relationships have been established with the Louisiana Workforce Commission through their Workforce Investment Act (WIA) programs, Employ BR, Youth Services, and Louisiana Rehabilitation Services. Transportation is provided to youth and their families for appointments with service providers and for job searches.

A continued effort is underway to identify and collaborate with partners that have an interest in working with BRAVE youth and their families. Some of them include the Recreation and Park Commission for EBRP; Betty's Hope; Cenikor Foundation; Goodwill Industries; Turner Industries; Exxon; Alternate Therapeutic Solutions; Catholic Charities; Louisiana Business and Community Alliance; and Project Ride. Relationships have been formed with the faith-based community to establish additional connections for families.

CAPITAL AREA HUMAN SERVICES DISTRICT. CAHSD was established in 1997 by the Louisiana Legislature to respond to the needs of people in the Baton Rouge Metropolitan area. CAHSD directs the operation and management of public, community-based programs and services relative to mental health, developmental disabilities, and addictive disorders. CAHSD has been a part of Core and Stewardship Groups and has provided guidance in the case management and treatment of youthful offenders. Although many of the services provided to BRAVE youth are provided through existing funds (Medicaid-eligible), a subcontract was issued

to CAHSD for intensive addiction and mental health services requiring medical or residential care.

Additionally, CAHSD houses a specialized Police Mentor Program to enable high-risk group members and their families to obtain extra assistance and 24-hour access. Police Mentors promote individual characteristics, such as a positive social orientation and a resilient temperament; develop social bonding and positive relationships with family members, teachers, and other adults and peers; and encourage healthy beliefs, positive attitudes, and clear standards for successful behavior in school; and avoiding drugs and crime. Program activities include field trips (parks, sporting events, and community events), anger management, life skills development, cultural enrichment, and education programs that address drugs, tobacco, group-involvement, and prevention.

HOPE MINISTRIES. HOPE Ministries, also centrally located in 70805, offers multiple services and forms of assistance. They collaborate with the Dream Center in hosting community engagement events and provide leveraged services for BRAVE families. Additionally, HOPE Ministries participates in the Core Group and Stewardship meetings. HOPE Ministries operates in tandem with other community partners based on the individual needs of their clients. HOPE Works®, a family mentoring and workforce development program, and Going Beyond®, a 40-hour workshop series, are two evidence-based programs offered to BRAVE families. Specific services include financial literacy, budgeting, job assessment, career preparation, and social skills, behavioral, and life skills training. In addition, all BRAVE families involved with HOPE Ministries have access to an onsite food pantry, as needed, for household food security.

HOPE Ministries, in conjunction with Healing Place Dream Center, has developed a highly effective family services component. The BRAVE grants provided case management services to the BRAVE youth. As the HOPE Ministries and Healing Place Dream Center worked with more youth, it became clear that the BRAVE youth's family often needed more assistance than the youth. HOPE Ministries began providing individualized services to the family, which

has had a very positive effect, especially on retaining the BRAVE youth in the service delivery component. This developing case management model is discussed in the methods section of this report.

FAITH-BASED ORGANIZATIONS

The faith-based partnership is a critical strategy of the BRAVE project as prominent members of the clergy are asked to spread the "No Violence" message throughout their communities. Well-known members of the clergy have participated in BRAVE activities and have allowed the BRAVE project to use church property to stage gun buy-backs and neighborhood clean-up efforts. The BRAVE project continues to engage the faith-based community by attending community meetings with area pastors and other church members. Additionally, a Cops and Clergy training program modeled after the successful Memphis Project has been implemented.

INDUSTRY

ExxonMobil and Turner Industries are active participants in the BRAVE project and attend Core Group and Stewardship meetings. Additional industry organizations have partnered with BRAVE and have developed work initiatives with BRCC, the Capital Area Re-Entry Coalition, and Triad Electrical to provide jobs and job training for BRAVE clients. Tony's Seafood has been a tremendous support for the project by providing meeting space and meals for BRAVE-related events, as well as job opportunities for BRAVE participants.



Howell Park Event

THE BRAVE MODEL



Director Herbert "Tweety" Arny speaking to group in Jackson, MS about BRAVE program.

THE GROUP VIOLENCE REDUCTION STRATEGY (GVRS)

The BRAVE model is based on GVRS. The OJJDP grants were awarded for selected sites to replicate effective, evidence-based models. Baton Rouge chose the GVRS model because of its success in other parts of the country. It is based largely on the presumption that a majority of offenses are committed by a small number of individuals who are often organized (to some degree) in groups. An underlying assumption is that although violent acts are often perpetrated by individuals, they are rooted in a group dynamic. Once these chronic violent offenders are identified, disruption of group-involved violence occurs in multiple ways. Law enforcement agencies coordinate with one another to create predictable and meaningful consequences for those involved with groups engaged in violent behavior. Group members are told that following a violent incident, law enforcement will use all legal resources available to punish those who commit violent acts as well as their associates. Along with this message, service and community partners offer help in the form of social and job services for those willing to leave the criminal lifestyle. In order to relay the focused deterrence message, direct and accurate communication is vitally important. Because many of these individuals are under some form of legal supervision, they are required to attend meetings to hear the law enforcement message and communicate back to other members of the group. At these meetings, group members are in-

formed that violent incidents by any group member will result in a coordinated effort by law enforcement on the entire group.

With the GVRS model, focused deterrence strategies are used to reduce group-involved violence. This approach is modeled loosely after the Boston Ceasefire initiative from the 1990s. Focused deterrence is a crime prevention strategy that targets a specified crime problem and applies an intense response within a specified high-crime area. Both GVRS and Ceasefire also use a "pulling levers" approach to identify and directly communicate consequences for violence to group members involved in a criminal enterprise. This approach involves delivering a strong deterrence message to group-involved offenders that violence will no longer be tolerated. If violent behavior continues, the deterrent message is reinforced by applying a full range of legal sanctions, or "pulling levers," against the group members involved in ongoing violence. When applying a pulling levers approach, typically local and federal law enforcement, social service agencies, and community groups reiterate the deterrence message and explain that current enforcement actions directed against a particular group are in response to continuing violent behavior by the group, who has been previously warned. The Department of Justice explicitly promotes the use of multi-agency partnerships, strategic planning, training, outreach, and program accountability as central to successful program implementation for violence-reduction efforts, and has identified focused deterrence initiatives as a

model to be replicated.

The BRAVE project is replicating the GVRS model, with documented local and updated modifications to increase the effectiveness of this model. BRAVE involves a collaborative effort among law enforcement, service providers, the faith-based community, industry, and LSU researchers. Each partner's role has been described earlier in this report.

CASE MANAGEMENT AND INTERAGENCY SERVICE COORDINATION

The BRAVE case management model has evolved over the 2 years since the project was implemented. Unlike comparable GVRS sites in the nation, the Baton Rouge program began receiving requests from youth and their parents shortly after BRAVE began. The case managers found that the youth asking for help required extensive assistance in the first phase of engagement. For example, very few of the youth had transportation to court-required hearings in order to remain out of detention and participate in BRAVE services. As the youth progressed through the service delivery system, their need for transportation and clothing for education and workforce development opportunities increased significantly. Thus, increased funds for transportation have been requested.

The other significant development not anticipated in the planning process was the extensive amount of support each BRAVE youth's family needed. It was very clear with the first referred youth that if BRAVE

Table 2

YOUTH SERVICE PARTICIPATION

SERVICE	YEAR 1	YEAR 2	TOTAL*
Addiction Treatment	2	14	16
Assessment/Case Management	18	36	36
Educational Services	18	24	24
Employment	4	10	10
Family Mentoring	6	10	16
Financial Counseling	6	10	16
GED/HiSet Preparation	6	5	11
Job Assessments	6	10	16
Job Seeking	9	24	33
Job/Career Readiness	9	24	24
Local Community College	1	4	5
Mental Health Treatment	4	18	22
Mentoring	3	1	3
Police Mentor Services	2	9	9
TABE Testing	6	5	11
Technical School	2	3	5
Traditional School	-	17	17
Transportation	16	24	24

*Note. The Total column is reflective of unique cases; however, Year 2 numbers may also include Year 1 participants. For example, the 18 youth that entered BRAVE in Year 1 were still receiving case management in Year 2. Thus, in Year 2 a total of 36 youth received case management services.

was going to be effective, the family’s hardships had to be addressed. A primary mechanism to reach the youth is to help the family. The BRAVE service delivery model has evolved into case management assistance for the youth (assessment, referral, transportation to services/educational opportunities) and separate assistance for the family with a dedicated family specialist (housing, food, transportation, utilities, etc.). Professor Kennedy, the developer of GVRS, indicated during a training session that case management and services had not been particularly effective in other sites because the services are often too connected to law enforcement. The BRAVE service providers are not perceived as being connected to law enforcement because the providers existed in the community long before BRAVE was implemented, and these providers are not housed with law enforcement agencies. The BRAVE providers are trusted. It appears that this system can evolve into a successful model.

