



**FAMILY ADVOCACY CENTER
STRATEGIC VISIONING
R E P O R T
A P R I L 1 2 - 1 3 , 2 0 2 2**

Prepared by Gael Strack, Casey Gwinn and Dr. Denise McCain on behalf of the Family Justice Center Alliance, a program of Alliance for HOPE International the Family Justice Center Alliance,

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OVERVIEW

Our team at Alliance for HOPE International has been honored to support your vision for developing a Family Justice Center framework in Cobb County. Congratulations for being awarded one of only three grants by the Georgia Criminal Justice Coordinating Council to open a Family Justice Center by December 2022. It is exciting to see the Georgia Statewide Family Justice Center Initiative include your community.

In our first visit in August 2021, RaeAnne Passantino, our Director of Technical Assistance for the Family Justice Center Alliance program, Michelle Morgan, Vice President and Director of One Safe Place in Fort Worth, Texas, and Dr. Denise McCain, Executive Director of the Prince George's County Family Justice Center in Upper Marlboro, MD conducted a two-day study tour, made recommendations and concluded your community was engaged and ready to conduct a Strategic Planning event to move toward the Phase I startup of your Center.

In our second visit in April 2022, we witnessed the passion of District Attorney Broady, the dynamic leadership of your local elected officials, and the commitment from your community leaders and core partners. We were impressed by the level of collaboration already developed in Cobb County and the investment of the entire Family Advocacy Center Steering Committee under TaNesha McAuley's inspired leadership.

Your community worked together over our two days together to develop a vision that will change the paradigm for offering hope and healing to survivors of domestic violence, sexual assault, child abuse, elder abuse and human trafficking. Your vision will set a high standard for others to follow and one that will save and improve lives. Congratulations!

We submit this Strategic Planning Report to help serve as a guide in support of your efforts to make your vision for the Family Advocacy Center a reality. We are excited to support you in the months ahead.

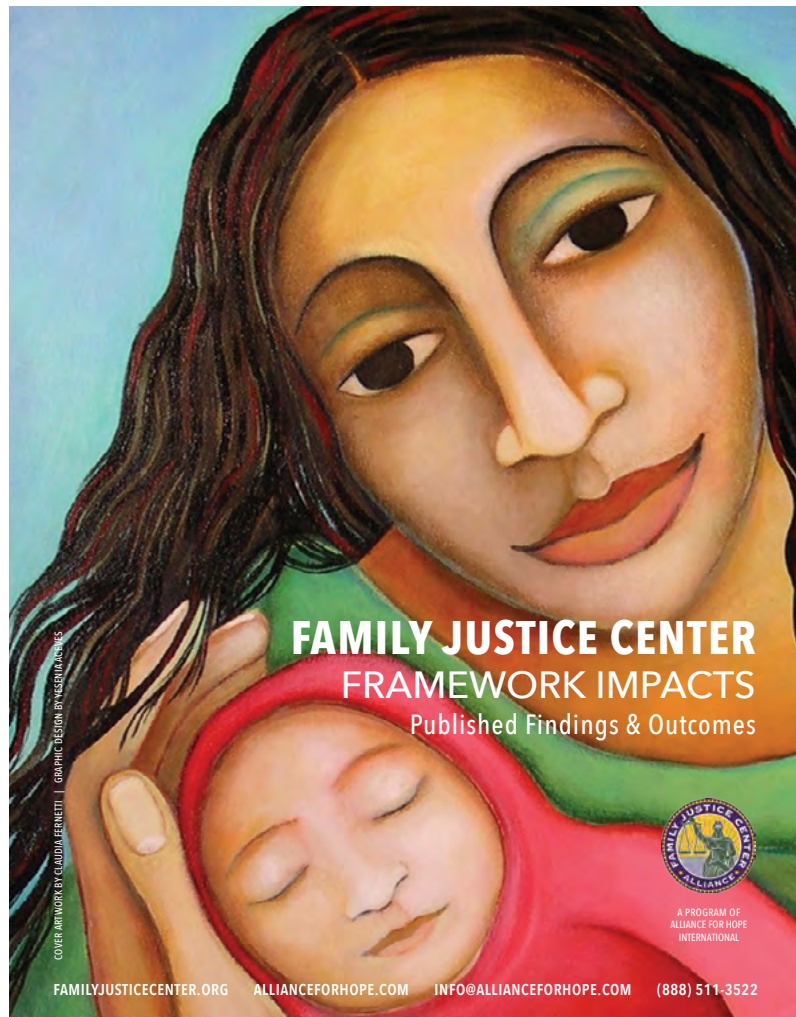


L to R: Casey Gwinn, President of Alliance for HOPE International; Dr. Denise McCain, Executive Director, Prince George's County FJC; and Gael Starck, CEO, Alliance for HOPE International

