

Ventura County Family Justice Center Prospectus



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FOREWORD

Each year, law enforcement agencies respond to an alarming number of incidents of domestic violence. Even more alarming, estimates show that only 25 percent of such cases are actually reported to law enforcement. The reasons why victims fail to report domestic violence, sexual assault, stalking, human trafficking, elder or other forms of abuse, include: fear of the system, fear of the offender, religious beliefs, emotional ties to the abuser, threats to children or other family members, lack of money or resources, or simply not knowing that help is available.

Oftentimes, criminal and civil justice systems make it difficult for victims to seek help. Victims are required to travel from location to location to seek services that are scattered through a community or region. Victims may be required to tell their story over and over again to law enforcement, medical personnel, social service representatives, prosecutors, family law attorneys, behavioral health representatives, housing authorities and many others. The complexity of the system and the inaccessibility of readily available – often emergency – services make it easy for victims to become frustrated, stop seeking help, and ultimately return to their abusers. This often results in tragic consequences for themselves or their children.

To promote the coordination and teamwork needed to ensure an immediate and comprehensive response to such victims with the goal of promoting long-term stability for victims and families, a growing number of jurisdictions have established ***Family Justice Centers***. This model is comprised of professionals from law enforcement, children and family services, adult protective services, prosecutors' offices, medical personnel, domestic violence counselors, civil legal personnel, and numerous related agencies co-located in a single, readily accessible, state-of-the-art facility.

Consequently, the District Attorney's Office has prepared this prospectus for the establishment of the ***Ventura County Family Justice Center***. It is our hope that this prospectus will be a valuable resource to our potential Ventura County Family Justice Center partners so we can work together to stop the cycle of violence, protect the children, women, disabled, frail and disenfranchised in our community, and bring those who victimize them to justice.



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OVERVIEW

On August 12, 2007, six-year-old Sev'n Molina was playing video games — something he loved to do — when his mother's ex-boyfriend savagely attacked him with a meat cleaver leaving over 30 stab wounds and nearly decapitating him. His mother, Sandra, was badly disfigured from multiple wounds to her hands, arms, and torso as she tried to protect her young son who died of his injuries. Sandra spent 21 days in the hospital recovering from the physical wounds, but nothing can heal the memory of her son dying in front of her eyes as she lay helpless on the ground.

Unknown to her at the time of the attack, Sandra's ex-boyfriend had a history of domestic violence. He had committed numerous acts of physical violence, intimidation and vandalism against his common-law wife and killed the family dog. He had long exhibited all the classic signs of a domestic abuser. The unspoken tragedy is that the killer's common-law wife had simply lived with the abuse, not knowing, like many others living with domestic violence today, that the risks to themselves, their children and others escalate with time, resulting in tragedies such as the brutal, unprovoked murder of Sev'n Molina.

Sadly, the story of Sev'n Molina's murder is just one of a much larger number of despicable crimes occurring every year right here in our own backyard to our most vulnerable citizens. Such acts of domestic violence include sexual assault, child molestation, child physical abuse and neglect, elder and dependent adult abuse and neglect, as well as the multiple crimes committed against human trafficking victims working in the shadows of our community. The question is, what are we in Ventura County prepared to do about these crimes and how do we support these victims?

PART I-UNDERSTANDING THE PROBLEM

Between 2009 and 2013, there were 24 deaths resulting from family violence in Ventura County. During this same five-year period, local law enforcement handled nearly 16,000 calls reporting domestic violence incidents.¹ As the national media focuses on recent high-publicity domestic violence incidents with players in the National Football League and pop-culture icons, the case of Sev'n Molina and the dozens of other domestic violence homicides in our own community serve as a reminder that domestic violence is occurring right here in our own backyard ending in terrible, needless tragedy.

Casey Gwinn, president of the National Family Justice Center Alliance, stated:

*Between 50% and 75% of all children growing up in homes where violence occurs between adults are also being physically or sexually abused... Depending on the study, between 20% and 50% of all reported elder abuse is actually perpetrated by an intimate partner. It is domestic violence grown old.*²

In 2012, Ventura County law enforcement agencies received 7,478 domestic violence calls at a rate of roughly 13.4 domestic violence calls for every 1,000 Ventura County residents—more than twice the statewide average of 6.2 calls per 1,000 residents.³

Domestic violence includes all forms of violence against spouses, children, and elder and dependent adults.

Ventura County's Adult Protective Services reported an average of 1,882 complaints of elder abuse and 876 complaints of dependent adult abuse with the number of complaints having increased by 48 percent and 71 percent respectively over the last five years.⁴

Over 11,700 allegations of child abuse and neglect were reported in Ventura County in

¹ Extrapolated from 13.4 calls per service per 1,000 Ventura County residents figure cited in Hannah Guzik, *Domestic Violence Rates Up In Ventura County, Despite Statewide Decline*, <http://www.healthycal.org/archives/13566>, October 2, 2013.

² Gwinn C, Strack G, *Hope for Hurting Families: Creating Family Justice Centers Across America*, Volcano Press, Volcano, CA, p.191.

³ Hannah Guzik, *Domestic Violence Rates Up In Ventura County, Despite Statewide Decline*, <http://www.healthycal.org/archives/13566>, October 2, 2013.

⁴ Ventura County Adult Protective Services 5-year average, (2,250 elder abuse and 1,104 dependent adult complaints received in 2013).

2012 with 3,190 found to be substantiated or inconclusive.⁵ Nearly 270 cases of adult sexual assault or child sexual assault are referred to Ventura County's multi-disciplinary interview centers, Safe Harbor, every year for forensic interviews and medico-legal exams.⁶ It is estimated that nearly 60 percent of the female youth in the Ventura County Juvenile Justice Center have been sex-trafficked in short- or long-term situations in their young lives. In 2015, 270 elders received services from the District Attorney's Crime Victim's Assistance Unit.

As disturbing as these figures are, experts in the academic, service provider and law enforcement communities, all agree that crimes against these most vulnerable victims are underreported. In 2002, a California study estimated that approximately 700,000 women were victims of domestic violence over the previous 12-month period. In reality, that number represents about one-third of the actual cases reported to the California Department of Justice that year.⁷ The National Research Council estimated that only 1 in 14 cases of elder abuse ever comes to the attention of authorities.⁸ The New York State Elder Abuse Prevalence Study found that for every case known to programs and agencies, 24 were unknown.⁹ The Center for Disease Control and Prevention estimates that approximately one in four women experience severe physical violence by an intimate partner at some point in their lifetime.¹⁰

⁵ University of California, Berkeley, Center for Social Services Research/CWS-CMS 2012.

⁶ Ventura County Criminal Justice Information System data query, Ventura County Safe Harbor database, Ventura County Victim Services database, September 2014

⁷ Alicia Bugarin, *The Prevalence of Domestic Violence in California*, California Research Bureau, November 2002.

⁸ National Research Council. (2003) *Elder mistreatment: Abuse, neglect and exploitation in an aging America*. Washington, D.C.: The National Academies Press.

⁹ Lifespan of Greater Rochester, Inc., Weill Cornell Medical Center of Cornell University. & New York City Department for the Aging. (2011) *Under the Radar: New York State Elder Abuse Prevalence Study*. New York.

¹⁰ Centers for Disease Control and Prevention report, *Prevalence and Characteristics of Sexual Violence, Stalking, and Intimate Partner Violence Victimization— National Intimate Partner and Sexual Violence Survey*, United States, 2011

PART II-COSTS

While objective data and service providers help to establish the volume of crimes against our most vulnerable citizens in Ventura County, the financial and social impact of these crimes is more difficult to assess but equally disturbing. Each year, governmental and non-profit service agencies spend millions of dollars combating the effects of family violence on everything from emergency housing, medical services, psychiatric services, policing, prosecution, court services, incarceration and a host of other hidden costs. Elder and dependent adult abuse, child molestation/abuse/neglect, sexual assault and human trafficking all share similar social and intangible costs which are not easily measured but equally devastating.

In addition, these costs continue to compound as current crimes against these victims fuel future victimization and criminal behavior, particularly as children witnessing family violence or experiencing sexual exploitation grow into adulthood and face higher risks of becoming offenders or victims themselves. Sergeant Sharon Giles, supervisor of Oxnard Police Department's Sexual Assault and Family Protection Unit is a first-hand observer of the cycle of family violence. In a recent article, Sergeant Giles observed: "*Children who are exposed to these kinds of environments every day—if we don't intervene in one way or another—these children are going to grow up and become violent themselves.*"¹¹

Ventura County's Hidden Costs, Conservatively \$2.6M to \$10.4M/Yr

Every year Ventura County taxpayers, insurers, employers and others, shoulder significant but often unrecognized costs resulting from crimes against our most vulnerable citizens. Hidden costs are reflected in medical care insurance rates, public safety personnel costs, and lost productivity as employees call in sick in order to avoid the embarrassment of showing off injuries or while seeking medical care. An estimate of some of the losses related to domestic violence in Ventura County is summarized in the table on page 8.

¹¹ Hannah Guzik, *Domestic Violence Rates Up In Ventura County, Despite Statewide Decline*, California Health Report, <http://www.healthycal.org/archives/13566>, October 2, 2013.

It is important to note that although the estimates are limited to domestic violence, there are similar costs associated with every sexual assault, child abuse, elder abuse, dependent adult abuse and human trafficking case. Further, not only are the amounts of loss far less than the actual costs to our community, they are founded upon very conservative estimates of occurrence and monetary loss. Such losses are not simply write-offs for the cost of doing business in a modern society, they are willful preventable and avoidable.

Cost of Ventura County Family Violence (2009 to 2013)

	CONSERVATIVE- Based On Cases Submitted To The District Attorney For Filing (2008 to 2013)	MODERATELY CONSERVATIVE-Based On Calls For Service To Local Law Enforcement (2008 to 2013)	UNKNOWN- Only 55% of Domestic Violence Incidents Are Reported to Police
Ventura County's Estimated Medical Costs	\$2,251,000	\$8,624,000	\$18M+
Ventura County's Estimated Mental Health Costs	\$1,041,000	\$3,989,000	\$8M+
Ventura County's Estimated Wages Lost	\$2,336,000	\$8,949,000	\$18M+
Ventura County's Jail Incarceration	\$	\$	\$
Ventura County's Court, Prosecutor, Defense	\$	\$	\$
State Prison Incarceration Costs for Offenders Convicted of Homicide	\$7,804,000	\$7,804,000	\$7,804,000
5 Year Costs of Ventura County Family Violence	\$13M	\$30M	\$52M
Cost Per Year of Ventura County Family Violence	\$2.6M/Yr	\$6M/Yr	\$10.4M/Yr

The table above applies national, state and local data sources to determine an estimated range of costs resulting from family incidents occurring in Ventura County between 2008 and 2013.¹² The table should be viewed with the caveat that the cost estimates presented are grossly understated for a variety of reasons including: (1) family violence incidents are often unreported, (2) cost figures are based on national studies that apply national wage and service cost estimates per service delivered as opposed to the higher costs of goods and services applicable in California and (3) the available academic and professional research has yet to estimate the costs of family violence per incident on the criminal justice system; which are omitted from the above estimates.