Representatives from each of the service providers convene monthly for an Interagency Service Coordination (ISC) meeting. The purpose of an ISC is for the BRAVE service provider team to meet and discuss all aspects of each BRAVE youth’s progress. The ISC is structured to develop initial referrals and treatment plans based on identified needs established during the intake process. Subsequent ISCs offer the providers an opportunity to discuss changes to treatment plans based on new developments, such as barriers that arise that may hinder a BRAVE youth’s ability to successfully opt out of violent behavior. ISC meetings are valuable because each member of the team has a different relationship with the youth; thus, each team member is able to provide a unique sense of where the youth is in his or her progress towards a more socially desirable lifestyle. See Table 2 for a full list of services provided. See Appendix 2 for a list of BRAVE Providers.



ACTIVITIES UNDERTAKEN SINCE PROJECT IMPLEMENTATION

THE PURPOSE of BRAVE is to replicate the GVRs model to reduce violent crime among youth, particularly gun violence and homicides. Additionally, the initiative seeks to change young people's perceptions regarding violent criminal offending by offering alternatives to those behaviors. A major goal is to decrease the occurrence of homicides, robberies, aggravated assaults, and other firearm crimes in EBRP, specifically in the 70805 and 70802 zip code areas. It is important to reiterate that federal funding has been provided to demonstrate the application of the GVRs model in reducing violent crime. Also critical in the BRAVE and GVRs model is changing community norms and perceptions of violent criminal behavior of group-involved youth. Qualitative research is being used to measure community responses and perceptions of law enforcement and BRAVE.

The preliminary findings and current results of 2 years of work implementing BRAVE are organized by each of the

project objectives. With the overarching goal of BRAVE focused upon replicating the GVRs to determine if it is effective in reducing youth violence, a description of the activities being implemented to achieve each objective is described below. The objectives being used to accomplish this goal are (a) changing community norms towards group violence; (b) providing alternatives to group-involved youth who decide to give up their violent criminal behavior; and (c) changing youth's perception of risks and sanctions related to their violent behavior by increasing the effectiveness of law enforcement efforts.

Data were gathered prior to the implementation of BRAVE and as programming and progress has continued. Guiding programming efforts and planned activities has been collection of information on the community perception of BRAVE and law enforcement. Findings from focus groups are described below.

BRAVE FOCUS GROUPS

Members of the LSU Research Team met with members of the 70805 community to ask questions related to community leadership, youth, criminal activity, perceptions of law enforcement and of the BRAVE project. Twelve focus groups were conducted at HOPE Ministries and Healing Place Dream Center facilities during August 2012. Each focus group contained approximately 10 participants, who were adult residents living in the geographical areas that receive the BRAVE intervention. Four follow-up focus groups were conducted in the same locations in June and July 2014. These focus groups also averaged 8-10 adult residents in each group.

During focus groups, common themes emerged among participants who expressed concerns about safety, crime, and issues with youth. Participants indicated a need to address blighted properties and to install additional street lights as a means to deter criminal activity and to feel safer in their

neighborhoods. Participants were candid about the types of crimes that occur during the day, including robberies, drug transactions, and turf wars. They asked for more patrols from law enforcement during peak times of criminal activity. Participants also asked for youth curfew enforcement at night. Participants shared a need for employment, sports activities, and summer programs for area youth as children seemed to lack structure and supervision. Further, participants expressed a desire for community groups to provide mentoring because youth could benefit from having more love, self-esteem, and support. Participants also mentioned a need for parenting education to help parents who are overwhelmed.

PERCEPTIONS ABOUT BRAVE.

Although the BRAVE project has been in the 70805 community for 2 years, most of the participants said that they were not familiar with it, and they had no knowledge

of the community events. However, some of the participants acknowledged that they heard about BRAVE through their church. In addition, some participants stated that they were only aware of the law enforcement side of BRAVE. The participants who were aware of BRAVE reported mixed feelings. Some senior citizens stated they liked the idea of BRAVE; others said that it is working and provides a needed service and that they see the BRAVE signs. However, not all participants had positive perceptions of the program. Some stated that they do not associate with BRAVE because it is law enforcement and they would be labeled as "snitches".

BRAVE CHANGES. Participants stated that they have noticed a change in community safety, but not all of them were ready to say that the change is because of BRAVE. However, they reported that people are not hanging out on the corners

selling drugs like they used to, and they reported an increased police presence. Moreover, it was stated, "I think BRAVE is doing a good job, especially on Prescott." Another participant stated, "Law enforcement is doing a very good job since BRAVE started." Conversely, some participants stated that there have been more killings since implementation and others said that BRAVE is not effective. In addition to changes in safety, one participant stated that he noticed a change in people picking up trash around his apartment complex.

COMMUNITY SUGGESTIONS

FOR CHANGE. Participants want to see police drive through neighborhoods, get out of their cars, and talk to people. In addition, they would like to see more night patrols, because night is when they hear gunshots. Furthermore, it was suggested that law enforcement go door-to-door between 9 p.m. and 12 a.m. to see if children are at home, because it is up to everyone to work with the children. Participants also stated that they need BRAVE community meetings to help change attitudes about BRAVE, others stated, "Council meetings should be held in neighborhoods, and churches should just help and not recruit membership." It was also suggested that BRAVE have more programs with music and food to meet young people where they are.

With this information, BRAVE staff and the City/Parish leadership have implemented and continually modified the BRAVE objectives based upon feedback from the community and the project evaluators.



CHANGING COMMUNITY NORMS TOWARDS GROUP VIOLENCE

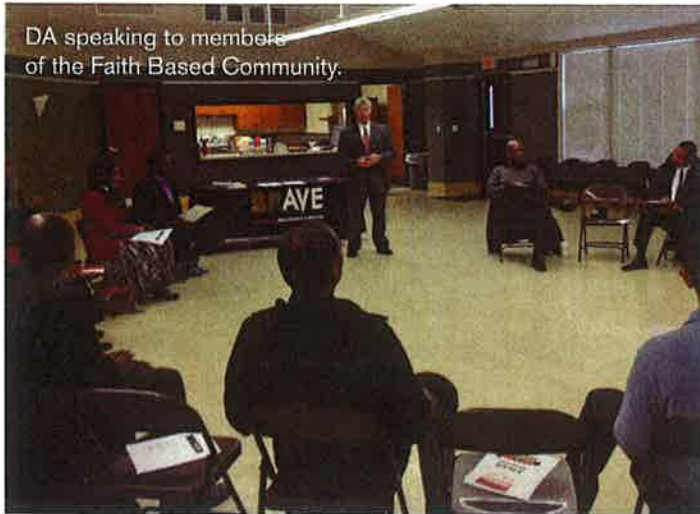
The methods that have been used to accomplish this objective include:

- Developing partnerships in the community with residents, faith-based organizations and neighborhood coalitions;
- Developing and launching a multi-level marketing and messaging campaign about violence;
- Coordinating community events and activities that would improve the relationship between the community and law enforcement.

Partnerships have been developed across a wide range of community leaders, business and industry representatives, and faith-based organizations.

