

From: [Joshua O. Cox](#)
To: ["Andrew Y. Papachristos"](#)
Subject: FW: Thank you for your submission to the W.K. Kellogg Foundation
Date: Tuesday, March 26, 2019 5:54:09 AM

Andy –

Here's some language describing the program from a Kellogg application our team wrote. Our project is project #1

From: Emily F. Wolff
Sent: Wednesday, March 13, 2019 12:59 PM
To: Camille A. Alexander <Camille.Alexander@nola.gov>; Joshua O. Cox <Joshua.Cox@nola.gov>
Subject: FW: Thank you for your submission to the W.K. Kellogg Foundation

Here was the final app that was submitted.

Josh-- The GVRTF/Job1 program is referred to throughout as "project #1"

Em

--
Emily Wolff
Director, Youth & Families
Office of Mayor LaToya Cantrell | City of New Orleans
1300 Perdido Street | Suite 4W09 | New Orleans, Louisiana 70112
(504) 658-8633 | Emily.Wolff@nola.gov
Sign up for OYF's e-newsletter [here!](#)

From: wkkf@wkkf.org [wkkf@wkkf.org]
Sent: Friday, March 08, 2019 3:55 PM
To: Emily F. Wolff
Subject: Thank you for your submission to the W.K. Kellogg Foundation

EMAIL FROM EXTERNAL SENDER

Reference Number: P0131783

Application Alignment

***Are you a legal entity (e.g. nonprofit organization, public or governmental entity, for-profit corporation doing charitable work, etc.)?**

Yes

***Is the requesting entity a religious institution, governmental unit or 501(c)(3) organization, such as a school, hospital, or publicly supported organization?**

Yes

***Please identify the country where the Grantee for this request is located?**

United States

Geography

***Please select the target geographic area(s) for which you are requesting to use WKKF funding:**

Louisiana

Describe the specific geographic area(s) most impacted by this work:

The central demographic area impacted by this work consists of Orleans Parish. The various projects contained in this proposal will target support for communities that contain a high volume of vulnerable children and youth.

Design & Execution

***Please provide a name for your project:**

City of New Orleans' Office of Youth and Families (OYF)

***Provide a brief summary statement about your project and how it aligns with your organization's mission, values, and priority focus:**

OYF requests support in the amount of \$1.5 million over a period of two and a half years. This will enable the OYF to become an established force within city government—poised to drive change for generations of New Orleanians. First, funding will support initiatives linking vulnerable, system-involved youth ages 16-21 with summer employment opportunities and year-round wraparound support in order to improve economic mobility, safety and overall well-being. Secondly, OYF will conduct a citywide youth master planning process that is informed by data and stakeholder input in order to improve conditions for youth and families. Third, OYF will build out the campaign framework for a 'public health' millage to fund expanded youth services. And finally, OYF will launch a 'community hubs' initiative that incentivizes neighborhood-based partnerships between education, recreation and health providers to work collectively in order to improve child well-being in communities across the city.

Describe why your organization is best positioned to do this work. Include a few examples of recent achievements relative to your request:

Leading up to her taking office, the Mayor engaged a broad cross-section of community stakeholders to inform plans across the areas of health, housing, infrastructure, public works and youth services. As a result, Mayor LaToya Cantrell created the Office of Youth and Families (OYF) on May 25, 2018 by executive order. This demonstrates Mayor Cantrell's commitment to establishing adequate infrastructure within city government to support systems-level change for vulnerable youth and families. The Mayor's executive order moved the Youth Study Center (YSC), New Orleans Recreation Development Commission (NORDC) and the New Orleans Public Library (NOPL) under the purview of the OYF to ensure the City's largest youth-serving agencies coordinate in order to maximize outcomes. OYF's mission is to build a strong foundation for future generations of New Orleanians by engaging youth and community in providing input into city government decisions affecting young people, improving coordination between agencies, expanding resources, and ensuring equitable policymaking.

OYF's strategic priorities include the following: 1. Increase the reach and depth of positive youth development programs that prevention-based opportunities for young people with a focus on out-of-school time enrichment and quality early childhood education; 2. Transform our city's juvenile justice system to invest in rehabilitation and reentry as opposed to punishment; 3. Infuse behavioral health services such as mental health support and trauma-informed care throughout all systems that touch vulnerable youth and families; 4. Establish structures that enable youth voice and input to shape policy and decision-making around key issues such as health, housing, education and recreation.

Since its creation, OYF has proven itself as a critical player in shifting the landscape and expanding opportunities for vulnerable youth and families. The first nine months of the administration have focused on solidifying mission-aligned and stable leadership within two of the departments that impact children most directly--the YSC and NORDC. OYF has also worked over the past several months to set up structures to ensure ongoing collaboration and cross-pollination between school systems, the library branches, the recreation department, workforce development partners and the juvenile justice actors. For example, OYF led a complete overhaul of medical and behavioral health services provided to youth in the juvenile detention facility to ensure that services engaged high quality partners with a background in trauma-informed service delivery. Additionally, in partnership with OPSB and the New Orleans Early Education Network, OYF was awarded a National League of Cities grant for technical assistance to develop a shared action plan for increasing early learning opportunities.

Describe the background and qualifications of the key team members who will work on this proposed project, and how they will work together:

The project team is intentionally comprised of members from diverse cultural, academic, age, class, and professional backgrounds to ensure that all interventions and efforts reflect a broad range of interests.

Before she was elected Mayor, LaToya Cantrell was a community organizer, served on New Orleans' City Council, and led a nonprofit community organization. Mayor Cantrell's deep knowledge of city government and local impact make it easy for her to navigate political and community circles. She has a BA in Sociology from Xavier University and a Certificate in executive management from Harvard's Kennedy School of Government. As the first African American woman to be elected Mayor of the city of New Orleans and as a mother of a 10-year-old daughter, the Mayor will be the key champion for the initiatives described in this proposal.

OYF, which currently consists of a team of four full-time employees, will serve as the backbone amongst various partners for this proposal. OYF will provide progress monitoring and convene regular check-in meetings with partners to ensure that communication channels are open and that each partner's goals are in alignment with the project mission and vision.

The Director of the Office of Youth and Families is Emily Wolff. Emily received her BA from Bard College and a Master's in Public Affairs from UC Berkeley's Goldman School. She served as the Executive Director of the Broadmoor Improvement Association—spearheading the creation of the city's first 'education corridor'—which connected the neighborhood's school, library, community centers, health clinic, and food pantry to provide wraparound services for families. She is also the founder of the Broadmoor Arts and Wellness Center, which converted a blighted parochial school into an 11,500 square foot neighborhood hub offering affordable arts and wellness services to people throughout the city. Emily Wolff is an alumna of WKKF's community leadership fellowship. As a young, white, non-native New Orleanian leader in the youth services space, Emily has approached her role with great intention and sensitivity to the racial and economic disparities present in this work.

Camille Alexander, OYF's Policy & Program Manager, is a licensed clinical social worker who received a Juris Doctor and Masters in Social Work from Tulane University. She also received Bachelor's degrees in Psychology and Ethnic Studies from The University of Texas. Camille has worked in New Orleans charter schools as a school social worker and school leader. She was also the director of a therapeutic program for students with significant psychiatric and behavioral disorders. Camille is a young, African American woman who was born in New Orleans and lends this critical perspective to the work.

OYF also employs a community engagement coordinator and a special assistant, who will play supportive roles in the implementation of each project contained within this proposal.

Please provide an overview of your funding request by describing the specific purpose, the problem you are trying to solve, and the overall change you expect to see as a result:

The W.K. Kellogg Foundation's support will be spread across four distinct projects.

Project #1—'Workforce Development for System-Involved Youth'—will link vulnerable, system-involved youth between the ages of 16-21 with summer employment and year-round wraparound supports. The purpose is to attach youth to opportunities that promote their safety, economic mobility and educational growth. In terms of youth outcomes, a 2016 study found that 14.5% of New Orleans youth ages 16-24 are disconnected from school or work and includes mostly young men of color. The compounding effects of poverty, racial disparities and a lack of access to quality supports cause many youth to become wrapped up in the juvenile justice system. This initiative will be aimed at diverting vulnerable youth away from the juvenile justice system into services that prepare them for work, school and life.

Project #2—'Youth Master Plan'—will establish a set of bold, strategic goals and metrics for youth relating to their safety, well-being and healthy development. The central issue that this project aims to address is poor child well-being outcomes for a large percentage of New Orleans' children and youth. According to the Casey Foundation, Louisiana ranks 49th amongst all US states in terms overall child well-being. The youth master plan will engage a vast group of diverse stakeholders in imagining a collective future for New Orleans' young people and ensuring accountability around stated goals.

Project #3—'Public Health Millage'—will create a campaign framework and implementation strategy to pass a ballot measure providing dedicated revenue for expanded wraparound services, mental health services and early childhood education. The public health millage will be unprecedented and will contribute new, dedicated dollars to youth services that are in alignment with what is outlined through the youth master planning process.

Project #4—the 'Community Hubs Initiative'—will incentivize neighborhood partners to work collectively in order to improve child well-being. An inventory of schools, early learning centers, libraries, recreation centers and health clinics reveals an opportunity to sync up program delivery and alleviate service gaps. Neighborhood teams will submit an application to become a 'community hub' in order to receive funding and technical assistance. This initiative will provide a proof of concept for other communities across the city to forge stronger connections between social service providers in order achieve collective impact.

Describe the key outcomes you expect to achieve with WKKF funding:

For the workforce development initiative, OYF will measure the following youth outcomes: improved access to workforce development and educational opportunities, career readiness, enhanced technical abilities, improved soft skills, increased connections to mental health support and a decreased likelihood of further system involvement. Evaluation partners will measure these outcomes for both the summer youth works program as well as the Youth Empowerment Program throughout the two and a half year period of this grant.

With the youth master planning process, OYF expects to produce the following outcomes: Successful co-creation of a blueprint that outlines goals/strategies over at least a five-year period; Families are better connected to quality education, enrichment and they are healthier and more economically secure over at least a five-year period; Structures are solidified to ensure ongoing youth and parent stakeholder engagement in shaping citywide policy and practice. This outcome analysis will be conducted in tandem with evaluation partners.

In relation to the public health millage, OYF will track public buy-in as well as the amount of funding secured for expanded services. Further, should the millage pass, we plan to measure the increase in access to positive youth development opportunities, mental health supports and early childhood learning opportunities. Lastly, we hope to be able to track changes over the long-term across the child well-being indicators outlined in the youth master plan as they relate to economic security, education and health.

Finally, for the community hubs initiative, we will measure selected child outcomes that have been pinpointed by each community (i.e. improved parental engagement amongst non-English speakers, access to early learning, etc.)—and how these outcomes shift in response to interventions. We will measure progress against stated goals, collaboration between anchors and community connection to available resources.

***Provide the goals and related strategies to be accomplished specifically with WKKF funding to achieve the outcomes identified:**

For project #1, in order to achieve the outcome of improving access to workforce development and educational opportunities for system-involved youth, OYF will collaborate with Juvenile Court to identify 100 youth who would be candidates for summer employment and mental health support via the city's Office of Workforce Development summer Youth Works program. Beyond the summer, this initiative will extend into the school year by linking youth to an evening reporting center pilot program that is city-funded and hosted in partnership with the Youth Empowerment Project (YEP). Given that youth are at the highest risk for committing crimes in the afterschool hours on school days, participants will engage in structured educational, vocational and recreational daily activities. Specific programmatic goals include a 75% completion rate for summer employment and year-round programming; 85% connection to mental health services for all youth who screen for this service; and evidence of improved soft-skills and workforce readiness progress based upon qualitative evaluations.

For project #2, OYF will pursue a youth master planning process in order to achieve the outcome overall improved outcomes for vulnerable youth and increased connection to services in the areas of education, enrichment, health and economic mobility. OYF's team will engage community stakeholders and young people in a process that will: 1) map existing youth data and highlight gaps, 2) update a youth and family resource directory, 3) conduct a fiscal map of existing resources, inequities, gaps and opportunities and 4) set a common citywide agenda with specific benchmarks for improvement across the domains of child well-being. Specific programmatic goals as it relates to the implementation of the youth master plan will be determined, assessed and measured against the blueprint that is crafted.

Project #3 (the public health millage) will work to achieve the outcome of increased funding and access to positive youth development opportunities, mental health supports and early childhood learning opportunities. OYF plans to engage consultants to assist with designing a campaign strategy, conduct polling and establishing a communications framework for the millage campaign. And finally, in order to achieve the outcome of increased collaboration between education, health and recreation partners, OYF's community hubs' initiative (project #4) will invest in five target communities over the course of two years. Neighborhood teams will participate in a competitive grant process and selected partners (comprised of networks of neighborhood schools, libraries, health clinics and recreation centers) will collaborate to generate neighborhood asset maps, develop solutions in response to an identified community need and collaborate on community resource events in order to improve child well-being on a neighborhood level.