¹² See Appendix I A-D

The column labeled CONSERVATIVE is based on a query of the Ventura County Criminal Justice Information Systems (VCCJIS) database which revealed that between 2009 and 2013, the Ventura County District Attorney's Office reviewed 14,683 reports of family violence submitted by local law enforcement agencies.¹³ The estimated total cost figure of \$13 million (\$2.6 million per year) is therefore conservative as it represents the number of incidents that law enforcement forwarded to the District Attorney, not the total number of incidents that were reported to local law enforcement.

The column labeled MODERATELY CONSERVATIVE is based on an estimate of the actual number of calls for service to local law enforcement for domestic violence in Ventura County at a rate of 13.4 calls per 1,000 residents. At an estimated cost of \$30 million (\$6 million per year), although yielding a larger total cost, is again an understatement of the total number of family violence incidents that actually occurred in Ventura County and does not consider the number of incidents that went unreported. The National Bureau of Justice Statistics (NBJS) estimates that only 55 percent of all incidents are actually reported to police).¹⁴

The final column labeled UNKNOWN, with an estimated cost of \$52 million (\$10.4 million per year), acknowledges that both of the other two columns significantly understate the costs of family violence in Ventura County because an additional 45 percent of family violence incidents are unreported to police per NBJS estimates.

A More In-depth Look at Criminal Justice System Costs

Only a few academic and professional researchers have attempted to estimate costs to the criminal justice system from domestic violence, elder abuse, sexual assault or child abuse and most of those have done so with significant caveats, namely that they are only looking at cases involving a fatality. One of the reasons for the deficiency in research in this area is that every jurisdiction's criminal justice system operates in a slightly different

¹³ Ventura County Criminal Justice Information System data query of September 2014 of family violence cases between 2009 and 2013.

¹⁴ *Nonfatal Domestic Violence, 2003-2012* U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Statistics, Special Report, April 2014 pg 9.

manner. What is known, is that the costs of family violence in terms of local law enforcement personnel are significant.

The National Institute of Justice (NIJ) estimates that 15 percent of all law enforcement costs are due to domestic violence, totaling \$67 billion per year.¹⁵ Similarly, the costs of prosecutors, investigators, public defenders, court staff, child protective services and a host of other personnel are incurred only after a police report is written and criminal charges filed. Given the volume of family violence incidents reported to law enforcement in Ventura County (roughly 11,000 per year), it is not difficult to imagine that the collective costs to local city governments via policing costs and county and state government via prosecutors, public defenders, bailiffs, judges, court staff, probation officers, etc., as a whole in Ventura County, rests in the range of millions of dollars per year. The table above on page 8 does not include the costs of reviewing, filing and issuing the roughly 2,000 applications for temporary restraining orders filed with the Ventura County Superior court every year.¹⁶

A More In-depth Look at Medical and Mental Health Care

National studies show that victims not only use the emergency room more frequently but also have increased health risks requiring medical attention for both acute physical injuries and longer term chronic medical and mental health conditions.

- Women who have experienced domestic violence are **80 percent** more likely to have a stroke, **70 percent** more likely to have heart disease, **60 percent** more likely to have asthma and **70 percent** more likely to drink heavily than women who have not experienced intimate partner violence.¹⁷
- Approximately **half** of all female victims of family violence report an injury of some kind, and about **20 percent** of them seek medical assistance.¹⁸

¹⁵ Alicia Bugarin, *The Prevalence of Domestic Violence in California*, California Research Bureau, November 2002.

¹⁶ Ventura County Victim Services database.

¹⁷ Adverse Health Conditions and Health Risk Behaviors Associated with Intimate Partner Violence, *Morbidity and Mortality Weekly Report*. February 2008. Centers for Disease Control and Prevention.

¹⁸ *National Crime Victimization Survey*, 1992-96, study of injured victims of violence, 1994.

- Battered women account for **25 percent** of women who attempt suicide and **25 percent** of women using psychiatric emergency service.¹⁹
- One study determined that approximately **63 percent** of female psychiatric inpatients had a history of physical abuse, the majority of which was inflicted by adults sharing their home.²⁰
- Another study that compared health care costs for victims of partner violence with non-victims in a large Midwest health plan found that victims incurred **\$1,775** per year more in health care costs than non-victims.²¹
- Elders who experienced abuse, even modest abuse, had a **300 percent** higher risk of death when compared to those who had not been abused.²²

A study conducted by the National Family Justice Center Alliance (NFJCA) in 2013 found that family violence victims place significant demands on local medical and mental health care systems. According to the NFJCA, **over half** of FJC clients had visited the emergency room in the prior year.²³

The study also found that local mental health care providers are impacted by family violence. One in three victims of acute or on-going family violence, had seen a mental health professional in the prior year.²⁴

¹⁹ P. Salber and E. Taliaferro, *The Physician's Guide to Domestic Violence: How to Ask the Right Questions and Recognize Abuse*, Volcano Press, Volcano, CA., 1995, p.9.

²⁰ P. Salber and E. Taliaferro, *The Physician's Guide to Domestic Violence: How to Ask the Right Questions and Recognize Abuse*, Volcano Press, Volcano, CA., 1995, p.9.

²¹ *Guidelines for Health Care of Intimate Partner Violence for California Health Care Professionals*, Dr. Connie Mitchell citing P. Tjaden et al., *Comparing Violence Over the Life Span in Samples of Same-Sex and Opposite Sex Cohabitants*.

²² Dong X, Simon M, Mendes de Leon C, Fulmer T, Beck T, Hebert L, et al. (2009) *Elder Self-neglect and Abuse and Mortality Risk in a Community-dwelling Population*. Journal of the American Medical Association, 302(5),517-526.

Dong X, Simon MA, Beck T, Farran, C., McCann, J., Mendes de Leon, C, et al. (2011). *Elder abuse and mortality: The Role of Psychological and Social Wellbeing*. Gerontology, 57(6), 549-558.

Lachs MS, Williams CS, O'Brien S, Pillemer KA, & Charlson ME. (1998). *The Mortality of Elder Mistreatment*. Journal of the American Medical Association, 280(5),428-432.

²³ See National Family Justice Alliance, 2013 FJC Director's Survey

²⁴ See National Family Justice Alliance, 2013 FJC Director's Survey

The Cost on Generations to Come

Estimating the costs of family violence in Ventura County for the short-term, although helpful, still leaves open the question of what the long term costs will be of having thousands of children in our community grow up in homes where they either witnessed repeated acts of violence or were being physically or sexually abused or became victims of human trafficking. These children will become our next generation of victims, abusers or inmates. National studies show that the impact of family violence has lasting effects on all involved and pose serious risks to future generations:

- Between **45 and 70 percent** of men who abuse their intimate partner, also abuse their children.²⁵
- Recent exposure to violence in the home is a significant factor in predicting a child's later violent behavior.²⁶
- Being abused or neglected as a child increases the likelihood of arrest as a juvenile by **53 percent** and of arrest for a violent crime as an adult by **38 percent**.²⁷
- Men who were exposed to their parents' violence are **twice** as likely to abuse their own wives compared to the sons of nonviolent parents.²⁸

The aggressive prosecution of family violence abusers in Ventura County is essential to halt immediate harm to women and children. However, without more, the cycle of violence will self-perpetuate. Without more effective methods of providing healing, stability and independence to our most vulnerable victims, the costs of law enforcement, medical and mental health care, prosecution and incarceration will continue to escalate. Children of abuse grow into adulthood and start their own cycle of family violence, criminality, substance abuse and aberrant social behavior.

²⁵ J.A. Gazmararian et al., *Violence and Reproductive Health: Current Knowledge and Future Research Directions*, Maternal and Child Health Journal, 2000, 146 (3), pp.309-10. See also G. Margolin. *Effects of Domestic Violence on Children*, in *Violence Against Children in the Family and Community*, P.K. Trickett and C.J. Shellenbach (eds.), American Psychological Association, Washington, D.C., 1998, pp. 57-101.

²⁶ M. I. Singer et al. *The Mental Health Consequences of Children's Exposure to Violence*, Cuyahoga Community Health Research Institute, Mandel School of Applied Social Sciences, Case Western Reserve University, Cleveland, OH, 1998.

²⁷ C.S. Wisdom, *The Cycle of Violence*, research in brief, National Institute of Justice, U.S. Department of Justice 1992.

²⁸ Murray A. Strauss et al., *Physical Violence in American Families: Risk Factors and Adaptations to Violence in 8,145 Families*, Transaction Publishers, new Brunswick, NJ, 1990.

PART III-THE FAMILY JUSTICE CENTER MODEL

Victims Need an Integrated Service Community

Victims of domestic violence, child abuse, sexual assault, human-trafficking and elder and dependent adult abuse are often socially and economically isolated. The range of services these victims need to be safe, to begin to recover, and to regain independence is beyond the ability of any one service provider to address unilaterally. At present, short term emergency services such as medical, safety planning, restraining order assistance, crisis counseling, transportation, clothing, food, childcare and shelter are provided through multiple community and governmental service agencies acting independently. Longer term support, such as substance abuse counseling, on-going therapy, family civil legal services, employment, non-shelter-based housing and a host of other services are also currently available but extremely limited and vastly decentralized. Ventura County's multiple government and community-based service providers do an excellent job of offering these services, but do so independently at different locations via a patchwork of referral networks in a largely non-integrated fashion. This places enormous burdens on victims and their families to research and access services.

Victims are expected to follow up with social services, family law attorneys, restraining order clinics, criminal justice appointments and appearances, employment counselors or interviews, and a myriad of other assistance providers, all at different locations and all with little money, limited transportation options and often with children in tow. Sadly most victims simply give up, worn out by the process, overwhelmed by the challenges or simply uninformed of the services available to them. Instead of having the courage to take the immediate steps necessary to secure the safety and security that they and their children need and moving on to long-term independence, they rationalize that it is easier to stay with the abuser ignoring the risks to themselves and their children. All too often they end up recanting their statements to the authorities and "forgiving" their abusers because they have lost hope. They simply never pursue the resources that could help them be safe, recover and build their independence.

The National Family Justice Center Model History

Funded as a public Safety Initiative in San Diego in 2002, the San Diego City Attorney's Office in partnership with the San Diego Police Department opened the first Family Justice Center in the United States. This model was so successful that President George Bush called for the creation of a National Family Justice Center Initiative in 2003 to fund the creation of FJCs throughout the United States.

The results were immediate and dramatic: In 1991, the City of San Diego reported 22 domestic violence homicides. In 1995, a similar review identified 13 such homicides. In 2002, the year the Center opened, the San Diego Police Department reported 9 domestic violence homicides. In 2003, the City of San Diego reported 7 such homicides and that number continued to drop. In 2004, 6 domestic violence homicides were reported, and in 2005 that number was down to 5.²⁹ Within a few short years of opening the San Diego Family Justice Center, family violence homicide rates had dramatically declined. In reflecting on the success of the family justice center model, former Head Deputy with the San Diego City Attorney's Office, Tim Campen stated:

It's the key to our success. We are going to trial less. We went from 80 jury trials in 2002 down to 32 in 2004. When detectives work together with the Forensic Medical Unit to put together well-investigated cases, those cases don't go to trial.