- Bishop Raymond Johnson, pastor of Living Faith, hosted the National Lifelines team. He arranged a meeting between the Lifelines team and BRAVE Workgroup members, including a press conference on the importance of faith-based support for BRAVE.
- Members of the faith-based community met with DA Moore to discuss the formation of a chaplaincy team. Members of this team would provide spiritual guidance and support to families at crime scenes and during the bereavement process.
- Industry partners hosted the annual North Baton Rouge Jobs and Career Fair at BRCC's Acadian Campus in the 70805 target area in 2012, 2013, and 2014. The event attracts approximately 500 attendees yearly, and has gained a prominent spot in media coverage on local radio stations, news programs, and in *The Advocate* and *The Weekly Press*.
- The North Baton Rouge Chemical Industry Task Force (composed of local industries and response agencies) and ExxonMobil served as sponsors for BRAVE Community Fun Day in August 2013.
- ExxonMobil sponsored HOPE Fest in 70805 with HOPE Ministries for the past 2 years with BRAVE as a partner. The North Baton Rouge Chemical Industry Task Force also provided a \$500 cash sponsorship, and ExxonMobil paid for advertising, including a live remote by local radio station Max 94.1 FM to promote events.

Another significant component of the project is the implementation of a multi-level marketing and messaging campaign to prevent community violence that easily distinguishes BRAVE and the "No Violence" message. BRAVE has made efforts to educate and engage the community about nonviolent interventions and police-community relations through marketing materials and neighborhood level media. Beginning in the summer of



2013, LSU Mass Communication seniors and graduate students began planning the marketing campaign with input from faculty. These efforts successfully established an identity for BRAVE with the 70805 community through marketing materials, community events, social and print media, and news media coverage. The marketing campaign is not yet underway for 70802. The BRAVE logo was designed by a local graphic designer and adopted during the June 2013 Stewardship Group meeting. The colors selected were black, red, gold and white; colors alternate depending on background color. The tagline “Live BRAVE” was coined during this process and has become a hallmark slogan in many of the posters and other marketing materials.

Since 2013, several public relations strategies have been used to kick-start and circulate the overall BRAVE message:

- The City of Baton Rouge developed a relationship with Crime Stoppers, the local affiliate of the national Crime Stoppers organization, to work together to prevent and solve crimes in communities and schools. The Baton Rouge Crime Stoppers organization has been involved with BRAVE to share advertising and marketing efforts. To date, the joint effort with Crime Stoppers has produced 12 billboards (6 Crime Stoppers and 6 BRAVE) in the 70805 zip code. Billboards featured the “No Violence” messages “Live

BRAVE” (Summer 2013) and “Be Bold. Live BRAVE” (Summer 2014) (See image in Appendix 1).

Visit <http://crimestoppersbr.com> for more information on the Greater Baton Rouge Crime.

- Yard signs that promoted the “No Violence” message were distributed, with “Stand Against Violence” and “Be Bold. Live BRAVE” slogans predominantly featured. Yard signs were distributed to residents at community events, neighborhood canvasses and cleanups. Garrison Advertising printed the signs (See image in Appendix 1).
- Flyers and push cards were created to distribute at community events, neighborhood cleanups, and canvasses throughout the community. A push card featuring BRAVE service providers was also mailed to 70805 residents (See image in Appendix 1).
- A tent, tablecloth, pens, and stickers featuring the BRAVE logo were purchased. The tent was used at the community events, and the pens, stickers, and lanyards were used as giveaways during school events (See image in Appendix 1).
- A website was created www.bravebtr.com
- A Facebook account was created: [facebook.com/BRAVEbtr](https://www.facebook.com/BRAVEbtr). The BRAVE Facebook page has nearly 700 likes.
- A Twitter account was created: @BRAVEbtr
- Media coverage of BRAVE has been extensive.

COORDINATING COMMUNITY EVENTS AND ACTIVITIES TO IMPROVE RELATIONSHIPS WITH LAW ENFORCEMENT

Since its implementation, BRAVE has sponsored and co-sponsored several community events in the targeted area and around the city. Community events are critical to the BRAVE model as they are

designed to gain the support of those living in the targeted area and to shift their perceptions of law enforcement to a more positive view. These events are coordinated by a BRAVE planning group and are held at

parks, gyms, churches, and neighborhoods. Through community events, residents and BRAVE stakeholders are given the opportunity to personally engage, allowing meaningful dialogue to take place.



BRPD officers at BRAVE event



PROVIDING ALTERNATIVES TO GROUP-INVOLVED YOUTH WHO DECIDE TO GIVE UP THEIR VIOLENT CRIMINAL BEHAVIOR

The methods used to accomplish this objective include:

- Referral system to service providers
- Assessment
- Provision of services to youth and their families
- Monitoring

REFERRAL FOR SERVICES. A referral is provided to each youth who contacts the Dream Center about their interest in changing their violent lifestyle after they have participated in a BRAVE meeting. This is supposed to take place within 24 hours. The caseworker at the Dream Center conducts a brief assessment and refers the youth to the appropriate service provider, based upon his or her primary presenting problems. Since BRAVE was implemented, 36 youth have opted out of violent behavior and received case management services through a BRAVE caseworker. The Dream Center also provides transportation for BRAVE youth when needed. To date, 24 youth have utilized the Dream Center's transportation services.

ASSESSMENT AND PROVISION OF SERVICES.

Thirty-six youth have been assessed by the Dream Center and referred to services, including the following (see Table 2 on page 10 for a complete list of BRAVE youth services and participation):

- Six youth agreed to take a TABE test and participate in GED/Hi-Set preparation in the first year of BRAVE, and in Year 2 five more youth began taking steps toward obtaining a GED.
- Seventeen BRAVE youth were enrolled in traditional school settings to obtain a high school diploma; by the end of Year 2, a total of 10 BRAVE youth have received assistance to enter community college or a technical school.
- Thirty-three BRAVE youth have received job readiness training, 14 have obtained gainful employment, and 14 are actively seeking employment.
- Two BRAVE youth received substance abuse treatment in Year 1, and 14 BRAVE youth agreed to participate in drug and alcohol related services in Year 2.
- Four youth received mental health counseling in Year 1. Eighteen BRAVE youth accepted referrals for mental health treatment in Year 2 and began receiving services.
- Six families received employment-related services, financial counseling, and family mentoring in Year 1. In Year 2, another 10 families received the same services.
- Two BRAVE youth entered the Police Mentor Program in Year 1, and nine BRAVE youth received Police Mentor services in Year 2.

DA Hillar Moore and Da Hip Hop Doc speaking at a Teen Talk at FYSC



CHANGING YOUTH'S PERCEPTION OF RISKS AND SANCTIONS RELATED TO THEIR VIOLENT BEHAVIOR BY INCREASING THE EFFECTIVENESS OF LAW ENFORCEMENT EFFORTS

One of the methods used to accomplish this objective was law enforcement training. BRAVE partners engage in trainings (See Table 3) to ensure that the GVRS model is implemented with fidelity. Additionally, Baton Rouge wants to stay current on the latest trends and strategies used in the GVRS model.

Table 3

BRAVE AGENCY TRAININGS

June 26, 2012	Law Enforcement sub-team held their first BRAVE law enforcement training at Louisiana State Police Headquarters, conducted by consultant Jim Fealy (78 law enforcement officers attended).
July 10–11, 2012	BRAVE partners from the U.S. Attorney, EBRSO, BRPD, the DA, and LSU attended a federally sponsored regional conference on group violence reduction research partnerships.
August 17, 2012	National consultant David Kennedy addressed BRAVE project partners about the NNSC partnership with cities across the nation.
September 25, 2012	The City of Milwaukee provided training to BRAVE partners and law enforcement officials via teleconference.
October 22, 2012	The City of Milwaukee provided training to 50 BRAVE partners on GVRS techniques.
March 04, 2013	More than 50 law enforcement officers, LSU, the DA and University of Cincinnati UC met at the Violent Crime Unit in Baton Rouge to conduct pre-planning for the first BRAVE activity using the results of the UC final report and violent group database.
May 28–29, 2014	The DA arranged a training trip with BRAVE partners to New York City to meet with David Kennedy about the BRAVE model.
July 29–31, 2014	Law Enforcement and Faith-Based Collaboration training with Memphis PD

PROJECT OUTCOMES TO 12/31/14



VIOLENT CRIME RESULTS

Homicides and violent crime incidents in EBRP have steadily and consistently decreased since the implementation of the BRAVE project. There was a major decrease in the number of crimes in every violent crime category in 2013, and the violent crime levels continued to decrease in most categories in 2014 as well. Table 4 shows the number of violent crimes in each of the BRAVE violent crime categories (homicides, robberies, aggravated assaults, and illegal use of a firearm) for all of EBRP. Figure 1 illustrates the changes in homicides from 2012 through 2014 in the zip codes 70805 and 70802 and for the entire parish. Zip codes 70805 and 70802 also experienced a decrease in violent activity in 2013 and 2014, but not in all violent crime categories. The overall violent crime and homicides have decreased in 70805 since 2012. Homicides increased slightly for 2013 (17) compared with 2012 (16), but decreased considerably in 2014 (12). All other violent crime was reduced in 70805. Initially, 70802 had a decline in violent crime after the BRAVE implementation in 2013, but homicide increased sharply in 2014 (19) compared with 2013 (10). An increase in violent group crime activity was also identified in 2014.