ALLIANCE FOR HOPE INTERNATIONAL AND THE FAMILY JUSTICE CENTER FRAMEWORK

The Family Justice Center Alliance, a program of Alliance for HOPE international, is the training and technical assistance provider for the U.S. Department of Justice for all Family Justice Centers in the United States. It was founded by President Casey Gwinn and CEO Gael Strack in 2003. Casey Gwinn is the visionary behind the Family Justice Center movement and Gael Strack was appointed by Casey during his tenure as San Diego City Attorney to be the founding director of the San Diego Family Justice Center, the inspiration for the President's Family Justice Center Initiative in 2004.

The Alliance is one of the leading social change organizations in the country focused on creating innovative, collaborative, trauma-informed approaches to meeting the needs of adult and child survivors of trauma. The Alliance and its allied Centers serve more than 150,000 survivors and their children each year in the United States. The Alliance supports multi-agency Centers in 44 states and 25 countries and trains more than 35,000 disciplinary professionals every year. The mission of the Alliance is to create pathways to hope for women, children and men who are victims of domestic violence, sexual assault, child abuse, elder abuse and human trafficking through collaborative, integrated multi-disciplinary centers,



teams and initiatives in order to break the generational cycle of violence and abuse in families across the United States and around the world.

Family Justice Centers bring services together for survivors of trauma and abuse, allowing clients to access comprehensive wraparound services from one location, while fostering a community of support for survivors that endures long after the crisis has passed. The Family Justice Center framework is supported by research and has been identified as a best practice by the Department of Justice.

COBB COUNTY'S JOURNEY TO A FAMILY ADVOCACY CENTER

The concept of starting Family Justice Centers in Georgia began with a statewide conference more than ten years ago when Alliance President Casey Gwinn spoke at the Georgia Commission on Family Violence Conference and challenged the state and local communities to offer collaborative, wraparound services to survivors of domestic violence and sexual assault. In Cobb County, District Attorney Joyette Holmes pursued a \$400,000 grant in 2019 in collaboration with LiveSAFE Resources, SafePath Children's Advocacy Center, Inc., along with Cobb County Government, the Cobb Sheriff's Office and Police Department, the Solicitor General's Office, and Legal Aid of Cobb County. Funding for the grant came from federal Victims of Crime Act monies through the Georgia Criminal Justice Coordinating Council (GCJCC) to move the vision forward.

In 2020, District Attorney Flynn D. Broady, Jr. was elected and identified the Family Justice Center Framework as a pathway to hope and healing for survivors and a powerful force for criminal justice reform in Cobb County. He vowed to: hold violent criminals accountable while restoring nonviolent offenders to productive lives; engage the community; to expand greater access to courts; and promote more visible victim advocacy. His vision was in perfect alignment with the Family Justice Center framework.

The District Attorney named TaNesha McAuley as the Family Justice Center Site Coordinator and retained Alliance for HOPE International to assist with the planning process. He hosted a Listening Tour with Jenny Azman, from the GCJCC which began in March 2021 in collaboration with Cobb's Public Safety Department; the Cobb Solicitor General's Office; liveSAFE Resources; SafePath Children's Advocacy Center, Inc.; Kennesaw State University's WellStar College of Health and Human Services, and others. Out of the Listening Tour came a strong community and survivor consensus that the Center should use the name "Family Advocacy Center."

Even with extremely challenging weather, the turnout of concerned citizens and community service providers at the Study Tour was clear evidence of strong momentum toward creating the Cobb County Family Advocacy Center. The [Study Tour Report](#) is an excellent opportunity to see what the Alliance's early recommendations and findings were about starting a Family Advocacy Center in Cobb County.

During the Alliance's second visit in April 2022, Casey Gwinn, Esq., President, Gael Strack, Esq., CEO and Dr. Denise McCain, Executive Director of Prince George's County Family Justice Center, led two days of strategic planning to help Cobb County develop a vision that will create the Family Advocacy Center and change the community paradigm for offering hope and healing to survivors of domestic violence, sexual assault, child abuse, elder abuse and human trafficking.