Deputy Campen estimated that within the first three years after the San Diego Family Justice Center began operations, the San Diego City Attorney's Domestic Violence Unit went from seeing 70 percent of their clients **not** wanting to participate in the prosecution to seeing nearly 70 percent willing to participate.³⁰

Similarly, in 2006, shortly before the Alameda County Family Justice Center began full operation, 55 percent of misdemeanor domestic violence cases were not charged because the victim refused to participate and the case was not otherwise provable. In the

²⁹ Gwinn C, Strack G, *Hope for Hurting Families: Creating Family Justice Centers Across America*, Volcano Press, Volcano, CA, p.183.

³⁰ Interview by Gael Strack with former Head Deputy City Attorney, Tim Campen, San Diego City Attorney's Office, December 2005 excerpt from Gwinn C, Strack G, *Hope for Hurting Families: Creating Family Justice Centers Across America*, Volcano Press, Volcano, CA, p.109.

ensuing three years, the percentage of cases that were not charged decreased from 55 percent in 2006 to 19 percent in 2009.³¹ Alameda County also experienced a dramatic drop in domestic violence homicides from 30 in 2001 to 7 in 2007.”³²

The court system has also benefited from the family justice center model through innovative partnerships that reduce demands on an already overburdened court system. In partnership with the San Diego Family Justice Center, Family Court Judge Timothy Tower was able to institute a new procedure called fax filings that authorized the Family Justice Center to prepare fax petitions for temporary restraining orders for approval without requiring the victim to be in court and without occupying expensive court time and resources. The court in turn faxes the signed order back to the victim at the Center. The result is a system that reduces traffic in the court and eliminates one more burden on the victim who is already overwhelmed accessing other services.³³

The success of the family justice center model is not limited to the criminal justice system. Dr. George McClane, former director of the San Diego Forensic Medical Unit, observed,

*As an ER physician, I became weary of what I would see every day in the Emergency Room...dozens of women who come very close to homicide—the stabbings, broken arms—the sad and horrific cases. The Forensic Medical Unit is a place where victims can seek help early without shame. And if victims don't seek help early on—then I will undoubtedly see them in the ER or at the coroner. Domestic violence is like cancer...if caught early—it can be treated. If ignored, it will kill you.*³⁴

³¹ Gwinn C, Strack G, *Dream Big: A Simple, Complicated Idea to Stop Family Violence*, Wheatmark, Tuscon, AZ, p.139.

³² Gwinn C, Strack G, *Dream Big: A Simple, Complicated Idea to Stop Family Violence*, Wheatmark, Tuscon, AZ, p.138.

³³ Gwinn C, Strack G, *Hope for Hurting Families: Creating Family Justice Centers Across America*, Volcano Press, Volcano, CA, p.107.

³⁴ Interview by Gael Strack with former Director of San Diego Forensic Medical Unit, Dr., George McClane excerpt from Gwinn C, Strack G, *Hope for Hurting Families: Creating Family Justice Centers Across America*, Volcano Press, Volcano, CA, p.109.

PART IV-PARTNERS & PLANNING FOR A VENTURA COUNTY FAMILY JUSTICE CENTER

In the preparation of this report, site visits were conducted at family justice centers located in Riverside, San Diego and Van Nuys. At each center, the directors of those sites were interviewed about the process of building their respective centers as well as the challenges and lessons learned from their experiences. The directors of more than a dozen other centers across the nation were contacted in an effort to understand the fundamental elements of their center's operations. The results of these contacts have formed the basis for this section and helped to provide a vision of how our family justice center can be built in Ventura County and what it might look like.

Finding the Right Partners

The National Family Justice Center Alliance has identified a set of services, categories of service providers and activities which they deem non-negotiable as part of any family justice center to be certified as a National Family Justice Center Alliance affiliate. (See Appendix VI for a flow chart of services). These non-negotiables include:

1. Centralized intake process with on-site information sharing and victim confidentiality
2. Co-located local law enforcement
3. Co-located domestic violence and sexual assault community based organizations
4. Co-located prosecutor
5. Co-located civil legal services³⁵

In addition to the above, the National Family Justice Center Alliance highly recommends that Affiliates offer the following partners and programs on-site:

- Interfaith Chaplaincy Program
- Forensic Medical Services
 - Sexual Assault
 - Domestic Violence
 - Strangulation

³⁵ National Family Justice Center Alliance, *Family Justice Center Report Card*, May 12, 2014. See also Appendix II.

- Child Abuse
- Child Abuse Agency
 - Child Protective Services
 - Child Advocacy Center
- Elder Abuse Agency
 - Adult Protective Services
 - Multi-Disciplinary Team
 - Elder Abuse Team
- Human Trafficking Agency
- Medical/Health Services
- Mental Health Services
- On-Site Childcare
- Transportation Assistance
- Volunteer Program
- Cultural and Linguistic Competence
- High Risk Team³⁶

Ventura County is fortunate to have many of the essential service providers as required by National Family Justice Center Alliance already in place. Identifying and incorporating more comprehensive services and providers is the next step in this process.

Strategic Planning

Once essential partners are identified, the most critical phase of development involves bringing essential partners together to engage in strategic planning. Casey Gwinn and Gael Strack, founders of the family justice center movement and co-authors of “Dream Big Start Small: How to Start and Sustain a Family Justice Center” state:

Strategic planning for a Family Justice Center is the most critical foundational piece of the entire journey...[the] family justice center is...not about a building. It is about relationships. It is about transforming the way services are provided

³⁶ National Family Justice Center Alliance, *Family Justice Center Report Card*, May 12, 2014. See also Appendix II.

*to victims. It is about agencies holding each other accountable and letting survivors hold them all accountable for how services are provided. And because Centers seek to bring together police, prosecutors, and community based service providers along with many other partners, the model is complex. This makes the planning process critical to success.*³⁷

The National Department of Justice via its research arm, the NIJ, is currently in the process of studying the efficacy of and defining what it means to be a family justice center. The NFJCA is teaming up with researchers from the NIJ, along with a number of academic institutions as a partner in the study. It is widely believed that the NIJ study is a precursor to an initiative intended to provide federal grant funding for family justice centers which incorporate the services and service providers which the NFJCA has deemed non-negotiable or highly recommended.

At present, the NFJCA offers a Technical Assistance and Strategic Planning service to emerging family justice centers which includes assisting centers with:

- Strategic Planning
- Conducting a Snapshot Analysis
- Developing a Funding and Sustainability Plan
- Coordinating a Grand Opening Event
- Website Design
- Publication of Guiding Principles, and
- Participation at National Family Justice Center Annual Conferences and Leadership Summits³⁸

Involving the NFJCA's Technical Assistance and Strategic Planning services in the development of Ventura County's Family Justice Center would provide not only much needed additional resources to the development of our FJC but will also ensure that the

³⁷ *How to Start a Family Justice Center Initiative in Your Community*, Strack & Gwinn 2010 pp 27.

³⁸ National Family Justice Center Alliance, *Family Justice Center Report Card*, May 12, 2014. See also Appendix II.

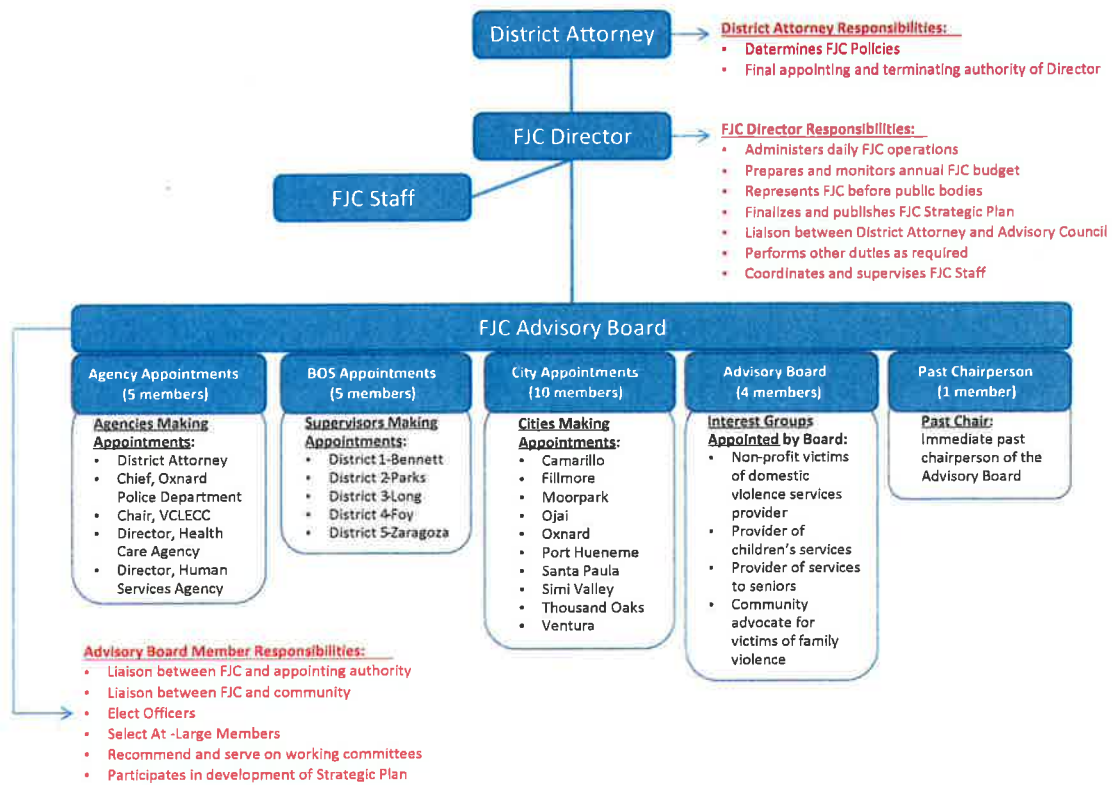
end result is a center which qualifies for NFJCA Affiliate status and any federal funding that may follow.

Governance Structure

Governance structures for family justice centers vary throughout the country. It is not uncommon for family justice centers to be their own non-profit organizations governed by a board of directors or to be developed independently and then merge with an existing non-profit with its governance structure. Similarly, family justice centers that emerge from public agencies such as prosecutor's offices or police departments often administer their family justice centers as divisions or units within their existing structures or develop independent non-profits that employ steering committees to provide center leadership.

The Ventura County's Family Justice Center is a unique mixture of both the non-profit and public agency approach. The District Attorney's Office will adopt an Advisory Board approach which will take advantage of the funding and partnership potential derived from committee governance, while at the same time capitalizing on the stability and infrastructure of a public agency. One of the primary benefits of involving a board or committee in the development and future operations of a family justice center is that it provides greater opportunity for a community's political, business and advocacy leaders to become invested in the success of the center. Board participation transforms a center from being one agency's pet project into a community project in which additional political and business capital can be leveraged.

Described in the chart below is an overview of the proposed Ventura County Family Justice Center governance structure.



The Advisory Board would consist of members of the public nominated by representatives from key stakeholders in local government, participating agencies and advocacy groups. Those agencies would nominate members of the public, who have the time and interest in serving victims of family violence.