Table 4
BRAVE RELATED CRIME IN
EAST BATON ROUGE PARISH

Violent Crime	2010	2011	2012	2013	2014	TOTAL
Murder	-*	-*	84	65	63	212
Robbery	1,030	943	1,022	870	669	4,534
Aggravated Assault	1,050	1,200	1,111	908	859	5,128
Illegal Use of a Weapon	467	724	642	345	372	2,550

70805

Violent Crime	2010	2011	2012	2013	2014	TOTAL
Murder	-*	-*	16	17	12	45
Robbery	235	220	238	206	166	1,065
Aggravated Assault	244	330	301	219	183	1,277
Illegal Use of a Weapon	85	81	76	37	38	317

70802

Violent Crime	2010	2011	2012	2013	2014	TOTAL
Murder	-*	-*	20	10	19	49
Robbery	158	150	161	139	111	719
Aggravated Assault	160	171	177	153	143	804
Illegal Use of a Weapon	68	73	38	19	14	212

ALL OTHER PARTS OF EBR

Violent Crime	2010	2011	2012	2013	2014	TOTAL
Murder	-*	-*	48	38	32	118
Robbery	637	573	623	525	392	2,750
Aggravated Assault	646	699	633	536	533	3,047
Illegal Use of a Weapon	314	570	528	289	320	2,021

*Note: 2010, 2011 not available for this report.

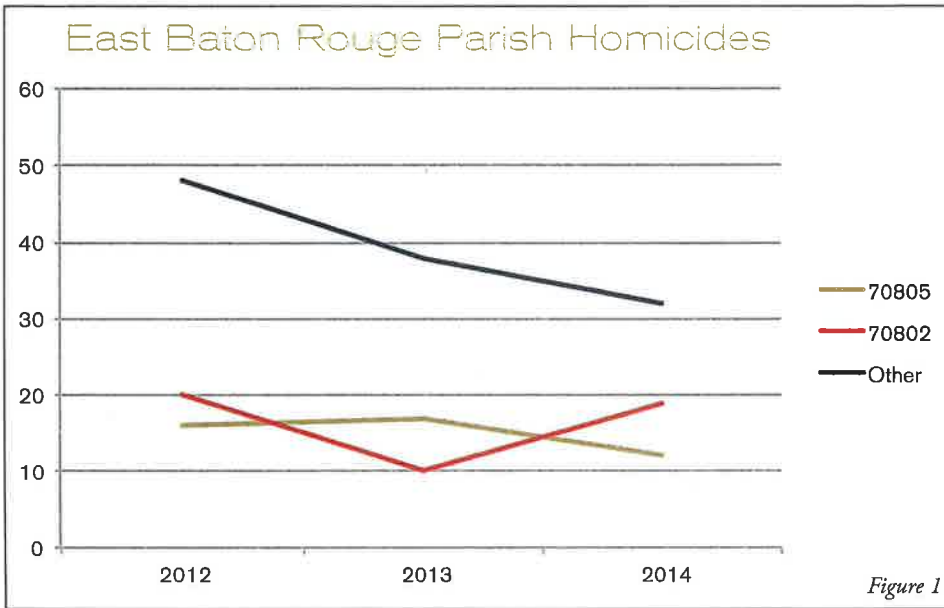
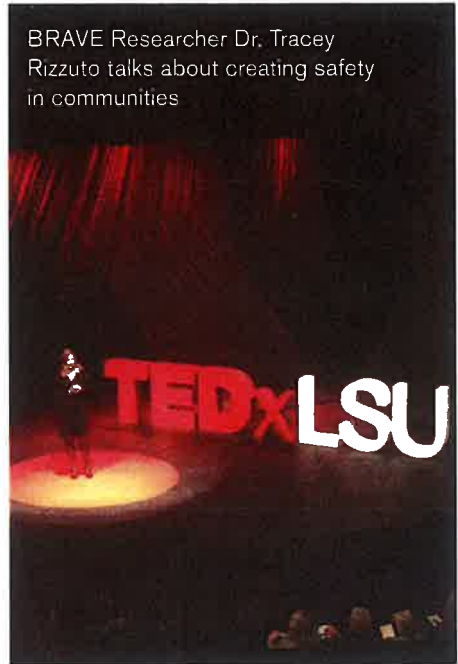


Figure 1



Brave Researcher Dr. Tracey Rizzuto talks about creating safety in communities

Table 5 EAST BATON ROUGE PARISH CHANGES IN VIOLNET CRIME

70805	2014 vs 2013 through December 31st of both years	Pre-BRAVE years vs Post-BRAVE years* through December 31st each year
Murder	-29% ↓	-9% ↓
Robbery	-19% ↓	-19% ↓
Agg Assault	-16% ↓	-31% ↓
Illegal Use of Weapon	+3% ↑	-54% ↓

70802	2014 vs 2013 through December 31st of both years	Pre-BRAVE years vs Post-BRAVE years* through December 31st each year
Murder	+90% ↑	-28% ↓
Robbery	-20% ↓	-20% ↓
Agg Assault	-7% ↓	-13% ↓
Illegal Use of Weapon	-26% ↓	-72% ↓

EBR excluding 70805 & 70802	2014 vs 2013 through December 31st of both years	Pre-BRAVE years vs Post-BRAVE years* through December 31st each year
Murder	-16% ↓	-27% ↓
Robbery	-25% ↓	-25% ↓
Agg Assault	-1% ↓	-19% ↓
Illegal Use of Weapon	+11% ↑	-35% ↓

