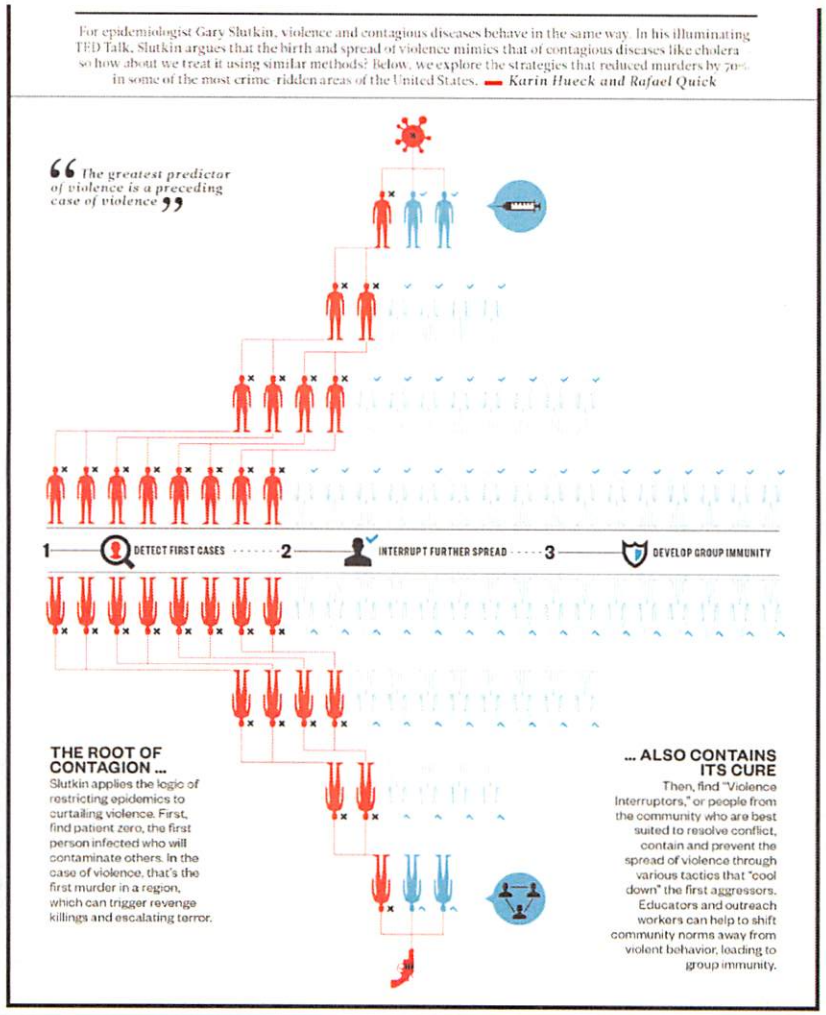
# CURE VIOLENCE

## Jacksonville



For epidemiologist Gary Slutkin, violence and contagious diseases behave in the same way. In his illuminating TED Talk, Slutkin argues that the birth and spread of violence mimics that of contagious diseases like cholera so how about we treat it using similar methods? Below, we explore the strategies that reduced murders by 70% in some of the most crime-ridden areas of the United States. — *Karin Hueck and Rafael Quick*



# *The Approach*
# VIOLENCE AS AN EPIDEMIC

The Cure Violence approach is based on the World Health Organization's tactics to reverse the epidemic spread of infectious diseases such as AIDS, tuberculosis, and cholera. The approach applies these same proven strategies to stop violence. Trained, culturally appropriate workers interrupt the transmission of violence, prevent its future spread, and transform community norms.

*The Model*

# THREE CORE STRATEGIES

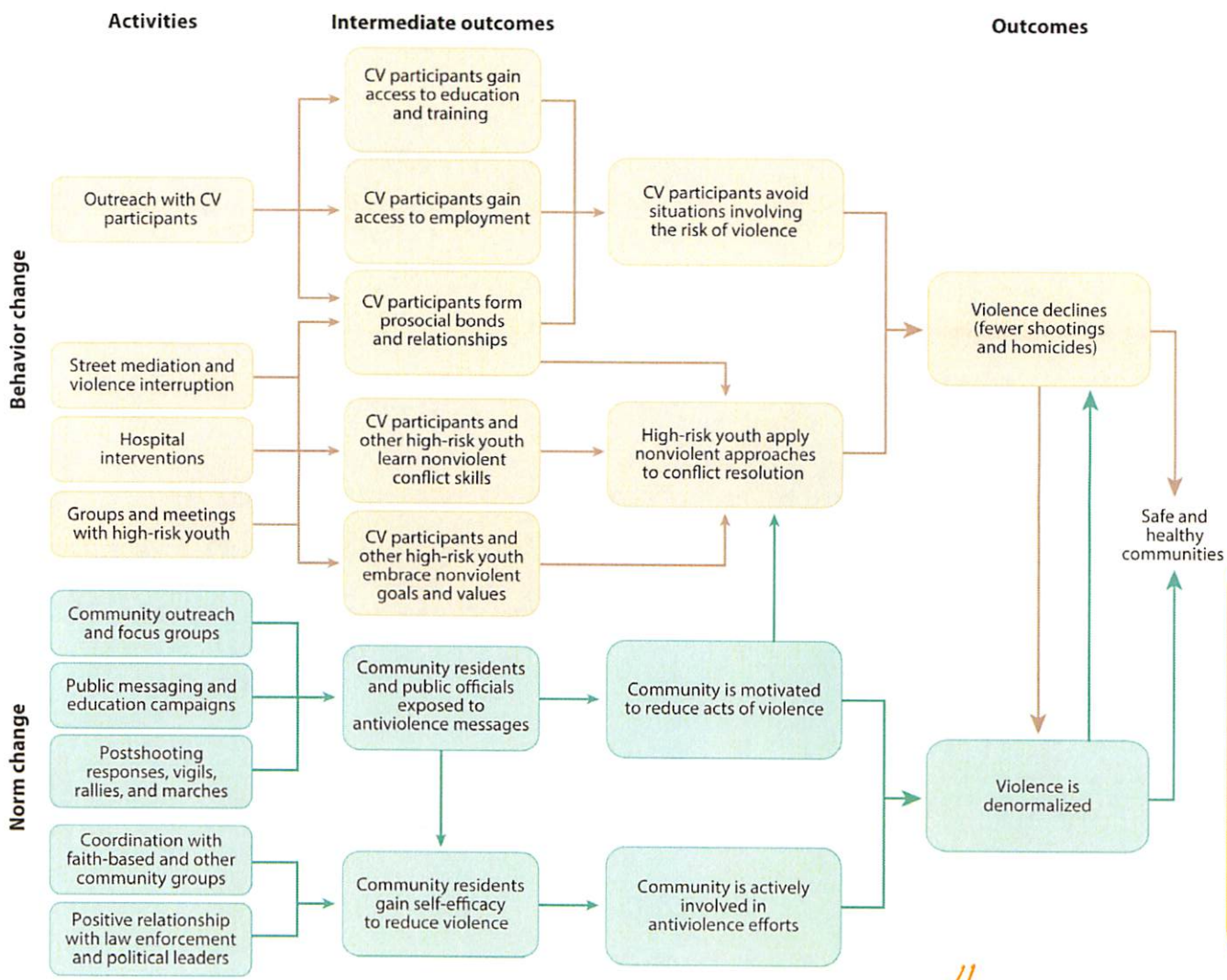
There are also two implementing components that are required of a Cure Violence program:

- Continually analyze data to ensure proper implementation and identify changes in violence.
- Provide training and technical assistance to workers, program managers and implementing agencies covering the necessary skills to implement the model correctly.

**1 INTERRUPT VIOLENCE TRANSMISSION**
Stop violent events before they happen.

**2 TREAT THOSE AT HIGHEST RISK**
Reduce number of violent individuals.

**3 CHANGE COMMUNITY NORMS**
Create social pressure to stop violence.




# Logic Model
## THEORY OF CHANGE

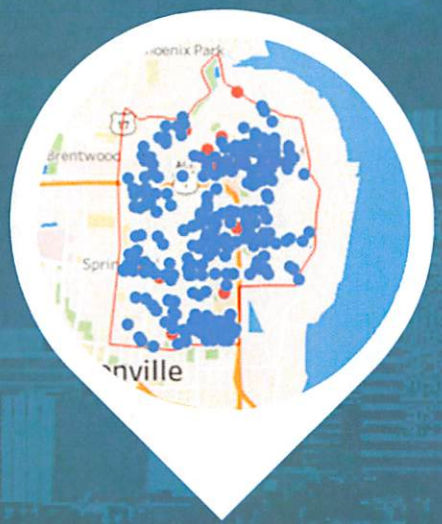
This theoretical framework portrays the two principal pathways of the CV program's effects on community violence. The brown-colored path depicts how program activities lead to changes in individual behavior, both among CV program participants as well as among other high-risk youth from the same neighborhoods. The aqua-colored path portrays how the CV model is designed to denormalize violence across the community by changing the broader social norms that perpetuate violence. Activities pursued by CV programs are designed to focus on both of these causal pathways.

# *Proven Success*
# IN 34 US CITIES

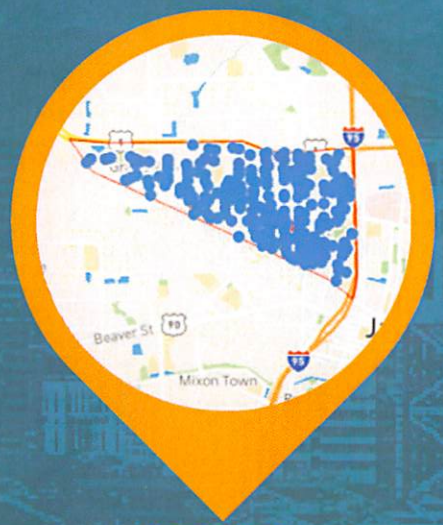
## THE CV MODEL HAS BEEN ADOPTED WORLDWIDE

There is considerable evidence on the effectiveness of the Cure Violence Approach including independently funded and conducted multi-year, multi-site, evaluations that show 30-60% reductions in shootings and killings in some of the hardest-hit communities in the U.S. and Latin America.