***Describe the project activities to be achieved with WKKF funding:**

Project #1: From April- May 2019, the OYF will work in partnership with the Mayor's Gun Violence Reduction Task Force (GVRTF) to develop a list of system-involved youth between the ages of the 16-21 who are candidates for summer employment. OYF will then collaborate with Juvenile Court, NOPD and OPSB's Youth Opportunity Center to review data and reach out to participants. From June- July 2019, 100 youth will participate in the city's Youth Works program, which provides paid summer experiences that build pathways to careers. Participants will also engage in paid, ongoing soft skills training and receive counseling. Employers will be required to participate in training to boost youth program completion. Year-round, youth will then participate in a program held in partnership with the Youth Empowerment Project (YEP). High-risk youth will report to YEP youth advocates for daily education and vocational activities during the afterschool hours.

The youth master planning process will extend for 6 months beginning in May 2019 and will be led in partnership with CYPB. We will engage the New Orleans Youth Alliance to complete a data-mapping project that compiles demographic, assets and needs data on young people ages 0-24 in New Orleans. Through dash-boarding and community stakeholder conversations, this process will illuminate opportunities and information/resource gaps. Next, OYF will identify a consultant with experience in conducting fiscal analyses and children's budgets, to analyze existing financial resources dedicated to youth at a city-level with a secondary focus on state/federal dollars. Finally, we will craft a citywide agenda with specific benchmarks for improvement over a five-year period, to which Mayor Cantrell and future city leaders can hold themselves accountable.

The public health millage campaign will take place on the heels of the youth master planning process and provide supplemental resources for the programs, services and policy shifts that are identified as key levers of change. A steering committee will convene to determine how funds will be directed, managed and governed. Next, OYF will contract a consultant to craft ballot language, conduct feasibility polling, develop a political outreach strategy, create messaging and build cross-sector coalitions. The campaign timeframe, from steering committee formation until election day, will be at least nine months. Lastly, the community hubs initiative will run from January 2020 through September 2021. Over the first three months, a committee will be formed to draft the request for proposal and circulate the opportunity to communities across the city. Committee members will take 2 months to review proposals and select two community hubs for the initial pilot phase. Initial grants will be dispersed in June 2020 to community hub partners and an evaluation partner will gauge pilot impact. The second set of three community hub financial awards will be dispersed in October 2020.

***Describe the key communications and knowledge dissemination activities that support the work detailed in this funding request. Describe your key audiences and how you will engage them in communication and learning efforts.**

Overall, this investment will leverage the high visibility of the Mayor's office and the vast communications network that the city has access to in order to engage the public in ongoing learning. Kellogg's investment in OYF will raise community consciousness regarding the structural inequities impacting outcomes for a large percentage of youth as well as the opportunities to create positive, lasting change for families in our city. As it relates project #1 (workforce development programming for system-involved youth), OYF will strategically message the results and outcomes of the program to key system stakeholders including the business community, juvenile judicial system leaders, the District Attorney and the general public. This will spur a community conversation regarding the impact of workforce development and wraparound supports for vulnerable youth and counter narratives that exist regarding the potential of young men of color in our city. Project #2, the youth master planning process, will specifically engage young people as leaders and facilitators of community conversations in order to highlight the importance of harnessing youth voice in order to produce systems-change. The blueprint that results from the youth master planning process will also be presented to a broad group of stakeholders city-wide in order to ensure ongoing transparency accountability as it relates to the goals outlined. Project #3, the public health millage campaign, will pursue an extremely intentional, researched communications strategy that emphasizes the potential impact of increased revenue for youth services and is designed by gauging public opinion. It will also be vital to closely evaluate impact and provide evidence to voters regarding the influence of increased dollars. Finally, project #4, the community hubs pilot initiative, will provide a proof of concept for the methods and strategies that schools, libraries, recreation centers and other community assets can utilize in order to tackle neighborhood-specific challenges.

***Describe the strategies and efforts to financially support this project beyond WKKF funding:**

Mayor Cantrell affirmed her commitment to transforming outcomes for vulnerable youth and families by investing substantial city resources (\$630,000) into the creation of the Office of Youth & Families. This proposal also leverages additional city revenue devoted to the Children & Youth Planning Board (\$100,000), the

Mayor's Gun Violence Reduction Task Force (\$50,000), Job1's Summer Youth Works employment program (\$126,000 for 100 slots) and the city-funded Youth Empowerment Project pilot program (\$300,000). Furthermore, the various projects described in this proposal will draw upon resources from city agencies such as the New Orleans Recreation Development Commission (NORDC), New Orleans Public Library, Orleans Parish Juvenile Court and the Mayor's intergovernmental research team in order to strengthen coordination, increase efficiencies and deepen impact. In order to secure long-term funding, OYF is researching the opportunity to tap dedicated revenue through a reinstatement of the amusement tax, the eventual passage of a public health millage and other local and national philanthropic partnerships. Other funding for the Office of Youth & Families has been secured through the National League of Cities and ARUP (an international planning firm that is focused on building child-friendly cities).

List the funding partners (federal, tribal, state, and local) and any other funding sources you have secured for this project:

Legal Name:	Type of Support	Dollar Amount (USD)	Status
City of New Orleans	Cash and In-Kind	1500000	Confirmed
National League of Cities	In-Kind	75000	Confirmed
ARUP	In-Kind	50000	Confirmed

***Describe your community engagement efforts with NON funding key leaders, partner organizations or institutions and/or networks to ensure the success of this project. Describe the length of time your organization has worked with these partners, their contributions to the project and their roles and responsibilities:**

The projects outlined in this proposal tap into the expertise within a vast network of non-profit organizations, businesses, community leaders, faith-based partners as well as charter school networks. Project #1--workforce development for system-involved youth--will elicit central support from the Gun Violence Reduction Task Force. The GVRTF was set up by Mayor Cantrell to pursue data-backed strategies that reduce gun violence in New Orleans. Various community stakeholders volunteer their time to provide leadership for this group including education leaders (John White, State Superintendent of education), philanthropic leaders (Flozell Daniels, Foundation for Louisiana) and renown crime analysts (Jeff Asher, consultant). Project #2--the youth master planning process--will engage a broad cross-section of children, teens, parents, youth intermediary organizations, coalitions, faith-based partners and other non-profits to shape a collective, city-wide blueprint. Project #3--the public health millage campaign--will be led by a steering committee made up of various community volunteers with a mix of skills and expertise. The committee will contain individuals with deep knowledge of the key challenges facing families in the city as well as individuals with fundraising acumen, policy stakeholders and communications experts. Finally, project #4--the community hubs initiative--will rely upon a strong partnership with the Orleans Parish School Board and various charter school networks in order to successfully forge bonds between education, recreation, health and cultural program partners within target neighborhoods.

(optional) You may upload up to two supporting documents to support your proposal. Relevant documents include a documented Change Strategy or Theory of Change for your request or organization, or a concept paper/graphic that supports your request.

Uploaded
Revised One Pager - FINAL.pdf
Logic Model as of 3.7.19 (1).pdf

Evaluation & Programmatic Learning

***Describe your organization's existing capacity/ability (staffing, financial resources, etc.) to evaluate this work; or your plan to build the capacity:**

Given that the Office of Youth & Families is in its early stages of development and draws upon substantial taxpayer dollars, evaluation of each initiative's overall impact on improving child well-being will be essential. Evaluation and feedback will also enable OYF's team to make program adjustments and pivots throughout the course of the multi-year grant. Our organization's existing capacity to evaluate our work varies from project to project. For project #1--workforce development for system-involved youth-- the Gun Violence Reduction Task Force maintains a partnership with Dr. Andrew Papachristos from Northwestern University who is one of the country's leading experts on gun violence networks. Dr. Papachristos will collaborate with Dr. Jennifer Doleac who is the Director of the Justice Tech Lab at Texas A&M to measure the effectiveness of each intervention and the cost-savings produced. Other projects contained in this proposal will engage a mix of evaluation partners including paid external evaluation contractors to evaluate the impact of the community hubs initiative and perform youth master planning benchmarking. Additionally, each project will draw upon in-kind evaluation support from various university partners including Harvard Medical School, LSU School of Public Health and Tulane School of Social Work. And finally, projects will also leverage evaluation support from internal staff spread across various city departments including OYF's team, the City Health Department and the Office of Criminal Justice Coordination.

(optional) If you have a draft evaluation plan for this funding request, please upload it here:

Policy and Lobbying

Will your project include any of the following:

- Efforts to influence pending legislation, change current legislation, introduce new legislation or support/oppose ballot measures?
- Communication with legislators or their staff about legislation (e.g. pending, yet to be introduced, needing reauthorization, etc.)?
- Communication with the general public about ballot measures (e.g. proposals, propositions, bond measures, constitutional amendments, referenda, etc.)?
- Communication with the general public expressing a view about specific legislation that includes a call to action?
- Any other activities that would constitute lobbying?

Select "Yes" or "No"

No/No

If yes, please describe the policy, advocacy and/or lobbying efforts to be accomplished at the federal, tribal, state, and/or local level?

While the Mayor's Office will not directly lobby legislators, OYF will communicate with the general public about the public health millage proposition outlined in this proposal. The City cannot legally encourage voters to support the proposition. It can, however, provide information and education regarding the public health millage via its communication channels.

Racial Healing & Racial Equity

***Please explain how this funding request will contribute to addressing racial and structural inequities for children, especially children of color. Describe the demographics of the proposals beneficiaries as specifically as possible (e.g. population size, ages, race/ethnicity, income level, etc.)**

As mentioned earlier in this proposal, according to the Annie E. Casey Foundation, Louisiana ranks 49th amongst all US states in terms overall child well-being. Child well-being is defined by analyzing educational, social, economic and health indicators. High child poverty rates, plateauing educational achievement, the high percentage of youth disconnected from work/school and poor physical and mental health describe the range of challenges confronting families in New Orleans. More specifically, in terms of economic security, 36.9 percent of all children under 18 lived in poverty in 2015 (New Orleans Youth Index). Racial

Total	\$0	\$7,500	\$0										
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Narrative Comments

changed

Sub-granting											
	Period 1	Period 2	Period 3	Period 4	Period 5	Period 6	Period 7	Period 8	Period 9	Period 10	
Sub-Grant- Youth Empowerment Project	\$50,000	\$75,000	\$75,000								
Sub-Grant Community Hub Partners	\$0	\$150,000	\$225,000								
Total	\$50,000	\$225,000	\$300,000								

Narrative Comments

Includes a sub-grant to the Youth Empowerment Project for the evening reporting center (includes costs of case workers, transportation, meals, materials) as a part of the "Workforce Development for System Involved Youht" project. Also includes two community hub financial awards in period 2 and three awards in period 3.

changed

Other											
	Period 1	Period 2	Period 3	Period 4	Period 5	Period 6	Period 7	Period 8	Period 9	Period 10	
Administrative Fee- Fiscal Agent	\$15,000	\$92,000	\$63,000								
Total	\$15,000	\$92,000	\$63,000								

Narrative Comments

OYF will contract with a fiscal sponsor (Greater New Orleans Foundation) to serve as a pass-through for the funds. Estimating a 10% admin fee to process and administer the grants.

Budget Summary

changed

Budget Summary	
Amount Requested	\$1,500,000
Total Amount Budgeted	\$1,500,000
Unbudgeted	\$0

The indirect cost percentage in RED below is not a percentage of the total amount requested. Rather, the indirect costs percentage is calculated once all budget category amounts have been entered, excluding indirect costs.