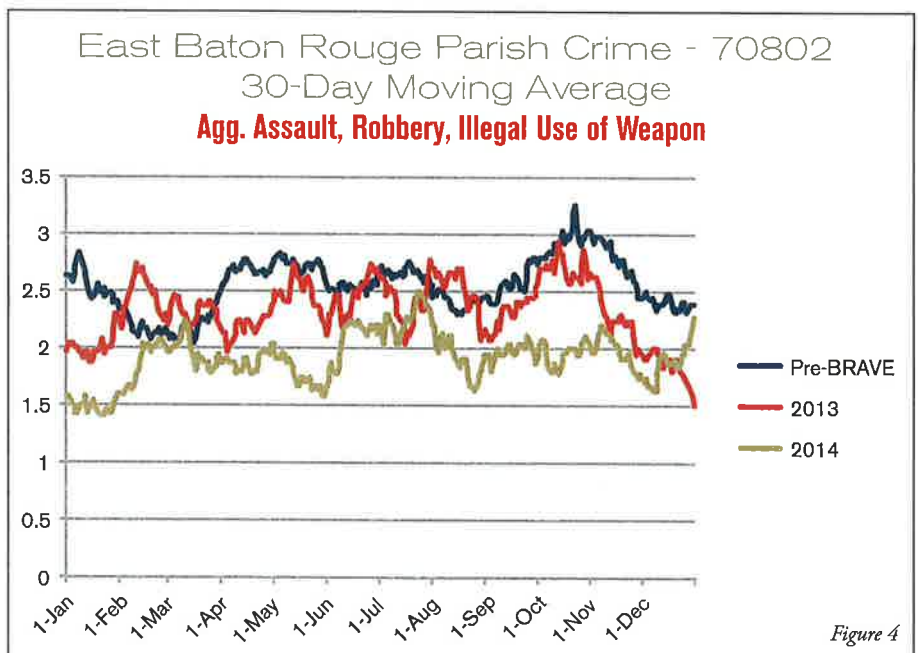
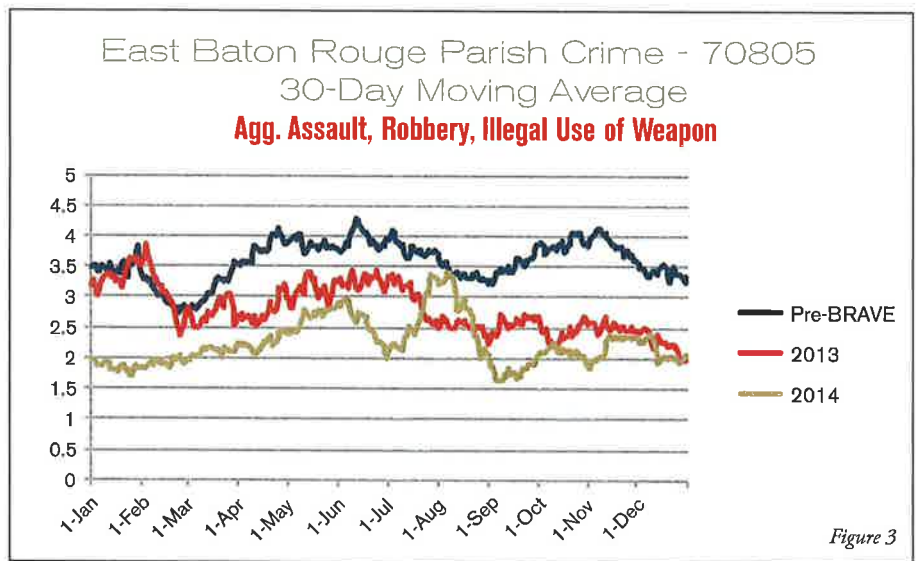
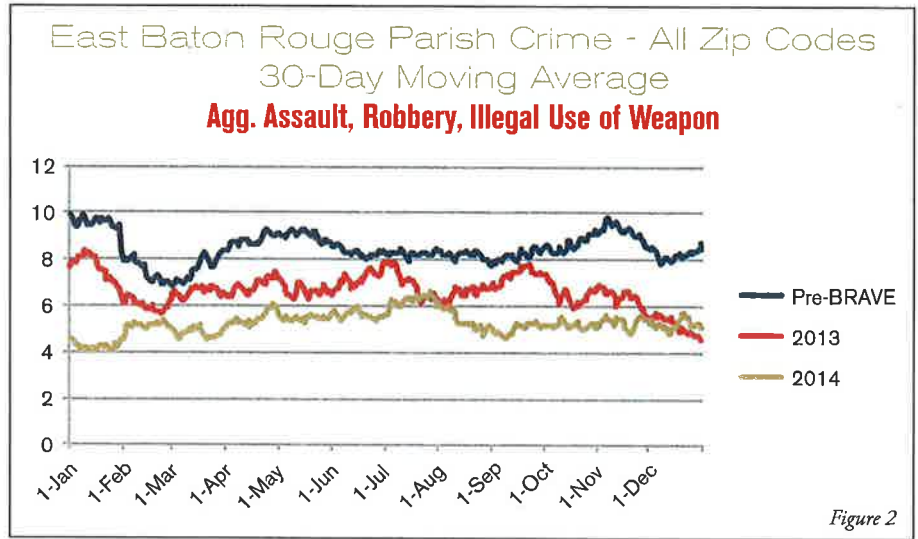
Table 5 presents the percent changes in violent crime from 2013 to 2014 and from pre-Brave years versus post-Brave years. Column 1 of the table compares the number of crimes in 2014 to 2013 by each category of violent crime most relevant to BRAVE delineated by zip codes 70805 and 70802 and all other parts of the parish. Crime decreased in most categories in 2014 compared with 2013 for 70805. There was a slight increase in illegal use of a weapon in 2014. Zip code 70802 also experienced a decrease in all violent crimes except homicides. Homicides increased from 2013 to 2014 in this area. The rest of the parish experienced a decrease in violent crime except in the category of illegal use of a weapon.

Column 2 compares the amount of violent crime prior to BRAVE implementation in 2013 and afterwards. When the average number of violent crimes in 2013 and 2014 are compared with the average number in pre-Brave years, 70805, 70802, and all other parts of the parish experienced a decrease in all categories of violent crime.

VIOLENT CRIME USING A 30-DAY MOVING AVERAGE

VIOLENT CRIME was lower in 2013 and 2014 than the previous years in EBRP. In 2013, violent crime was lower during every month of the year than the previous BRAVE years. There was also a spike in violent crime in the summer months of 2014 and at the end of 2014; these were the only time periods when violent crime was higher in 2014 than 2013.

Figures 2, 3, and 4 display the 30-day moving averages for aggravated assault, robbery, and illegal use of a weapon for EBRP, 70805 zip code, and 70802 zip code.



COMPARATIVE OUTCOMES WITH OTHER LOUISIANA AREAS

As has been established by violent crime reporting in previous tables and charts, the Baton Rouge area has experienced a decrease in violent crime. Available data from other Louisiana police departments' crime reports and national Uniform Crime Reporting (UCR) data was used as a context for EBRP declines in violent crime to determine whether these declining rates were comparable to that of other areas around the country. Table 6 compares the data reported by each of the Baton

Rouge, Shreveport, Lafayette and New Orleans police departments, and UCR for the changes to types of violent crime between 2012 and 2013 as listed on their individual websites. Nationally, there was a modest decline in all of the violent crime types targeted by the BRAVE program. The BRPD reports much more dramatic declines for Baton Rouge when compared with the national averages for the same reporting period, especially in the areas of homicide and aggravated assaults. Comparing BRPD reports of violent crime with other police departments in the state,

Baton Rouge is the only area of the state to have declines in all types of BRAVE-related violent crime. Baton Rouge has the largest declines in these violent crime types except for robbery (6% decline), where Shreveport reports a slightly higher decline (9% decline).

From 2012 to 2013, Baton Rouge appears to have experienced a more significant decrease in violent crime than the national average. When compared with Shreveport, it also experienced greater decreases than the other areas in all crime types around Louisiana except in robbery.

Table 6

CHANGES IN VIOLENT CRIME FROM 2012 TO 2013

Type of Violent Crime:	Baton Rouge PD	Shreveport PD	Lafayette PD	New Orleans PD	National UCR
Homicide	-27%	45%	17%	-19%	-4%
Robbery	-6%	-9%	35%	2%	-3%
Aggravated Assault	-23%	-12%	-1%	-4%	-5%

SOURCE: Police department website data reports.

GROUP-RELATED VIOLENT CRIME ACTIVITY

The BRAVE model also focuses on changes in group-involved criminal activity. Using the most recent group member list generated in December 2014, criminal activity was analyzed over time for individuals appearing on this list. Over time, changes in group activity have been observed. Figure 5 depicts the number of violent crimes with a group-involved member as a suspect, arrestee, or victim from 2010 through 2014. Individuals identified as group members have been involved in less violent crime in EBRP since the implementation of the BRAVE program. Zip code 70805 has shown a decrease in group-involved criminal activity since 2011. Zip code 70802 also experienced a steady decrease in group-involved crime in 2013. In 2014, 70802 experienced an increase in group-involved violent crime activity.

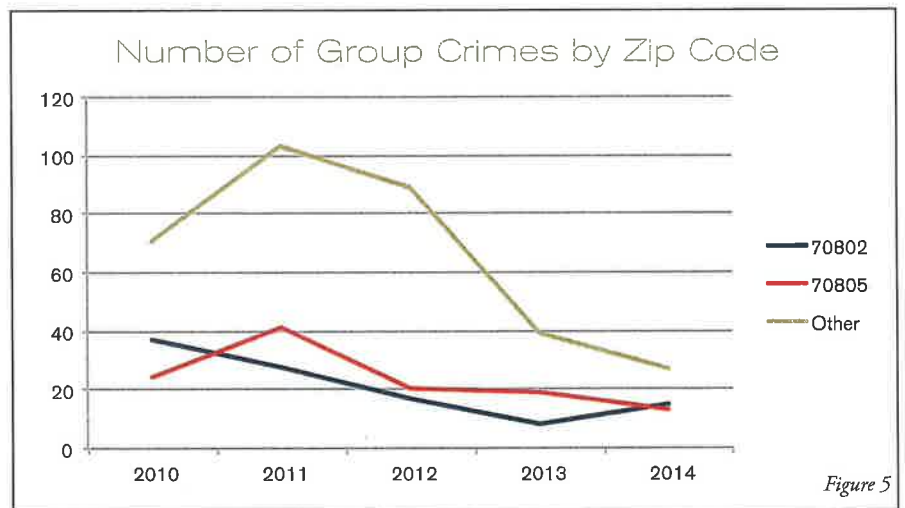


Figure 5

Figures 6 and 7 demonstrate the number of days between group-related crimes before and after the BRAVE program began in zip code 70805 as well as the entire parish.