The Advisory Board would be largely self-governing and guided by a set of by-laws. Unlike most boards of directors or steering committees, the Family Justice Center Advisory Board's activities would involve the development of resources, expanding partnerships and the creation of innovative services on behalf of the FJC—not establishing policy or providing operational oversight. As a self-governing body, electing its own officers, developing its own committees and engaging in on-going strategic planning, the Advisory Board would provide a working group of stakeholders that perpetually seek to improve the FJC's services from an objective and non-territorial, victim centered perspective.

Appendix III contains a draft of the by-laws that more fully describes the Advisory Board's purpose, function and operation.

Staffing

All participating agencies will be responsible for assigning staff to be co-located at the FJC in-kind.

Financial Structure

The District Attorney's Office will assume responsibility for expenses related to the labor costs of its employees and the FJC Director. The District Attorney's Office will also assume responsibility for expenses related to the Center's rent (if any) utilities, maintenance and repair, business machines, information technology and general supplies, utilizing its Fiscal and Administrative Services unit to manage grants, process payments and procure services. The District Attorney's Office will ensure adherence to an audit-tested system of financial management, internal controls and administrative infrastructure.

Similarly, partnering agencies would continue to assume the financial responsibilities associated with their own staff and any specialized business equipment or services they need. For new grants written in partnership with the Center that principally fund a partner's staff, equipment or services, the Center shall be written into a portion of the budget to cover any shared administrative burdens and facilities costs born by the Center.

Facilities

Existing Family Justice Centers have identified the following as critical to the building of an FJC facility: (1) building and parking security, (2) confidential offices for service providers/client services (3) child-friendly waiting area, (4) adult-friendly waiting area, (5) basic medical and examination area, (6) separate law enforcement area, (7) training facilities, and (8) located near public transportation lines. All of these elements need to be designed with the goal of being welcoming to families in turmoil and inspire a sense

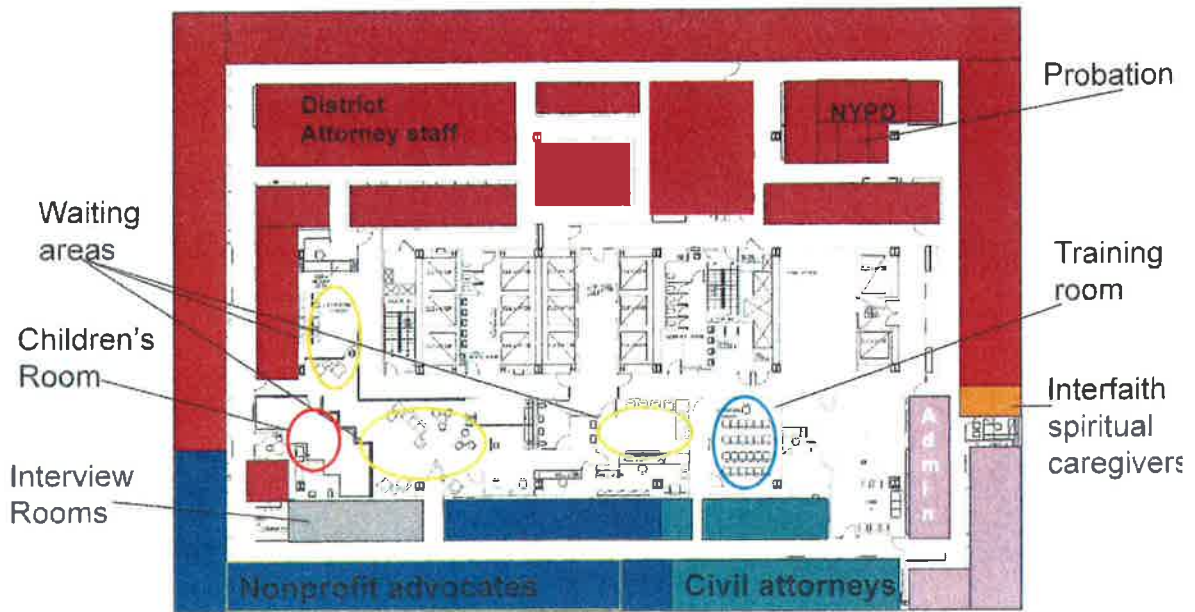
of safety, security and hope. Additional facilities to be considered should include secure, temporary housing, faith based services, civil legal services, basic supplies of diapers, clothing, toiletries, a mock courtroom, and other services designed to encourage independence.

It is estimated that the size of the facility needed in Ventura County is between 35,000 and 60,000 square feet, preferably in a secure and safe area. Even at a favorable market rate of \$150 per square foot for a commercial building, the estimated cost to purchase a building of this size is between \$5.25M and \$7.5M.³⁹ Renovation and build-out to meet the specific requirements of a center could cost anywhere between an additional \$500,000 to \$1,000,000.

In some communities such as Van Nuys, Riverside, San Diego and a number of other FJCs in California, the buildings are owned by municipal or county governments or universities and donated to house a family justice center. In other communities around the country, the facilities were built from the ground up after lengthy capital campaigns.

Although the designs and layout vary from center to center based on the characteristics and limitations of the building, the diagram below provides a good example of the typical elements of a family justice center floor plan.

³⁹ Ventura County Star, "Oxnard building sells for \$3.2 million" August 6, 2014. See also Appendix IV.



Location

Ideally, Ventura County's Family Justice Center would be located in the City of Oxnard:

- The majority of Ventura County's domestic violence cases originate in Oxnard (5,426 or 37 percent of all domestic violence incidents reported to the District Attorney's Office over the last five years and 1,509 or 39 percent of all domestic violence cases filed over the last five years).⁴⁰
- The majority of Ventura County's temporary restraining orders originate in Oxnard (2,035 or 37 percent of all temporary restraining orders issued over the last four years).⁴¹
- The majority of adult sexual assaults and child physical or sexual abuse cases referred to the Safe Harbor multi-disciplinary interview center originate in Oxnard (900 cases or 28 percent of all cases over the last 12 years).⁴²
- Oxnard has the largest municipal population in Ventura County of 203,007 (2013 Census Estimate).⁴³

⁴⁰ Ventura County Criminal Justice Information System database query of September 2014 of domestic violence cases between 2009 and 2013.

⁴¹ District Attorney's Crime Victim Services database query of August 2014 of restraining orders assisted between 2009 and 2013.

⁴² Safe Harbor Multidisciplinary Interview Center database query of August 2014 of victims seen from 2002 to 2013.

⁴³ <http://quickfacts.census.gov/qfd/states/06/06111.html>, September 2014.

- Oxnard is centrally located along the 101 corridor with respect to Moorpark, the Santa Clara Valley communities, Ventura and the communities of Thousand Oaks and Camarillo.

Funding and Sustainability

Partnering agencies whether they are non-profits or governmental entities tend to remain committed to on-site co-location at family justice centers when they enter the partnership knowing at the outset that the burden of covering the costs of on-site staffing are their respective burdens. In other words, when partners clearly understand and commit to providing services at a center, they do so not by creating new costly positions but rather by reallocating current staff performing essentially the same job functions at a different location making them less likely to overextend resources based on temporary grant funding. They are also less likely to pull out of a commitment to the center once those temporary grants terminate.

Even with personnel costs contributed in-kind by participating agencies, the administrative and operating costs of a family justice center can be significant. Expenses such as rent, office supplies, office equipment, maintenance and janitorial services, require on-going revenue from a diverse range of government, grant and private funding sources.

One potential source of funding can be found in existing law that requires the collection of fees for certified copies of fetal death or death records and marriage or birth certificates. In some jurisdictions the board of supervisors has been authorized to establish a county children's trust fund based on increased fees for certified copies of birth certificates. In Contra Costa County, Senate Bill 968 authorized the Board of Supervisors to increase these fees by up to \$4 for the purpose of funding the governmental oversight and coordination of domestic violence prevention, intervention, and prosecution efforts in Contra Costa.⁴⁴ These efforts have resulted in the dedication of roughly \$200,000 to \$250,000 per year in fee revenues to the Contra Costa Family Justice

⁴⁴ See also Appendix V

Center to cover operational expenses. Sacramento and other counties are working on similar enabling legislation that would authorize their local board of supervisors to increase certified copy fees to fund their developing family justice center efforts. Establishing a certified copy fee program in Ventura County would likely generate revenues in the range of \$150,000 to \$200,000 annually given Ventura County's slightly smaller population size compared to Contra Costa (see Appendix V for full text of SB 968).

Another potential funding source is through partnerships with programs such as the United Way, Ventura County Medical Foundation, Ventura County's Payroll Deduction program as well as annual fundraisers. An active and dynamic Advisory Board will build upon these efforts through independent fundraising efforts or partnerships in a way that a governmental agency alone could not achieve.

Finally, one common federal source of grant funding for family justice centers is the Grants to Encourage Arrest Policies and Enforcement of Protection Orders program (GTA). The GTA grant program permits applicants from counties the size of Ventura to apply for up to \$650,000 in grant funding over a three-year period. As previously indicated, the U.S. Department of Justice via the National Institute of Justice is currently conducting a national survey in conjunction with the National Family Justice Center Alliance in an effort to define what activities and services qualify a center as a family justice center. This effort is seen as a precursor to establishing a federal funding program aimed at funding qualifying family justice centers.

Although foundations are typically reluctant to invest in the on-going operational costs of projects, the District Attorney's Office has had prior success with the California Endowment in securing \$1.3M for start-up costs associated with its Safe Harbor Multi-Disciplinary Interview Center program. Similarly, a number of foundations with a presence in Ventura County that include the Amgen Foundation, Avon Foundation, and Blue Shield have supported the cause of combating family violence. All of these entities are potential contributors to a family justice center.

PART V-CHALLENGES & CONCLUSION

Partnership Challenges

Although there is a rich history of non-profit and governmental partnership in Ventura County, it has been a challenge in other jurisdictions to bridge the philosophical divides between potential partners. Governmental agencies such as law enforcement have the primary focus of holding offenders accountable while non-profit advocacy groups focus on meeting the emergency needs of victims. Similarly, potential non-profit advocacy group partners are sometimes in competition with one another for resources to serve victims. This reality can make co-locating diverse potential partners into one physical space and integrating their services challenging. Collaborative efforts such as the Safe Harbor Multi-disciplinary Interview Centers, Partnership for Safe Families, Ventura County Coalition Against Human Trafficking, Ventura County Domestic Violence Task Force, Elder Abuse Rapid Response Team and a litany of other collaborations indicate that through its focus on the shared interests of providing model services, Ventura County's agencies and community partners have already been able to break through many of the territorial issues that must be overcome to create a viable family justice center.

Fundraising Challenges

One of the biggest challenges for all centers is maintaining a stable funding stream to cover on-going operational costs once a center is open. Additionally, government-based centers have a harder time diversifying funding since governmental entities are restricted from engaging independently in certain fundraising and lobbying activities and generally perceived by the donor community as already taxpayer funded and either ineligible for or not a priority for foundation grants.

Establishing a fee for certified copies program in Ventura County, similar to the program in Contra Costa County, will go a long way towards creating a stable revenue stream capable of offsetting the majority of the Center's operational costs (an estimated \$150,000 to \$200,000 per year). In addition, the creation of a dynamic Advisory Board capable of hosting fundraising events and the Center's partnership with local foundations

will make it more attractive for individual donors and other non-profit foundations to contribute to the Center.