Budget Totals by Category												
Category	Period 1	Period 2	Period 3	Period 4	Period 5	Period 6	Period 7	Period 8	Period 9	Period 10	Category total	% of Total
Personnel	\$0	\$55,000	\$55,000								\$110,000	7%
Contractual Services	\$85,000	\$330,000	\$62,500								\$477,500	32%
Project Supplies												
Capital Assets & Equipment												
Evaluation	\$0	\$75,000	\$85,000								\$160,000	11%
Meetings & Conferences	\$0	\$7,500	\$0								\$7,500	1%
Travel												
Sub-granting	\$50,000	\$225,000	\$300,000								\$575,000	38%
Other	\$15,000	\$92,000	\$63,000								\$170,000	11%

Indirect Costs													
Period Totals	\$150,000	\$784,500	\$565,500									\$1,500,000	

Indirect Costs	\$0	0.00%
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Organization Information

***Legal Name:**

City of New Orleans

Other Name(s)/Acronyms:

Office of the Mayor- Mayor's Office of Youth & Families

***Preferred Mailing Address:**

1300 Perdido St., 2nd Floor

***City:**

New Orleans

***State/Province:**

Louisiana

***Zip/Postal Code:**

70112

***Country:**

United States

***Phone Number:**

(504) 658-4900

Website:

[//www.nola.gov/youth](http://www.nola.gov/youth)

Physical Address:

1300 Perdido St., 2nd Floor

City:

New Orleans

***State/Province:**

Louisiana

***Zip/Postal Code:**

70112

Country:

United States

***Employer Identification Number (EIN):**

72-6000969

***Year of Legal Incorporation**

1718

***Most Recent Annual Revenue**

\$1,111,664,717

***Briefly describe the organization's mission, vision and values.**

The City of New Orleans delivers excellent service to its citizens with courage, competence and compassion. We provide unbeatable customer service driven by sound fiscal management. As good stewards of our resources, we ensure safe neighborhoods, excellent schools, good-paying jobs and a clean environment for our citizens. We facilitate partnerships, link strong leaders and new ideas and leverage critical resources to move New Orleans forward. Our decisions are informed by effective communication and active citizen involvement. We responsibly manage and preserve our City's natural resources.

***Will the above grantee also serve as the payee (e.g. fiscal agent, fiscal sponsor, fiduciary) for this project?**

No

Contact Information - Payee Organization

***Payee Organization Name:**

Greater New Orleans Foundation

***Contact Name:**

Andy Kopplin

***Contact E-Mail Address:**

andy@gnof.org

***Contact Phone Number:**

5045984663

Comments:

Contact Information - Grantee Legal Designee

***Salutation:**

Ms.

***First Name:**

LaToya

***Last Name:**

Cantrell

***Title:**

Mayor

***Preferred Mailing Address:**

1300 Perdido St., 2nd Floor

***City:**

New Orleans

***State/Province:**

Louisiana

***Zip/Postal Code:**

70112

***Country:**

United States

***Phone Number:**

504-658-4900

***Email Address:**

mayorcantrell@nola.gov

Contact Information - Grantee Financial Designee

***Salutation:**

Mr.

***First Name:**

Norman

***Last Name:**

White

***Title:**

Chief Financial Officer

***Preferred Mailing Address:**

1300 Perdido St., 2nd Floor

***City:**

New Orleans

***State/Province:**

Louisiana

***Zip/Postal Code:**

70112

***Country:**

United States

***Phone Number:**

504-658-1520

***Email Address:**

Norman.White@nola.gov

Contact Information - Project Director or Coordinator

***Salutation:**

Ms.

***First Name:**

Emily

***Last Name:**

Wolff

***Title:**

Director, Mayor's Office of Youth & Families

***Preferred Mailing Address:**

1300 Perdido St., 2nd Floor

***City:**

New Orleans

***State/Province:**

Louisiana

***Zip/Postal Code:**

70112

***Country:**

United States

***Phone Number:**

5046817515

***Email Address:**

emily.wolff@nola.gov

Financial Due Diligence Questions

As part of our financial due diligence process, the Foundation requires additional information related to your organization. Please respond to the questions below and provide the requested financial documentation.

***Has the CEO, CFO and/or Executive Director for your organization changed within the last 2 years? Please explain.**

Yes- Due to a Mayoral transition.

***How often does your Board review the organization's financial reports? How often do other committees review the organization's financial reports?**

The City of New Orleans does not technically have a board. But the City Council recommends the budget and the Mayor has final approval. Financial reports are reviewed on an ongoing basis by various financial departments within city government and an audit is conducted each year.

***Explain how your finance department is organized; list the name, title, qualifications and responsibilities for those primarily responsible for financial functions/reporting.**

Norman White is the Chief Financial Officer who has substantial experience in city finance, along with our Chief Administrative Officer, Gilbert Montano, who also has a strong background in city financial management.

***Select the option that applies to your finance staffing model.**

Combination of Employee/Contracted

Staffing Comments

***How does your organization separately track grant funds in your accounting system?**

This is tracked via our administrative department within the office of the Mayor and tagged as restricted/unrestricted as well as single year/multi-year.

***Within your organization, who is responsible for preparing checks and who is responsible for signing checks? How many check signers are required?**

The City has an extensive accounting and procurement process with a number of financial controls.

***Does your organization have audited financial statements?**

Yes

Financial Due Diligence Documents

When uploading documents you may use a .pdf, Word, or Excel document. Maximum document size is 20 MB per document. Before uploading, ensure the name of your document does not contain any non-character symbols (>?";&), and remove any password protection. Browse to locate your document and then click "Upload." Once uploaded, the document name (linked) appears below the upload field. Please thoroughly read the instructions provided for each requested financial document to ensure you are providing the appropriate financial document(s). Providing incorrect financial information will result in a delay in the processing of your grant request.

Please upload the latest two years of your IRS Form 990 public disclosure copy.

Do you have one?

No

Comment

We are a governmental entity.

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Please upload a list of your major contributors (i.e. Form 990 Schedule B) for the last 5 tax reporting years, unless you are a religious organization, educational institution, hospital/medical facility, governmental unit or supporting organization. The list must contain the name of the donor, amount of donation, and fiscal year donated (if the donor is an individual you may indicate Donor #1).

Do you have one?

No

Comment

We have various contributors but we are a governmental entity.

Upload document

The W.K. Kellogg Foundation has an audited fiscal year-end financial statement on file for your organization with a period ending date of **12/31/2016**. If you have a more recent version, please upload or indicate this is the most recent version by checking the box below. If audited financials are not yet available for the most recent fiscal year-end, please upload unaudited financial statements.

Is this the most recent?

Yes

Upload document

General Comments

From: [Andrew V Papachristos](#)
To: [Jeff Asher](#); [R. Erich Caulfield](#)
Cc: [Rayne E. Pestello](#); [Joshua O. Cox](#)
Subject: Re: Decision on NCGVR Submission
Date: Wednesday, March 13, 2019 9:58:30 AM

EMAIL FROM EXTERNAL SENDER

All—Josh got pulled in to talk to Judge and I think I'm going to call into that?

So, I CAN talk. but waiting for josh to dial me into a conversation re: juvenile records

Andrew V. Papachristos

Professor of Sociology | Faculty Fellow, Institute for Policy Research
Director, Northwestern Neighborhood & Network Initiative (N3)

Northwestern University

www.papachristos.org | [@AVPapachristos](#) (twitter)

** Office Hour and Meeting Time Sign Up for Winter 2019 -- [click here](#) **

On Mar 13, 2019, 9:55 AM -0500, R. Erich Caulfield <ercaulfield@caulfieldconsulting.com>, wrote:

Hi all,

The conference line is open. Are we still talking today?

Erich

On Mar 4, 2019, at 8:33 PM, R. Erich Caulfield <ercaulfield@caulfieldconsulting.com> wrote:

Apologies for the confusion: my email should have said the 13th (Andy, I'd assumed you meant the 13th in your original note :-)

Since it looks like it will be hard to find another time between now and then, unless there are any objections, let's plan to connect at 9:45am CT on Wednesday (3/13).

R. Erich Caulfield
(504) 491-1254

From: Jeff Asher <jeffmasher@gmail.com>

Sent: Monday, March 4, 2019 6:46 PM

To: Andrew V Papachristos <avp@northwestern.edu>

Cc: Rayne E. Pestello <Rayne.Pestello@nola.gov>; R. Erich Caulfield <ercaulfield@caulfieldconsulting.com>; Joshua O. Cox <Joshua.Cox@nola.gov>

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sorry

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Cc: Andrew V Papachristos <avp@northwestern.edu>; R. Erich Caulfield <ercaulfield@caulfieldconsulting.com>; Joshua O. Cox <Joshua.Cox@nola.gov>
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Josh's availability is below:

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Wednesday- 9-10:30, 11-12

Thanks and Happy Mardi Gras!

From: Andrew V Papachristos [mailto:avp@northwestern.edu]
Sent: Monday, March 04, 2019 12:43 PM
To: Joshua O. Cox; R. Erich Caulfield
Cc: Jeff Asher; Rayne E. Pestello
Subject: Re: Decision on NCGVR Submission

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----- Forwarded message -----

From: avp@northwestern.edu
Date: Mar 1, 2019, 3:54 PM -0600
To: Susan Dauber <susan.dauber@northwestern.edu>
Subject: Fwd: Decision on NCGVR Submission

Good news!!!

Andrew V. Papachristos

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From: NCGVR Proposals <proposals@ncgvr.org>
Date: Mar 1, 2019, 3:47 PM -0600
To: Andrew V Papachristos <avp@northwestern.edu>
Subject: Decision on NCGVR Submission

<image002.png>

March 1, 2019

Dear Andrew V. Papachristos,

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Sincerely,
Meagan Cahill
Research Director, NCGVR
Senior Policy Researcher
RAND Corporation
1200 South Hayes Street | Arlington, Virginia 22202

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From: [Andrew V Papachristos](#)
To: [Jeff Asher](#); [R. Erich Caulfield](#)
Cc: [Rayne E. Pestello](#); [Joshua O. Cox](#)
Subject: RE: Decision on NCGVR Submission
Date: Tuesday, March 5, 2019 6:48:30 AM

EMAIL FROM EXTERNAL SENDER

That works for me.

Andrew V. Papachristos

Professor of Sociology | Faculty Fellow, Institute for Policy Research
Director, Northwestern Neighborhood & Network Initiative (N3)

Northwestern University

www.papachristos.org | [@AVPapachristos](#) (twitter)

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Date: Mar 1, 2019, 3:47 PM -0600
To: Andrew V Papachristos <avp@northwestern.edu>
Subject: Decision on NCGVR Submission

<image002.png>

March 1, 2019

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Research Director, NCGVR

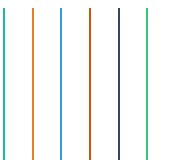
Senior Policy Researcher

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From: [Andrew V Papachristos](#)
To: [R. Erich Caulfield](#)
Cc: [Joshua O. Cox](#); [Jeff Asher](#)
Subject: Re: Decision on NCGVR Submission
Date: Saturday, March 2, 2019 4:19:22 PM

EMAIL FROM EXTERNAL SENDER

I will! The closer we get to knowing what interventions are, the better we'll be on our end.

Sush is still trying to organize date—which becomes MORE important now than ever.

I'm talking with Crime Lab this week to figure out aspects of these tools.

Andrew V. Papachristos

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Director, Northwestern Neighborhood & Network Initiative (N3)

Northwestern University

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Andy, This is great news! When you know, let us know how you need us to engage to proceed.

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From: [Andrew V Papachristos](#)
To: [Joshua O. Cox](#); [R. Erich Caulfield](#); [Jeff Asher](#)
Cc: [Sushmita Venkataramanan Gopalan](#)
Subject: following up on Crime Lab
Date: Tuesday, February 19, 2019 12:46:29 PM

EMAIL FROM EXTERNAL SENDER

Note: I talked with their team today and they'd be *totally* happy to think about collaborating or helping me think through their larger risk assessment models—those that would be “non-networked” but include some elements of networks. NOTE: their approach does broad assessments. The Police Department never sees it. AND might be flexible enough to evaluate without a totally randomized experiment.

Still getting more details. But sounds promising.

BUT, this still is promising. Unlikely to have anything else before meeting other than informationl

avp

Andrew V. Papachristos

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From: [Jeff Asher](#)
To: [Andrew V Papachristos](#)
Cc: [Joshua O. Cox](#); [R. Erich Caulfield](#); [Sushmita Venkataramanan Gopalan](#)
Subject: Re: Revamped slides
Date: Tuesday, February 19, 2019 8:41:20 AM

EMAIL FROM EXTERNAL SENDER

About 10% in any given year. So maybe raise it a couple of percent by my back of the napkin math.

On Tue, Feb 19, 2019 at 8:38 AM Andrew V Papachristos <avp@northwestern.edu> wrote:
Good points Jeff. Quick q: are there many non-firearm homicides? We'll look all the same

Andrew V. Papachristos

Professor of Sociology | Faculty Fellow, Institute for Policy Research
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On Feb 19, 2019, 8:24 AM -0600, Jeff Asher <jeffmasher@gmail.com>, wrote:

This is great, thanks!

Some thoughts:

1) Could you tease out just shooting homicides? I'm guessing the % will go up closer to the 20% since I'm guessing non-firearm homicides drag it down.