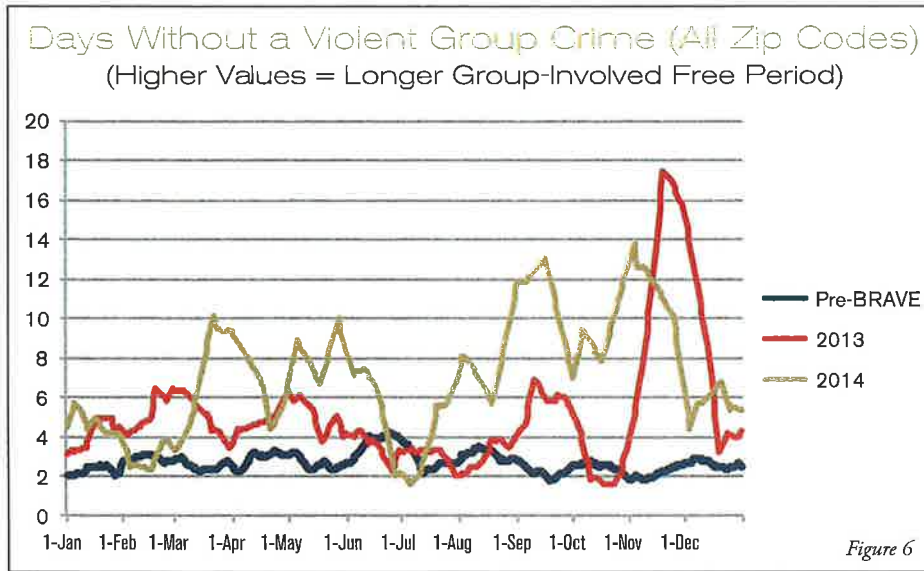


Figure 6

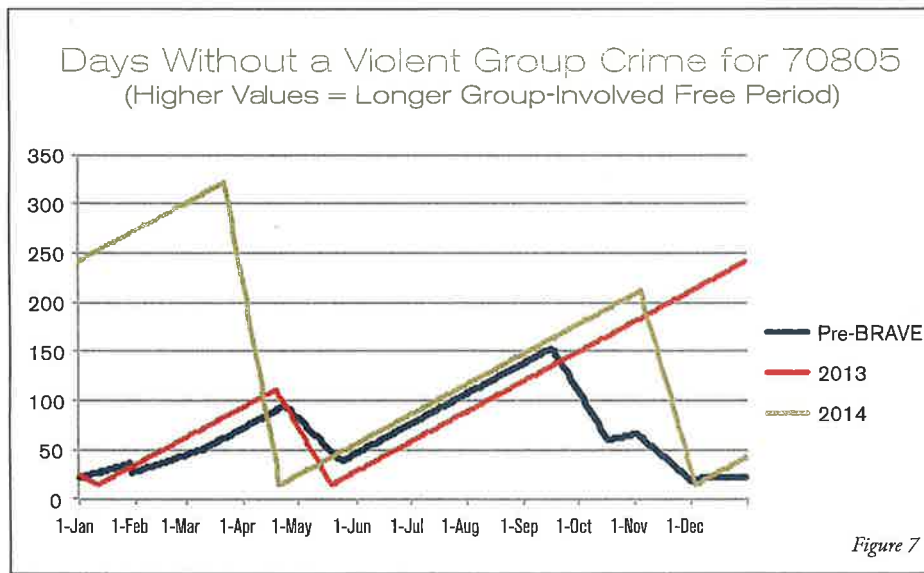


Figure 7

OUTCOMES FROM GROUP-INVOLVED HOMICIDES

Using law enforcement data, homicides connected with group members can be analyzed before and after BRAVE implementation. The analysis of group-involved homicides that occurred from September of 2010 through October of 2012 conducted by the University of Cincinnati Institute of Crime Science is used as the pre-BRAVE numbers to be compared with the post-BRAVE numbers. The post-BRAVE data are generated from law enforcement information collected since the implementation of BRAVE in 2013 and 2014.

Table 7 documents the number and percentages of homicides that can be attributed to a group-involved member for the entire parish and for 70805 before and after BRAVE implementation. The number of homicides with a group-involved victim in the parish declined, from 12% (24) during the pre-BRAVE time period to 6% (8) during the post-BRAVE period. For 70805, the decline was more dramatic. In 70805, 18% of all homicides involved a victim that was a group member pre-BRAVE and only 3% of all homicides involved a victim that was a known group member during the post-BRAVE period.

The homicides in EBRP with a known group member as a suspect in a homicide were 37% during the pre-BRAVE period. For the post-BRAVE period, this percentage decreased to 21%. For 70805, 31% of homicides had a suspect that was a group member in the pre-BRAVE period and 21% during the post-BRAVE period.

Table 7
EBRP HOMICIDES IN 70805 INVOLVING A GROUP MEMBER

EAST BATON ROUGE PARISH				70805		
Homicides where the victim was a group member	Number of Victims	Percent of Victims	Total number of Homicides	Number of Victims	Percent of Victims	Total number of Homicides
Pre-BRAVE 2011-2012*	24	12%	199	8	18%	44
Post-BRAVE 2013-2014**	8	6%	136	1	3%	35
EAST BATON ROUGE PARISH				70805		
Homicides where the suspect was a group member	Number of Suspects	Percent of Suspects	Total number of Homicides	Number of Suspects	Percent of Suspects	Total number of Homicides
Pre-BRAVE 2011-2012*	71	37%	194	12	31%	39
Post-BRAVE 2013-2014**	16	21%	75	3	21%	14

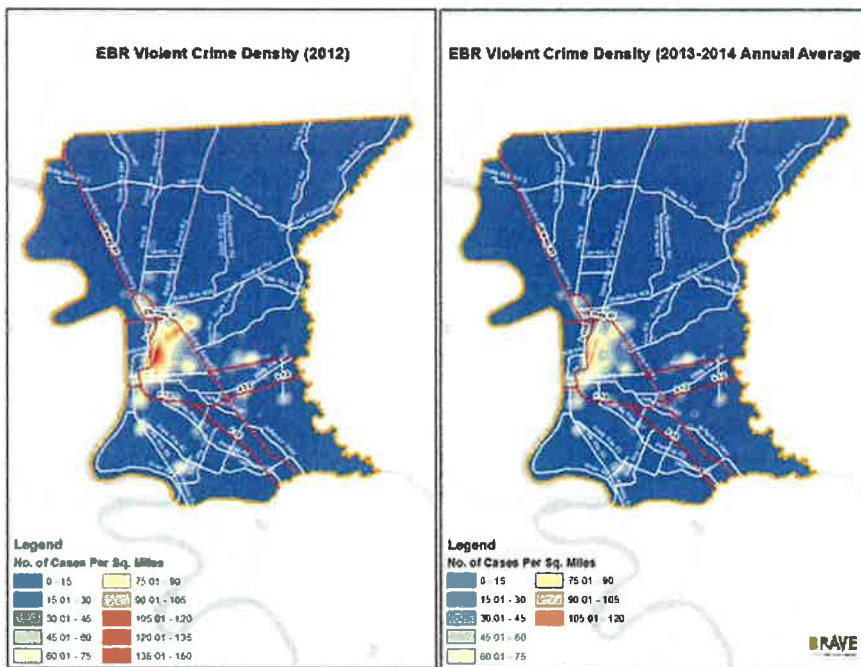
Note. *2011-2012 Group homicide information reported by the "Implementing Project BRAVE: Final Report" by the University of Cincinnati Institute of Crime for September 2010 through October 2012.