Building Challenges

Finding a suitable 35,000 to 60,000 sq. ft. building in Oxnard will be perhaps the most difficult challenge the Center faces. In many ways, the building determines all other aspects of the Center from the number and nature of partners that can be co-located at the site, to the costs of the Center. Until a particular building is identified, even approaching potential funders such as foundations and individual donors becomes immeasurably more difficult given that there are no known actual costs that they are being asked to offset and less certainty that the project will ever be realized.

Without question, identifying a suitable building for the FJC is the project's top priority. Given the size and diversity of properties in Oxnard, it is realistic to think that local political leaders and an active Advisory Board can identify more than one potential building that meets the needs of an FJC. Once that happens, the Advisory Board, potential partners, and all involved can focus on the task of determining the costs of acquisition and build-out and developing a realistic plan and timetable for addressing those costs.

Conclusion

"Courage is the human virtue that counts most—courage to act on limited knowledge and insufficient evidence. That's all any of us have." Robert Frost

None of the directors interviewed during the preparation of this document said that building a family justice center in their community was easy. In fact, many characterized it as the "leap of faith" of their lives. Building a family justice center in Ventura County will no doubt be fraught with challenges. Some of these challenges have been outlined here and others will arise that nobody foresees, but these challenges can be overcome and the reward is worth it.

There are an estimated 16,000 families calling local law enforcement in Ventura County every year looking for help from something like a Ventura County Family Justice Center.⁴⁵ All of those families are filled with men, women and children who have the potential to add unmeasurably to the cultural, social, and economic viability of our community, or if left un-aided, greatly add to the costs of our community.

Together we can stop the cycle of violence plaguing our community and give hope to our victims – one step at a time, but we must begin with that first step.

⁴⁵ Extrapolated from 13.4 calls per service per 1,000 Ventura County residents figure cited in Hannah Guzik, *Domestic Violence Rates Up In Ventura County, Despite Statewide Decline*, <http://www.healthycal.org/archives/13566>, October 2, 2013.

APPENDIX I-A

Estimated Medical Care Costs Resulting From Domestic Violence In Ventura County (2009 to 2013)

Conservative Estimate Based On Cases Reviewed By The Ventura County District Attorney

Total number of domestic violence cases submitted by law enforcement to the District Attorney for review (2009 to 2013) ¹		14,683
Average national health care costs per non-fatal intimate partner violence (IPV) physical assault incident		
emergency room visits	\$	35.69
outpatient visits	\$	23.90
hospital overnights	\$	429.19
physician visits	\$	21.69
dental visits	\$	15.06
ambulance/paramedic services	\$	2.32
physical therapy	\$	19.65
Total averaged national health care costs per non-fatal IPV physical assault incident ²	\$	547.50
Domestic violence cases submitted by law enforcement to the District Attorney for review 2009 to 2013		14,683
		X
National average percentage of IPV physical assault victims requiring medical care ³		28%
Total estimated number of Ventura County IPV victims requiring medical care between 2009 to 2013		4,111
Total averaged national health care costs per non-fatal IPV physical assault incident ⁴	\$	547.50
Estimated Number of County victims requiring medical care 2009 to 2013		4,111
Estimated Cost of Medical Services Costs in Ventura County from IPV Physical Assaults From 2009 to 2013	\$	2,250,773

Moderately Conservative Estimate Based On Domestic Violence Law Enforcement Calls For Service Per Capita In Ventura County

Ventura County's estimated average population 2009 to 2013		839,620
Ventura County's estimated average population 2009 to 2013 per 1,000		839.62
Ventura County's estimated average domestic violence law enforcement calls per 1000 population 2009 to 2013 ⁵		13.40
Ventura County's Estimated Number of Domestic Violence Incidences per year between 2009 to 2013		11,251
National average of IPV physical assault victims requiring medical care ⁶		28%
Total estimated number of Ventura County IPV victims requiring medical care per year between 2009 to 2013		3,150
		X
Number of years 2009 to 2013		5
Total estimated number of Ventura County IPV victims requiring medical care between 2009 to 2013		15,751
		X
Total averaged national health care costs per non-fatal IPV physical assault incident ⁷	\$	547.50
Estimated Cost of Medical Services in Ventura County from IPV Physical Assaults from 2009 to 2013	\$	8,623,820.98

Both of the above figures understate the actual cost since the National Institute of Justice estimates that only 55% of domestic violence is reported to police.⁸

Data Sources

- (1) Ventura County Criminal Justice Information System query
- (2) "Costs of Intimate Partner Violence Against Women in the U.S.", Dept. Health and Human Services, Centers for Disease Control and Prevention, Atlanta, Georgia, March 2003 pp41
- (3) "Costs of Intimate Partner Violence Against Women in the U.S.", Dept. Health and Human Services, Centers for Disease Control and Prevention, Atlanta, Georgia, March 2003 pp29
- (4) "Costs of Intimate Partner Violence Against Women in the U.S.", Dept. Health and Human Services, Centers for Disease Control and Prevention, Atlanta, Georgia, March 2003 pp41
- (5) Hannah Guzik, Domestic Violence Rates Up In Ventura County, Despite Statewide Decline, <http://www.healthycal.org/archives/13566>, October 2, 2013
- (6) "Costs of Intimate Partner Violence Against Women in the U.S.", Dept. Health and Human Services, Centers for Disease Control and Prevention, Atlanta, Georgia, March 2003 pp29
- (7) "Costs of Intimate Partner Violence Against Women in the U.S.", Dept. Health and Human Services, Centers for Disease Control and Prevention, Atlanta, Georgia, March 2003 pp41
- (8) "Nonfatal Domestic Violence, 2003-2012," U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Statistics Special Report, April 2014.

APPENDIX I-B

Estimated Mental Health Services Costs Resulting From Domestic Violence In Ventura County (2009 to 2013)

Conservative Estimate-Based On Cases Reviewed By The Ventura County District Attorney

Total number of domestic violence cases submitted by law enforcement to the District Attorney for review (2009 to 2013) ¹		14,683
Average national mental health costs per non-fatal intimate partner violence (IPV) physical assault incident ²	\$	268.57
Domestic violence cases submitted by law enforcement to the District Attorney for review 2009 to 2013		14,683
National average percentage of IPV physical assault victims obtaining mental health services ³		X 26.4%
Total estimated number of Ventura County IPV victims obtaining mental health services between 2009 to 2013		3,876.31
Total averaged national mental health services costs per non-fatal IPV physical assault incident ⁴	\$	268.57
Estimated number of Ventura County victims obtaining mental health services between 2009 to 2013		3,876
Estimated Cost of Mental Health Services Costs in Ventura County from IPV Physical Assaults From 2009 to 2013	\$	1,041,061

Moderately Conservative Estimate-Based On Domestic Violence Law Enforcement Calls For Service Per Capita In Ventura County

Ventura County's estimated average population 2009 to 2013		839,620
Ventura County's estimated average population 2009 to 2013 per 1,000		839.62
Ventura County's estimated average domestic violence law enforcement calls per 1000 population 2009 to 2013 ⁵		13.40
Ventura County's Estimated Number of Domestic Violence Incidences per year between 2009 to 2013		11,251
National average percentage of IPV physical assault victims obtaining mental health services ⁶		26.4%
Total estimated number of Ventura County IPV victims obtaining mental health services per year between 2009 to 2013		2,970.24
Number of years 2009 to 2013		X 5
Total estimated number of Ventura County IPV victims obtaining mental health services between 2009 to 2013		14,851
Total averaged national mental health services costs per non-fatal IPV physical assault incident ⁷	\$	268.57
Estimated Cost of Mental Health Services in Ventura County from IPV Physical Assaults from 2009 to 2013	\$	3,988,586.40

Both of the above figures understate the actual cost since the National Institute of Justice estimates that only 55% of domestic violence is reported to police.⁸

Data Sources

- (1) Ventura County Criminal Justice Information System query
- (2) "Costs of Intimate Partner Violence Against Women in the U.S.", Dept. Health and Human Services, Centers for Disease Control and Prevention, Atlanta, Georgia, March 2003 pp41
- (3) "Costs of Intimate Partner Violence Against Women in the U.S.", Dept. Health and Human Services, Centers for Disease Control and Prevention, Atlanta, Georgia, March 2003 pp30
- (4) "Costs of Intimate Partner Violence Against Women in the U.S.", Dept. Health and Human Services, Centers for Disease Control and Prevention, Atlanta, Georgia, March 2003 pp41
- (5) Hannah Guzik, Domestic Violence Rates Up In Ventura County, Despite Statewide Decline, <http://www.healthycal.org/archives/13566>, October 2, 2013
- (6) "Costs of Intimate Partner Violence Against Women in the U.S.", Dept. Health and Human Services, Centers for Disease Control and Prevention, Atlanta, Georgia, March 2003 pp30
- (7) "Costs of Intimate Partner Violence Against Women in the U.S.", Dept. Health and Human Services, Centers for Disease Control and Prevention, Atlanta, Georgia, March 2003 pp41
- (8) "Nonfatal Domestic Violence, 2003-2012.", U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Statistics Special Report, April 2014.

APPENDIX I-C

Estimated Value of Income Lost Resulting From Domestic Violence In Ventura County (2009 to 2013)

Conservative Estimate-Based On Cases Reviewed By The Ventura County District Attorney

Total number of domestic violence cases submitted by law enforcement to the District Attorney for review (2009 to 2013) ¹	14,683
Average national percentage of victims missing days of paid work per non-fatal intimate partner violence (IPV) physical assault incident ²	17.5%
Domestic violence cases submitted by law enforcement to the District Attorney for review 2009 to 2013	14,683
	X
National average percentage of IPV physical assault victims missing paid work days resulting from incident ³	17.5%
Total estimated number of Ventura County IPV victims missing paid work days from incidents between 2009 to 2013	2,569.53
National average number of days of paid work missed per IPV physical assault incident ⁴	7.2
	X
Estimated number of Ventura County IPV victims missing paid work days resulting from incident between 2009 to 2013	2,569.53
Total estimated number of days of paid work missed in Ventura County by IPV physical assault victims between 2009 to 2013	18,500.58
	X
Estimated hours worked per day	8
Total estimated number of hours of paid work missing in Ventura County by IPV physical assault victims between 2009 to 2013	148,004.64
Ventura County per capita annual income (2008 to 2012) ⁵	\$ 32,826
	/
Estimated number of hours worked per year	2,080
Estimated Ventura County per capita hourly rate of pay (2008 to 2012)	\$ 15.78
Estimated number of hours of paid work missed in Ventura County by IPV physical assault victims between 2009 to 2013	148,004.64
	X
Estimated Ventura County per capita hourly rate of pay (2008 to 2012)	\$ 15.78
Estimated Value of Income Lost by Ventura County IPV Physical Assault Victims from 2009 to 2013	\$ 2,335,769.38

Moderately Conservative Estimate-Based On Domestic Violence Law Enforcement Calls For Service Per Capita In Ventura County