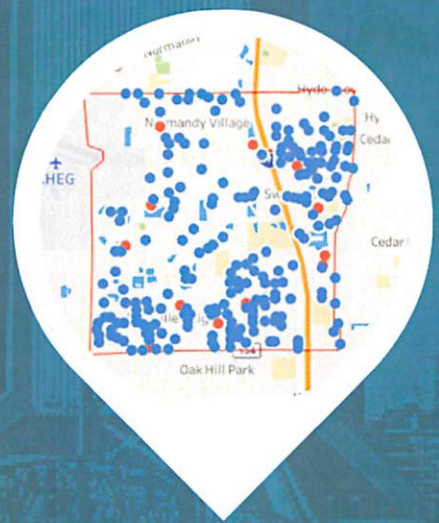
# Jacksonville CATCHMENT AREAS




EASTSIDE




NORTHSIDE




WESTSIDE

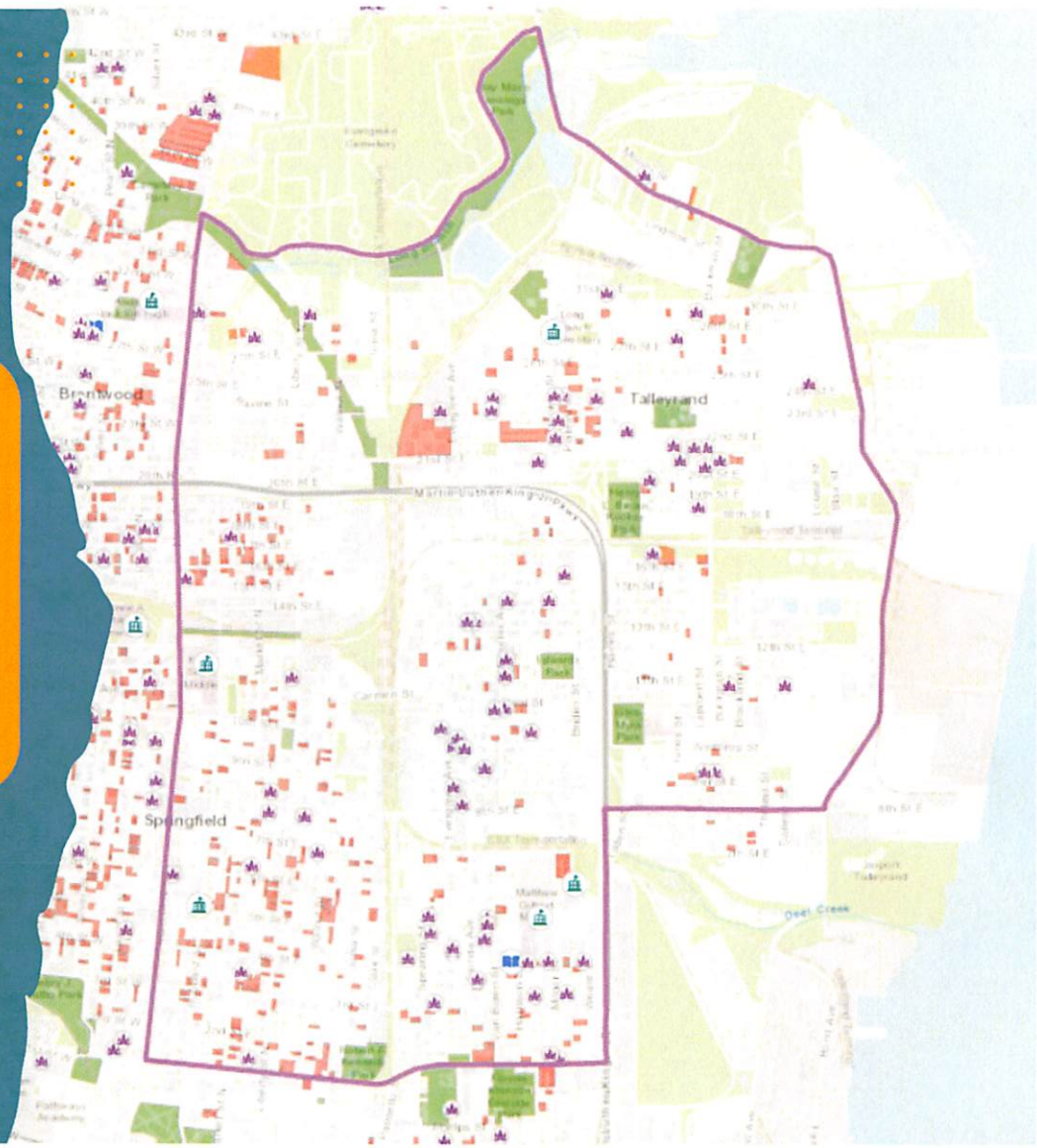
In order for the model to work effectively, catchment areas must be established so that workers clearly understand the neighborhoods they can cover and work within. The three areas within Jacksonville were established through a collaborative process involving key JSO staff including JSO's crime analysis unit, City of Jacksonville leaders and experts, the State Attorney's office, Cure Violence Global and key local partners. With the help of dashboards currently used by the city to track violence incidents, the team was able to look at specific indicators which were critical for program implementation including frequency by city block, location of incident, timeline of crimes, exact location, yearly trend, and Neighborhood risk index track. The data reviewed clearly demonstrated the location of chronic hot spots where violent incidents have persisted for multiple years to serve as target areas.

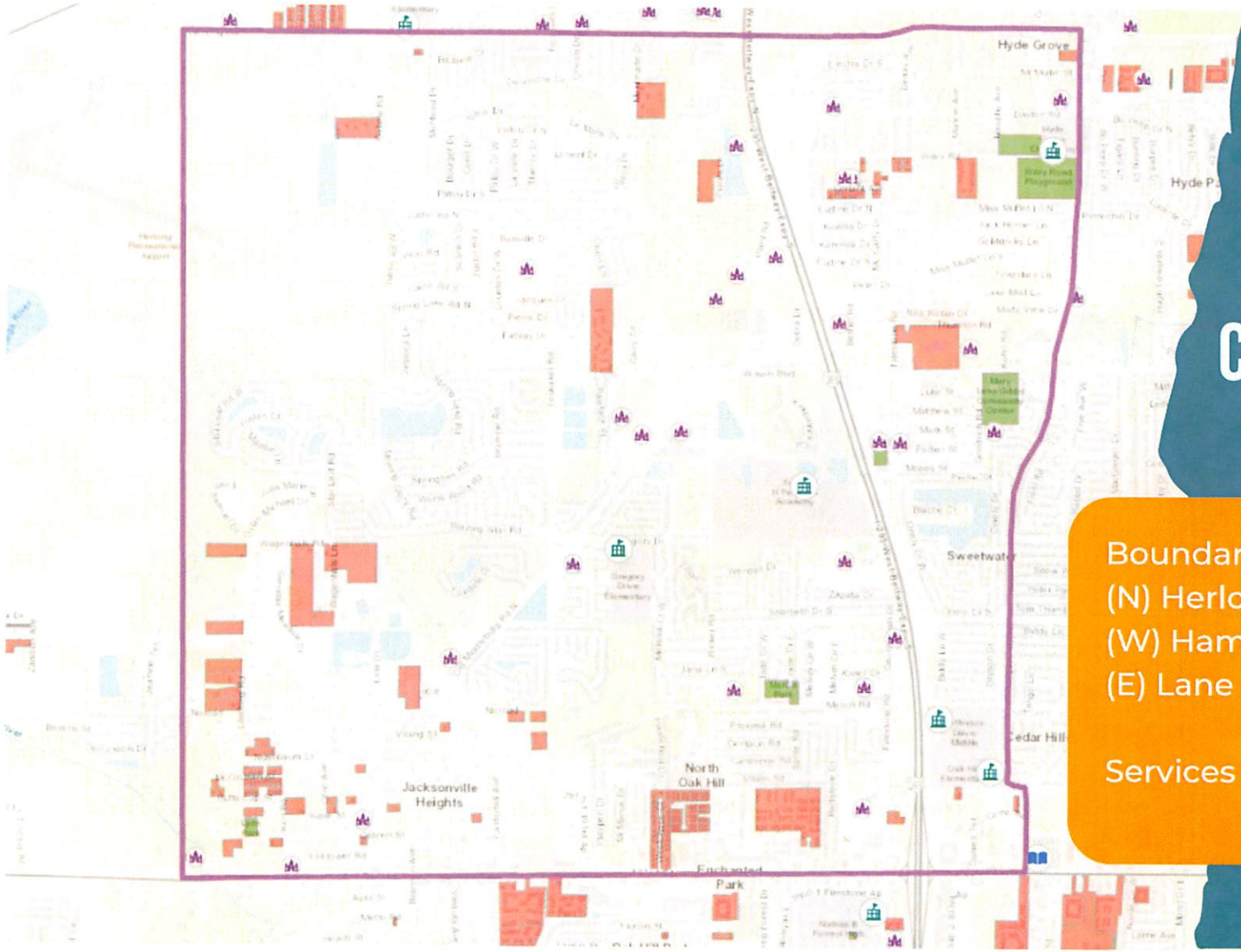
# Eastside
# CATCHMENT AREA

Boundaries:
((N) Winona Dr./Wigmore St. >
(S) E 1st St.
(W) N. Main St. >
(E) Talleyrand Ave./US-1

Services Hub: Noah's Ark, 221 E 8th St.

- Police Stations
- Public Schools
- Hospitals
- Parks
- Places of Worship
- Libraries
- Apartments