**2013-2014 Group homicide data obtained from BRAVE Law Enforcement information.

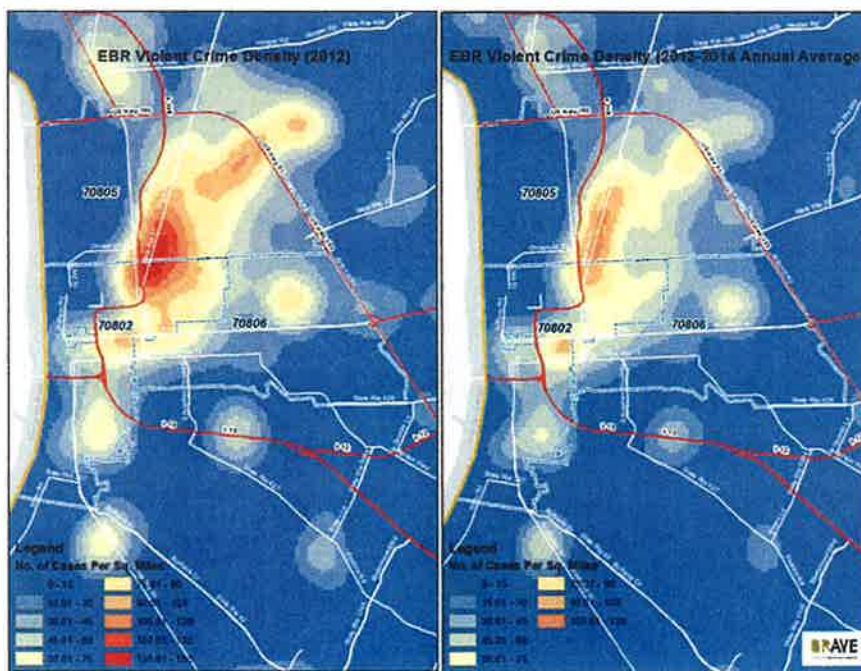
OUTCOMES OBSERVED THROUGH GEOGRAPHICAL INFORMATION SYSTEM (GIS) MAPPING

GIS MAPS are used to represent the locations where violent crime is occurring in EBRP before and after the implementation of BRAVE. Maps 1 and 2 represent the density of BRAVE violent crimes (homicide, robberies, aggravated assaults, and illegal use of a weapon) occurring in all of EBRP. The concentrations of violence are indicated by shades on a color gradient. The warmer shades of the color gradient indicate a higher number of violent incidents. The cooler shades of the color gradient indicate less violent activity or a smaller number of incidents. When viewing the changes in density from 2012 (pre-BRAVE) to 2013/2014 (post-BRAVE) average, the areas most affected by violent crime have gotten smaller, thinner, and lighter or cooler in color. Overall, density decreased as represented by the lack of the warmest colors of the color gradient from the Post-BRAVE map.

Maps 3 and 4 zoom in on the most highly affected areas in the parish, which are 70805 and surrounding areas before and after BRAVE implementation. These maps illustrate the possible effect of BRAVE activities on these areas. Pre-BRAVE and post-BRAVE, the areas with warmest shades of color are in 70805 and smaller amounts in 70802 and 70806. Density decreased as shown in the lack of color on Map 4 representing post-BRAVE intervention. The pattern of criminal activity is still occurring in basically the same area but in lower numbers. The core of the activity is the same but the activity in the outer areas is shrinking. These maps also show that there is no displacement of violent activity since BRAVE's intervention.



Maps 1 and 2: EBRP Violent Crime Density

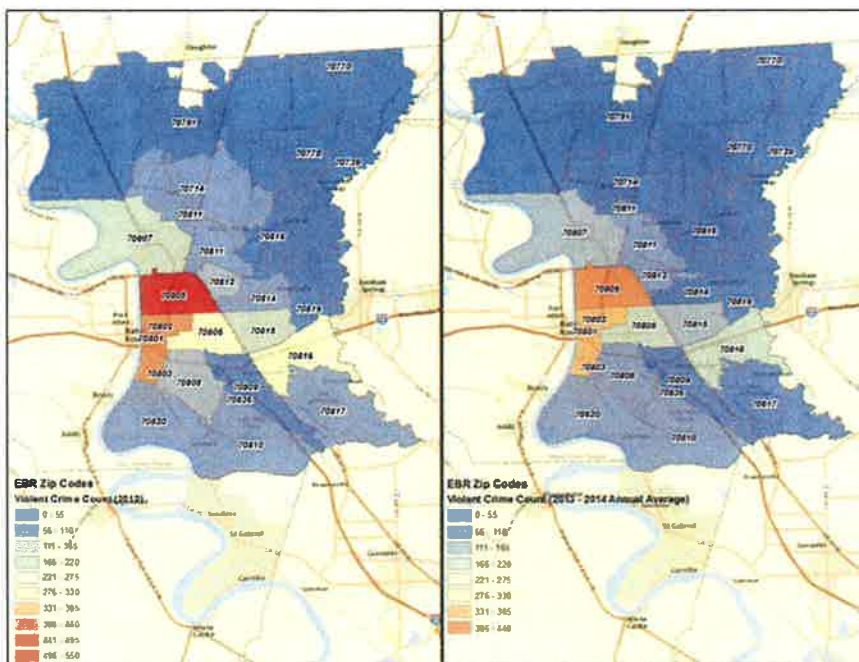


Maps 3 and 4: EBRP Violent Crime Density in BRAVE Areas

Maps 5 and 6 illustrate that violent crime activity is declining generally in the 70805 and 70802 area as it is in many parts of the parish. The warmer colors on the maps indicate the higher the number of violent incidents that have occurred in the area. The cooler colors indicate a lower number of violent incidents in that area. BRAVE areas still represent the highest levels of crime in the parish, although criminal activity has decreased in recent years.

Maps 7 and 8 use census tract boundaries to illustrate the criminal activity within the zip codes of most interest to the BRAVE program, 70805 and 70802. The warmer shades of the color gradient represent the highest number of violent incidents, and the cooler shades represent a smaller number of violent incidents. One can see which census tracts contain the most criminal activity since the implementation of BRAVE. While the census tracts with the most violent activity pre-BRAVE are still the most violent post-BRAVE, these areas have declined in the number of incidents occurring within these borders.

Overall, the pattern of violent activity remains in the same areas of the parish. Since the implementation of the BRAVE program, the number of violent activities has declined not just in the 70805 and 70802 but also in much of the parish.



Maps 5 and 6: EBR Parish Violent Crime Activity by Census Tracts



Maps 7 and 8: EBR Parish Violent Crime Activity by Census Tracts in BRAVE Areas

THE BRAVE project is a multifaceted, system intervention that requires a comprehensive, multidimensional evaluation. LSU's evaluation focuses upon process and outcome findings, with greater detail in these first 2 years on the process objectives, addressing the question, *Has the project been implemented as proposed?* If not, then there should be a clear rationale for alterations to the original project design, because this is a demonstration project, meaning EBRP proposed to replicate the GVRs model to determine if EBRP would achieve the same outcomes as other sites that have previously implemented GVRs.



PROJECT EFFECTIVENESS

Evaluative findings are centered on the methods of implementation discussed in the original BRAVE plan. Are the methods used in EBRP comparable to the methods used at other GVRs sites? Additionally, the data reports provided by LSU/OSSRD, including the use of social network analysis, hotspot mapping, and monthly feedback on changes in City/Parish crime, must be examined for their contribution to the project. Technology and the participation rate of law enforcement officers in BRAVE activities further influence the validity of the data being collected. The monthly reports provide the data-driven dissemination of information to law enforcement so their response can be based upon current criminal activity. Although it is a developing component, because of the continual improvement in data collection processes, the contribution of data to the intervention must be continually assessed and improved. The start-up of a project is generally heavily focused on the processes to ensure fidelity of implementation and standardization of the project implementation for replication purposes.

The current evaluation includes a great deal of information on the preliminary outcomes of the project. The proposed outcome

objectives pose the question: Is the City/Parish reducing violent juvenile crime as a result of the implementation of GVRs? This question will be much more important at the end of the project.

The originally proposed methods by which the project has been implemented have resulted in various degrees of success; some problems developed because of unanticipated difficulties, and some changes have been made because there was a better way to achieve certain objectives.

