

INTRODUCTION

On the temperate Saturday morning of October 9, 2004 over 75 citizens, community leaders, and professionals from criminal justice, the arts and culture community, architecture, and downtown redevelopment, gathered together to participate in a Charrette, sponsored by the San Diego Family Justice Center. The half-day workshop was designed to look at East Village, the needs of the Family Justice Center, and the needs of the arts and culture community. The catalyst for the Charrette was the growth of the services provided by the Family Justice Center and its need for additional space.

Family violence is a national concern. While other cities are searching for answers, San Diego has already enacted innovative family violence countermeasures by bringing together proven approaches and varied disciplines in an efficient unified location called the San Diego Family Justice Center. The Family Justice Center is the nation's first attempt to consolidate so many services related to family violence into one location.

The intent is to allow victims to address all their critical needs in one location—from safety, counseling, and health care to access to the criminal justice system. The Center has received resounding praise and is as a model for the recent federal initiative aimed at establishing a dozen similar facilities throughout the nation. A comprehensive history of the San Diego Family Justice Center, as well as a more complete explanation of the concept, is included in the Appendix.

A number of events made the timing of the Charrette most opportune: the needs of the Family Justice Center, the growth of the downtown arts and culture community, the pending move of the main library, and the potential for the current Central Library's reuse as well as the reuse of the former Main Post Office. Both the library and the post office are significant architectural landmarks. In addition, the draft Centre City Community Plan proposes the reuse of both buildings for community use and the construction of a park on the parking lot behind the post office.

The Family Justice Center has proven to be extremely effective and popular and thus, it has need for additional space. Similarly, the arts community has significant space needs as well since much of the formerly inexpensive building space for artist lofts, galleries and studios elsewhere in the Downtown has been displaced by the renaissance of the central core. Finally, this area of Downtown's East Village is in the throes of a rediscovery, and the East Village community seeks to utilize the old Central Library and Main Post Office as one of the anchors for East Village. The vision would include room for social service and commercial enterprises as

well as the currently nomadic segments of the arts community.

EXECUTIVE SUMMARY

The Charrette began with an introductory exercise in the Auditorium of the Central Library. Speakers included City Attorney Casey Gwinn, City Manager P. Lamont Ewell, CCDC Director of Planning Garry Papers, Arts and Culture Chairperson Victoria Hamilton and Architect/Planner Michael Stepner who described the day's events and schedule, as well as the goals of the Charrette.

Following the introduction, the group of over 50 participants was invited to a walking tour of the study area, encompassing the two blocks that include the historic Central Library and Post Office buildings.

Following the tour, the participants retired to a meeting room in the current Family Justice Center. Once inside, the participants were divided into six teams, each team consisting of at least one member of the criminal justice and arts community, and often a planner or architect, as well. Each team was asked to assume the identity of a firm (called "Dream Teams") that had been challenged by a client to address the following questions:

1. What does the Family Justice Center facility need?
2. What kind of facilities does the art community need?
3. What facilities and/or places do the community at large need?
4. If this project were redeveloped incorporating the library and post office buildings what would be the appropriate uses? How do you see these buildings being reused?
5. What do you see happening in the neighborhood where this project is located whether it's in East Village or not?
6. What colors and designs would you use and what kinds of experiences might the project offer?
7. Does safety need to be taken into consideration?

Charrette Summary:

A common thread throughout the charrette was the examination of the potential relationship between the Family Justice Center and San Diego's

culture and arts community. One team noted, "Domestic violence is the restraint of free expression by power intimidation. Whereas 'art' is free expression." intimating that art could be a therapeutic antecedent to the horror of family violence. The suggestion then arises that victims of family violence may find that art provides an outlet for long suppressed emotions, feelings and fears. The creation, performance and experiencing of art, it is proposed, may hold one key to treating victims of domestic violence.

It was concepts such as these, woven throughout the Charrette, that gave the exercise added purpose. This workshop was driven by the desire to reclaim the lives of victims and to use the Central Library and Post Office Buildings to establish a whole and complete center of neighborhood life.