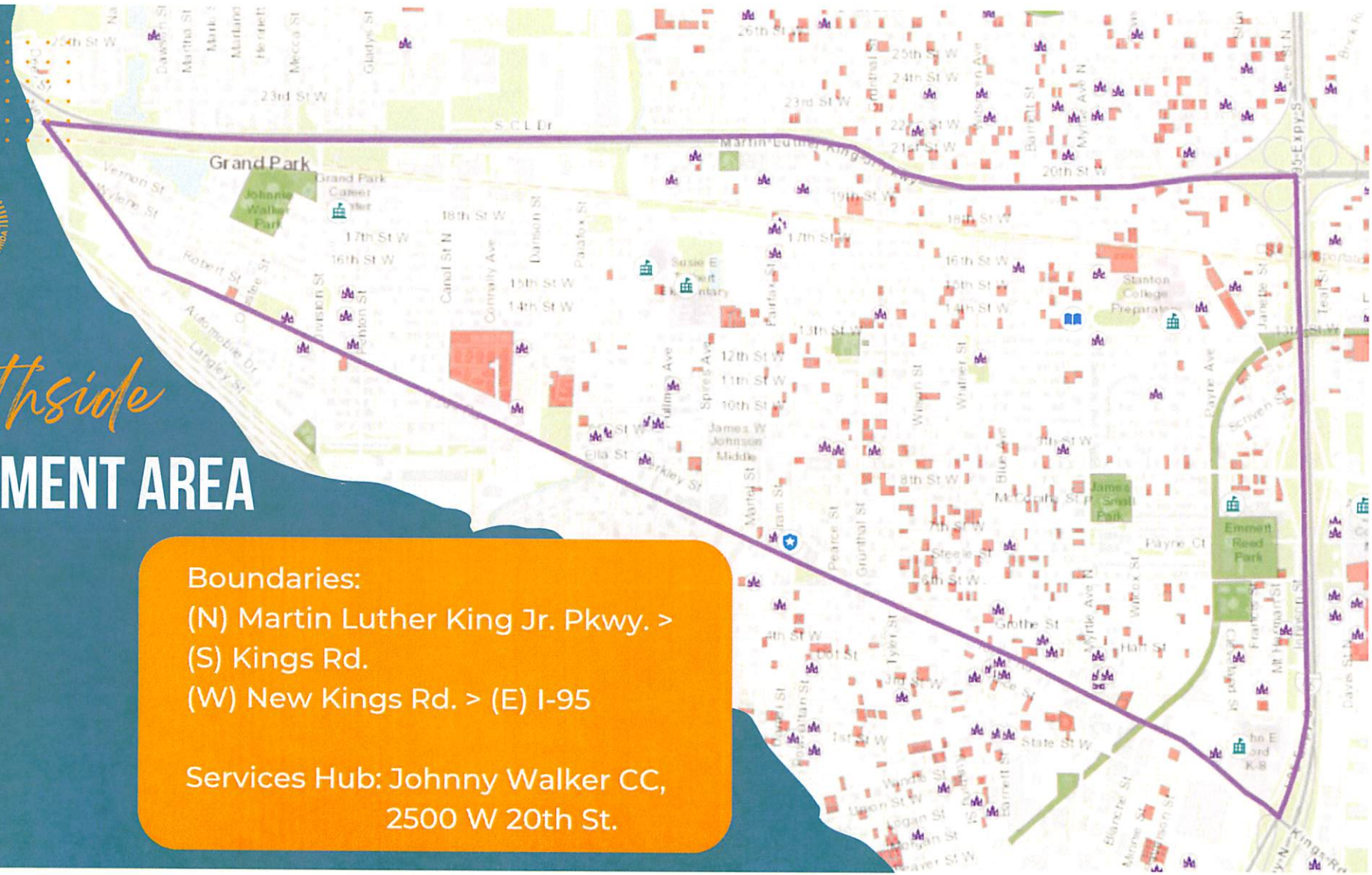



# Westside CATCHMENT AREA

Boundaries:
(N) Herlong Rd. > (S) 103rd St.
(W) Hammond Blvd. (Long.) >
(E) Lane Ave.

Services Hub: Potter's House,
5310 Lenox Ave.

# *Northside*
# CATCHMENT AREA




Boundaries:
(N) Martin Luther King Jr. Pkwy. >
(S) Kings Rd.
(W) New Kings Rd. > (E) I-95

Services Hub: Johnny Walker CC,
2500 W 20th St.

*The Work*

# VIOLENCE INTERRUPTORS & OUTREACH WORKERS

**12** VIs

- **5** ES
- **5** WS
- **2** NS

**10** OWs

- **4** ES
- **4** WS
- **3** NS

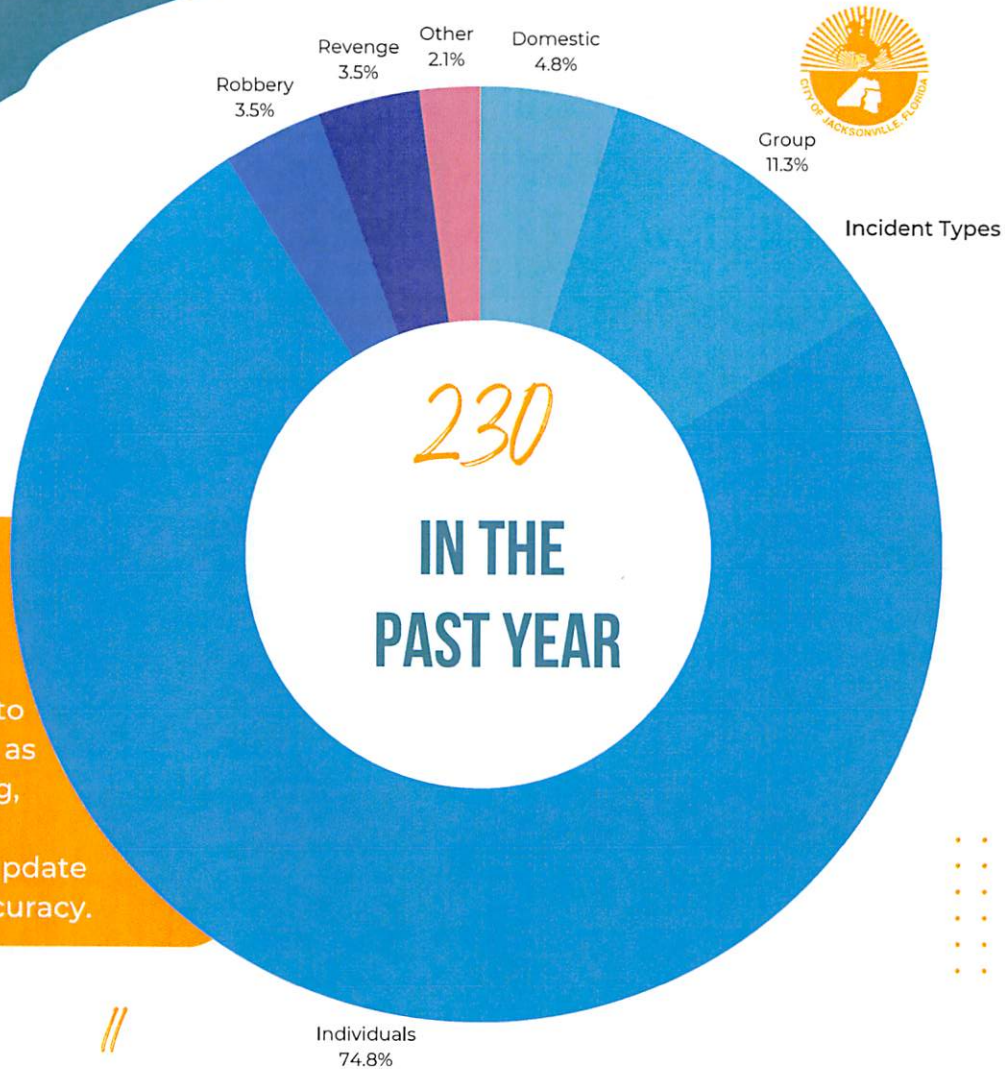
The Cure Violence approach employs and trains violence interrupters and outreach workers who already have the trust of community members and the ability to influence and change behavior. Their credibility comes from sharing the same background and coming from the same neighborhood as those who need to be reached—in this case those most at risk for violence.

Westside Team

*The Work*

# INTERRUPTIONS

Violence Interrupters (VIs) are hired to stop violent incidents through direct intervention. They are hired for their ability to establish relationships with the most high-risk people in the community. The VIs monitor ongoing disputes to learn about potential acts of retaliation before they happen. They are able to peacefully mediate conflicts using training in techniques such as creating cognitive dissonance, derailing, changing the thinking, changing the decision, providing information, buying time, & negotiating compromise. They must formulate and regularly update a plan of action for gathering information and assessing its accuracy.



# 265 Served in 2022

**AVG. RISK** 44%

**6% AVG. RESILIENCE**

**AVG. NEED** 29%

Average progress of CV participants over a 6-month period as measured by the RNR (Risk, Needs & Resilience) Assessment Tool administered monthly by the OWs.

# Significant Changes IN BEHAVIOR

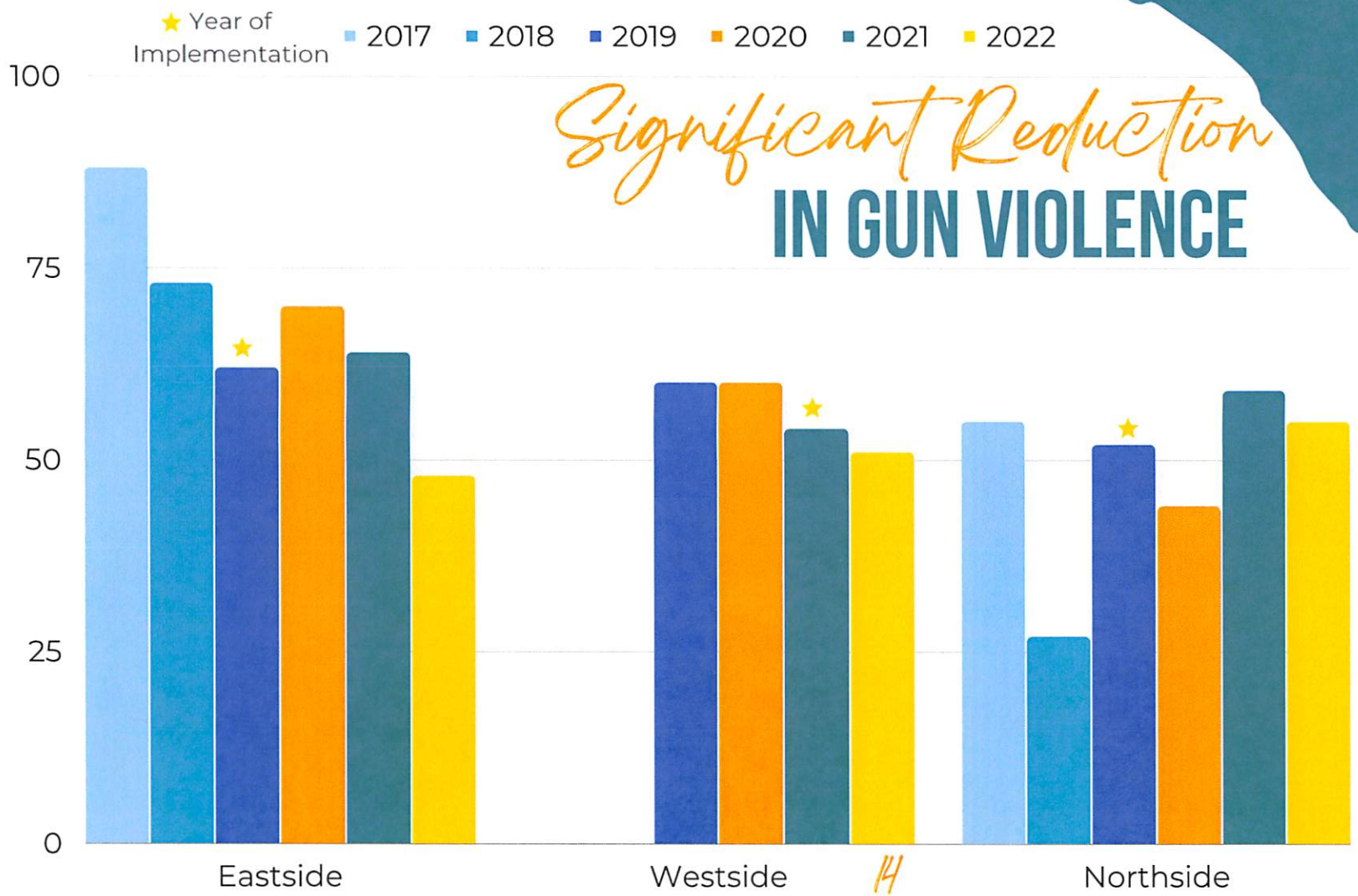
Outreach workers are similar to case managers and work with participants to change their behavior. Like the VIs, the OWs need to have trusting relationships with the most high-risk individuals in the community. The daily tasks of OWs, however, are not as focused as those of the VIs on monitoring threats of violence and intervening directly. Instead, OWs use their relationships with program participants to help connect high-risk individuals to positive opportunities and resources in the community, including employment, housing, recreational activities, and education. OWs carry caseloads of up to 15 participants. The central goal of an OW is to facilitate the process by which potentially violent individuals learn to think differently about violence and to change their behavior accordingly.