THE STRATEGIC VISIONING AND PLANNING PROCESS

The vision for the development of the Cobb County Family Advocacy Center has been slowly gaining momentum in recent years. From the beginning of the Alliance's involvement, we have had the opportunity to meet with elected officials, policy makers, funders, allied partner agencies, survivors and staff from the District Attorney's Office. We have conducted multiple zoom meetings, on-line surveys, information sharing sessions, individual meetings and community forums. The Alliance's community assessment, study tour, focus groups, and strategic planning were key steps toward adding depth and detail to the future framework of Cobb County Family Advocacy Center.

In preparation for Strategic Planning, the Alliance provided the Steering Committee a digital copy of "Dream Big, Start Small." Chairs and Co-chairs were identified for each working group. The Alliance provided training to the Chairs and Co-Chairs on how to facilitate their work groups and provided key documents for their review, including the FJC Impact Report, our new [Family Justice Center Info Guide](#) and selected webinars from our online Resource Library. In addition, all attendees were requested to review the

interview of Ellen Pence on her thoughts about the Family Justice Center framework as homework.

This Strategic Planning Report is the compilation of our work together and a direct result of a two-day Strategic Planning event. It was created during a fast-paced event held on April 12-13, 2022, at 3101 Cobb Parkway SE with more than 50 attendees participating in-person. The Strategic Visioning was facilitated by Alliance President Casey Gwinn, Alliance CEO Gael Strack and Dr. Denise McCain, Executive Director of the Prince George's County Family Justice Center. This document serves as the strategic framework to guide the development of Cobb County Family Advocacy Center.

The shared vision for the Cobb County Family Advocacy Center is dynamic, viable and inspiring. There is no question it deserves the funding and support from philanthropists, foundations, local government, state government, the federal government, and other potential supporters. It is a transformative vision that will increase safety, hope, resiliency and wellbeing for adult and child survivors of trauma, violence and abuse.

"None of us were guaranteed a perfect world. It's up to us to determine how we deal with it. It's incumbent upon us to do it better, that's what the Family Advocacy Center is about. This is what we need in Cobb County so victims won't have to tell their stories over and over again. Being able to have our caregivers in one place is what victims need."

JIMMY GISI, ASSISTANT MANAGER, COBB COUNTY

ALLIANCE for HOPE INTERNATIONAL

Cobb County Family Advocacy Center
Strategic Planning Process
April 12-13, 2022



HIGHLIGHTS FROM STRATEGIC PLANNING

District Attorney Flynn D. Broady, Jr. welcomed participants and provided opening comments. He shared his commitment to seeing the Family Advocacy Center and Camp HOPE America begin in Cobb County. District Attorney Broady welcomed and introduced President Casey Gwinn who facilitated two-days of an action-packed agenda which included:

- Comments from The Alliance Team
- Overview of the Family Justice Center Framework
- Overview of the Strategic Planning Process
- Crafting the Vision – What do we want our Center to be in five years?
- Group Photo
- Articulating our Mission, Values and Beliefs
- Identifying Blocks and Barriers
- Overcoming Blocks and Barriers with Proactive Strategies and Actions
- Comments from Sheriff
- Funding and Sustainability presentation by Gael Strack and Dr. Denise McCain
- Successfully Working Together presentation by Gael Strack and Dr. Denise McCain
- Overview of the Work Group Process and Group Rotations
- Personal Commits from Participants
- Next steps



FAMILY JUSTICE CENTER MOVEMENT OVERVIEW

Alliance President Casey Gwinn started his presentation with a summary from the Study Tour, the great questions asked, the results of the on-line surveys and individual meetings and three emerging themes:

- The need for additional financial resources to allow staff to be at the Center
- A focus on diversity and cultural awareness of Family Advocacy Center staff and partner agencies to be more reflective of the community
- Effective data collection, evaluation, and sharing of outcomes

Casey highlighted key findings from hundreds of focus groups hosted by the Alliance:

- Victims are fearful of systems and don't understand the process
- Court is the scariest place to seek help
- Shelters are the safest place
- Victims must go from place to place
- They must tell their story over and over
- Victims want all their services together in one place

He continued his presentation with an overview of the Alliance today, a brief history of the Family Justice Center movement, what a Center is and is not, essential ingredients of a Family Justice Center and he provided a virtual tour of Centers in the United States and around the world. He also shared common fears and concerns experienced by staff and onsite partners located in Centers. Casey wrapped up his presentation with the need to create a "culture of hope" at each