Each Dream Team was identified by a color, and each had seven to nine members, including a facilitator. Each team worked independently of each other under broad direction from the facilitating staff. Each team facilitator was instructed to assure that everyone who attended was afforded a chance to participate. At the conclusion of the lively three-hour give-and-take (including a pause for lunch) the teams displayed their thoughts and illustrations on large paper sheets and attached them to the north wall of the meeting room for all to see and consider. Following this posting, each team stood before the group and presented their findings, taking questions and explaining their suggestions.

The following are the key items from each team and the closing discussion. Please note that though there were six separate teams working independently, there was a significant level of similarity between their findings, a consistency of conclusions that are assembled in Part 11 of this report "Conclusions." But though it is interesting that many of the teams arrived at similar conclusions, it should be noted that the value of any suggestion should be judged on its own merits and not just its frequency of appearance. After all, some intriguing suggestions came from only one team or another:

- Art job training
- Art life skills
- Balance security and public access
- Businesses tenants would serve as job training for clients
- Chaplainry
- Childcare services
- Community recreation
- Education services
- Employment services
- Exercise space
- Housing, transitional or temporary
- Kids and teens services

Medical services
Mixed use
Monarch-type school program
Safety a priority
Senior programs
Social service life skills
Social service training
Therapy services
Transportation

PHYSICAL ITEMS

Add 2 floors to Library
Administrative space
Aesthetics
Affordable space
Artists in residence
Basement (Central Library) use two 7-foot high spaces as one 14-foot high space
Bicycle accommodations
Business space
Community space
Create a "village" look
Fire Station
First floor (Central Library) for entry, retail, exhibition
Graduated building intensities
Light well of Central Library to be atrium, cafe
Lighting upgrade
Live/work lofts
Movable seats and kiosks in public spaces and café areas
Multi-Use studios for the community as well as artists
Parking can be accommodated through off-site facilities present and future
Parking on site, underground or behind
Place streets below grade to bond Library and Post Office blocks together yet maintain flow
Post Office parking lot to be amphitheater
Post Office parking lot to be park
Post Office to include open area where parking lot now exists
Rehearsal and performance space
Roof of Central Library to include lap pool
Roof of Central Library to include running track
Rooftop gardens
Second floor of Central Library to be transition space between FJC and community
Storage space
Third floor of Central Library to be secure part of FJC

Using redevelopment on Broadway to subsidize the remainder of the project
Wire facilities for technology

OTHER DREAM TEAM COMMENTS

Maintain our neighborhood

Art is antecedent to family violence

Balboa Park / Gas Lamp Quarter / Bay linkages

Blend users of JFC into the community seamlessly - they are not "Those people"

A community center that serves all incomes, ages, sexual orientation, races and genders

Find a developer "with a heart" who understands the community center concept
Non-institutional feel

Take advantage of the fact that Library is City-owned and need not charge market rate rent

ADDITIONAL GENERAL COMMENTS

Comments made in a general discussion at the close of the session

Recreation element in the complex

Provide a seamless link between users of the Family Justice Center and the community since the users ARE the community

Training facilities to be included

Find a community identifier for this part of East Village

Emphasize:

- * Social services

- * Arts

- * Balance

- * Character and sense of space - SOUL!

- * Consider other sites, as well.

- * Transportation and Court linkages

- * Do not overcrowd the site; other sites in the downtown will be available for some of the social service agencies and other uses of merit that were identified in the charrette.

- * Create a diverse multi-use facility that will not function in isolation from the community.

- * Balance architectural needs and styles

CONCLUSIONS

The teams were asked to study two possibly separate issues: 1. The needs of the Family Justice Center / Arts Community, and 2. The reuse of the old Main Library and its neighbor across E Street - the former Central Post Office.