# Wrap Around Services
## CLIENT SUPPORT

To expand the local Cure Violence initiative and assist clients with becoming emotionally and financially stable, Family Foundations provides a number of social services to both CV staff and participants. Workers assist participants in dealing with a number of issues – such as education, employment, criminal justice, mental health, alcohol, drugs, trauma, reentry, and related life skills – through the utilization of these existing services.

- Mental Health Therapy
- Workforce Development
- Direct Supports
- Educational Workshops
- Financial Counseling
- Case Management

# Significant Reduction IN GUN VIOLENCE




Crimes within the catchment areas that involved a gun are included in the data.

As evidenced to the left, Northside's numbers remained stagnant, hence the need for a change in provider, which was made in 2022.

Eastside Team

# *On Target* WITH LIKE CITIES

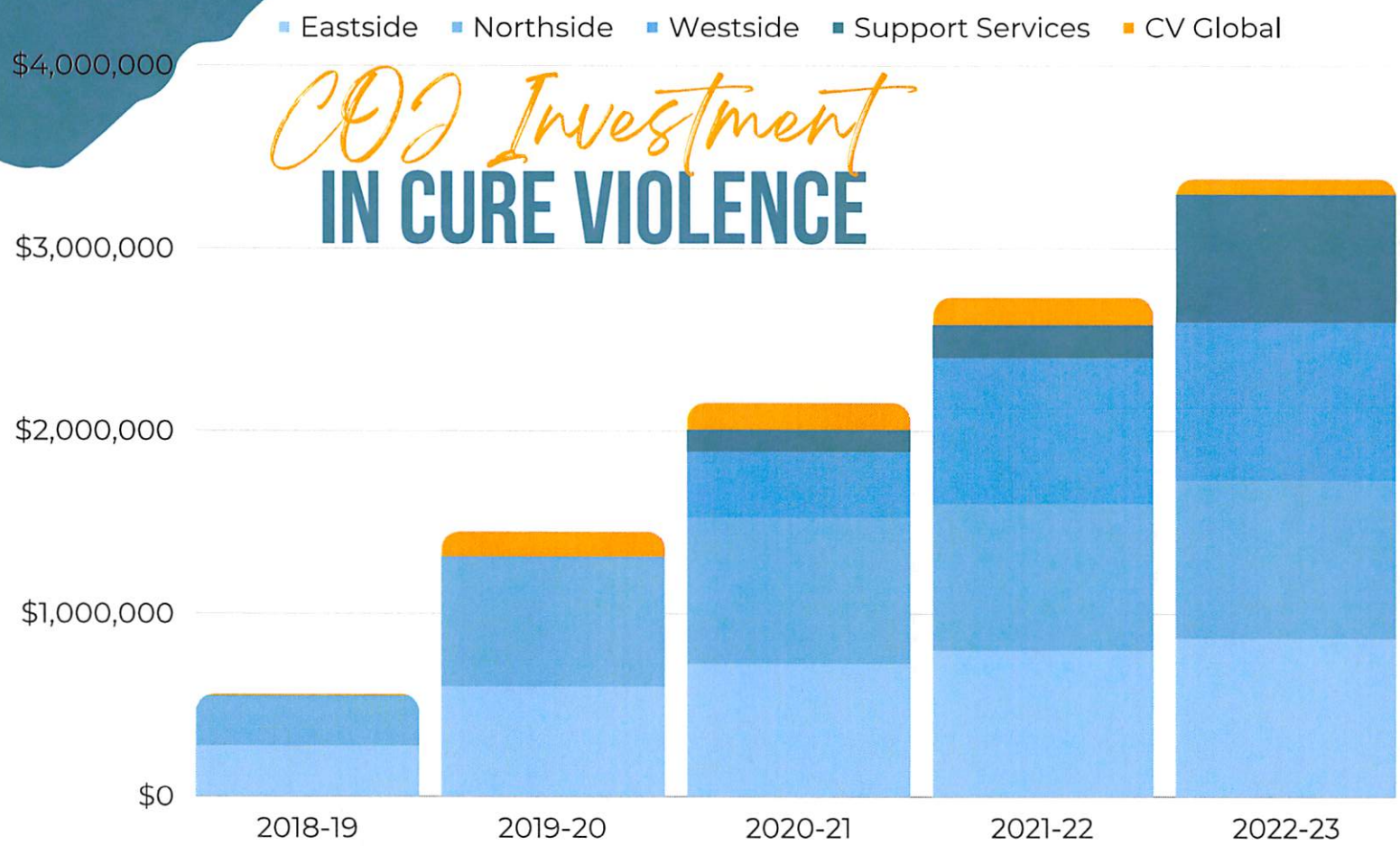
Based on comparisons of Firearm Related Incidents in other jurisdictions where Cure Violence is being implemented, there have been similar trends in the reduction of crime as occurring in Jacksonville. Some of those examples include:

- San Antonio, TX
- Washington, DC
- Durham, NC
- St. Louis, MO

These cities also showed that two or more of the target areas had significant reductions in the level of Firearm Related Incidents, but at times, one or more areas lagged behind.

# COJ Investment IN CURE VIOLENCE

The City of Jacksonville has steadily increased investment into the Cure Violence program as it has grown. More services are now offered to clients as a result of this growth and we are seeing more individuals change behavior norms due to the increased accessibility and availability.

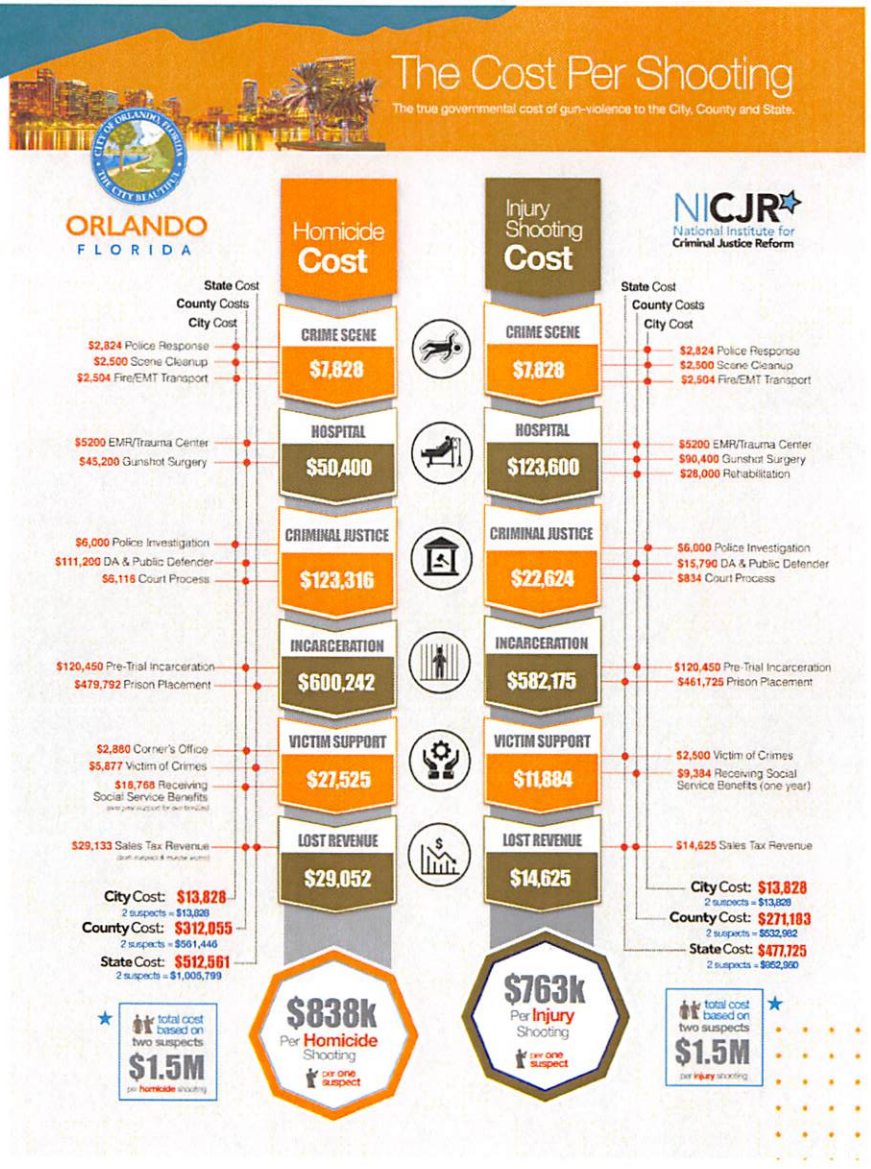


# Return on Investment

**DECREASES IN VIOLENT CRIME FROM '20 TO '21 IN THE EAST & WEST SIDE, KEPT THE CITY FROM SPENDING CLOSE TO ...**

**$5.5 MILLION**

Investing in effective violence prevention not only saves lives, it also saves money. An analysis estimating the cost savings specifically attributable to Cure Violence was conducted by Dr. Sherry Towers, an independent researcher and statistician. The analysis determined that the Cure Violence approach saved millions of dollars for every killing prevented. Based on an analysis of 10 years (2006 to 2015) of Cure Violence implementation in Chicago, Dr. Towers found that CV saves $33 for every $1 spent, with $4 in government savings.