Ventura County's estimated average population 2009 to 2013	839,620
Ventura County's estimated average population 2009 to 2013 per 1,000	839.62
Ventura County's estimated average domestic violence law enforcement calls per 1000 population 2009 to 2013 ⁶	13.40
Ventura County's Estimated Number of Domestic Violence Incidences per year between 2009 to 2013	11,250.91
National average percentage of IPV physical assault victims missing paid work days resulting from incident ⁷	17.5%
Total estimated number of Ventura County IPV victims obtaining mental health services per year between 2009 to 2013	1,968.91
	X
Number of years 2009 to 2013	5
Total estimated number of Ventura County IPV victims losing days of paid work between 2009 to 2013	9,844.54
National average number of days of paid work missed per IPV physical assault incident ⁸	7.2
	X
Estimated number of Ventura County IPV victims missing paid work days resulting from incident between 2009 to 2013	9,844.54
Total estimated number of days of paid work missed in Ventura County by IPV physical assault victims between 2009 to 2013	70,880.72
	X
Estimated hours worked per day	8
Total estimated number of hours of paid work missing in Ventura County by IPV physical assault victims between 2009 to 2013	567,045.76
Ventura County per capita annual income (2008 to 2012) ⁹	\$ 32,826
	/
Estimated number of hours worked per year	2,080
Estimated Ventura County per capita hourly rate of pay (2008 to 2012)	\$ 15.78
Estimated number of hours of paid work missed in Ventura County by IPV physical assault victims between 2009 to 2013	567,045.76
	X
Estimated Ventura County per capita hourly rate of pay (2008 to 2012)	\$ 15.78
Estimated Value of Income Lost by Ventura County IPV Physical Assault Victims from 2009 to 2013	\$ 8,948,963.57

Both of the above figures understate the actual cost since the National Institute of Justice estimates that only 55% of domestic violence is reported to police.¹⁰

Data Sources

- (1) Ventura County Criminal Justice Information System query
- (2) "Costs of Intimate Partner Violence Against Women in the U.S.", Dept. Health and Human Services, Centers for Disease Control and Prevention, Atlanta, Georgia, March 2003 pp31
- (3) "Costs of Intimate Partner Violence Against Women in the U.S.", Dept. Health and Human Services, Centers for Disease Control and Prevention, Atlanta, Georgia, March 2003 pp31
- (4) "Costs of Intimate Partner Violence Against Women in the U.S.", Dept. Health and Human Services, Centers for Disease Control and Prevention, Atlanta, Georgia, March 2003 pp26
- (5) "http://quickfacts.census.gov/qfd/states/06/06111.html 9/24/2014"
- (6) Hannah Guzik, Domestic Violence Rates Up In Ventura County, Despite Statewide Decline, <http://www.healthycal.org/archives/13566>, October 2, 2013
- (7) "Costs of Intimate Partner Violence Against Women in the U.S.", Dept. Health and Human Services, Centers for Disease Control and Prevention, Atlanta, Georgia, March 2003 pp31
- (8) "Costs of Intimate Partner Violence Against Women in the U.S.", Dept. Health and Human Services, Centers for Disease Control and Prevention, Atlanta, Georgia, March 2003 pp26
- (9) "http://quickfacts.census.gov/qfd/states/06/06111.html 9/24/2014"
- (10) "Nonfatal Domestic Violence, 2003-2012.", U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Statistics Special Report, April 2014.

APPENDIX I-D

Estimated Medical/Mental Health/Police/Fire/State Prison Incarceration Costs From Ventura County Family Violence Homicides (2009 to 2013)

Estimated National Average of Medical, Mental Health and Police and Fire costs per IPV Homicide

Medical Care/Ambulance ¹	\$	26,422.3
Mental Health Services ²	\$	7,780.8
Police/Fire Services ³	\$	2,095.6
Estimated cost of medical, mental health and police/fire services per IPV homicide	\$	36,298.7
		X
Total number of Ventura County family violence homicide cases (2009 to 2013) ⁴		22
Total estimated medical, mental health, police/fire response costs in Ventura County family violence homicide cases (2009 to 2013)	\$	798,571.40

Estimated Cost of California State Prison Incarceration Per Inmate Per Year

Security	\$	24,458
Inmate health care	\$	16,042
facility operations and records	\$	5,077
administration	\$	2,595
Food & activities	\$	2,761
Rehabilitation	\$	926
Miscellaneous	\$	31
Total estimated cost of state prison incarceration per inmate per year ⁵	\$	51,890
		X
Total number of years of incarceration in state prison sentences from Ventura County family violence homicides (2009 to 2013) ⁶		135
Total Estimated cost of incarceration in state prison from Ventura County family violence homicide convictions (2009 to 2013)	\$	7,005,150
		+
Total estimated medical, mental health, police/fire response costs in Ventura County family violence homicide cases (2009 to 2013)	\$	798,571.40

Total Estimated medical, mental health, police/fire and state prison incarceration cost of Ventura County homicide convictions (2008 to 2013) \$ 7,803,721

The above figures significantly understate the actual cost since the estimates do not include the majority of criminal justice system costs associated with homicide prosecution, defense and trial. There has not been comprehensive national study of these costs with which to base estimates on.⁷

Data Sources:

(1) "Costs and Consequences of Victimization: A New Look," National Institute of Justice, T. Miller, M. Cohen, B. Wiersema, January 1996, pp9 and 12 identify as \$1,300. Figure has been adjusted to include inflation from 1993 dollars to 2013 using a factor of 61.2% based on "US Inflation Calculator based on CPI data <http://www.usinflationcalculator.com> 9/26/14.

(2) "Costs and Consequences of Victimization: A New Look," National Institute of Justice, T. Miller, M. Cohen, B. Wiersema, January 1996, pp9 and 12 identify as \$1,300. Figure has been adjusted to include inflation from 1993 dollars to 2013 using a factor of 61.2% based on "US Inflation Calculator based on CPI data <http://www.usinflationcalculator.com> 9/26/14.

(3) "Costs and Consequences of Victimization: A New Look," National Institute of Justice, T. Miller, M. Cohen, B. Wiersema, January 1996, pp9 and 12 identify as \$1,300. Figure has been adjusted to include inflation from 1993 dollars to 2013 using a factor of 61.2% based on "US Inflation Calculator based on CPI data <http://www.usinflationcalculator.com> 9/26/14.

(4) Ventura County Criminal Justice Information Systems database query September 2014

(5) "California's Criminal Justice System: A Primer," Legislative Analysts Office, <http://lao.ca.gov/reports/2013/crim/criminal-justice-primer/criminal-justice-primer-011713> 9/24/14 pp35

(6) Ventura County Criminal Justice Information System database query.

(7) Does not factor in the following costs to the criminal justice system from IPV homicide:

- Court Cost-Judge, Court Reporter, Judicial Assistant, Bailiff
- Coroner Costs
- Crime Lab Costs
- Expert Witness Costs
- Prosecutor Costs
- Defense Costs
- Pre-sentence Incarceration & Transport Costs



Family Justice Center Report Card

FJC NAME: _____ **DATE:** _____

Instructions: Check the appropriate field based on Alliance team knowledge, familiarity, and experience with the Family Justice Center listed above. To be completed yearly by Alliance Leadership and Director of Technical Assistance, and others as appropriate. Please Use "FJC Report Card - MASTER" Excel Worksheet to compute. Save in FJC's file on the Share Drive. **For internal use only.**

Defining Features (Required)				
	YES	WORKING	NO	Notes
Centralized Intake Process with on-site information sharing and victim confidentiality protocol				
Co-Located Law Enforcement				
Co-Located CBO (at least one: DV,SA, Program(s))				
Co-Located Prosecutor				
Co-Located Legal Services				

Partners & Programs						
	On-Site	Off-Site	Full-time	Part-Time	No	notes
Interfaith Chaplaincy Program						
Forensic Medical Services						
<ul style="list-style-type: none"> SA DV Strangulation Children 						
Domestic Violence agency						
Sexual Assault agency						
Child Abuse agency						
<ul style="list-style-type: none"> Child Welfare Services Child Advocacy Center 						
Elder Abuse agency						
<ul style="list-style-type: none"> Adult Protective Services (APS) Multi Disciplinary Team (MDT) related to Elder Abuse (eg. HOPE team) 						
Human Trafficking agency						
Medical/Health: Adult						
Medical/Health: Child						
Mental Health (Counseling or therapy): Adult						
Mental Health (Counseling or therapy): Child						
Law Enforcement						
Prosecutor						
Partnerships with community partners (off-site: military, social service, probation, etc.)						
On-site Childcare						
Transportation assistance (Emergency or as needed)						
Volunteer program including training component						
Cultural & Linguistic Competence (represented through programs and/or training policies)						
High Risk Team						
Training Program (volunteers, staff, community, other)						
Other:						



Activities with the Alliance					
	YES: Current	YES: Not Current	NO	Notes	
Study Tour					
Strategic Planning					
Snapshot					
Funding and Sustainability Planning					
Grand Opening Event					
Alliance On-site visits					
Website (linked to Alliance)					
Lists Guiding Principles (listed on wall, website, handbook)					
Attends National Family Justice Conference					
Attends Leadership Summit					
	REGULARLY	OCCASIONALLY	RARELY	NEVER	Notes
Attends Monthly Directors' Calls					
Attends Webinars					
Annual Directors' Survey					
Shares FJC updates, promising practices, reports, feedback, etc.					
Utilizes Individual Technical Assistance					

AFFILIATION TOTAL

Please Use "FJC Report Card - MASTER" Excel Worksheet to compute.

Definitions:

Affiliated Developing FJC: (DO NOT meet all of the core components of the FJC)

Tier 1: They are starting the process; Alliance minimally has a contract for service with them and is providing some TA.

Tier 2: Open or Program/Open Part Time; FJC has at least one defining feature; Meets minimum Program Synergy; Meets minimum Engagement with the Alliance.

Tier 3: Open Full Time but are missing at least one defining feature of the FJC definition; Actively working to obtain it; Meets minimum Program Synergy; Meets minimum Engagement with the Alliance.

Affiliated Open FJC: MUST meet all of the core components of the FJC

Tier 1: Meets basic definition of the FJC; Low Program Synergy; Low Engagement with the Alliance.

Tier 2: Meets the definition and core partners; Good Program Synergy; Low Engagement with the Alliance.

Tier 3: Meets the definition; Good Program Synergy; High and current Engagement with the Alliance

(Internal) Unaffiliated: (Not listed on the website as affiliated, but yes on map)

Tier 1: Does not meet FJC definition, below minimum of Program Synergy AND Engagement.

Tier 2: Does not meet FJC definition, below minimum of EITHER Program Synergy OR Engagement.

Tier 3: Meets FJC definition, but below minimum of BOTH/EITHER Partners AND/OR Engagement.

Ranking system of FJCs: By Affiliation level and Tier; Numbered from #1 (best) to #N (worst).

APPENDIX III

VENTURA COUNTY FAMILY JUSTICE CENTER

ADVISORY BOARD BY-LAWS

ARTICLE I – AUTHORITY

Section 1 – The name of this organization is the Ventura County Family Justice Center (VCFJC), otherwise known as VCFJC, and its jurisdictional region is the County of Ventura.