Regarding both assignments, there appeared to be universal enthusiasm among the participants both for the vast possibilities for the marriage of family justice and the arts, and for the intriguing possibilities embodied within the stalwart walls of the two great historic structures. There was excitement in the way commercial tenants could be used to employ those in need for job training and lessons in running a business, all the while located in a setting alive with the arts and pulsing with the heart of the community. It was perhaps fortunate that the teams were given challenges rich in purpose and dense with substance. The needs of the Family Justice Center and its clients coupled with the vast horizon of the arts engendered persistently lively discussions. Plus the stunning Art Deco architecture of the Post Office, juxtaposed with the Mid-Century Modern design of the Library seemed to provide a natural setting for a signature community center.

These are the broad conclusions of this charrette:

1. The Family Justice Center is important and its space needs must be addressed so it can grow.
2. The Arts are also important, and can have a elevating effect on the community as well as a pragmatic application in the service of treating victims of abuse.
3. The East Village community needs a central community focus, and the Library and Post Office blocks offer the best opportunity.
4. The Library and Post Office buildings are significant historic properties that must be retained and all additions or alterations must be respectful of their architectural integrity and their massing.
5. The Library lends itself particularly well to services and non-profit uses because it is City-owned and lease costs could be below market rate.
6. The rear of the Post Office is ideal for a centralized community open space element, be it a plaza, park, or combination or each.
7. Parking needs could be supplied within the two blocks studied, but there are other large parking facilities nearby that should be considered for expansion, leaving more of the target blocks for other uses.
8. The rear of the Library block, since it faces Broadway, was viewed by many as a rich opportunity for the development of a market-rate high-rise project whose proceeds could help subsidize some of the non-profit activities in the old Library and Post Office.

9. It is not unreasonable to consider that the Family Justice Center can co-exist in a building with public uses such as retail shops, café's, and art galleries, as long as common-sense considerations for privacy and safety are employed.

10. The Arts need space that is inexpensive; thought should be given to the establishment of permanent low-cost spaces for the incubation and fostering of the arts, thus ending the nomadic existence for artists who find themselves constantly displaced by downtown revitalization.

11. The light well in the center of the Library was seen as abounding with possibilities as an atrium space for lobbies, café's and public gatherings.

12. Considerable attention was given to the establishment of popular retailers, like Ben & Jerry's Ice Cream, who are open to using their retail outlet as a training ground for mainstreaming the unemployed and underemployed into the workforce.

13. The roofs of both buildings received considerable attention from the teams and were seen as venues for swimming, running, and relaxing.

14. E Street was proposed for some substantial change, from closure to undergrounding to reduction in width to accommodate wider sidewalks.

15. Connecting the two historic buildings by more clearly defined crosswalks to tunnels was suggested. It was a concern that a bridge would be unacceptable since it would not be historically appropriate or architecturally proper.

16. There are significant needs for a wide variety of important uses within the San Diego community and the Library and Post Office buildings/blocks cannot accommodate them all; other sites should be considered as well to serve additional needs.

FAMILY JUSTICE CENTER LOCATION OPTIONS

If the Library and Post Office are not available, charrette participants concluded that the program they identified should still be downtown because of its proximity to public transportation, the courts, attorney's offices, and related social services.

DOWNTOWN COMMUNITY PLAN UPDATE

The Centre City Development Corporation began the Downtown Community Plan Update in the Spring of 2002 to reassess downtown's resources and potential and to establish new goals and policies for downtown. Bringing the community into this process was key to updating the plan. In addition to changes to

the Community Plan, the project includes making coordinated changes to Downtown's Redevelopment Plan, Planned District Ordinance and Focus Plans for all the different neighborhoods both current and emerging. Overall, the Community Plan establishes the future vision for downtown San Diego and outlines guidelines and programs to help attain this vision.

Significant attention was given to East Village because of the large redevelopment potential of this neighborhood and because of the diversity of its existing base. Visions for East Village included a residential component, commercial services, public facilities and perhaps an employment sector. Arts and culture played a big role in the overall discussion of the Plan Update and there was a consistency that ran through that discussion of a need to keep the main library downtown and to have the old library become a center of cultural activity. With a new main library on the drawing board, discussion became focused on what to do with the old library, which expanded to include the old Post Office across the street. What emerged was a vision for a multi-use arts center including community space, rehearsal and performance space, a park, affordable artist's lofts all encompassed within the redevelopment of this historic two block area.