**WORKER**
Westside

*The participant was in a lot of street activity, but is now out of a gang. The outreach worker worked with him for months to get him ready for a job at a construction company, where he is still currently employed.*

*Cure Violence is becoming a pillar to the community and helping young people become better and do better and try to reach higher points in their lives by focusing on education to get out of the streets and actually have a chance to live a prosperous life.*

**PARTICIPANT**
Eastside

# The Participants
# LIVES CHANGED

- Participants recruited to receive the treatment of CV must meet at least four of seven criteria:
  1. gang-involvement
  2. major player in a drug or street organization
  3. violent criminal history
  4. recent incarceration
  5. reputation of carrying a gun
  6. recent victim of a shooting
  7. being between 16 and 25 years of age.

- Average time of participation in the program is 6 months but services are always offered to clients as long as they are needed and utilized.

**Promote family environments that support healthy development**

- Early childhood home visitation
- Parenting skill and family relationship programs

**Provide quality education early in life**

- Preschool enrichment with family engagement

**Strengthen youth's skills**

- Universal school-based programs

**Connect youth to caring adults and activities**

- Mentoring programs
- After-school programs

**Create protective community environments**

- Modify the physical and social environment
- Reduce exposure to community-level risks
- Street outreach and community norm change

**Intervene to lessen harms and prevent future risk**

- Treatment to lessen the harms of violence exposures
- Treatment to prevent problem behavior and further involvement in violence
- Hospital-community partnerships

# *A Critical Piece* OF FAMILY SUPPORT

Youth violence can have serious and lasting effects on young people's physical, mental, and social health. It is linked to negative health and well-being outcomes and disproportionately impacts communities of color. By reducing risk factors experienced by families like violence in their community and increasing protective factors, like afterschool programming, we can reduce the risk for future behavioral and mental health difficulties and increase the likelihood of youth growing to be successful, stable adults.

# *Next Steps*
# FOR CURE VIOLENCE JAX

Develop partnerships with community-based organizations to host events that inspire behavior and norm change as well as provide services to a historically marginalized neighborhood. A support services hub is being developed in all sites.

**Northside Events - Johnnie Walker**
6/17: Kicking the Violence with Kickball 12pm - 3pm
6/24: Celebrating Our Fathers 2PM -5PM

**Eastside Events - Noah's Ark**
6/3: Father's Day BBQ 11am-3pm
6/17: Father's Day Event 1pm-5pm
6/24: Participant Appreciation 3pm-7pm

**Westside Events - Potter's House**
6/10: Occupy the Space 6pm-8pm
6/24: Fishing Trip 8am-5pm

Northside Team

# THANK *You*

## FOR YOUR SUPPORT

June 6, 2023

# CURE VIOLENCE JACKSONVILLE TEAM

| Names | Company and Title |
|---|---|
| Brent Decker | Cure Violence Global - Chief Program Officer |
| Jackie Collier | Noah's Ark - Executive Director |
| Monique Buchanan | Noah's Ark - Program Manager |
| Mark C. McGuire, Sr. | Northside/Westside MVP - Executive Director |
| Willie Cook | Northside MVP - Program Manager |
| Krista Moore | Westside MVP - Program Manager |
| Bill Haley | Family Foundations - President & CEO |
| Asoye Uhurubey | Family Foundations - Program Manager |
| Nigelle Kohn | Family Foundations - Finance & Administration Manager |
| BJ Beaman | Family Foundations - Financial Wellness Manager |
| Garland Scoot | JSO - Outreach and Support Manager |
| Ryan Nestor | JSO - Crime Analyst |
| Ashley Hammette | JSO - Crime Analyst |

# THE 5 REQUIRED COMPONENTS OF CURE VIOLENCE

**Cure Violence is model with specific critera that are required for implementation.**

The Cure Violence Epidemic Control (Health) Model is a data-driven, research-based, community-centric approach to violence prevention. Cure Violence maintains that violence is a learned behavior and that it can be prevented using disease control methods. The Cure Violence Model has specificity: there are three core and two implementing components that are required for it to be a Cure Violence program. Omission of any component does not allow work to be considered as Cure Violence and no anticipation of reduction in violence should be expected or attribution to change in violence can be ascribed to the Cure Violence model without meeting these criteria. This is beyond considerations of fidelity (which describes how well the required components are being implemented).

IMPORTANT: The Cure Violence Model has specificity: there are three core and two implementing components that are required for it to be a Cure Violence program. Omission of any component does not allow work to be considered as Cure Violence and no anticipation of reduction in violence should be expected or attribution to change in violence can be ascribed to the Cure Violence model without meeting these criteria. This is beyond considerations of fidelity (which describes how well the required components are being implemented).

## 1. Detect potentially violent events and interrupt them to prevent violence through trained credible messengers

- Formulate and regularly update (daily, weekly, and quarterly) a strategic plan of action for gathering information and assessing its accuracy and use
- Identify situations that are likely to result in violent acts, such as a prior shooting, group conflict, territory dispute, formation of new group, major arrest, anniversaries, release of key individual from incarceration, and ongoing conflicts by recruiting, selecting, training and supporting those that have the greatest access and trust to the highest and very highest risk
- Respond to shooting victims at partner hospitals by approaching the injured patient, as well as their family and friends, who may be planning to retaliate on their behalf
- Peacefully mediate conflicts using training in techniques such as creating cognitive dissonance, derailing, changing the thinking, changing the decision, providing information, buying time, and negotiating compromise
- It is critical that worker are able to maintain their credibility and access to the highest and very highest risk without undue confusion as to their roles

## 2. Provide ongoing behavior change and support to the highest-risk individuals through trained credible messengers

- Formulate and regularly update (daily, weekly, and quarterly) a plan of action that identifies a strategy for gathering information and assessing its accuracy and use
- Identify individuals in program area who are at highest and very highest risk for involvement in violence (based on established criteria) through personal connections and knowledge gained from spending time in the community
- Establish contact with highest and highest-risk individuals and groups, developing a relationship, imparting messages rejecting violent behavior, and working to change behaviors by recruiting, selecting, training and supporting those that have the greatest access and trust to the highest and very highest risk
- Each worker establishes a caseload of highest and very highest-risk participants who agree to be part of the program. Workers will have a predetermined number of participants (typically 10 to 20) within the first 4 months of work
- For each participant, the worker conducts an assessment and develops a risk reduction plan for reducing the participant's risk and shifting their behavior
- Workers meet with participants several times a week, including at critical times of need, developing a relationship and working to change behaviors through specific messaging designed to address issues faced by the participant
- Workers assist participants in dealing with a number of issues – such as education, employment, criminal justice, mental health, alcohol, drugs, trauma, reentry, and related life skills – through the utilization of existing social services
- Formal weekly staff meetings and regular supervisor reviews are conducted to discuss and update the current understanding of the violence in the community and the strategies for interrupting it
- It is critical that worker are able to maintain their credibility and access to the highest and very highest risk without undue confusion as to their roles

CURE VIOLENCE GLOBAL

## 3. Change community norms that allow, encourage and exacerbate violence in chronically violent neighborhoods to healthy norms that reject the use of violence.

- Workers and program staff hold group sessions to discuss and make collective decisions about a community response to violence
- The goals of the response are to spread correct information, change behaviors and norms, and teach methods of reducing violence
- The specific groups are determined locally, but may include: Cure Violence staff, highest and very highest risk individuals, friends and family of the highest risk, residents, business owners, and others
- Credible messengers and volunteers spread messages that discourage the use of violence through public education materials such as posters and fliers
- Door-to-door canvassing, participating in events in the community, and distribution of materials through clergy, schools, and other community partners has proven effective
- Program staff host events and activities in the area, at times during late hours, to spread messages about rejecting the use of violence.
- Program staff host responses to every shooting where community members come together and express the rejection of violent behavior and norms

## 4. Continually analyze data to ensure proper implementation and identify changes in violence.

- The implementing agency or monitoring partner measures changes in violence in the target areas and comparison areas
- "Inputs"are measured – efforts undertaken by field staff and partner organizations to stop violence and change thinking related to violence
- The implementing agency or monitoring partner provides regular feedback to program staff on violence levels and implementation changes
- Supervisors and workers conduct an analysis of every shooting that occurs in or near their target area to determine the causes, the necessary response to prevent a retaliatory act of violence, a community response, the reason the shooting was not prevented and what the program site can improve to prevent shootings in the future
- To be certified as a Cure Violence sites, program sites must use the Cure Violence database

## 5. Provide training and technical assistance to workers, program managers and implementing agency covering the necessary skills to implement the model correctly

- The implementing agency is provided training by Cure Violence national training staff on how to manage a site
- Workers are provided with an initial 40 hours of training as well as quarterly, booster training sessions
- The Cure Violence technical assistance staff will provide a tool kit with the essential materials for implementing the Cure Violence model
- The Cure Violence technical assistance staff will provide an embedded worker for the initial implementation
- The Cure Violence technical assistance staff will work closely with the site – including weekly phone calls and quarterly site visits and assessments and provide regular management and worker booster training



CURE VIOLENCE GLOBAL

Cure Violence Global
227 W. Monroe St.
Suite 1025
Chicago, IL 60606

Facebook.com/CureViolence
Twitter.com/CureViolence
YouTube.com/CureViolence

### How Cure Violence Can Help

- A proven theory of change - across types of violence
- Training in implementing health approach
- Community assessment
- Interruption and outreach training
- Cure Violence Model replication
- Immediate and sustained reductions in violence

Gary Slutkin, Founder & Executive Director - gslutkin@cvg.org
Charlie Ransford, Director of Science and Policy- cransford@cvg.org

# The Cost Per Shooting

The true governmental cost of gun-violence to the City, County and State.