Section 2 – The VCFJC is a public private partnership established under the auspices of the Ventura County District Attorney's Office and in accordance with the National Family Justice Center Alliance for the purpose of the development, implementation and evaluation of a comprehensive and coordinated service delivery system for victims of domestic violence, sexual assault, child abuse, elder abuse and human trafficking in Ventura County.

Section 3 – The VCFJC consists of the Ventura County District Attorney's Office, as policy maker, VCFJC Partnering Agencies, VCFJC Advisory Board and staff.

ARTICLE II – OBJECTIVE

Section 1 – The objectives of the VCFJC include, but are not limited to:

- A. Providing the training, outreach materials and networking with local law enforcement and medical providers to recognize family violence and refer family violence victims to the family justice center.
- B. Creating a safe, welcoming and accommodating atmosphere for victims and their non-offending family to receive the immediate and long term services they need to be safe, recover and become independent.
- C. Integrating the existing community of service providers to family violence victims through accurately assessing the immediate and future risks and needs of victims and providing victims with a single point of access to multiple services at one location.
- D. Reducing the risk of serious injury or death as a result of family violence by intervening earlier in the progression of violence through increased offender accountability, improving documentation of criminal acts and reducing recantation of

victims by providing meaningful services to victims designed to increase safety, foster recovery and reduce social and economic isolation.

- E. Breaking the cycle of family violence by providing child survivors with services designed to help them overcome the increased risks to health and happiness they face as family violence survivors.
- F. Increasing Ventura County's awareness of the dangers and costs of family violence through training, service integration and providing opportunities for public engagement.
- G. Enhancing the capacities and resources of service providers working in partnership with the family justice center through increased funding opportunities, shared costs, operational efficiencies and increased service capacity.
- H. Providing leadership, advocacy and visibility for victims of family violence within Ventura County.
- I. Conducting comprehensive strategic planning, to include the identification and prioritization of goals and related performance objectives as well as program costs associated with the stated objectives of the VCFJC.
- J. Developing the VCFJC Strategic Plan based on the above planning process.
- K. Developing the VCFJC Strategic Plan with full knowledge of other public and private planners who are concerned with programs and services for victims of family violence in Ventura County.
- L. Designing a service delivery system which is expressed in the VCFJC Strategic Plan to meet the wide range and needs of victims of family violence in Ventura County and which is consistent with, and implements, the requirements of National Family Justice Center Alliance affiliation at the local level.
- M. Through program development activities, coordinating and pooling existing public and private resources toward establishing or expanding services identified by the VCFJC Strategic Planning process as priority needs of victims of family violence in Ventura County.
- N. Developing an evaluation procedure and conducting evaluations to monitor performance of partnering agency programs conducted on-site at the VCFJC facility.
- O. Disseminating information to victims of family violence and those providing services to victims of family violence victims in Ventura County. This shall include providing information regarding available services as well as providing reports on the activities of the VCFJC.

ARTICLE III - POLICY

Section 1 – The Ventura County District Attorney's Office shall be the policy making body of the VCFJC.

Section 2 – Comments and recommendations by the Advisory Board on policy matters shall only be submitted to the Ventura County District Attorney's Office by the Director of the VCFJC.

Section 3 – The Director and staff of the VCFJC shall provide the Advisory Board with sufficient background material and information submitted in reasonable time to enable the Advisory Board to study and comment upon all matters requiring its input which is to be brought before the Ventura County District Attorney's Office.

ARTICLE IV – ADVISORY BOARD

Section 1 – The Advisory Board is a principal advocate body on behalf of all victims of family violence receiving services at the VCFJC.

Section 2 – The duties and powers of the Advisory Board shall be to:

- A. Serve as advisor to the VCFJC;
- B. Act as an independent advocate for victims of family violence in Ventura County, taking positions on matters pertaining to federal, state and local policies, programs and procedures, and any legislation affecting family violence victims;
- C. Actively seek advice from community, victims of family violence advocacy organizations, elected officials, and the general public for the purpose of advocating for and making formal presentations on issues of concern to victims of family violence and other interested parties.
- D. Inform local victims of family violence advocates and organizations on specific legislation pending before local, state and federal governments;
- E. Disseminate information of interest and concern to victims of family violence in Ventura County;
- F. Be actively involved in the development, implementation and monitoring of the VCFJC Strategic Plan. The VCFJC Strategic Plan shall include recommendations gathered from victims of family violence service providers, community leaders and

victims of family violence themselves on the services needed to improve the lives of victims of family violence in Ventura County. Programs recommended and developed will fall within the scope of the VCFJC. The VCFJC Strategic Plan shall be made available to the National Family Justice Center Alliance, the Ventura County Board of Supervisors, and, insofar as resources permit, to all other interested parties that seek a copy of the VCFJC Strategic Plan.

- G. Review, comment on, and make recommendations on partnership proposals submitted to the VCFJC;
- H. Act as a two-way communication link between the VCFJC, the councilmember's appointing entity and its communities and/or organizations.

Section 3 – The Advisory Board shall be non-partisan in the conduct of its duties and functions.

Section 4 – The VCFJC shall provide staff assistance to the Advisory Board to assist in carrying out specified duties.

ARTICLE V - ADVISORY BOARD MEMBERSHIP

Section 1 -

- A. Total membership on the Advisory Board shall be no less than 20 and no more than 25 persons and shall reflect compliance with the guidelines established herein.
- B. Membership shall be selected through the processes designated by the appointing entities identified herein in conformance with applicable laws and consistent with the purposes of representing the interests of family violence victims.
- C. Members shall be appointed as follows:
 - 1. At least one member shall be appointed by the Ventura County District Attorney.
 - 2. At least one member shall be appointed by the Chief of Police of the Oxnard Police Department.
 - 3. At least one member shall be appointed by the Ventura County Law Enforcement Coordinating Committee.
 - 4. At least one member shall be appointed by the Director of the Ventura County Health Care Agency.

5. At least one member shall be appointed by the Director of the Ventura County Human Services Agency.
 6. The Ventura County Board of Supervisors shall each appoint one member to the Advisory Board (for a total of 5 appointments) and in those appointments will ensure that the appointed member represents the interests of family violence prevention within their respective electoral districts. Supervisorial appointments will be made after ratification of members appointed under provisions one thru five above.
 7. The mayors of the cities to follow shall each appoint one member to the Advisory Board (for a total of 10 appointments) and in those appointments will ensure that the appointed member represents the interests of family violence prevention within their respective city boundaries. Mayoral appointments will be made after ratification of members appointed under provisions one thru six above: Camarillo, Fillmore, Moorpark, Ojai, Oxnard, Port Hueneme, Santa Paula, Simi Valley, Thousand Oaks, Ventura.
 8. Up to 4 At-Large members shall be nominated by the Officers of the Advisory Board as defined under Article VI. Ratification of the At-Large nominees shall be determined by majority vote of the Advisory Board membership as constituted under provisions one thru seven above. At-Large appointments shall represent the following interests; non-profit providers of services to victims of family violence in Ventura County, providers of services to children in Ventura County, providers of services to seniors in Ventura County, advocates for victims of family violence. If ratification of an At-Large nominee fails to achieve majority vote, the Officers of the Advisory Board may nominate another candidate using the same process described within this provision. This shall continue until such time as the Advisory Board majority approves up to 4 At-Large members.
 9. The immediate past chairperson of the Advisory Board will sit as a member of the Advisory Board. If the immediate past chairperson of the Advisory Board is unable to serve, the Advisor Board using the process described under section 8 of this section may nominate and ratify a 5th At-Large member.
- D. Advisory Board composition requirements shall be complied with as vacancies occur.

Section 2 – All members have a duty to inform the Advisory Board, committee and/or taskforce if they have a conflict of interest. They are prohibited from casting a vote on any matter which has a direct bearing on the services to be provided by that member or by the entity which that member represents on the Council. All members will be required to satisfactorily complete and pass a background review as conducted by the District Attorney's Office and may be required to file Form 700 forms at the start of the term, annually and upon leaving their position.

Section 3 – Names and required information of appointed council members shall be submitted to the Director of the VCFJC for review to ensure compliance with provisions described in sections 1 and 2 above. In the event of non-compliance for any reason, the Director of the VCFJC shall identify the cause of the non-compliance and shall make recommendations to the appropriate appointing authority to attempt to correct the non-compliance or request an alternate appointee.

Section 4 – The term of membership for individuals on the Advisory Board shall be two years. At the conclusion of a two-year term, an Advisory Board member may be re-elected or re-appointed for a second or third two-year term. No individual may serve more than six consecutive years on the Advisory Board, but an individual may serve again after at least a one-year absence.

Section 5 – Each member of the Advisory Board is entitled to one vote on each matter submitted to a vote of the Advisory Board. Proxy voting and absentee ballot voting is not permitted.

Section 6 – Responsibilities of members of the Advisory Board:

Members shall:

- A. Attend the duly called meetings of the Advisory Board;
- B. Read and study, in advance, all written material provided them in preparation for duly called meetings of the Advisory Board;
- C. Serve on at least one committee of the Advisory Board;
- D. Become knowledgeable about the problems and needs of the victims of family violence in Ventura County.
- E. Become knowledgeable about the various service delivery systems which impact victims of family violence at the federal, state and local levels;
- F. Have the dual responsibility to accurately report facts and conditions of their constituency to the Advisory Board as well as the actions of the Advisory Board to their constituency and the general public including advocacy initiatives recommended by the Advisory Board.

Section 7 – Public statements on behalf of VCFJC shall reflect official positions of the Advisory Board and shall be issued through proper channels. Members who violate this provision shall be subject to removal by a majority vote of the Advisory Board subject to approval of the Director of VCFJC.

Section 8 – Members who have been absent from three consecutive meetings (unexcused) shall be automatically removed from the Council. The sponsoring authority shall elect/appoint another person. Members shall apprise the Director of the VCFJC of anticipated absences.

Section 9 – In the event of death or resignation of a member the sponsoring authority shall elect/appoint another member. A member may resign by addressing a written resignation to the Chairperson of the Advisory Board or the Director of the VCFJC.

ARTICLE VI – OFFICERS OF THE ADVISORY BOARD

Section 1 – The officers of the Advisory Board shall be Chairperson, Vice-Chairperson and Secretary.

Section 2 – Officers shall be elected at the regular June meeting each year by Advisory Board members. Nominations shall be made in two ways: (1) by a nominating committee, who will develop and present a proposed slate of officers, and (2) from the floor. Election shall be by simple majority.

Section 3 – The officers of the Advisory Board shall be elected for a one-year term. An officer may be re-elected for a second or third one-year term. No individual shall serve more than three full consecutive terms in the same office. No member shall hold more than one office at a time.

Section 4 – The Chairperson shall preside at all meetings of the Advisory Board, sign all letters, reports, and other communications of the Advisory Board, and perform any and all other duties prescribed by the Advisory Board from time to time. The Chairperson may serve as an ex-officio member of all committees.

Section 5 – The Vice-Chairperson shall represent the Chairperson and/or substitute in the performance of the Chairperson during his/her absence.