In recent months the Family Justice Center reached out to the Arts and Culture community in East Village to begin a dialog about a synergy between two visions: A place for artists, families and the community to come together to enjoy their freedom of expression.

It should be noted that other cities have used civic structures for broader public purposes.

The San Francisco Library has become the Asian Art Center:

The Chicago Cultural Center occupies the former Main Library:

Washington DC's Old Post Office Pavilion is now the N. E. A.:

INITIAL THOUGHTS: HOW TO FIT THE FAMILY JUSTICE CENTER AND ARTS TOGETHER

In early Summer 2004 a series of meetings were held among interested parties from both the Family Justice Center and the arts and culture community. The following are the results of this collaborative exercise that examined ways to mesh the two cultures together:

The Family Justice Center (FJC) Perspective

* The current Family Justice Center is the result of a Public Safety Initiative that has evolved over a period of five years.

- * Community and client focus groups led to the use of an anonymous building, which led to the current facility. Clients said, "We don't want it to say 'Family Justice Center'; we don't want a neon sign!"

- * Despite fear of incorporating "social service activities" into a downtown business building, there have been no complaints from neighbors or other tenants in the building at 707 Broadway.

- * Through the strategic planning process, the need for a permanent location was identified.

- * The location needs to be located within walking distance of the Family and Criminal courts.

- * The old main library building offers the opportunity to pull together real mixed use. The vision would include art galleries, artist lofts, and possibly retail around the outer edge of the block (maybe Ben & Jerry's? Or Verizon Wireless?)

- * The Family Justice Center is expanding within the next thirty days to include services for children. This provides new opportunities for increased partnerships as well as new and creative ideas that incorporate services and healing opportunities for children.

The FJC is:

- * City leased office space

- * Tenants include staff from over 25 public and private agencies

- * 120 full time and part time people

- * The Police Department and City Attorney's Office are the core City tenants

- * Chosen as the model for a national initiative: Each federal site will get between \$750,000 - 1 million dollars

Arts and Culture Perspective

- * The Arts Community envisions mixed use for the library. The Arts community could utilize the library building to reflect more of what the downtown community is like

- * The response to the library seems like a magnet for the community to work together. "The arts community loves to live and work in areas where there's more than just art"

* It is difficult finding facilities that are already paid for. In addition, the building has the attraction of a civic building. It's a beautiful location. There are quite a few pillars. Renovations are needed and expensive but are viable

* The rich history of the building and this particular corner and spot was the center of downtown. It would be nice to see how that heritage can be brought back into these spaces in a new way

* Arts and culture can create a shared vision of the desired look and identity of the community

* Social Service organizations that can work in the realm of art - "artists want to make the world a better place too"

* "I see connections we never thought of before." As a part of the national model, the arts community would like to go forward in the idea of mixing use

* Maybe the center could even consider the arts when developing therapy and services for children. Kids that benefit the most are the kids that need a little extra.

* Art provides so much more than just watching television; it builds confidence, self-esteem

* Abused and at-risk children could have theatre and art training and enjoy other activities including play therapy and art therapy

What are the major needs of the Arts Community?

* Rehearsal space, office space, administrative space, and affordable housing for artists

* Parking access to downtown (recommendation: go under ground for parking)

* Want to be able to provide night events and activities for the local art community Note: Library has been open late in the evenings, which has helped the neighborhood stay safe

* Create something like an innovative coffee house structure where poets can come

* Experimental, flexible, and affordable -- not trying to compete with main line of performance venues; the arts community is currently already working uphill to get back online with major theatre arts elements like Balboa Park

* Convertible space (such as activities rooms and theatre space)

APPENDICES

APPENDIX A

DEFINITION OF CHARRETTE AND CHARRETTE AGENDA

Charrette is defined as an intensive planning session where citizens, designers and others collaborate on a vision for development. It provides a forum for ideas and offers the unique advantage of giving immediate feedback to the designers. More importantly, it allows everyone who participates to be a mutual author of the plan. A charrette is a creative burst of brainstorming and design activity where many goals are accomplished. Charrettes are organized to encourage the participation of all. Ultimately, the purpose of the charrette is to give all the participants enough information to make good decisions during the planning process.