Major factors contributing to progress include:

- **Leadership and Commitment**

- The original 70805 BRAVE Project Director, and the Assistant Director who was added with the 70802 award, have made a significant contribution to the effectiveness of the project. Both have characteristics and personalities that enable them to get along well with all of the people involved and all of the interpersonal complexities of the project.
- A secondary factor that is unusual and a major reason for the effectiveness of the project is the commitment among

the public officials and leadership associated with BRAVE. Although BRAVE is administered through the Mayor, the commitment from the District Attorney, Police Chief, Sheriff, U.S. Attorney, Department of Juvenile Services, Office of Juvenile Justice, State Police, and VCU has been critical to the success of BRAVE implementation and a significant reason for its effectiveness.

- **Training and Education**

- BRAVE involvement with the Cincinnati Initiative to Reduce Violence (CIRV), the City of Milwaukee, Professor David Kennedy, the NNSC, the Memphis Clergy Academy, the Virginia Center for Policing Innovation (New Orleans USAO), and the Mississippi Association of Gang Investigators has been very beneficial to the Baton Rouge effort as each of these agencies/initiatives modeled the activities necessary to implement BRAVE.
- The initial educational efforts from the BRPD crime statistician, and the ongoing training and education from the Sheriff's Crime Analysis and Research Department, have enabled the academe-



ic partner to understand how data are collected and defined, which has led to the validity of the data reports that are issued.

• **Marketing and Media**

- The BRAVE marketing efforts and media relationships have resulted in extensive community knowledge of the law enforcement effort to reduce youth violence and the BRAVE effort at working within the community, with residents and community-based organizations. In a 2014 parish-wide phone survey by the LSU Public Policy Institute, it was found that residents familiar with BRAVE had a positive perception of the initiative.
- The media (newspaper, television) have consistently produced extensive reports about BRAVE and BRAVE activities.
- Members of the BRAVE project are constantly invited to provide presentations on the project and its progress. Members of the BRAVE law enforcement and research teams have traveled to Jackson, Mississippi, on several occasions to “mentor” the city in beginning an anti-violence project based upon GVRS. The academic partner was invited to present at a national conference on the BRAVE project, theory, and practice.
- The elected officials (Mayor, DA, Sheriff, and Police Chief) present information about BRAVE continuously to community groups, business organiza-

tions, public policy organizations, and the faith-based community.

• **Law Enforcement**

- There has been a tremendous amount of cooperation from all of the law enforcement agencies in the City/Parish to implement BRAVE and to change the way these agencies conduct traditional law enforcement functions. A collaborative spirit is very evident, particularly among the administrators of all of the agencies.
- Mental health and crisis response training provided to many law enforcement officers by the CAHSD has been particularly helpful, as is seen in daily examples of situations that are handled well by law enforcement officers.

• **Community Engagement**

- BRAVE has exceeded the number of community events that were initially proposed. Typically, the community events are well attended and conducted in conjunction with other occasions, such as “Back to School” and holidays. All of the public officials involved with BRAVE contribute to the events with food, drinks, cooking, and fun activities. Considering how many events are held in the community, it is surprising that so many residents still report in focus groups that they are not familiar with BRAVE. The ongoing involvement with the community will be critical to eventually developing better law enforcement-community relations.
- Monthly neighborhood clean-ups have been very well received in the community. They seem to impress the residents as genuine efforts to help. In many of the discussions with neighborhood res-

idents, they report that the City/Parish does not respond to calls about blight and abandoned property, so when they see law enforcement officers, local elected officials, and the District Attorney’s office out on a Saturday morning, not during an election, they perceive this as a real interest in their neighborhood.

• **Case Management Model**

- Although one of the biggest barriers initially, the model has evolved over time and it appears that BRAVE has developed a foundation upon which to build. The commitment of the case managers/service providers has facilitated this process and enabled the development of a good working model.

Potential barriers that will impede the ongoing progress of BRAVE include:

- Financial sustainability after federal funding ends
- On-going support from the community
- Continuing involvement from the faith-based community
- Maintenance of the cooperative spirit among law enforcement and City/Parish leaders
- Determining how to implement and maintain a state of the art data collection system
- Failure to support the “No Violence” message, coupled with an understanding that BRAVE primarily aims to prevent violence by redirecting youth to more productive ways of life



BRAVE Director Anny at neighborhood canvass

OVERALL OUTCOMES

THE PRIMARY goal of the project has been to reduce violent juvenile crime that is related to group member-involved activity through the GVRS model. This goal has been met and sustained. This report demonstrates that violent crime has been reduced from every perspective, including comparison with other cities in Louisiana.

Several components of GVRS have not been fully implemented or implemented in accordance with the model, but it is likely that these methods will be implemented as the project matures. Adequate and appropriate project personnel, full-time officers specifically dedicated to BRAVE, involvement of the faith-based community, improved community relations, and a more timely data reporting system are all components that will be needed to sustain the extraordinary efforts that have taken place. As the federal funding comes to an end, it will be necessary for the City/Parish and the BRAVE collaborative to develop a structure and funding source that will be able to sustain the existence of BRAVE.



Law Enforcement partners participate in Gas for Guns Program



DA employees cook during MLK Day of Service



Faith, Family and Friends Event



Neighborhood Cleanups



BRAVE Logo



BRAVE Sticker



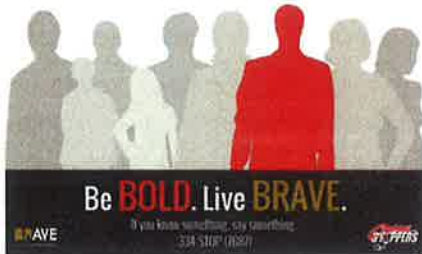
BRAVE Yard Signs



BRAVE Tablecloth



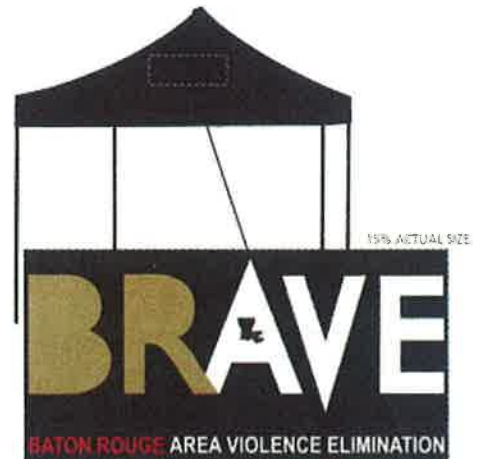
Examples of BRAVE Flyers and Pushcards



BRAVE Billboards



BRAVE Pen



BRAVE Tent

APPENDIX 2:
BRAVE SERVICE PROVIDERS

- ACE Program
- Adult Learning Center
- Adult Literacy Program
- Baton Rouge Community College
- Capital Area Re-Entry Coalition
- Capital Area Human Services District
- East Baton Rouge Parish School System
- Family and Youth Service Center
- Healing Place Dream Center
- Home Builder's Institute
- HOPE Ministries
- Job Corps
- Louisiana National Guard Youth Challenge Program

APPENDIX 3: **ACRONYMS**

Baton Rouge Area Violence Elimination	BRAVE	Jobs for America's Graduates	JAG
Baton Rouge Community College	BRCC	Louisiana State University	LSU
Baton Rouge Police Department	BRPD	National Network of Safe Communities	NNSC
Capital Area Human Services District	CAHSD	Office of Justice Programs	OJP
Cincinnati Initiative to Reduce Violence	CIRV	Office of Juvenile Justice Delinquency Prevention	OJJDP
District Attorney	DA	Office of Social Service	
East Baton Rouge Parish	EBRP	Research and Development	OSSRD
East Baton Rouge Parish School System	EBRPSS	Project Safe Neighborhood	PSN
East Baton Rouge Sheriff's Office	EBRSO	Special Community Anti-Crime Team	SCAT
Family and Youth Service Center	FYSC	Uniform Crime Reporting	UCR
Geographic Information System	GIS	United States Attorney's Office	USAO
Grants Management System	GMS	Violent Crimes Unit	VCU
Group Violence Reduction Strategy	GVRS	Workforce Investment Act	WIA
Interagency Service Coordination	ISC		



BRAVE

BATON ROUGE AREA VIOLENCE ELIMINATION

LSU

Submitted by Louisiana State University
College of Human Sciences and Education
Office of Social Service Research and Development
BRAVE Research Team