2) Raw data and juvenile data would definitely help. We should be able to get anonymized intake data without too much trouble. Matching co-arrests on item numbers should hopefully improve the %.

On Tue, Feb 19, 2019, 8:10 AM Andrew V Papachristos <avp@northwestern.edu> wrote:

These might change again before the end of the day, but here are some updated slides. Not we're still getting low % of matches. we're doing a few things now

1. expanding the time frame
2. going back to the RAW data
3. hoping that getting juveniles will increase our matching

thoughts?

Andrew V. Papachristos

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From: [Andrew V Papachristos](#)
To: [R. Erich Caulfield](#); [Joshua O. Cox](#); [Jeff Asher](#); [Benjamin N. Horwitz](#)
Cc: [Sushmita Venkataramanan Gopalan](#)
Subject: Re: Checking in and question
Date: Thursday, February 14, 2019 9:33:39 PM

EMAIL FROM EXTERNAL SENDER

All,

looping back on this—we're still hammering things out and trying to come up with something we can share with you tomorrow. Though it's not likely to be as pretty as we'd normally like.

related to my last note, I do want to turn it over to Sushmita and Ben to see if they can coordinate schedules for a NOLA data trip. My hope is that Sush can really get a sense of the data and how things are created and maintained. I'm hoping a day would do it. but I defer.

In the meantime, I know there is a meeting next week (on the 20th). This urgency is in my mind. Apologies for the unexpected delays.

And, thanks ben for all the help from afar!

avp

Andrew V. Papachristos

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Director, Northwestern Neighborhood & Network Initiative (N3)

Northwestern University

www.papachristos.org | [@AVPapachristos](https://twitter.com/AVPapachristos) (twitter)

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On Feb 13, 2019, 9:23 AM -0600, avp@northwestern.edu, wrote:

Team,

Susmita (N3 Data scientist, cced here) and I have been working with the data Ben has provided—BIG thanks Ben. We're still getting things up and running. Progress is being made.

I hope we can give you some (very) preliminary stuff this friday, but it's unlikely to be final.

Still, maybe some worthy insights for your meetings next week.

I'm wondering if it might be useful for Sushmita to come for a quick NOLA "data trip" to spend some time with Ben, Jeff, and whomever else would be needed? I know there isn't exactly a budget for this, so I might be able to cover on my end?

Thoughts?

avp

Andrew V. Papachristos

Professor of Sociology | Faculty Fellow, Institute for Policy Research
Director, Northwestern Neighborhood & Network Initiative (N3)

Northwestern University

www.papachristos.org | [@AVPapachristos](https://twitter.com/AVPapachristos) (twitter)

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From: [Jeff Asher](#)
To: [Doleac, Jennifer L](#)
Cc: [Andrew V Papachristos](#); [Joshua O. Cox](#)
Subject: Re: Arrest Data Fields
Date: Wednesday, January 30, 2019 9:00:24 AM

EMAIL FROM EXTERNAL SENDER

Looks like about half of all arrests have a driver's license entered going back to 2016.

On Mon, Jan 28, 2019 at 3:32 PM Jeff Asher <jeffmasher@gmail.com> wrote:
I'll take a look tomorrow and can give an idea of how well populated it is.

On Mon, Jan 28, 2019, 3:28 PM Doleac, Jennifer L <jdoleac@tamu.edu> wrote:
Ooh drivers license number could be really helpful if it's populated for a decent share of the sample.

On Jan 28, 2019, at 8:58 AM, Andrew V Papachristos <avp@northwestern.edu> wrote:

Thanks, Message received!!!

Andrew V. Papachristos

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On Jan 28, 2019, 9:32 AM -0600, Jeff Asher <jeffmasher@gmail.com>, wrote:

FYI here are the personal description fields collected at arrest:

- Computer Control Number
- Folder Number
- Armband Number
- Active
- Status Type
- Agency
- DOC Number
- Alien ID Number
- Last name
- First Name
- Middle Initial
- Suffix
- Race
- Sex

Date of Birth
Street Number
Prefix
Street Name
Street Suffix
Apt/Box/Rt Code
Apt/Box/Rt Number
City
State Code
Zipcode
Phone Number
Height
Weight
Hair
Hair length
Eyes
Mustache
Beard
Built
Complexion
Physical Appearance
SSN
B of I N
Sheriff's Control Number
SID Number
FBI Number
Fingerprint Code Number
Driver's Licence Number
Driver's Licence State
Driver's Licence Year



Virus-free. www.avast.com

From: [Joshua O. Cox](#)
To: [Andrew V Papachristos](#)
Cc: [Jeff Asher](#); [R. Erich Caulfield](#)
Subject: Re: Some help with LOI
Date: Wednesday, January 30, 2019 8:22:10 AM

I can def send you old memos explaining the Taskforce.

And I'll work hard to get the mayor to sign a letter before she leaves town today.

Sent from my iPhone

On Jan 30, 2019, at 7:01 AM, Andrew V Papachristos <avp@northwestern.edu> wrote:

EMAIL FROM EXTERNAL SENDER

Josh et al.

I'm wondering if I can get some (quick) help with the LOI. Two things really, one critical the other super helpful.

The **critical**: can you write up a "blurb" on the GVR Taskforce? Something that describes it, some of its members, etc. It's relationship to the Mayor's office etc.

The **super helpful but not critical**: a 1-2 paragraph letter from Mayor's office that says "We love Andy and are committed to working with him on this project—especially, facilitating the integration of network analysis and using it to guide RCT that is TBD."

This thing is due on Monday so I'm trying to use the "polar vortex" to write the thing.

I'll send draft asap—by Friday the latest. It's due on Monday, of course
avp

Andrew V. Papachristos

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From: [Andrew V Papachristos](#)
To: [Joshua O. Cox](#); [Jeff Asher](#)
Subject: following up on Arnold
Date: Friday, January 25, 2019 6:54:48 PM

EMAIL FROM EXTERNAL SENDER

ok, so working on this LOI and a few things.

I'm going to try and write it up over three years to try and cover costs of research and support some of related efforts. I haven't talked to Jen since NOLA, but I'm assuming she's still in.

I have a sense of what I would need, but the real question is how BIG the intervention will be. And, how, best to do the evaluation side of it. I can huddle with her as quickly as I can over email or phone. But do you have a sense of if people will want to do 1-2 programs randomized within the network? Say, direct CBT or Jobs? or something much larger? What about Cure Violence? I spoke with them after our meeting as well?

Also—I MIGHT ask for a very quick letter from the city/mayor. It's not required, but it might look kinda awesome.

happy friday...it's -17 degrees here in Chi-town.

Andrew V. Papachristos

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From: [Andrew V Papachristos](#)
To: "[Jeff Asher](#)"; [Joshua O. Cox](#)
Subject: RE: Did you see the Arnold call?
Date: Friday, January 11, 2019 4:12:23 PM

EMAIL FROM EXTERNAL SENDER

it's on—talked to JLAF. They think it's a good idea to submit a LOI

Andrew V. Papachristos

Professor of Sociology | Faculty Fellow, Institute for Policy Research
Director, Northwestern Neighborhood & Network Initiative (N3)

Northwestern University

www.papachristos.org | [@AVPapachristos](#) (twitter)

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On Jan 11, 2019, 4:04 PM -0600, Joshua O. Cox <Joshua.Cox@nola.gov>, wrote:

The 21st at 2p is great. I'll send a calendar invite.

From: Jeff Asher [<mailto:jeffmasher@gmail.com>]
Sent: Friday, January 11, 2019 7:45 AM
To: Andrew V Papachristos <avp@northwestern.edu>
Cc: Joshua O. Cox <Joshua.Cox@nola.gov>
Subject: Re: Did you see the Arnold call?

EMAIL FROM EXTERNAL SENDER

I can do that.

On Jan 10, 2019 9:36 PM, "Andrew V Papachristos" <avp@northwestern.edu> wrote:

2pm CST?

Andrew V. Papachristos

Professor of Sociology | Faculty Fellow, Institute for Policy Research

Director, Northwestern Neighborhood & Network Initiative (N3)

Northwestern University

www.papachristos.org | [@AVPapachristos](https://twitter.com/AVPapachristos) (twitter)

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On Jan 10, 2019, 7:10 PM -0600, Jeff Asher <jeffmasher@gmail.com>, wrote:

I can do that day if it works for Josh.

On Thu, Jan 10, 2019, 4:00 PM Andrew V Papachristos <avp@northwestern.edu> wrote:

YES, on Ben—haven't had time to go through, but looks like we've got enough to get started.

On time to talk, I hate to ask, but what about talking on MLK day (which is decidedly free since Northwestern is closed)? I'm talking with some folks at Arnold on Friday so that'll allow me to see if I can get an inside intel.

Andrew V. Papachristos

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On Jan 10, 2019, 12:34 PM -0600, Joshua O. Cox <Joshua.Cox@nola.gov>, wrote:

When works for you for a call, Andy? Jeff?

Sent from my iPhone

On Jan 10, 2019, at 12:32 PM, Jeff Asher <jeffmasher@gmail.com> wrote:

EMAIL FROM EXTERNAL SENDER

Speaking of this work, did Ben get you everything you need Andy? He said he sent it last night so just checking in.

On Thu, Jan 10, 2019 at 12:31 PM Andrew V Papachristos <avp@northwestern.edu> wrote:

We should discuss. I was thinking we should. And given research focus we should probably think about me applying, as I think that is how it's written. Maybe we should jump on a call in a week?

Andrew V. Papachristos

Professor of Sociology | Faculty Fellow, Institute for Policy Research

Director, Northwestern Neighborhood & Network (N3) Initiative

Northwestern University

www.papachristos.org | [@AVPapachristos](https://twitter.com/AVPapachristos) (twitter)

On Jan 10, 2019, 12:18 PM -0600, Joshua O. Cox <Joshua.Cox@nola.gov>, wrote:

Many thanks for sending... I didn't know about this.

The interventions/reduction stuff is right up our alley. It's exactly what we are doing...

I'm going to apply...

From: Andrew V Papachristos [mailto:avp@northwestern.edu]

Sent: Wednesday, January 9, 2019 11:09 AM

To: Joshua O. Cox <Joshua.Cox@nola.gov>; Jeff Asher <jeffmasher@gmail.com>

Subject: Did you see the Arnold call?

EMAIL FROM EXTERNAL SENDER



https://www.ncgvr.org/content/dam/ncgvr/rfp/NCGVR_RFP_1_7_2019.pdf

Thoughts

Andrew V. Papachristos

Professor of Sociology | Faculty Fellow, Institute for Policy Research

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**

From: [Andrew V Papachristos](#)
To: [Joshua O. Cox](#); [Benjamin N. Horwitz](#)
Subject: RE: Gun Violence Reduction Council - NOPD - Queries
Date: Wednesday, January 9, 2019 9:34:43 PM

EMAIL FROM EXTERNAL SENDER

Thanks, Ben! The link asked for a log-in, but I received a separate email to the system that appears to work. I won't be able to work on this until after the 12th, but will do so asap and report back. From our conversation yesterday, I'm hopeful that this will be enough to get me started!

avp

Andrew V. Papachristos

Professor of Sociology | Faculty Fellow, Institute for Policy Research
Director, Northwestern Neighborhood & Network Initiative (N3)

Northwestern University

www.papachristos.org | [@AVPapachristos](#) (twitter)

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On Jan 9, 2019, 4:53 PM -0600, Benjamin N. Horwitz <bnhorwitz@nola.gov>, wrote:

Andy –

Good talking to you the other day. I was going to attach sample data, but in our conversation, we realized all the data you need is really anonymized already.

At the link below you'll be able to get the following data:

Complete dataset of all relationships

Specific identifiers of each ID

Specific information for each Item Number describing the crime type, date, and location

<https://share.nola.gov/index.php/f/117731>

I am looking forward to working with you. Let me know if this link doesn't work.

Sincerely,

Ben

From: Andrew V Papachristos [mailto:avp@northwestern.edu]
Sent: Tuesday, January 8, 2019 12:22 PM
To: Joshua O. Cox <Joshua.Cox@nola.gov>; Benjamin N. Horwitz <bnhorwitz@nola.gov>
Cc: 'Jeff Asher' <jeffmasher@gmail.com>; 'R. Erich Caulfield' <ecaulfield@caulfieldconsulting.com>
Subject: RE: Gun Violence Reduction Council - NOPD - Queries

EMAIL FROM EXTERNAL SENDER

Thanks, Ben!