Charrette Agenda:
DREAM TEAM

Family Justice/Arts and Culture Center
Design Charrette
October 9, 2004

Where
Who
What
Time
Central Library Auditorium

Continental Breakfast

8:00 am - 8:30am

Casey Gwinn
Welcome and Introduce Lamont
(Vision & Location)

8:30 - 9:15

P. Lamont Ewell
City of San Diego's support FJC

Garry Papers, CCDC
Downtown Plan Update

Victoria Hamilton
Arts and Culture Commission

Mike Stepner
Present format of the day
(Present Perspectives and other projects)

Questions

Site Walking Tour
Mike Stepner and Garry Papers
Lead group tour
9:15 - 9:45
Walk to 707 Broadway

Break
9:45 - 10:00
707 Broadway
Mike Stepner
Design Charrette
10:00 - 11:45
707 Broadway

Get situated in room with boxed lunch
11:45 - 12:05

- Report Out
- "Dot" exercise

12:05 - 1:20

Casey Gwinn
Closing remarks and next steps

1:20 - 1:30

APPENDIX B

SAN DIEGO FAMILY JUSTICE CENTER HISTORY

The San Diego Family Justice Center opened on October 10, 2002, with unanimous support from the Mayor, City Council, City Attorney, City Manager, Police Chief, Fire Chief, and over forty community organizations. Supporters included the County's entire Congressional delegation and state legislative delegation. The Family Justice Center (including its camping initiative, Camp Hope) has become the most significant and comprehensive public safety initiative addressing domestic violence in the history of San Diego. Law enforcement, prosecution, intervention, and prevention services are now available under one roof to address all aspects of family violence incidents. The vision for the San Diego Family Justice Center was first conceived by then-Deputy City Attorney Casey Gwinn in 1989. Fifteen years later, the vision has become a reality.

On October 8, 2003, President George W. Bush announced the creation of the President's Family Justice Center Initiative designed to create 15 Family Justice Centers in the United States using the San Diego Family Justice Center as the demonstration site for the national initiative. The Department of Justice has allocated \$20 million for the development of the first fifteen Centers. Each site is developing protocols, policies, and procedures through comprehensive strategic planning processes in order to geographically co-locate a diverse blend of multi-disciplinary services for victims of domestic violence and their children. San Diego will play a central role in the federal initiative and in supporting other Family Justice Center sites across the country in the months and years to come.

On a local level, there has been a grassroots push for regional Family Justice Centers to assist victims of domestic violence and their children. In response to the demand, the County of San Diego has begun a regional planning process designed to create specialized Centers around the County within the next five years. The vision is for a network of specialized Centers with the City's downtown Center playing a central role in working collaboratively with each of the smaller Family Justice Centers in the County.

Since being featured on the Oprah Winfrey Show in January 2003, and receiving national and international media attention, the San Diego Family Justice Center has hosted site visitors from forty seven (47) states and twenty-nine (29) countries. We are currently developing sister city relationships with: the Canadian cities of Edmonton, Calgary, and Toronto; with the Gold Coast of Australia; and with the cities of Croydon and Lancashire in Great Britain. Each of our sister cities has planning processes underway to develop Family Justice Centers modeled after the San Diego Family Justice Center.