ORLANDO
FLORIDA

NICJR
National Institute for Criminal Justice Reform

## Homicide Cost

**CRIME SCENE — $7,828**

- $2,824 Police Response
- $2,500 Scene Cleanup
- $2,504 Fire/EMT Transport

**HOSPITAL — $50,400**

- $5200 EMR/Trauma Center
- $45,200 Gunshot Surgery

**CRIMINAL JUSTICE — $123,316**

- $6,000 Police Investigation
- $111,200 DA & Public Defender
- $6,116 Court Process

**INCARCERATION — $600,242**

- $120,450 Pre-Trial Incarceration
- $479,792 Prison Placement

**VICTIM SUPPORT — $27,525**

- $2,880 Corner's Office
- $5,877 Victim of Crimes
- $18,768 Receiving Social Service Benefits (one year support for two families)

**LOST REVENUE — $29,052**

- $29,133 Sales Tax Revenue (both suspect & murder victim)

State Cost / County Costs / City Cost

City Cost: $13,828
2 suspects = $13,828

County Cost: $312,055
2 suspects = $561,446

State Cost: $512,561
2 suspects = $1,005,799

★ total cost based on two suspects $1.5M per homicide shooting

**$838k Per Homicide Shooting** per one suspect

## Injury Shooting Cost

**CRIME SCENE — $7,828**

- $2,824 Police Response
- $2,500 Scene Cleanup
- $2,504 Fire/EMT Transport

**HOSPITAL — $123,600**

- $5200 EMR/Trauma Center
- $90,400 Gunshot Surgery
- $28,000 Rehabilitation

**CRIMINAL JUSTICE — $22,624**

- $6,000 Police Investigation
- $15,790 DA & Public Defender
- $834 Court Process

**INCARCERATION — $582,175**

- $120,450 Pre-Trial Incarceration
- $461,725 Prison Placement

**VICTIM SUPPORT — $11,884**

- $2,500 Victim of Crimes
- $9,384 Receiving Social Service Benefits (one year)

**LOST REVENUE — $14,625**

- $14,625 Sales Tax Revenue

State Cost / County Costs / City Cost

City Cost: $13,828
2 suspects = $13,828

County Cost: $271,183
2 suspects = $532,982

State Cost: $477,725
2 suspects = $952,950

**$763k Per Injury Shooting** per one suspect

★ total cost based on two suspects $1.5M per injury shooting

# Data Sources

ORLANDO FLORIDA

## CRIME SCENE

| Subject: | Police Response | Fire/EMT Transport | Scene Clean Up |
|---|---|---|---|
| Source | • Interview with retired Police Captain<br>• Orlando Salary Data base: *(Link)* | Orlando Fire Department Annual Report 2015/2016: *(Link)* | • https://www.aftermath.com/locations/florida/orlando/<br>• http://orlandocrimescenecleanup.com |
| Notes | Each response team to a shooting/homicide scene may consist of the following: **Lieutenant & Sergent** (2hr), **3 Detectives** (6hrs), **6-8 Patrol** responding (2hrs), **2 Patrol** locking down scene (4 hrs), **1-2 CSI, 1 Technician** | Total Expenditures = $97,131,134<br>Fire/EMS call responses = 38,784<br><br>Average cost per response = **$2,504** | Average cost among competitive venders to clean up crime scenes involving blood = **$2,500** |

## HOSPITAL

| Subject: | ER/ Surgery for Gun-Shot Victim |
|---|---|
| Source | • Interview with Trauma Center employees.<br>• National Emergency Room Database:(Record of 30 million emergency department visits in 950 hospitals in the U.S.)<br>• Cost of Gun Violence: John Hopkins study of Emergency Room Admissions |
| Notes | Average cost of gun-shot victims treated and release the same day = **$5200** (ER base Cost)<br>Average cost of gun-shot victims requiring surgery and hospital stay = **$95,867** (Surgery Cost)<br>**1/3 of gun-shot victims** who required surgery were release to rehabilitation centers where average total medical bill = **$179,000** (ER cost, Surgery & Rehabilitation Cost)<br>Formula for this study: (ER base cost + Surgery Cost + 1/3 Rehabilitation Cost) = **$123,600** per shooting victim requiring surgery.<br>• 1/2 of all homicide victims receive surgery before they die, so we use **$45,200** to represent half of all homicide victims. |

## CRIMINAL JUSTICE

| Subject: | Police Investigation | DA & Public Defender | Court Process |
|---|---|---|---|
| Source | • Interview with retired Police Captain over homicide.<br>• Orlando Salary Data base: *(Link)* | • Estimates of Time Spent in Capital and Non-Capital Murder Cases *(Link)*<br>• Interview with Public Defenders Office<br>• *D.A.Salary:(Link) P.D. Salary:(Link)* | • Survey of Judicial Salaries *(Link)*<br>• Interview with Court Executive Team member. |
| Notes | $36 per hour (base hourly wage) x estimated 125 hours average investigation time=**$4,500**<br>• **$48 per hour** (actual take home pay) x estimated 125 hours (avg. investigation time) = **$6,000** | **1087** hours to defend & prosecute a murder case x **$93** (DA **$56/hr** + PD **$37/hr**) = $101,091 + 10% overhead = **$111,200.** To defend an attempted-murder case requires 1/7 of the time = **$15,790** | Combined hourly rates of the following staff: Judge, Bailiff, Court Reporter, Clerk = **$139 per hour.**<br>$139 x 44 hours (murder case) = **$6,116**<br>$139 x 6 hours (A felony) = **$834** |

## INCARCERATION

| Subject: | Pre-Trial Incarceration | State Prison (Attempted Murder) | State Prison (Murder Case) |
|---|---|---|---|
| Source | • Orange County Department of Corrections.<br>• *Orange County Budget Book FY2018* | • Florida Department of Corrections Annual Report 2016 - 2017 *(Link)* | • Florida Department of Corrections Annual Report 2016 - 2017 *(Link)* |
| Notes | • Annual Expenditures: $149,697,595<br>• Average Daily Inmates: $2,488<br>• Average Daily Cost Per Inmate: **$165**<br><br>Average 2 year period of pre-trial incarceration in the county upon sentencing and placement into State Prison.$165/day x 2 years = **$120,450** | $55/day to Incarcerate Adult in State Prison. Attempted murder cases serve an average of 25 years in State Prison, subtracting pre-trial 'time-served' in County Jail. ($55/day x 23 years) = **$461,725** | $55/day to Incarcerate Adult in State Prison. Average inmate serves 26.9 years for murder, minus time served. ($55/day x 23.9 years = **$479,792**) |

## VICTIM SUPPORT

| Subject: | Victim of Crimes | Social Service Assistance | Corners Office |
|---|---|---|---|
| Source | • Office for Victims of Crimes Annual Performance Measure Report *(Link)* | • TANF: Eligibility and Benefit Amounts in State Cash Assistance Programs *(Link)* | • *Orange County Budget Book FY2018*<br>• Florida Medical Examiners Commision 2017 Annual Report *(Link)* |
| Notes | **Average expenses paid to victims = $5,877** ($3,191,601 paid out to 543 victims). | When victim is severely shot, many can't return to work immediately. Since victim may be a major financial contributor to the household, many families may need to apply for social services support. The estimate for this study is for 1 year of Social Service assistance. ($782/mo x 12 months) x 2 people = **$18,768** | Orange County Medical Examiner annual budget is $4,516,816. In 2017, their annual workload for autopsy examinations was 1,568. This resulted in an average cost of **$2,880** per case. |

## LOSS REVENUE

| Subject: | **Loss Tax Revenue** (One person going to jail) | **Loss Tax Revenue** (Murder: Loss Revenue for 2 people) |
|---|---|---|
| Source | • 2018 *Tax-Rates.org* | • 2018 *Tax-Rates.org* |
| Notes | **State income tax= 0. Combined sales taxes** = **6.5% of purchases** (State 6%, County 0.5%). If person earns 30k/year and 1/3 of income toward purchases = 6.5% of $9,000 per year= **$585/yr Sales Tax**<br>But if person has to serve a *25 years* sentence for attempted murder, then ($585 x 25 years) = **$14,625 missed sales tax revenue.**<br>If shooting victim doesn't work for one year, then an additional **$585 of loss revenue** is added. **Total Loss Sales Tax Revenue = $15,210** | **State income tax= 0**<br>**Combined sales taxes** = **6.5% of purchases** (State 6%, County 0.5%). If person earns 30k/year and 1/3 of income toward purchases = 6.5% of $9,000 per year= **$585/yr Sales Tax**<br>Average murder sentence is *26.9, minus the 2 years served in the county jail.* ($585 x 24.9 years) = **$14,566 missed sales tax revenue.**<br><br>**Total Loss Revenue for both suspect & murder victim = $29,133** |

## PROJECT SUMMARY AMOUNTS

| | |
|---|---|
| **Total Cost Estimate; Public Assistance:** | **$88,177,372.36** |
| **--Emergency Work--** | |
| Cat. A- Debris: | $0.00 |
| Cat. B- Emergency Protective Measures; Labor & Equipment: | $83,978,449.87 |
| **--Permanent Work--** | |
| Cat. C- Roads and Bridges: | $0.00 |
| Cat. D- Storm Water Control Facilities: | $0.00 |
| Cat. E- Buildings and Equipment: | $0.00 |
| Cat. G- Parks & Recreation: | $0.00 |
| Cat. Z- Direct Administrative Costs: | $4,198,922.49 |
| Projects in various stages; not yet submitted: | **1** |
| Total amount of projects in various stages | $4,198,922.49 |
| Supporting documents nearing completion for submission to FEMA: | **0** |
| Total amount nearing completion for submission: | $0.00 |
| Supporting PW documents submitted to FEMA: | **8** |
| Total amount submitted to FEMA for review: | $83,978,449.87 |
| FEMA sent to State for review: | **0** |
| Total amount FEMA has sent to State for review: | $0.00 |
| **Total Project Worksheets:** | **9** |
| Certified by FEMA | $0.00 |
| State has paid to COJ | $0.00 |
| Projected FEMA reimbursement (100%) to 9/30/2021 | $88,177,372.36 |
| Projected State reimbursement (0%) | $0.00 |
| Projected COJ responsibility (0%) | $0.00 |

## Schedule of Projects

| Project Title | Project Reference | FEMA PW # | State PW # | SMALL/ LARGE | Current Estimate | Project Worksheet Status |
|---|---|---|---|---|---|---|
| *Emergency Protective Measures_JFRD 1_03/13/2020 - 04/30/2021* | COVJFRD1 | 664597 | | L | $ 18,526,577.09 | FEMA Writes PW |
| *Emergency Protective Measures_COJ 1_03/13/2020 - 04/16/2021* | COVCOJ1 | 680412 | | L | $ 11,311,608.03 | FEMA Writes PW |
| *Emergency Protective Measures_JSO 1_03/13/2020 - 04/30/2021* | COVJSO1 | 680415 | | L | $ 35,515,818.67 | FEMA Writes PW |
| *Emergency Protective Measures_Testing & Vaccinations* | COVTV1 | 661665 | | L | $ 7,928,375.00 | FEMA Writes PW |
| *Emergency Protective Measures_Contract_Materials_Rentals* | COVPUR1 | 661664 | | L | $ 2,586,452.40 | FEMA Writes PW |
| *Emergency Protective Measures_Contract_Materials_Rentals_Meals* | COVPUR2 | 664598 | | L | $ 3,821,654.46 | FEMA Writes PW |
| *Emergency Protective Measures_Contract_Materials_Rentals* | COVPUR3 | 680418 | | S | $ 991,047.77 | FEMA Writes PW |
| *Emergency Protective Measures_ASM Global* | COVPUR4 | 680410 | | L | $ 3,296,916.45 | FEMA Writes PW |
| *Management Costs* | COV001Z | | | L | $ 4,198,922.49 | Project Formulation |
| **TOTAL** | | | | | **$ 88,177,372.36** | |

Introduced and substituted by Council Member Carlucci:

**ORDINANCE 2023-0316**

AN ORDINANCE AMENDING CHAPTER 111 (SPECIAL REVENUE AND TRUST ACCOUNTS), PART 9 (NEIGHBORHOOD DEVELOPMENT), *ORDINANCE CODE,* TO CREATE A NEW SECTION 111.909 TO ESTABLISH A PERMANENT SPECIAL REVENUE FUND FOR A PROGRAM TO BE ENTITLED THE "RESTORE ENDANGERED HISTORIC ADAPTABLE BUILDINGS SPECIAL REVENUE FUND"; PROVIDING FOR CREATION OF THE CRITERIA AND SELECTION OF GRANT RECIPIENTS BY THE PLANNING AND DEVELOPMENT DEPARTMENT; PROVIDING FOR OVERSIGHT OF THE FINANCIAL ASPECTS OF THE PROGRAM BY THE CHIEF ADMINISTRATIVE OFFICER OR THEIR DESIGNEE; PROVIDING A CARRYOVER OF FUNDS INTO SUBSEQUENT FISCAL YEARS; PROVIDING A PROGRAM START DATE; PROVIDING AN EFFECTIVE DATE.