In a nutshell, the data we're looking for is in the MOU. But, all arrests/incidents for (at least) a 5 year period and all victimization (fatal and non-fatal shooting) for same period. The key is unique **individual identifiers** and **event identifiers**, so we can link individuals through events. If easier to jump on a call before you leave, let me know!

and Go Saints! (spoken as a Bears fan)

Best,

avp

Andrew V. Papachristos

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Director, Northwestern Neighborhood & Network Initiative (N3)

Northwestern University

www.papachristos.org | [@AVPapachristos](https://twitter.com/AVPapachristos) (twitter)

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On Jan 8, 2019, 10:12 AM -0600, Benjamin N. Horwitz <bnhorwitz@nola.gov>, wrote:

All –

I'm looking forward to this work. Andy, let me know what data you may need so we can get going on pulling that together.

I will be out of the office from January 17 until Monday, January 28th. But, I can have my team work on getting you the data so that as Josh states, we're ready to rock n' roll.

Sincerely,

Ben Horwitz

Director of Analytics

New Orleans Police Department

504-658-5085

bnhorwitz@nola.gov

From: Joshua O. Cox
Sent: Monday, January 7, 2019 3:03 PM
To: 'Andrew V Papachristos' <avp@northwestern.edu>; Benjamin N. Horwitz <bnhorwitz@nola.gov>
Cc: 'Jeff Asher' <jeffmasher@gmail.com>; 'R. Erich Caulfield' <ercaulfield@caulfieldconsulting.com>
Subject: Gun Violence Reduction Council - NOPD - Queries

Hey Andy and Ben –

Happy New Year to you both! I'm connecting you to get the data-transfer ball started. I know that there was a delay as we got the CEA sorted out, but the contract is going through final approvals as we speak. Hopefully, that will be complete in the next couple of weeks, and we'll be able to roll.

Andy, do you think you could tell Ben the kind of queries/info you need from the NOPD so that we are ready for a data transfer the moment all of the approvals are finalized?

All the best,

Joshua O. Cox

Senior Advisor & Director of Strategic Initiatives

Office of Mayor LaToya Cantrell |City of New Orleans

[1300 Perdido Street](#) | Suite 2E04 | New Orleans, LA 70112

(504) 658-4953 office| Joshua.Cox@nola.gov

From: [Andrew V Papachristos](#)
To: [Joshua O. Cox](#)
Cc: [Benjamin N. Horwitz](#); [Jeff Asher](#)
Subject: RE: FW: Northwestern Data Sharing CEA
Date: Monday, December 17, 2018 11:15:35 AM

EMAIL FROM EXTERNAL SENDER

Thank you, all! Looking forward to digging in!

Andrew V. Papachristos

Professor of Sociology | Faculty Fellow, Institute for Policy Research
Director, Northwestern Neighborhood & Network Initiative (N3)

Northwestern University

www.papachristos.org | [@AVPapachristos](#) (twitter)

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On Dec 17, 2018, 11:12 AM -0600, Joshua O. Cox <Joshua.Cox@nola.gov>, wrote:

Definitely. If this gets public records requested, I will make sure that legal blocks out your SSN.
Confirming that the tax form is good to go now!

Best,

josh

From: Andrew V Papachristos [mailto:avp@northwestern.edu]
Sent: Friday, December 14, 2018 9:12 AM
To: Joshua O. Cox <Joshua.Cox@nola.gov>
Cc: Benjamin N. Horwitz <bnhorwitz@nola.gov>; Jeff Asher <jeffmasher@gmail.com>
Subject: Re: FW: Northwestern Data Sharing CEA

Great!

Question on Tax form—have I filled out correctly (see attached)? Or do you need this from Northwestern?

Also, the other formed is signed and w SS# — I'm assuming that my SS# will be secure?

avp

Andrew V. Papachristos

Professor of Sociology | Faculty Fellow, Institute for Policy Research

Director, Northwestern Neighborhood & Network Initiative (N3)

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On Dec 13, 2018, 2:45 PM -0600, Joshua O. Cox <Joshua.Cox@nola.gov>, wrote:

Andy –

We've got a CEA that's good to go. Once you fill out the November Tax clearance form, I'll get it through the finance department and all the other channels. But we are essentially ready to rock and roll.

From: Andrew Gregorian
Sent: Monday, December 10, 2018 12:56 PM
To: Joshua O. Cox <Joshua.Cox@nola.gov>
Cc: Sunni LeBeouf <Sunni.LeBeouf@nola.gov>
Subject: RE: Northwestern Data Sharing CEA

Good morning Josh,

As discussed I completely removed the insurance language and revised the agreement to reflect that Dr. Papachristos is entering into the agreement in his personal capacity. This should address most of the issues and get us moving forward. To help process the agreement, we will need supporting documentation for the approval process. In this case all that is needed is an approved tax clearance form, which is attached for him to complete. Once he fills out the form, please have it routed through the Finance Department for City approval. Also, we require some proof of signature authority, which in this case would simply be a statement from him attesting to the fact that he is entering into the contract in his personal capacity.

Best regards,

Andrew

Andrew Gregorian

Assistant City Attorney

City of New Orleans

1300 Perdido Street, Suite 5E03

New Orleans, LA 70112

(504) 658-9800 (main)

(504) 658-9852 (direct)

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From: Joshua O. Cox
Sent: Monday, December 10, 2018 10:02 AM
To: Andrew Gregorian
Subject: RE: Northwestern Data Sharing CEA

Hey Andrew –

Thanks for this version. I just tried to give you a call, but it went to VM. Please give me a call when you get the chance at 8-4953.

Many thanks,

josh

From: Andrew Gregorian
Sent: Monday, December 10, 2018 9:03 AM
To: Joshua O. Cox <Joshua.Cox@nola.gov>
Subject: Northwestern Data Sharing CEA

Good morning Josh,

I revised the contract to remove the cyber-insurance contract and limit it to general liability and professional liability. Also, I removed the language related to data security, but added language stating the only data transferred would be publically available data. Please review and let me know if you have any questions or concerns.

Best regards,

Andrew

Andrew Gregorian
Assistant City Attorney
City of New Orleans
1300 Perdido Street, Suite 5E03
New Orleans, LA 70112
(504) 658-9800 (main)
(504) 658-9852 (direct)

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From: [Joshua O. Cox](#)
To: ["Andrew V Papachristos"](#)
Cc: [Benjamin N. Horwitz](#); ["Jeff Asher"](#)
Subject: FW: Northwestern Data Sharing CEA
Date: Thursday, December 13, 2018 2:40:43 PM
Attachments: Northwestern - Final Data Sharing CEA.docx
2018 November Tax Clearance.pdf

Andy –

We've got a CEA that's good to go. Once you fill out the November Tax clearance form, I'll get it through the finance department and all the other channels. But we are essentially ready to rock and roll.

From: Andrew Gregorian
Sent: Monday, December 10, 2018 12:56 PM
To: Joshua O. Cox <Joshua.Cox@nola.gov>
Cc: Sunni LeBeouf <Sunni.LeBeouf@nola.gov>
Subject: RE: Northwestern Data Sharing CEA

Good morning Josh,

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Best regards,

Andrew

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From: Joshua O. Cox
Sent: Monday, December 10, 2018 10:02 AM
To: Andrew Gregorian
Subject: RE: Northwestern Data Sharing CEA

Hey Andrew –

Thanks for this version. I just tried to give you a call, but it went to VM. Please give me a call when you get the chance at 8-4953.

Many thanks,

josh

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Sent: Monday, December 10, 2018 9:03 AM
To: Joshua O. Cox <Joshua.Cox@nola.gov>
Subject: Northwestern Data Sharing CEA

Good morning Josh,

I revised the contract to remove the cyber-insurance contract and limit it to general liability and professional liability. Also, I removed the language related to data security, but added language stating the only data transferred would be publically available data. Please review and let me know if you have any questions or concerns.

Best regards,

Andrew

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504-658-9800, and destroy the original transmission and its attachments without reading them.

From: [Andrew V Papachristos](#)
To: jdoleac@tamu.edu; jeffmasher@gmail.com; MSawyer@youthempowermentproject.org; ecaulfield@caulfieldconsulting.com; [Benjamin N. Horwitz](#); [Joshua O. Cox](#)
Subject: Re: Fwd: GVRT: Police & Academics Data Sharing CEA
Date: Tuesday, November 6, 2018 2:33:51 PM
Attachments: Northwestern - Data Sharing CEA.docx

Josh et al,

I've made some additions per the document. Please let me know if any other changes are needed and what else you might need from me.

Thanks for the push!
avp

Andrew V. Papachristos

Professor of Sociology | Faculty Fellow, Institute for Policy Research
Director, Northwestern Neighborhood & Network Initiative (N3)

Northwestern University

www.papachristos.org | [@AVPapachristos](#) (twitter)

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On Nov 6, 2018, 10:54 AM -0600, Joshua O. Cox <Joshua.Cox@nola.gov>, wrote:

Hey Andy -

Please find the attached data CEA! If you can fill in the unknown details, I think we should be ready to roll.

Jen, if you can fill out the same unknown details in the attached document, we can work to get you the same version of this agreement but just with your university's info fairly quickly.

All the best,

Josh

Sent from my iPhone

Begin forwarded message:

From: Andrew Gregorian <agregorian@nola.gov>
Date: November 6, 2018 at 8:58:41 AM CST
To: "Joshua O. Cox" <Joshua.Cox@nola.gov>
Cc: "Tracy L. Tyler" <ttyler@nola.gov>, "Sunni LeBeouf" <Sunni.LeBeouf@nola.gov>
Subject: RE: GVRT: Police & Academics Data Sharing CEA

Joshua,

Please see the attached.

Best regards,

Andrew

Andrew Gregorian
Assistant City Attorney
City of New Orleans
1300 Perdido Street, Suite 5E03
New Orleans, LA 70112
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From: Joshua O. Cox
Sent: Monday, November 05, 2018 10:13 AM
To: Andrew Gregorian
Cc: Tracy L. Tyler; Sunni LeBeouf
Subject: RE: GVRT: Police & Academics Data Sharing CEA

Hey Andrew –

Hope you had a great weekend. I'm reaching out to follow up on the data sharing CEA between our gun violence academics and the police department. We are having our next gun violence reduction taskforce meeting tomorrow, and it would be great to have an update on the CEA's progress. Is there a projected completion date?

All the best,

Josh

From: Sunni LeBeouf
Sent: Tuesday, October 16, 2018 10:08 PM
To: Joshua O. Cox <Joshua.Cox@nola.gov>
Cc: Andrew Gregorian <agregorian@nola.gov>; Tracy L. Tyler <tlyler@nola.gov>
Subject: Re: GVRT: Police & Academics Data Sharing CEA

Josh:

Andrew Gregorian, cc'ed here, should be able to assist with your below request. Please follow up with Andrew to discuss, and let me know if you need anything further.

Very Truly Yours,

Sunni LeBeouf
City Attorney
City of New Orleans

On Oct 15, 2018, at 12:03 PM, Joshua O. Cox <Joshua.Cox@nola.gov> wrote:

Hi Sunni –

I hope you are doing well. As I mentioned last week, I'd like to connect all parties to ensure that we can work towards a viable CEA or MOU that allows police data sharing in conjunction with the Mayor's Gun Violence Reduction Taskforce.

The Taskforce has been working with Andy Papachristos of Northwestern and Jen Doleac of Texas A&M (both cc'ed) to develop initial modeling of gun violence networks and long term evaluation of the effectiveness of potential interventions. Ben Horwitz has also been a lock-step partner on this from the police side. Attached is also an MOU that Andy used while doing work with the City of Chicago, which could be a helpful starting point.

Is there anything else that's needed on my end to get this data sharing CEA ball rolling?

Many many thanks.

All the best,

Josh

From: Andrew V Papachristos [<mailto:avp@northwestern.edu>]

Sent: Monday, October 8, 2018 6:47 AM

To: Joshua O. Cox <Joshua.Cox@nola.gov>; Jeff Asher <jeffmasher@gmail.com>

Cc: Doleac, Jennifer L <jdoleac@tamu.edu>

Subject: Thank you and moving forward

Josh, Eric, and Jeff (note, can you also kindly forward to eric as I can't find his email?),

Just a quick note to say that I had a wonderful time at the meeting and am very excited to continue the conversation! Please let me know next steps and, in the meantime, I would like to discuss moving towards an MOU with NOPD to begin some preliminary data analysis/problem analyses per our conversation. I am attaching to this email the MOU I use with the city of Chicago, which might serve as a useful point of departure for our conversation(s). I send only in effort to keep things moving quickly.