Section 6 – The Secretary shall have the responsibility for assuring that the minutes of all meetings of the Advisory Board are properly recorded, filed and disseminated.

ARTICLE VII – MEETINGS OF THE ADVISORY BOARD

Section 1 – The Advisory Board shall meet at least six (6) times a year.

Section 2 – The Advisory Board shall meet at a designated time and place. Procedures for notification of regular meetings and special meetings shall be determined by the Advisory Board.

Section 3 – Special meetings may be called in the following ways:

- A. By the Chairperson;
- B. By any two officers upon written request of five or more general Advisory Board members;
- C. By the District Attorney.

Section 4 – A quorum shall consist of a simple majority of the total required number of members. A quorum must be present at any meeting at which business is transacted that requires a vote to be taken for any proposal or action. A majority of members present, once a quorum is established, shall be required to approve, disapprove or act on any proposal. Without a quorum, meetings may be held at which informational items are presented and discussed.

ARTICLE VIII – COMMITTEES

Section 1 – The Chairperson of the Advisory Board shall appoint such standing or temporary committees as he/she deems appropriate with the approval of the Advisory Board. He/she shall appoint, with the advice and consent of the Advisory Board, Chairpersons from among the members. Committee members shall be Council members. All Committee members may vote on that Committee's business. All members have a duty to inform the Advisory Board, committee and/or taskforce if they have a conflict of Interest.

Section 2 – A three (3) member Nominating Committee will be selected in March of each year in conformance with adopted Advisory Board procedures. Each year this Nominating Committee shall bring a slate of names (to serve as officers) before the full Advisory Board for their consideration and vote at the June meeting. Additionally, the Nominating Committee shall inform the appointing and nominating authorities for all Advisory Board members of requirements for the nominees in compliance with these by-laws, for representation on the VCFJC, including composition. The Nominating Committee shall notify the appointing authorities in sufficient time to allow the seating of Advisory Board members at the July meeting of the Advisory Board.

ARTICLE IX – APPOINTMENT OF DIRECTOR

Section 1 – The Director of the VCFJC shall be selected in accordance with County Personnel policies and shall meet the minimum qualifications as established in conformity with the personnel specifications outlined as determined by the District Attorney.

Section 2 – The District Attorney has final appointment and termination authority after consideration of the recommendations of the Advisory Board representatives.

ARTICLE X – DUTIES OF EXECUTIVE DIRECTOR

Section 1 – The duties of the Director shall include the administration of the daily operation of the VCFJC; selection and supervision of staff; preparation, implementation and monitoring of the annual budget and the Strategic Plan. The Director shall represent the VCFJC before public bodies and shall perform such other duties as required by the District Attorney, the Advisory Board and state and federal laws.

Section 2 – The Director shall employ such other employees as are necessary to carry out the required program and policies of the VCFJC; shall develop requests for proposals; shall monitor contracts and evaluate performance of VCFJC on-site partners; shall develop a Strategic Plan and budget; shall complete required state and federal reports; shall provide technical assistance to organizations seeking or providing services to victims of family violence; and shall perform all other such duties as appropriate to the operation of the VCFJC.

ARTICLE XI – RESPONSIBILITIES OF THE DISTRICT ATTORNEY

Section 1 – The District Attorney's Office shall be the policy-making body of the VCFJC and shall be responsible for seeing that its policies are being carried out.

Section 2 – The District Attorney shall select the Director to carry out the VCFJC's policies.

Section 3 – The District Attorney's Office shall ensure that VCFJC carries out all applicable provisions of federal, state and county regulations.

Section 4 – The District Attorney shall review and approve the preliminary and final annual budget and the Strategic Plan.

Section 5 -- Administration of the budget shall be by the District Attorney's Office to include processing of revenue and expenditures as well as maintaining facilities, services and supplies to include office equipment, telephone system, and mail system

ARTICLE XII – APPEALS

An appeal by any person (including recipients of services) of any decision of the VCFJC shall be directed to the District Attorney.

ARTICLE XIII – REVIEW OF BY-LAWS

Every two years the chair of the Advisory Board shall convene a meeting of the by-laws committee to review the by-laws and update as needed. The Advisory Board Policy and Procedures are incorporated by reference. The membership of the Advisory Board shall vote to approve any changes to or new Policies and Procedures.

ARTICLE XV – AMENDMENTS TO THE BYLAWS

These by-laws may be amended at a regular meeting of the Advisory Board after a 30-days written notice to the members of any proposed changes. Amendments shall be approved by the District Attorney.

GREGORY D. TOTTEN
Ventura County District Attorney

Date:

APPENDIX IV

Oxnard building sells for \$3.2 million

POSTED: 4:15 PM, Aug 6, 2014

TAG: [real estate \(/topic/real+estate\)](#)



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CONTRIBUTED PHOTO Lee & Associates-LA North/Ventura brokered the \$3.25 million sale of 1555 W. Fifth St. in Oxnard.

PICTURE BY CONTRIBUTED PHOTO

OXNARD, Calif. - Lee & Associates-LA North/Ventura said it has brokered the sale of an Oxnard office building for \$3.25 million.

The 20,740-square-foot, two-story office space at 1555 W. Fifth St. was bought by Brinkmanent LLC from the seller, PAC II Venture LP, according to Lee & Associates.

The building is 97 percent leased. A division of the California Department Of Corrections & Rehabilitation has occupied about 55 percent of the space for more than 20 years, according to the commercial firm.

Lee & Associates' brokers John Battle and John Ochoa negotiated the deal on behalf of PAC II Venture LP.

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Senate Bill No. 968**CHAPTER 635**

An act to amend Section 103626 of the Health and Safety Code, and to amend Section 18308 of the Welfare and Institutions Code, relating to domestic violence.

[Approved by Governor September 29, 2006. Filed with
Secretary of State September 29, 2006.]

LEGISLATIVE COUNSEL'S DIGEST

SB 968, Torlakson. Domestic violence: Contra Costa County.

Existing law requires the collection of fees for certified copies of fetal death or death records and marriage or birth certificates. Existing law authorizes the board of supervisors of a county that has established a county children's trust fund to increase the fee for a certified copy of a birth certificate for purposes of the fund.

Existing law authorizes the Board of Supervisors of Contra Costa County, until January 1, 2007, to increase fees, for certified copies of marriage certificates, birth certificates, fetal death records, and death records, up to a maximum increase of \$2, and to annually increase these fees, as prescribed, authorizes the retention of specified administrative costs, and specifies that the purpose of the fee increase is to provide funding for governmental oversight and for the coordination of domestic violence prevention, intervention, and prosecution efforts in the county.

This bill would delete the repeal date of that authorization, and would, in addition to the existing authorization for annual increases, authorize the Board of Supervisors of Contra Costa County to increase these fees by up to \$4.

This bill would make specified legislative findings regarding the need for special legislation.

The people of the State of California do enact as follows:

SECTION 1. The Legislature finds and declares all of the following:

(a) Domestic violence is costly, both in human and organizational terms. The results of domestic violence have many "hidden" costs, such as job turnover, loss of productivity, school absenteeism, and low-school performance, in addition to the high cost of law enforcement, civil and criminal justice, health services, mental health services, substance abuse treatment, human services, and community-based services.

(b) Domestic violence cuts across all economic and education levels, all age groups, ethnicities, and other social and community characteristics.

Domestic violence is characterized by a predictable, escalating cycle that can result in injury or death of victims, including children. Domestic violence puts children at risk.

(c) Domestic violence is learned and generational, and requires a multifaceted intervention that engages civil, criminal, health, and social service sectors working together to align objectives, protocols, policies, and activities of each sector.

(d) Contra Costa County determined that achievement of this alignment requires governmental oversight and coordination of the multiple agencies involved in the domestic violence system. This oversight and coordination is an essential link in a comprehensive effort to eliminate domestic violence.

(e) During the past four years, Contra Costa County has created a successful domestic violence program. Contra Costa County has established a coordinated data system, set up a training program involving law enforcement, courts, health and social service agencies, established restraining order clinics and other victim support services, and increased accountability measures against perpetrators of domestic violence.

(f) Contra Costa County's Domestic Violence Program successfully competed for federal funds and other grants which have increased its ability to serve victims and prosecute offenders.

(g) Contra Costa County is piloting numerous new domestic violence prevention strategies, including creating an innovative continuum of services for children exposed to domestic violence and establishing primary prevention strategies focused on engaging men in mentoring boys to end the cycle of abuse for future generations.

(h) Contra Costa County has demonstrated critically needed leadership through its Systemic Approach Model to addressing domestic violence by integrating victim services across multiple disciplines and by advancing public-private partnerships to institutionalize coordination. Moreover, through its effective centralized collaborative approach, Contra Costa County is addressing system issues critical to California as contained in the California Attorney General's Domestic Violence Report "Keeping the Promise, Victim Safety and Batterer Accountability," issued in June of 2005.

(i) The reauthorization of the fees specified in Section 103626 of the Health and Safety Code is essential for Contra Costa County to continue its efforts to create an effective, proven, replicable model that combats domestic violence, and to draw down federal and private funds to support development of a system that will be valuable throughout California.

SEC. 2. Section 103626 of the Health and Safety Code is amended to read:

103626. (a) The Contra Costa County Board of Supervisors, upon making findings and declarations supporting the need for governmental oversight and coordination of the multiple agencies dealing with domestic violence, may authorize an increase in the fees for certified copies of

marriage certificates, birth certificates, fetal death records, and death records, up to a maximum increase of four dollars (\$4).

(b) Effective July 1 of each year, the Contra Costa County Board of Supervisors may authorize an increase in these fees by an amount equal to the increase in the Consumer Price Index for the San Francisco metropolitan area for the preceding calendar year, rounded to the nearest half-dollar. The fees shall be disposed of pursuant to the provisions of Section 18308 of the Welfare and Institutions Code.

(c) In addition to the fees prescribed by subdivisions (a) and (b) of this section, any applicant for a certified copy of a birth certificate, a fetal death record, or death record in Contra Costa County shall pay an additional fee to the local registrar, county recorder, or county clerk as established by the Contra Costa County Board of Supervisors.

SEC. 3. Section 18308 of the Welfare and Institutions Code is amended to read:

18308. The Contra Costa County Board of Supervisors shall direct the local registrar, county recorder, and county clerk to deposit fees collected pursuant to Section 103626 of the Health and Safety Code into a special fund. The county may retain up to 4 percent of the fund for administrative costs associated with the collection and segregation of the additional fees and the deposit of these fees into the special fund. Proceeds from the fund shall be used for governmental oversight and coordination of domestic violence and family violence prevention, intervention, and prosecution efforts among the court system, the district attorney's office, the public defender's office, law enforcement, the probation department, mental health, substance abuse, child welfare services, adult protective services, and community-based organizations and other agencies working in Contra Costa County in order to increase the effectiveness of prevention, early intervention and prosecution of domestic and family violence.

SEC. 4. Due to the unique circumstances of the County of Contra Costa with respect to domestic violence, the Legislature hereby finds and declares that a general statute cannot be made applicable within the meaning of Section 16 of Article IV of the California Constitution.

Therefore, the special legislation contained in Sections 2 and 3 of this act is necessarily applicable only in the County of Contra Costa.

APPENDIX VI