**WHEREAS**, Jacksonville has over 20,000 historic buildings, structures, and sites listed on the Florida Master Site File, many of which fall outside of the boundaries of Downtown; and

**WHEREAS**, the Council of the City of Jacksonville finds that historic preservation, revitalization, and reuse of Jacksonville's historic buildings is important to the City's overall social and economic welfare; and

**WHEREAS**, many of the historic buildings throughout Jacksonville are in need of repair, rehabilitation, and restoration to maintain their historic use, or to be adaptively reused; and

**WHEREAS**, there currently exists a program that concentrates on

the preservation and restoration of historic properties in Downtown Jacksonville, however, there is no program for the historic properties that lie outside of Downtown Jacksonville; and

**WHEREAS**, a program that would financially incentivize the repair, restoration or rehabilitation of qualified historic buildings could provide the missing link of financial support that would make such repair, restoration or rehabilitation financially feasible; now, therefore

**BE IT ORDAINED** by the Council of the City of Jacksonville:

**Section 1. Creating Section 111.909 (Restore Endangered Historic Adaptable Buildings Special Revenue Fund), Part 9 (Neighborhood Development), Chapter 111 (Special Revenue and Trust Accounts), *Ordinance Code*.** Section 111.909 (Restore Endangered Historic Adaptable Buildings Special Revenue Fund), Part 9 (Neighborhood Development), Chapter 111 (Special Revenue and Trust Accounts), *Ordinance Code*, is hereby created as follows.

**CHAPTER 111 - SPECIAL REVENUE AND TRUST ACCOUNTS**

* * *

**PART 9 - NEIGHBORHOOD DEVELOPMENT**

* * *

**Sec. 111.909. Restore Endangered Historic Adaptable Buildings Special Revenue Fund.**

(a) *Fund creation.* There is hereby created an account to be known as the *Restore Endangered Historic Adaptable Buildings* ("REHAB") *Special Revenue Fund*, an ongoing fund which shall carry forward each fiscal year and not lapse. The REHAB Special Revenue Fund shall be comprised of funds as may be appropriated from time to time by Council, and all fees, fines, and civil penalties as may be designated for deposit into the Fund from time to time by Council. It shall also include all such donations, contributions, gifts, and related sponsorships received by the

City for use toward the general purpose of furthering the goals of this Fund. All monies and interest placed into this fund are hereby appropriated for the purposes of this fund, and all appropriations shall carry forward each fiscal year and shall not lapse.

(b) *Fund purpose.* These funds are designated to pay for the repair, rehabilitation and restoration of non-residential income-producing historic buildings, mixed-use historic buildings and historic buildings owned by not-for-profit corporations, located throughout Jacksonville, excluding the Downtown Area as defined in Sec. 55.105, Ordinance Code.

(c) *Grant funding limitations.* Grant requests from the REHAB Special Revenue Fund shall not exceed $100,000 and shall be administratively approved pursuant to this program. Subject to availability of unencumbered funds, applicants that request $100,000 or less in the aggregate for a project may be approved by the Historic Preservation Section of the Planning and Development Department, without further Council action, in accordance with Subsection (e) below and the REHAB Special Revenue Fund Guidelines, available on the City's website. For the purpose of this Section, the dollar amounts in all grant applications for any one project submitted within five years of the first grant approved under this fund for the project, shall be aggregated to determine if the grant amount exceeds $100,000.

(d) *Fund administration.* The Historic Preservation Section shall follow the REHAB Special Revenue Fund Guidelines. The Historic Preservation Section shall review and approve the design aspects of the grant application, and the City's Chief Administrative Officer ("CAO") or their designee shall review and approve the financial aspects of the grant application and administer fund allocation, in accordance with the REHAB Special Revenue Fund

Guidelines. Changes to the REHAB Special Revenue Fund Guidelines which have financial impact shall be jointly approved by the CAO or their designee and the Historic Preservation Section and shall be submitted to the Council for approval. Approved applicants may receive financial assistance through reimbursement grants as set forth in the REHAB Special Revenue Fund Guidelines. Funds may only be used for one or more of the purposes specified in subsection (b) above.

(e) Eligibility Criteria:

(1) The building must be located within Jacksonville outside of the Downtown Area, as defined in Section 55.105, Ordinance Code; and

(2) The building must be at least 50 years old; and

(3) The building must be non-residential income-producing, mixed-use or owned by a not-for-profit corporation; and

(4) The building must be architecturally or historically significant, as determined by the Historic Preservation Section, in accordance with Section 307.102(s), Ordinance Code; and

(5) The building must be:

(i) a local landmark, designated by the City pursuant to Chapter 307, Ordinance Code; or

(ii) a contributing structure to a local historic district, designated by the City pursuant to Chapter 307, Ordinance Code; or

(iii) declared a potential local landmark, as defined in Chapter 307, Ordinance Code, however, final local landmark designation must be obtained from City Council prior to final approval of the grant by the CAO or their designee; and

(6) The building must be declared critically endangered by the Jacksonville Historic Preservation Commission (the "JHPC"). In

considering a building for critically endangered status, the JHPC shall consider the following criteria:

(i) Evidence of a physical threat of loss, damage, or neglect;

(ii) If the building is currently vacant;

(iii) The building's susceptibility to development pressures or natural disasters;

(iv) The building's suitability for preservation or rehabilitation; and

(v) Any other criteria the JHPC considers relevant.

(f) *Historic Preservation Section Review.* To receive grant assistance from the Fund, the owner of a historic building, or their agent, shall submit a grant application to the Historic Preservation Section for eligibility review, and an application to the Historic Preservation Section for a Certificate of Appropriateness for the improvements proposed, in accordance with the REHAB Special Revenue Fund Guidelines.

(1) The Historic Preservation Section shall review the grant application for eligibility pursuant to the criteria in Subsections (e)(1-5) above, and the REHAB Special Revenue Fund Guidelines. If the Historic Preservation Section finds that a building meets the eligibility criteria in Subsections (e)(1-5) above, they shall issue a recommendation regarding whether the building is critically endangered, as required by Subsection (e)(6) above. Said recommendation shall be forwarded to the JHPC.

(2) The Historic Preservation Section shall also review the application for the Certificate of Appropriateness for compliance with the United States Secretary of Interior's Standards for Rehabilitation and any applicable historic preservation design guidelines. The Historic Preservation Section shall evaluate Certificate of Appropriateness

applications based on the historic importance and significance of the project, the overall contribution of the project to the restoration of the historic fabric, and the overall preservation of the building. If appropriate, the Historic Preservation Section shall issue administrative approval of the Certificate of Appropriateness in accordance with the Administrative Matrix, pursuant to the authority granted in Sec. 307.107, Ordinance Code; otherwise, they shall forward a recommended approval, denial, or approval with conditions to the JHPC.

(g) *Jacksonville Historic Preservation Commission Review.* The JHPC shall review all REHAB Special Revenue Fund grant applications and the recommendations of the Historic Preservation Section, for a determination on the critically endangered status of each building, pursuant to Subsection (e)(6) above. The JHPC shall also review those related applications for Certificates of Appropriateness which are not eligible to receive administrative approval according to Sec. 307.102(a), Ordinance Code. The JHPC shall issue its decision to the CAO or their designee in accordance with the REHAB Special Revenue Fund Guidelines.

(h) *Review by* the *CAO or their designee.* To receive a reimbursement grant from the fund, the owner of a historic building, or his or her agent, shall submit, in accordance with the REHAB Special Revenue Fund Guidelines, a grant application to the CAO or their designee for the grant requested. The CAO or their designee shall analyze the specific finances of the project for the express purpose of determining if the project meets the REHAB Special Revenue Fund Guidelines.

(i) *Fund programs.* The owner of a historic building which meets the eligibility requirements in Subsection (e) above, or their agent, may apply for assistance from the fund in the form of reimbursement grants for repair, rehabilitation or restoration,

according to the REHAB Special Revenue Fund Guidelines which includes, but is not limited to: restoration or rehabilitation of the building exterior, restoration of historic features on the building interior, rehabilitation of the building interior, code compliance improvements and general requirements and overhead of the general contractor, as further detailed in the REHAB Special Revenue Fund Guidelines.

(j) *Final inspection.* A final inspection shall be conducted within 90 days following completion of the project to ensure compliance with the terms of the approved Certificate of Appropriateness and REHAB Special Revenue Fund grant application. The final inspection shall be conducted by, or at the direction of, the Historic Preservation Section staff. An applicant whose project fails to meet the REHAB Special Revenue Fund Guidelines and criteria set forth herein shall be deemed ineligible for a grant under this program.

The inspection required by this subsection shall not replace or supersede any other inspection required by local, State, or federal law.

**Section 2. REHAB Special Revenue Fund Guidelines.** The REHAB Special Revenue Fund Guidelines, attached hereto as **Exhibit 1**, are hereby placed on file with the Office of Legislative Services and on the City's website. A copy of the Guidelines will also be kept with the Historic Preservation Section. These Guidelines shall be the operative guidelines for projects funded by the REHAB Special Revenue Fund unless and until these Guidelines are amended by Council action as provided herein.

**Section 3. Program Start Date.** The REHAB Special Revenue Grant Program shall commence on October 1, 2023, or upon funding of the Special Revenue Fund.

**Section 4. Effective Date.** This ordinance shall become

effective upon signature by the Mayor or upon becoming effective without the Mayor's signature.