All the best,
andrew

Andrew V. Papachristos

Professor of Sociology | Faculty Fellow, Institute for Policy Research
Director, Northwestern Neighborhood & Network Initiative (N3)

Northwestern University

www.papachristos.org | [@AVPapachristos](https://twitter.com/AVPapachristos) (twitter)

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<ND49_vrs_papachristos_renewal_signed.doc>

From: [Andrew V Papachristos](#)
To: [Joshua O. Cox](#)
Cc: [R. Erich Caulfield](#); [Jeff Asher](#)
Subject: Re: Following up on MOU
Date: Monday, November 5, 2018 11:47:51 AM

Hey, gang—just following up on this as my next few weeks start to get packed.

happy monday—b/c both saints and bears wins makes mondays even better
avp

Andrew V. Papachristos

Professor of Sociology | Faculty Fellow, Institute for Policy Research
Director, Northwestern Neighborhood & Network Initiative (N3)

Northwestern University

www.papachristos.org | [@AVPapachristos](#) (twitter)

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On Oct 25, 2018, 8:28 AM -0500, Joshua O. Cox <Joshua.Cox@nola.gov>, wrote:

Hey Andy -

It's being spearheaded by an assistant city attorney, who is coordinating with the data folks at the police department. Since I spoke to the assistant city attorney at the end of last week, I'll hopefully have an update for your tomorrow or Monday.

Sent from my iPhone

On Oct 25, 2018, at 6:42 AM, Andrew V Papachristos <avp@northwestern.edu> wrote:

Hey Team,

I wanted to briefly follow up on MOU-related tasks—anything new? Anything I can do to move things a bit?

Best
a

Andrew V. Papachristos

Professor of Sociology | Faculty Fellow, Institute for Policy Research
Director, Northwestern Neighborhood & Network Initiative (N3)

Northwestern University

www.papachristos.org | [@AVPapachristos](#) (twitter)

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On Oct 10, 2018, 2:45 PM -0500, Andrew V Papachristos <avp@northwestern.edu>, wrote:

The pleasure was mine! looking forward to digging in!

Andrew V. Papachristos

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On Oct 10, 2018, 2:42 PM -0500, R. Erich Caulfield

<ecaulfield@caulfieldconsulting.com>, wrote:

Yes--thanks, all!!

On Oct 10, 2018, at 1:51 PM, Melissa Sawyer
<MSawyer@youthempowermentproject.org> wrote:

Thanks, all!

And sorry for my delayed reply.

Andy, can't reiterate enough how great it was to meet you and how grateful we are for your support and expertise.

My best, Melissa

From: Andrew V Papachristos <avp@northwestern.edu>

Sent: Wednesday, October 10, 2018 1:37 PM

To: Jeff Asher <jeffmasher@gmail.com>

Cc: Joshua O. Cox <Joshua.Cox@nola.gov>; Doleac, Jennifer L <jdoleac@tamu.edu>; R. Erich Caulfield <ecaulfield@caulfieldconsulting.com>; Melissa Sawyer <MSawyer@youthempowermentproject.org>

Subject: Re: Thank you and moving forward

thanks, everyone.

Andrew V. Papachristos

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Josh,

I talked to Ben. We need to have a CEA coming through the city attorney's office. Ben can work with them on the language if they like and we can figure out what the language will look like. I think you need to take the lead on setting that up through the Mayor's Office.

Jeff

On Mon, Oct 8, 2018 at 5:06 PM Andrew V Papachristos
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Thumbs up from me! THanks Jeff. Please accept all changes, etc.

Andrew V. Papachristos

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All,

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From: [Andrew V Papachristos](#)
To: [Jennifer L. Avegno M.D.](#); [Joshua O. Cox](#); [Doleac, Jennifer L](#)
Cc: [Jeff Asher](#); [Rayne E. Pestello](#)
Subject: Re: CDC pre-solicitation funding announcement: Research Grants for Preventing Violence and Violence Related Injury (R01)
Date: Tuesday, October 16, 2018 4:24:55 PM

All—agreed on on CDC. My *only* caveat is that I have only rarely (as in 1 or 2) instances heard of these grants being awarded on the first time. It is generally much longer submission —> review —> resubmission process. So, yes, it would be good to consider. But I'd be less likely to count on receiving an award within 24-36 months

Andrew V. Papachristos

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Northwestern University

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On Oct 16, 2018, 3:45 PM -0500, Doleac, Jennifer L <jdoleac@tamu.edu>, wrote:

Hi all – I really enjoyed the meeting as well! It's always wonderful to meet smart people who are motivated to make the world better.

The slides from my presentation are attached.

I agree the CDC call does look promising. I don't see a link, but it looks like the formal RFP will be released on 11/9, with the deadline not until February. Hopefully that's the case; by then we'll have a more concrete plan to put on paper.

All the best,

Jen

--

Jennifer Doleac

Associate Professor of Economics

Director, [Justice Tech Lab](#)

Texas A&M University

979-845-4799 (office)

978-835-5663 (cell)

<http://www.jenniferdoleac.com>

Twitter: [@jenniferdoleac](https://twitter.com/jenniferdoleac)

From: "Jennifer L. Avegno M.D." <Jennifer.Avegno@nola.gov>
Date: Monday, October 15, 2018 at 5:12 PM
To: "Joshua O. Cox" <Joshua.Cox@nola.gov>, 'Andrew V Papachristos' <avp@northwestern.edu>, "Doleac, Jennifer L" <jdoleac@tamu.edu>
Cc: Jeff Asher <jeffmasher@gmail.com>, "Rayne E. Pestello" <Rayne.Pestello@nola.gov>
Subject: RE: CDC pre-solicitation funding announcement: Research Grants for Preventing Violence and Violence Related Injury (R01)

Thanks Josh! Hoping this funding opportunity might have legs.

Drs. Papachristos and Doleac - a belated thank you for your presentations last week. (I remarked to friends it was the best 6 hours I spent all week!) Just a few follow-ups:

- would it be possible for you to send your slides? I'd really like to review them and get into the details

- Dr. Papachristos, I'd love to hear your thoughts on Cure Violence and best practices where they are concerned as we build the program here - please let me know a good time/way to chat at your convenience.

Many thanks,

Jennifer

Jennifer Avegno, MD

Director, City of New Orleans Health Department

Suite 8E18 - 1300 Perdido Street

New Orleans, LA 70112

(504) 658-2518 (office)

(504) 444-8029 (cell)

jennifer.avegno@nola.gov

Error! Filename not specified.

From: Joshua O. Cox

Sent: Monday, October 15, 2018 12:12 PM

To: 'Andrew V Papachristos'; Doleac, Jennifer L

Cc: Jeff Asher; Jennifer L. Avegno M.D.; Rayne E. Pestello

Subject: FW: CDC pre-solicitation funding announcement: Research Grants for Preventing Violence and Violence Related Injury (R01)

Hi Team,

Dr. Avegno from our office found this research grant funding opportunity, and suggested that it might offer a way to fund the evaluation of our pilots. Is going after this funding something that you are interested in Andy and Jen? If so, please let me know what we need to do to be helpful making the 11/9 deadline.

All the best,

Josh

From: Jennifer L. Avegno M.D.

Sent: Saturday, October 6, 2018 2:34 PM

To: Joshua O. Cox <Joshua.Cox@nola.gov>

Subject: FW: CDC pre-solicitation funding announcement: Research Grants for Preventing Violence and Violence Related Injury (R01)

Josh - great meeting Friday. (it was the best part of my week!)

One of the Tulane Trauma Surgeons sent this to me, coincidentally, yesterday afternoon. I wonder if we could go after some funds here for evaluation of our pilot. Do you want to loop in the academics? It's a pretty short time frame, so we could even just apply for this one with local resources like Tulane and leverage it for a bigger grant later?

Jen

Jennifer Avegno, MD

Director, City of New Orleans Health Department

Suite 8E18 - 1300 Perdido Street

New Orleans, LA 70112

(504) 658-2518 (office)

(504) 444-8029 (cell)

jennifer.avegno@nola.gov

From: Avegno, Jennifer [JAvegn@lsuhsc.edu]

Sent: Friday, October 05, 2018 5:43 PM

To: Jennifer L. Avegno M.D.

Subject: Fwd: CDC pre-solicitation funding announcement: Research Grants for Preventing Violence and Violence Related Injury (R01)

Begin forwarded message:

From: "Schroll, Rebecca W" <rschroll@tulane.edu>

Date: October 5, 2018 at 3:07:02 PM CDT

To: "JAvegn@lsuhsc.edu" <JAvegn@lsuhsc.edu>

Subject: Fwd: CDC pre-solicitation funding announcement: Research Grants for Preventing Violence and Violence Related Injury (R01)

EXTERNAL EMAIL: EVALUATE Think we could do something with this?

Not necessarily for STB but for Ceasefire or other similar program development?

Rebecca W Schroll, MD, FACS

Assistant Professor, Trauma & Critical Care

Program Director, Tulane General Surgery Residency

Sent from my iPhone

Begin forwarded message:

From: "Kozar, Kathleen M" <kkozar@tulane.edu>

Date: October 5, 2018 at 10:01:30 AM CDT

To: <HSC-RESEARCH@LISTSERV.TULANE.EDU>

Subject: FW: CDC pre-solicitation funding announcement: Research Grants for Preventing Violence and Violence Related Injury (R01)

Reply-To: Health Sciences Campus Research list <HSC-RESEARCH@LISTSERV.TULANE.EDU>

Research Grants for Preventing Violence and Violence Related Injury (R01) (Pre-solicitation)

Estimated Grant Call Date	Nov 09, 2018
Estimated Deadline	Feb 08, 2019
Estimated Total Amount	\$3,150,000

The Centers for Disease Control and Prevention's National Center for Injury Prevention and Control (NCIPC) is soliciting investigator-initiated research that will help expand and advance our understanding about what works to prevent violence that impacts children and youth, collectively referred to as Adverse Childhood Experiences (ACEs), including child abuse and neglect, teen dating violence, sexual violence, youth violence, and exposure to adult intimate partner violence. This initiative is intended to support the evaluation of primary prevention strategies, programs, or policies that target universal or selected high-risk populations (i.e., populations that have one or more risk factors that place them at heightened risk for perpetration of violence). Funds are available to conduct such studies focused on preventing child abuse and neglect and at least one other form of violence affecting children and youth, including teen dating violence, sexual violence, youth violence and exposure to adult intimate partner violence as detailed elsewhere in this announcement.

Kathleen M. Kozar

Director, Sponsored Projects Administration

Tulane University

From: [Andrew V Papachristos](#)
To: [Sunni LeBeouf](#); [Joshua O. Cox](#)
Cc: [Benjamin N. Horwitz](#); [Jeff Asher](#); [Melissa Sawyer](#); [Doleac, Jennifer L](#); [Eric J. Melancon](#); [Rayne E. Pestello](#)
Subject: Re: GVRT: Police & Academics Data Sharing CEA
Date: Tuesday, October 16, 2018 6:59:56 AM

Thank you, Josh, for passing along. Please let me know how I might be of assistance.

Best,
avp

Andrew V. Papachristos

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Director, Northwestern Neighborhood & Network Initiative (N3)

Northwestern University

www.papachristos.org | [@AVPapachristos](#) (twitter)

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On Oct 15, 2018, 12:08 PM -0500, Joshua O. Cox <Joshua.Cox@nola.gov>, wrote:

Hi Sunni –

I hope you are doing well. As I mentioned last week, I'd like to connect all parties to ensure that we can work towards a viable CEA or MOU that allows police data sharing in conjunction with the Mayor's Gun Violence Reduction Taskforce.

The Taskforce has been working with Andy Papachristos of Northwestern and Jen Doleac of Texas A&M (both cc'ed) to develop initial modeling of gun violence networks and long term evaluation of the effectiveness of potential interventions. Ben Horwitz has also been a lock-step partner on this from the police side. Attached is also an MOU that Andy used while doing work with the City of Chicago, which could be a helpful starting point.

Is there anything else that's needed on my end to get this data sharing CEA ball rolling?

Many many thanks.

All the best,

Josh

From: Andrew V Papachristos [mailto:avp@northwestern.edu]
Sent: Monday, October 8, 2018 6:47 AM
To: Joshua O. Cox <Joshua.Cox@nola.gov>; Jeff Asher <jeffmasher@gmail.com>
Cc: Doleac, Jennifer L <jdoleac@tamu.edu>
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andrew

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From: [Joshua O. Cox](#)
To: [Sunni LeBeouf](#)
Cc: [Benjamin N. Horwitz](#); [Jeff Asher](#); [Melissa Sawyer](#); [Doleac, Jennifer L](#); ["Andrew V Papachristos"](#); [Eric J. Melancon](#); [Rayne E. Pestello](#)
Subject: GVRT: Police & Academics Data Sharing CEA
Date: Monday, October 15, 2018 12:03:01 PM
Attachments: ND49_vrs_papachristos_renewal_signed.doc

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To: [Melissa Sawyer](#); [R. Erich Caulfield](#)
Cc: [Jeff Asher](#); [Joshua O. Cox](#); [Doleac, Jennifer L](#)
Subject: Re: Thank you and moving forward
Date: Wednesday, October 10, 2018 2:46:06 PM

The pleasure was mine! looking forward to digging in!