Camp Hope, as well, has garnered attention from across the country as the

first dedicated camping facility of its kind in America for victims of child abuse and family violence. The planning for permanent buildings at Camp Hope is currently in the project design phase and initial environmental review has begun at Lake Sutherland, a City-owned reservoir, the site for the main Camp Hope facility. The City's Water Department, under the leadership of Larry Gardner and Frank Belock, is playing a crucial role in working cooperatively with the Family Justice Center to help make Camp Hope a reality. In the first two years, over 200 children have been able to experience Camp Hope. Children participating in Camp Hope have come from the Family Justice Center, domestic violence shelters, child abuse treatment facilities, and transitional housing facilities for domestic violence victims and their children. With a generous grant from the Waitt Family Foundation, Camp Hope children will also be receiving long-term support and mentoring. Funds for the operation of Camp Hope for the last two summers have been raised by the San Diego Family Justice Center Foundation through private donations from individuals and corporations.

The San Diego Family Justice Center has benefited greatly from the support of the San Diego Family Justice Center Foundation. The Foundation, a private non-profit 501c(3) corporation, was created to fund the day-to-day operation of Camp Hope, the long-term capital needs of Camp Hope, to support the Family Justice Center operations, and to ultimately assist with the long-term capital needs of the Family Justice Center. The Foundation is led by Executive Director Sharon Smith and a diverse Board of community leaders.

The Foundation has become a critical community partner in the Family Justice Center and currently maintains office space on the 7th Floor of the Center at 707 Broadway. The Foundation has raised over \$4 million for the operation and development of Camp Hope in the last 15 months. It has also raised significant funds for and public awareness about the Family Justice Center. The Foundation has also hired staff to provide training and technical assistance to other Family Justice Center sites across the country as part of the President's Family Justice Center Initiative.

The San Diego Family Justice Center also has been enriched by the Volunteer Program launched in January 2003 by the San Diego Police Department. The Volunteer Program supports every aspect of the Center's operation. Over sixty volunteers, including Chaplain Assistants, provide daily help to the professional staff of the Center. They are a dynamic group of committed and caring individuals who have collectively donated 13,502 hours. Using the 2002 national average hourly wage of \$16.54, the City of San Diego has received \$223,323.08 worth of volunteer services. As the Family Justice Center expands and the demands for its services grow, more volunteers will be recruited. Volunteers are crucial to sustaining the operations of the Family Justice Center and Camp Hope in the years to come.

Most recently, the Mayor and City Council unanimously authorized a five-year lease for an additional 12,000 square feet of space for the Family Justice Center at 707 Broadway. The new second floor has allowed for the addition of much needed services for victims and their children. The new services include a program for disabled domestic violence victims, a night legal clinic, and a Children's Program. The new Children's Program is a partnership between the San Diego Family Justice Center and the Chadwick Center at Children's Hospital. In just two months of operation, positive results are already evident. Jackie Dietz, the Director of the Chadwick Center's Family Advocacy Project reports that what previously took a week or more, now takes one afternoon. Clients can meet with attorneys, obtain valid protective orders, receive medical attention, and benefit from crisis counseling. Children coming into the Family Justice Center can now receive comprehensive advocacy services through trained child trauma counselors.

In the last 24 months since its inception, the San Diego Family Justice Center has served 9,749 victims of family violence and their children. Volunteers and staff have received 52, 678 phone calls on the Center's toll free information line (866-933-HOPE). The Center has hosted 8,477 site visitors from around the world. The San Diego Police Department has handled 19,830 domestic violence incident reports. The City Attorney's Domestic Violence Unit has handled over 8,000 cases. Presently, over 120 family violence professionals, including the entire Police Department's Domestic Violence Unit, the entire City Attorney's Domestic Violence Unit, and over 23 non-profit agencies, work together every day to provide services to clients from across the City.