Form Approved:

_____

Office of General Counsel

Legislation Prepared by: Carla Lopera

GC-#1555705-v8-2023-0316__REHAB_Special_Rev_Fund_New_Sec__111_909.docx

**REHAB Special Revenue Fund Guidelines**
**Revised Exhibit 1 to Ordinance 2023-0316**

**REHAB Special Revenue Fund Purpose**

The purpose of the Restore Endangered Historic Adaptable Buildings ("REHAB") Special Revenue Fund Guidelines is to establish the parameters for use of the REHAB Special Revenue Fund and to facilitate rehabilitation of historic buildings within Jacksonville (exclusive of Downtown), specifically buildings designated as landmarks or contributing structures in locally designated historic districts. The REHAB Special Revenue Fund was created to foster the repair, rehabilitation and restoration of non-residential income-producing or mixed-use historic buildings or historic buildings owned by not-for-profit corporations, located throughout Jacksonville, excluding the Downtown Area as defined in Sec. 55.105, Ordinance Code. The Chief Administrative Officer ("CAO") or their designee shall, in coordination with the Planning and Development Department ("PDD"), process applications for REHAB Special Revenue Fund grants and the CAO or their designee shall administer grants awarded from the REHAB Special Revenue Fund.

**REHAB Special Revenue Fund Limitations**

1. Only projects that apply for $100,000 or less in the aggregate are eligible for funding from the REHAB Special Revenue Fund.
2. All CAO approvals of REHAB Special Revenue Fund allocations are subject to the available unencumbered balance in the Fund at time of award, and all grants awarded by the CAO shall encumber the related balance in the REHAB Special Revenue Fund upon execution of a Rehabilitation Agreement.

**REHAB Special Revenue Fund Eligibility**

All proposed buildings that apply for the REHAB Special Revenue Fund must meet the following criteria:

a. The building must be at least 50 years old; and
b. The building must be non-residential income-producing, mixed-use or owned by a not-for-profit corporation; and
c. The building must be located within Jacksonville, excluding the Downtown Area as defined in Sec. 55.105, Ordinance Code; and
d. The building must be architecturally or historically significant, as determined by HPS, in accordance with Section 307.102, Ordinance Code; and
e. The building must be:
    i. a local landmark, designated by the City pursuant to Chapter 307, Ordinance Code; or
    ii. a contributing structure to a local historic district, designated by the City pursuant to Chapter 307, Ordinance Code; or
    iii. declared a potential local landmark, as defined in Chapter 307, Ordinance Code, however, final local landmark designation must be obtained from City Council prior to final approval of the grant by the CAO or their designee. Any

grant award will expire after 12 months if landmark designation is not obtained by the property owner.

f. The building must be declared critically endangered by the Jacksonville Historic Preservation Commission (the "JHPC"), who shall consider the following criteria:
   i. Evidence of a physical threat of loss, damage, or neglect;
   ii. If the building is currently vacant;
   iii. The building's susceptibility to development pressures or natural disasters;
   iv. The building's suitability for preservation or rehabilitation; and
   v. Any other criteria the JHPC considers relevant.

**REHAB Special Revenue Fund Expenditures**

g. Eligible expenses include up to:
   i. 75% of eligible costs for the Restoration or Rehabilitation of the building Exterior
   ii. 75% of eligible costs for the Restoration of Historic features on the building Interior
   iii. 30% of eligible costs for the Rehabilitation of the building Interior, and
   iv. 75% of eligible costs for bringing the property up to levels as required for Code Compliance or related fire and safety requirements. Environmental remediation or abatement within the building such as asbestos removal is included as well as new code requirements.
   v. 20% of the above eligible costs for General Requirements and Overhead of the GC

h. REHAB Special Revenue Fund grants will be awarded for work that commences within 12 months from the date of grant approval and is completed within five years. Grants are subject to forfeiture, cancellation, or re-evaluation in the event of sale, transfer within five years, or default.

i. All funds will be disbursed upon completion of improvements, subject to cost verification and other approvals as specified below.

j. Project must be located within Jacksonville but be outside the boundaries of the Downtown Overlay Zone, as defined in Sec. 656.361.2, *Ordinance Code*.

k. Applicant and/or their General Contractor must demonstrate significant, relevant experience and performance on projects of similar type and scale.

l. REHAB Special Revenue Fund grants, in the aggregate may not exceed 40% of Total Development Costs.

m. Total Development Costs ("TDC") are defined as:
   i. For properties under contract or owned less than one year, the lesser of the current appraised value or the costs for the acquisition of eligible buildings and associated land, less any associated debt, and;
   ii. the negotiated construction costs with a qualified General Contractor; and
   iii. additional soft costs typically eligible for capitalization in development activity of this type.
   iv. Developer Fee is to be excluded from both Sources and Uses.

v. The current market value of property owned for more than one year, and any related debt, may be included in TDC for purposes of these calculations. Appraisals must be dated within one year of the application.

n. Developer Equity (less Developer Fee) shall be not less than 10% of TDC.

o. Total Development Costs must be determined reasonable for the scope of the project utilizing third party verification where available.

p. All property, business, and income taxes must be current at the time of application and maintained in a current status during the approval process, the term of the Rehabilitation Agreement and through the REHAB Special Revenue Fund grant period.

q. REHAB Special Revenue Fund grants are subject to standard claw back language related to disposition of the property within five years of disbursement, or similar circumstances of conversion (100% due back if disposed within one year of receiving grant, 80% if between years one and two, 60% if between years two and three, 40% if between years three and four, and 20% if between years four and five).

**REHAB Special Revenue Fund Application Process**

1. Pre-Application
   a. A pre-application meeting will be held for all proposed developments planning to utilize the REHAB Special Revenue Fund program. Attendees shall include the Applicant and related members of the proposed development team, members of the COJ PDD Historic Preservation Section staff, and the CAO or their designee, as appropriate. From this meeting, a strategy that incorporates the following steps and requirements will be formulated to include task assignments and a timeline for target dates to accomplish the application processing goals.

2. Application and Processing
   a. Application and processing of historic designation, Certificate of Appropriateness approval and REHAB Special Revenue Fund grant approval through the PDD and the CAO or their designee may occur simultaneously, except as provided below.
   b. Landmark Designation
      i. Application shall be made to the PDD for Local Landmark designation unless the building is already a local landmark or a contributing structure within a local historic district.
      ii. PDD shall verify whether the building is already a local Landmark, a local contributing structure or is eligible for designation. PDD shall assist the applicant in Local Landmark Designation Procedures as needed and process any landmark designation application through the Historic Preservation Commission and City Council approval process.
      iii. A staff report recommending designation and legislation approving the same must be filed prior to any grant approval by the CAO or their designee.

3. Scope of Work

a. Application shall also be made to PDD for a Certificate of Appropriateness or other approval for the scope of work to be performed.
   i. Such application shall categorize the work to be performed among exterior restoration and renovation work; interior restoration; interior renovation; or code compliance work.
b. The PDD shall review applications for work to be performed on any local landmark or or contributing structure within a locally designated historic district for compliance with the United States Secretary of the Interior Standards for Restoration or Rehabilitation, and any applicable historic preservation design guidelines, and shall issue an approval, denial, or approval with conditions and comments.
c. The application for a COA or approval of the scope of work can be submitted and reviewed simultaneously with landmark designation; however, no staff report regarding scope of work will be issued to the CAO or their designee prior to the approval of legislation for landmark status.
d. Any work not approved through the COA review process by the Jacksonville Historic Preservation Commission, PDD Staff, or determined to not meet the Secretary of the Interior Standards or other design guidelines will be removed from the list of qualified eligible expenses for consideration.

4. <u>REHAB Special Revenue Fund Grant Approval</u>

   Simultaneously, application shall be made to the CAO or their designee for funding pursuant to the REHAB Special Revenue Fund Guidelines. The CAO or their designee shall receive and analyze project information as outlined below:

   a. Rehabilitation plan to include:
      i. Proposed usage of the property following completion and contribution towards the relevant United States Secretary of Interior Standards and applicable design guidelines.
      ii. Demonstrated compliance with the purpose of the Trust Fund.
      iii. Proposed timeline of anticipated improvements and completion of work.
   b. Applications to include detailed Total Development Cost estimate for proposed acquisition and/or improvements along with sources and uses of funds, evidence of ownership or control of the subject property, and unless waived by the CAO or their designee, a thorough and detailed three-year pro forma financial statements (including time to stabilization).
   c. A detailed construction budget must be provided that reconciles to the contract with the General Contractor, and that clearly allocates costs between Restoration or Rehabilitation of the building Exterior, Restoration of Historic features on the building Interior, Rehabilitation of the building Interior, General Requirements and Overhead of the GC, and Code Compliance Renovations, as may be appropriate per the REHAB Special Revenue Fund Grant request being made.

d. Corporate applicants shall submit two most recent years' tax returns (if available) and nonprofit applicants shall submit 990s and/or audited financial statements.
e. Applications must be accompanied with a personal financial statement and the two most recent years' tax returns of principals with ownership of more than 20% of the project, the project's general partner, and/or the project's controlling member.
f. Provide evidence that all property, business, and income taxes are current.
g. Evidence of local Landmark or local contributing structure status for the subject property as outlined above or application for the same, to be submitted as appropriate for the request made.
h. PDD staff recommendation as to eligibility of the approved scope of work on any local landmark or local contributing structure shall be required prior to CAO or their designee or City Council approval of any program funding, however a contingent staff report will be accepted. The level of certainty required before presentation to the CAO or their designee or City Council will depend on the extent to which eligible costs exceed the request.

5. Following Final Funding Approval
    a. Upon approval by the CAO or their designee or City Council of REHAB Special Revenue Fund funding, the CAO or their designee staff will negotiate a proposed Rehabilitation Agreement and associated grant documents.
    b. The Rehabilitation Agreement will be routed for execution.
    c. The CAO or their designee to be provided copies of periodic inspections and/or progress reports as applicable.

6. Distribution of Funding
    a. The REHAB Special Revenue Fund Grant will be funded following review and approval of the Request for Disbursement by the Applicant following issuance of the last needed Certificate of Occupancy for the project.
    b. All work on approved buildings must be inspected by the Planning and Development Department or designee for compliance with the approved application prior to funding.
    c. COJ PDD, and CAO or their designee jointly, or other appropriate COJ Department, will verify that paid invoices submitted for reimbursement align with the construction budget as approved, and confirm Developer's compliance with previously approved building permits, COA, and all P DD, as applicable.
    d. All existing liens and code violations must be cleared prior to disbursement of funds and recordation of Loan security documents.
    e. Funds will be authorized for distribution in accordance with the approved Rehabilitation Agreement including evidence of all permanent funding commitments, satisfaction of all liens and waiver of claims from General Contractor and subcontractors, verification that there are no delinquent property taxes or other tax

obligations outstanding beyond their respective due dates, and other requirements as may be found in that agreement.