Andrew V. Papachristos

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Subject: Re: Thank you and moving forward

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From: [Joshua O. Cox](#)
To: [Jeff Asher](#)
Cc: [Doleac, Jennifer L](#); [Andrew V Papachristos](#)
Subject: Re: Quick questions
Date: Friday, October 5, 2018 9:45:23 AM

Hi all -

Just wanted you to know that you can call me at 504-224-3507 if you've got any questions.
See you soon!

Sent from my iPhone

On Oct 3, 2018, at 8:00 AM, Jeff Asher <jeffmasher@gmail.com> wrote:

I don't think USB will be a problem but you might want to email it just as a backup.

On Wed, Oct 3, 2018, 7:41 AM Doleac, Jennifer L <jdoleac@tamu.edu> wrote:

Fyi, I'll probably bring slides on a USB drive on Friday. Let me know if I should plan to email them that morning instead.

--

Jennifer Doleac
Associate Professor of Economics
Director, [Justice Tech Lab](#)
Texas A&M University
979-845-4799 (office)
978-835-5663 (cell)
<http://www.jenniferdoleac.com>
Twitter: [@jenniferdoleac](#)

From: Jeff Asher <jeffmasher@gmail.com>
Date: Tuesday, October 2, 2018 at 4:42 PM
To: Andrew V Papachristos <avp@northwestern.edu>

Cc: "Joshua O. Cox" <Joshua.cox@nola.gov>, "Doleac, Jennifer L" <jdoleac@tamu.edu>
Subject: Re: Quick questions

Hey guys,

1 and 2 are yes. I just chatted with Rayne and we PP shouldn't be a problem so feel free to send along slides.

3. Absolutely not though you can wear a suit and not be out of place. Either business casual or a Saints jersey should be fine.

4. I think dinner is in the plan (spouse would of course be welcome, I think) but I need to double check with Josh on that (he is traveling at the moment).

5. That's on Josh so I will bug him about it when I chat with him :)

Jeff

On Tue, Oct 2, 2018, 10:01 AM Andrew V Papachristos <avp@northwestern.edu> wrote:

Hey, gang.

a few quick questions on logistics

1. we will we able to use slides?

2. Assuming the answer is "yes" to #1, an I send them to you ahead of time? I've been trying to travel with only iPad and I don't want to assume I'll be able to hook it up. I'll be sending as PDF

3. is this a “suit and tie” event?

4. are we doing dinner on Friday? And, if so, might I invite my spouse Assuming we go someplace good :P

5. Finally, Josh, if you would be so kind: **could you send me a formal like invitation (via email is fine) say, “thank you for accepting our invitation to the City of NOLA’s upcoming meeting to discuss X, Y, and Z”**. I’m defraying some of costs with own research funds, and I’ll need this for reimbursement purposes.

thanks

a

Andrew V. Papachristos

Professor of Sociology | Faculty Fellow, Institute for Policy Research

Director, Northwestern Neighborhood & Network Initiative (N3)

Northwestern University

www.papachristos.org | [@AVPapachristos](https://twitter.com/AVPapachristos) (twitter)

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From: [Andrew V Papachristos](#)
To: "[Melissa Sawyer](#)"; "[nathalie.simon@laitram.com](#)"; "[victimallies@gmail.com](#)"; "[john.white@la.gov](#)"; [Jeff Asher](#); "[tamara@silenceisviolence.org](#)"; [Flozell Daniels](#); "[ecaufield@caufieldconsulting.com](#)"; "[rherman@hhklawfirm.com](#)"; "[jdoleac@tamu.edu](#)"; "[sbond@bondmoroch.com](#)"; "[jfriedman@bondmoroch.com](#)"; [Jennifer L. Avegno M.D.](#); [Rayne E. Pestello](#)
Cc: "[jromano@hhklawfirm.com](#)"; [Katie Donahue](#); [Joshua O. Cox](#)
Subject: Re: Gun Violence Reduction Task Force - October Meeting
Date: Friday, September 28, 2018 1:46:27 PM
Attachments: image001.png

I have no restrictions. Thank you for asking.

Andrew V. Papachristos

Professor of Sociology | Faculty Fellow, Institute for Policy Research
Director, Northwestern Neighborhood & Network Initiative (N3)

Northwestern University

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On Sep 28, 2018, 1:29 PM -0500, Rayne E. Pestello <Rayne.Pestello@nola.gov>, wrote:

Hi All,

We are ordering lunch for next week's meeting, so please let me know if you have any dietary restrictions or food allergies by COB Tuesday, October 2.

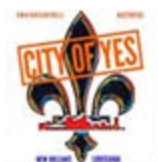
Thank you and have a good weekend!

Rayne Pestello

Special Assistant | Office of Mayor LaToya Cantrell

rayne.pestello@nola.gov | 504 658 4915

City of New Orleans



From: [Joshua O. Cox](#)
To: [Andrew V Papachristos](#)
Cc: [Jeff Asher](#); [Doleac, Jennifer L](#)
Subject: Re: LA Gang Violence Model
Date: Wednesday, September 26, 2018 1:04:45 PM

Yes sir!

Sent from my iPhone

On Sep 26, 2018, at 12:54 PM, Andrew V Papachristos <avp@northwestern.edu> wrote:

1:15, yes?

Andrew V. Papachristos

Professor of Sociology | Faculty Fellow, Institute for Policy Research
Director, Northwestern Neighborhood & Network Initiative (N3)

Northwestern University

www.papachristos.org | [@AVPapachristos](#) (twitter)

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On Sep 26, 2018, 12:52 PM -0500, Joshua O. Cox <Joshua.Cox@nola.gov>, wrote:

Hey guys -

While I sent them via the calendar invite, below are the conference call details:

Conference call line: [712-770-8008](tel:712-770-8008)

[Code: 701190](tel:701190)

Sent from my iPhone

On Sep 25, 2018, at 8:58 PM, Jeff Asher <jeffmasher@gmail.com> wrote:

Hey guys,

I got roped into a call with the City Council at 2 so I may not be able to join tomorrow. I think Josh can handle it though!

Jeff

On Tue, Sep 25, 2018 at 4:58 PM Andrew V Papachristos <avp@northwestern.edu> wrote:

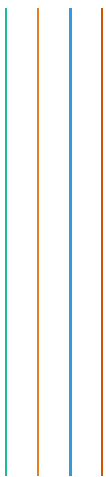
looking forward to chatting tomorrow.

On Sep 25, 2018, 4:15 PM -0500, Joshua O. Cox <Joshua.Cox@nola.gov>, wrote:

I haven't heard, but certainly want to know all I can!

Sent from my iPhone

On Sep 20, 2018, at 9:43 AM, Andrew V Papachristos <avp@northwestern.edu> wrote:



Hey, gang—are any of you familiar with LA comprehensive model for gang violence prevention? It's a city-centered indicative, much like what we're thinking about. It has odd evaluations, but interesting ideas. Not driven by metrics or at all randomized. But centralized in terms of service stuff.

Andrew V. Papachristos

Professor of Sociology | Faculty Fellow, Institute for Policy Research
Director, Northwestern Neighborhood & Network Initiative (N3)

Northwestern University

www.papachristos.org | [@AVPapachristos](https://twitter.com/AVPapachristos) (twitter)

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From: [Joshua O. Cox](#)
To: ["Doleac, Jennifer L."](#); [Andrew V Papachristos](#); [Jeff Asher](#); [Melissa Sawyer](#); ["R. Erich Caulfield"](#)
Cc: [Rayne E. Pestello](#)
Subject: RE: NOLA Gun Violence Taskforce: Next Call
Date: Wednesday, September 19, 2018 3:28:03 PM

Great! Let's do 1:15 on 9/26. Rayne from our office will send out calendar invites.

From: Doleac, Jennifer L [mailto:jdoleac@tamu.edu]
Sent: Monday, September 17, 2018 3:29 PM
To: Andrew V Papachristos <avp@northwestern.edu>; Jeff Asher <jeffmasher@gmail.com>; Melissa Sawyer <MSawyer@youthempowermentproject.org>; 'R. Erich Caulfield' <ecaulfield@caulfieldconsulting.com>; Joshua O. Cox <Joshua.Cox@nola.gov>
Subject: Re: NOLA Gun Violence Taskforce: Next Call

Of those times, I'm free:

- 26th 1:15-2:15
- 28th 11:30 to 1pm

--

Jennifer Doleac
Associate Professor of Economics
Director, [Justice Tech Lab](#)
Texas A&M University
979-845-4799 (office)
978-835-5663 (cell)
<http://www.jenniferdoleac.com>
Twitter: [@jenniferdoleac](#)

From: Andrew V Papachristos <avp@northwestern.edu>
Date: Monday, September 17, 2018 at 3:38 PM
To: Jeff Asher <jeffmasher@gmail.com>, Melissa Sawyer <MSawyer@youthempowermentproject.org>, "R. Erich Caulfield" <ecaulfield@caulfieldconsulting.com>, "Doleac, Jennifer L" <jdoleac@tamu.edu>, "Joshua O. Cox" <Joshua.Cox@nola.gov>
Subject: RE: NOLA Gun Violence Taskforce: Next Call

All—let me throw out all available times for next few weeks (noting some are in flux). It's actually the start of the quarter at Northwestern (quarter system always starts later).

These are all CST (but I think we're all on CST).

- the 20th 1pm or 4pm

- 21st 4pm
- 24th noon to 2pm or 4pm
- 26th 12:30 to 4pm (pretty open, so dont' tell anyone!)
- 27th 10-11am or else after 3pm
- 28th 11 to 1pm or 4pm

any of these work?

Andrew V. Papachristos

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** Office Hour Sign Up -- [click here](#) **

On Sep 17, 2018, 1:51 PM -0500, Joshua O. Cox <Joshua.Cox@nola.gov>, wrote:

You're pretty important in this Andy! So, definitely happy to wait for a time that works for your schedule, even if it's the following week. Please do send times that might work for you when you get the chance.

From: Andrew V Papachristos [<mailto:avp@northwestern.edu>]

Sent: Saturday, September 15, 2018 9:02 AM

To: Joshua O. Cox <Joshua.Cox@nola.gov>; Jeff Asher <jeffmasher@gmail.com>; Melissa Sawyer <MSawyer@youthempowermentproject.org>; 'R. Erich Caulfield' <erich@caulfieldconsulting.com>; Doleac, Jennifer L <jdoleac@tamu.edu>

Subject: Re: NOLA Gun Violence Taskforce: Next Call

Unfortunately: none of those times work. This week is pretty jammed. If it works for you all, I'd say grab it and I'll catch up. I'll also send times later

Andrew V. Papachristos

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Director, Northwestern Neighborhood & Network (N3) Initiative

Northwestern University

www.papachristos.org | [@AVPapachristos](https://twitter.com/AVPapachristos) (twitter)

On Sep 15, 2018, 8:15 AM -0500, Doleac, Jennifer L <jdoleac@tamu.edu>, wrote:

Hi all – Of the times Josh listed, I'm available during the following windows:

- 9/20 from 10a – 12:30p CST
- 9/21 from 11:30a – 12:00p CST

--

Jennifer Doleac
Associate Professor of Economics
Director, [Justice Tech Lab](#)

Texas A&M University
[979-845-4799](tel:979-845-4799) (office)
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Twitter: [@jenniferdoleac](https://twitter.com/jenniferdoleac)

From: "Joshua O. Cox" <Joshua.Cox@nola.gov>
Date: Friday, September 14, 2018 at 6:06 PM
To: Jeff Asher <jeffmasher@gmail.com>, Melissa Sawyer <MSawyer@youthempowermentproject.org>, "Doleac, Jennifer L" <jdoleac@tamu.edu>, 'Andrew V Papachristos' <avp@northwestern.edu>, "R. Erich Caulfield" <ercaulfield@caulfieldconsulting.com>
Subject: NOLA Gun Violence Taskforce: Next Call

Hi All –

Great chatting today. Looking forward to continuing to dive into the nuances of metrics, randomization, and the services/assets that we are best positioned to deliver. Erich Caulfield, our consultant on this project, is not only compiling a rudimentary list of interventions, but also a map of non-profits and other services in the city that deliver services that should be considered as a part of developing our approach. We should have a very rough draft of both before our next call.