Listed below are the agencies that are currently housed at the Family Justice Center or are in the process of moving into the Center. These organizations support the operation, goals, and objectives of the Family Justice Center and collectively enhance the service delivery effort for victims of family violence within the City of San Diego:

1. Adams and Adams Consulting (Strategic Planning)
2. Adult Protective Services
3. Cal Western Law School - Legal Internship Program
4. Camp Hope
5. Center for Community Solutions (Restraining Order Clinic/Shelter Services)
6. Child Protective Services
7. Children's Hospital - Chadwick Center
8. Home Start
9. Department of Defense Military Liaison (Navy and Marine Corp)
10. President's Family Justice Center Initiative, Technical Assistance

Program

11. San Diego City Attorney's Office, Child Abuse and Domestic Violence Unit
12. San Diego District Attorney's Office
13. San Diego Family Justice Center Foundation
14. San Diego Fire Department - Chaplain's Program
15. San Diego Police Department - Domestic Violence Unit, Elder Abuse Investigations (pending) and the Volunteer Program
16. San Diego Domestic Violence Council
17. San Diego County Probation Department
18. San Diego Volunteer Lawyer Program
19. Sharp Grossmont Hospital - Forensic Medical Unit
20. Teen Court
21. Travelers Aid
22. UCSD - Paralegal Program
23. UPAC - Union of Pan Asian Communities
24. SDSU Women, Infants and Children Program (WIC)
25. YWCA - Legal Clinic/Shelter Services

While efficiency and collaboration have been important successes by bringing professionals together, the most important results are increases in public safety. The results have been tremendously encouraging. Since the San Diego Family Justice Center opened its doors in October 2002, domestic violence homicides have continued their twenty year decline in the City of San Diego. In 2002, there were nine domestic violence homicides in the City. In 2003, there were seven domestic violence homicides. And in the last 12 months, there have been five domestic violence homicides in the City. Most notably, no one seeking services at the San Diego Family Justice Center has been a victim of homicide. These tremendous results continue the twenty-year decline in domestic violence homicides in the City as the City Attorney's Office and Police Department have pursued a coordinated community response approach in San Diego. In 1985, San Diego experienced 30 domestic violence related homicides. Today, we are steadily moving toward ZERO. We aspire to be the first major City in America with no deaths related to domestic violence.

While the annual City costs related to the Family Justice Center are approximately \$1 million per year, excluding staffing costs, the value of the investment is obvious. Less women, men, and children are dying today as a result of our public safety efforts and the quality of life for those seeking services at the Family Justice Center is improving. Experts estimate that a single murder case in America costs in excess of \$1 million to prosecute to completion. Preventing one homicide through the Center's work makes the business case for the Center's on-going funding levels. But the statistics are pointing toward far greater results in both homicide prevention and service effectiveness. In recently conducted Focus Groups, Family Justice Center clients have praised the work of the Family Justice

Center and have credited the Center with dramatically increasing their safety and reducing their fear and pain.

APPENDIX C

RSVP LIST:

Angela
Aboy

Judi
Adams

Brian
Ahern

Vincent
Allaya

Claire
Anderson

Dorothy
Annette

Howard
Blackson

Tom
Blessent

Joel
Bryden

John
Collum

Mary
Cornicelli

Charles
Dyer

Jean

Emmons

Eli
Ferald

Alexander
Ferrar

Keith
Fisher

Alejandra
Gavaldon

Casey
Gwinn

Jim
Hall

Victoria
Hamilton

Charles
Hanson

Kathy
Healey

Florence
Hordge

Patrick
Hunter

Jo-Ann
Jaffee

Monica
Kaiser

Robert
Keetch

Golly
Kouakou

Maelin
Levine

Markov
Manalo

Bob
Marinacchio

Arnold
Marquez

Cynthia
Marquez

Larry
Marshall

Mary
McLellan

Bette
Miller

Aja
Moerler

Dene
Oliver

Andy
Pendoley

Jeff
Reetas

Christine
Rodriguez

Celine
Rodriguez

Raymond
Rodriguez

Barbara
Ryan

Amy
Rypins

Brian
Sheehan

Gary
Smith

Mike
Stepner

Gael
Strack

Michael
Summers

Chuck
Valverde

Leslie
Wade

James
Watts

Theresa
Wulf

Kate
Yavenditti

Mike
Young