In the meantime, I'd love for us to try to get another call on the calendar. Do any of the following times work:

- 9/20 from 10a – 12:30p CST
- 9/21 from 11a – 1p CST
- 9/24 from 9a – 11am or 2p-5p CST

All the best,

Joshua O. Cox
Senior Advisor & Director of Strategic Initiatives
Office of Mayor LaToya Cantrell | City of New Orleans
[1300 Perdido Street](https://www.nola.gov/1300-Perdido-Street) | Suite 2E04 | New Orleans, LA 70112
[\(504\) 658-4953](tel:504-658-4953) office | Joshua.Cox@nola.gov

From: [Doleac, Jennifer L](#)
To: [Andrew V Papachristos](#); [Jeff Asher](#); [Joshua O. Cox](#)
Subject: Re: NJ study and most recent paper of mine
Date: Friday, September 14, 2018 11:50:31 AM

Here's a link to the WSIPP list:

<http://www.wsipp.wa.gov/BenefitCost?topicId=2>

(Note juvenile justice is a separate tab.) If you click on the program name it shows the relevant lit review.

As I said, it's safe to view this is a list of potential interventions. But I think they are overly-generous in what they interpret as causal evidence of impacts (and thus their B-C analyses are impressive but dubious).

--

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<http://www.jenniferdoleac.com>
Twitter: [@jenniferdoleac](#)

From: Andrew V Papachristos <avp@northwestern.edu>
Date: Friday, September 14, 2018 at 11:28 AM
To: Jeff Asher <jeffmasher@gmail.com>, "Joshua O. Cox" <joshua.cox@nola.gov>, "Doleac, Jennifer L" <jdoleac@tamu.edu>
Subject: NJ study and most recent paper of mine

Attached are two things.

1. a paper I have under review right now; and
2. a "networked" intervention for bullying in schools. They randomized networks (schools), but it's a clever way to think about network experiments.

Andrew V. Papachristos

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www.papachristos.org | [@AVPapachristos](#) (twitter)

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From: [Joshua O. Cox](#)
To: ["Doleac, Jennifer L."](#); ["Andrew V Papachristos"](#)
Subject: 10/5 agenda
Date: Friday, September 14, 2018 11:03:41 AM

10:00 – 10:15 - Welcome back [Josh Cox and/or Mayor Cantrell]

- Review of last meeting.
- Overview of this meeting's goals.
- . Introduction of academics

10:15 – 10:45 – Identifying a high-risk population, introduction to the work of Dr. Papachristos [Dr. Papachristos].

10:45 – 11:00 – Engaging with NOPD, discussion with Ben Horwitz

11:00 – 11:30 – Measuring success and program evaluation, introduction to the work of Dr. Doleac [Dr. Doleac].

11:30 – 12:00 – Quick lunch served

12:00 – 1:00 – Discussion of what interventions work and discussing what else we should try [Dr. Doleac & Dr. Papachristos].

1:00 – 1:45 – Discussion of general fundraising objectives and ideas for planning a way forward [Josh Cox].

1:45 – 2:15 – Planning focus groups [Melissa Sawyer].

2:15 – 3:00 – Crafting a PR strategy for roll out.

3:00 – 4:00 – Conclusion and discussing next steps.

On Fri, Aug 31, 2018 at 10:17 AM Jeff Asher <jeffmasher@gmail.com> wrote:
Here is what I've drawn up for an initial outline for an agenda. Obviously much would need to be filled in.

10:00 – 10:10 - Welcome back [Josh Cox]

- Review of last meeting.
- Overview of this meeting's goals.

10:10 – 10:30 – Introduction of Dr. Andrew Papachristos and Dr. Jennifer Doleac.

10:30 – 11:15 – Identifying a high-risk population [Dr. Papachristos].

11:15 – 12:00 – What interventions work and discussing what else we should try [Dr. Doleac & Dr. Papachristos].

12:00 – 12:30 – Quick lunch served

12:30 – 1:00 – Measuring success and program evaluation [Dr. Doleac].

1:00 – 1:45 – Engaging with NOPD, discussion with Ben Horwitz & Ryan Lubrano (head of homicide?)

1:45 – 2:15 – Planning focus groups [Melissa Sawyer].

2:15 – 3:00 – Crafting a PR strategy for roll out.

3:00 – 4:00 – Conclusion and discussing next steps.

Joshua O. Cox

Senior Advisor & Director of Strategic Initiatives

Office of Mayor LaToya Cantrell | City of New Orleans

[1300 Perdido Street](#) | Suite 2E04 | New Orleans, LA 70112

(504) 658-4953 office | Joshua.Cox@nola.gov

From: [Joshua O. Cox](#)
To: "[Andrew V Papachristos](#)"; "[Jeff Asher](#)"; "[Doleac, Jennifer L](#)"
Subject: RE: do we have call in info for tomorrow's call?
Date: Thursday, September 13, 2018 3:19:37 PM

Hi all –

I just sent out a calendar invite that includes the call-in information.

Looking forward to it,

Josh

From: Andrew V Papachristos [mailto:avp@northwestern.edu]
Sent: Thursday, September 13, 2018 1:50 PM
To: Jeff Asher <jeffmasher@gmail.com>; Joshua O. Cox <Joshua.Cox@nola.gov>; Doleac, Jennifer L <jdoleac@tamu.edu>
Subject: do we have call in info for tomorrow's call?

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** Office Hour Sign Up -- [click here](#) **

From: [Jeff Asher](#)
To: [Doleac, Jennifer L](#)
Cc: [Andrew V Papachristos](#); [Joshua O. Cox](#); [Melissa Sawyer](#); [R. Erich Caulfield](#)
Subject: Re: New Orleans Gun Violence Reduction Taskforce - October 5th Meeting
Date: Tuesday, September 11, 2018 4:43:25 PM

Ok, 11 will work fine.

On Tue, Sep 11, 2018 at 4:33 PM Doleac, Jennifer L <jdoleac@tamu.edu> wrote:

10am CT would be fine with me.

--

Jennifer Doleac

Associate Professor of Economics

Director, [Justice Tech Lab](#)

Texas A&M University

979-845-4799 (office)

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From: Jeff Asher <jeffmasher@gmail.com>
Date: Tuesday, September 11, 2018 at 4:26 PM
To: "Joshua O. Cox" <Joshua.Cox@nola.gov>
Cc: "Doleac, Jennifer L" <jdoleac@tamu.edu>, Andrew V Papachristos <avp@northwestern.edu>, Melissa Sawyer <MSawyer@youthempowermentproject.org>, "R. Erich Caulfield" <ercaulfield@caulfieldconsulting.com>

Subject: Re: New Orleans Gun Violence Reduction Taskforce - October 5th Meeting

Could we do 10 AM by any chance? I have a lunch on the schedule (I can re-arrange if need

be though)

On Tue, Sep 11, 2018 at 3:22 PM Joshua O. Cox <Joshua.Cox@nola.gov> wrote:

Wonderful! Glad you guys are making travel arrangements.

I'd be happy to do a call **on 9/14 at 11am CST** if that works for Melissa and Jeff. If so, I'm happy to send a calendar invite to all.

Looking forward to connecting!

Best,

Josh

From: Doleac, Jennifer L [mailto:jdoleac@tamu.edu]
Sent: Sunday, September 9, 2018 1:40 PM
To: Andrew V Papachristos <avp@northwestern.edu>; Joshua O. Cox <Joshua.Cox@nola.gov>
Cc: Melissa Sawyer <MSawyer@youthempowermentproject.org>; 'Jeff Asher' <jeffmasher@gmail.com>; Mary G. Pettingill <mgpettingill@nola.gov>
Subject: Re: New Orleans Gun Violence Reduction Taskforce - October 5th Meeting

Hi all – Thanks for kicking this off and I'm also very excited to be involved in this project. I'll plan to present thoughts on evaluation in the Oct 5 meeting.

As for a call, I could make either of the Friday times that Andy mentioned, but am at a conference earlier in the week.

All the best,

Jen

--

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From: Andrew V Papachristos <avp@northwestern.edu>

Date: Sunday, September 9, 2018 at 1:10 PM

To: "Doleac, Jennifer L" <jdoleac@tamu.edu>, "Joshua O. Cox" <Joshua.Cox@nola.gov>

Cc: Melissa Sawyer <MSawyer@youthempowermentproject.org>, 'Jeff Asher' <jeffmasher@gmail.com>, "Mary G. Pettingill" <mgpettingill@nola.gov>

Subject: Re: New Orleans Gun Violence Reduction Taskforce - October 5th Meeting

Joshua,

I'm very much looking forward to it and being part of this amazing effort! I'd be delighted to present and have various versions that would be good for the audience. Just let me know how much time and I'll make it work.

As for formalizing our relationship, I'm happy to discuss whatever makes sense. This upcoming week is a bit odd. so let me throw out some times/dates All **CST** times

- 3pm Tuesday the 11th

- 9am or 11am on the 14th

All the best

andy

Andrew V. Papachristos

Professor of Sociology | Faculty Fellow, Institute for Policy Research

Director, Northwestern Neighborhood & Network Initiative (N3)

Northwestern University

www.papachristos.org | [@AVPapachristos](https://twitter.com/AVPapachristos) (twitter)

On Sep 6, 2018, 11:34 AM -0500, Joshua O. Cox <Joshua.Cox@nola.gov>, wrote:

Hi Andy and Jen –

First of all, let me say that word of the Mayor's gun violence reduction taskforce has gotten out and generated quite a buzz! [You can read the Mayor's op-ed here.](#)

[Another article referencing the administration's approach and commitment to the gun violence reduction taskforce can be found here.](#)

The taskforce met for the first time on Sept. 22nd, and we are excited to continue the momentum with our next meeting on October 5th. We'd like for you both to attend and to help brief the taskforce, and we're happy to pay for your flights and hotel.

We're still planning the agenda for October 5th, but we would like to have both of you talk about your contributions to the program. Andy, could you present on your research, how we can apply that research in designing a program in New Orleans, and what the literature says works for reducing gun violence. Jen, we'd be very interested in hearing how you'd like to approach independent evaluation and what we need to do from a research/evaluation perspective. And it goes without saying that we would be extremely grateful for any input either of you might have in any of the other discussions we have during the day's meetings.

Mary Pettingill, who is cc'ed, can help facilitate travel arrangements.

Additionally, I'd love to chat about the best way to formalize our working relationship. Are you guys available for a call early next week?

Looking forward to hearing from you.

All the best,

Joshua O. Cox

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From: [Andrew V Papachristos](#)
To: [Joshua O. Cox](#); [Jeff Asher](#)
Cc: [Doleac, Jennifer L](#); [Melissa Sawyer](#); [R. Erich Caulfield](#)
Subject: Re: New Orleans Gun Violence Reduction Taskforce - October 5th Meeting
Date: Tuesday, September 11, 2018 4:34:23 PM

I've got an existing 10am. sorry.

Andrew V. Papachristos

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Date: Sunday, September 9, 2018 at 1:10 PM

To: "Doleac, Jennifer L" <jdoleac@tamu.edu>, "Joshua O. Cox" <Joshua.Cox@nola.gov>

Cc: Melissa Sawyer <MSawyer@youthempowermentproject.org>, 'Jeff Asher' <jeffmasher@gmail.com>, "Mary G. Pettingill" <mgpettingill@nola.gov>

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From: [Jeff Asher](#)
To: [Doleac, Jennifer L](#)
Cc: [Andrew V Papachristos](#); [Joshua O. Cox](#); [Mary G. Pettingill](#); [Melissa Sawyer](#)
Subject: Re: New Orleans Gun Violence Reduction Taskforce - October 5th Meeting
Date: Sunday, September 9, 2018 2:41:34 PM

Friday would work for me as well.

Jeff

On Sun, Sep 9, 2018 at 1:39 PM Doleac, Jennifer L <jdoleac@tamu.edu> wrote:

Hi all – Thanks for kicking this off and I'm also very excited to be involved in this project. I'll plan to present thoughts on evaluation in the Oct 5 meeting.

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From: Andrew V Papachristos <avp@northwestern.edu>

Date: Sunday, September 9, 2018 at 1:10 PM

To: "Doleac, Jennifer L" <jdoleac@tamu.edu>, "Joshua O. Cox" <Joshua.Cox@nola.gov>

Cc: Melissa Sawyer <MSawyer@youthempowermentproject.org>, 'Jeff Asher'

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