Center to mitigate trauma experienced by survivors and vicarious trauma experienced by staff. He also shared the Alliance's four strategic directions: Collaborative Leadership; Commitment to Best Practices; Guiding Principles; and Accountability to Survivors. Casey provided a few highlights about the Family Justice Center movement today, including the Family Justice Center Framework Impact Report (peer reviewed, academic outcomes) which was provided as a handout. It included the latest research and outcomes on:

- Co-location of Child Advocacy Centers at Family Justice Centers
- Multiple statewide networks
- Family Justice Center legislation across the country
- Highlights from the Alliance's USDOJ OVC Polyvictimization Demonstration Initiative
- The intersection between domestic violence and substance use
- How services are expanding to include Forensic Medical Units and Health Clinics
- The need to address the needs of high-risk victims including strangulation survivors

Casey shared the latest research on the science and power of hope from the Alliance's work in collaboration with The Hope Research Center at the University of Oklahoma. He provided an overview of his bestselling book, authored with Dr. Chan Hellman on the Science of HOPE and shared how many Centers are using it during their planning process and with survivors and staff.

"WE ARE BORN WITH HOPE. It is the essence of who we are as human beings. Animals are not hope-centered. Human beings alone have the ability to look forward and imagine who we want to be and then figure out how to get there. But human beings get robbed of hope. Generally, very early in their lives, and children are always robbed first. That is why we are in the HOPE Business. We are in the business of helping people move from where they are to where they want to be. Today, we understand hope is not an emotion or wishful thinking. There is a science to HOPE."

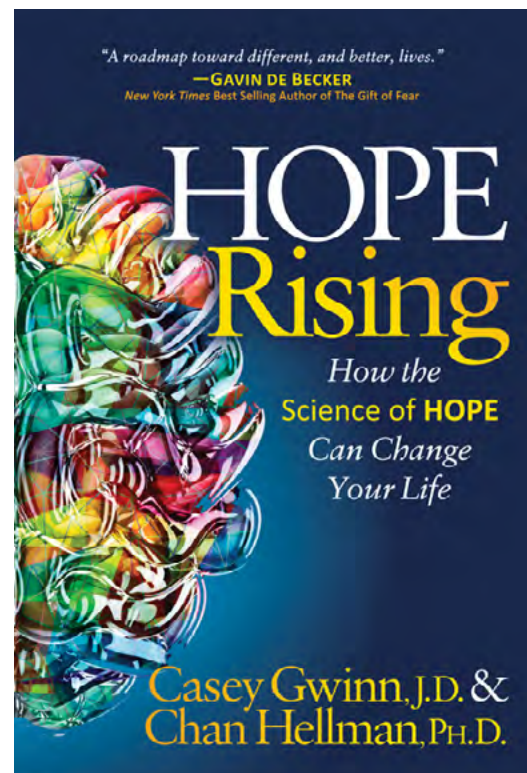
CASEY GWINN, PRESIDENT, ALLIANCE FOR HOPE INTERNATIONAL

Casey challenged all those in attendance to begin to think about what it means to be trauma-informed and hope-centered. He cited to the research that confirms we must be in the "hope business" and we must help trauma survivors increase hope

in their lives because rising hope predicts wellbeing after trauma. Wellbeing after trauma must be the ultimate outcome for all Family Advocacy Center clients, both adults and children.

"I've been buying up "Hope Rising" since hearing you at Brooklyn Law School in late 2019. We give them to clients, partners, board members, everybody. Last week, we sent them to the homes of all our staff members working remotely (many of them new hires) and we're orchestrating a book club to discuss hope regularly."

MARY MURPHY, EXECUTIVE DIRECTOR,
FAMILY JUSTICE CENTER OF ERIE COUNTY



CRAFTING THE VISION

Alliance President Casey Gwinn then led participants in a visioning exercise to create their vision for a Family Advocacy Center in Cobb County. He asked all attendees to close their eyes and imagine it was 2027 and, in five years, Cobb County had transformed the way it responds to domestic violence, sexual assault, child abuse, elder abuse and human trafficking. Reporters, researchers and media outlets were flocking to see what happened here. Domestic violence homicides had dropped to nearly ZERO. Children were growing up without violence and abuse in their homes. The jail and prison populations had plummeted. Cobb County is a model for the state of Georgia for collaboration, multi-agency coordination, integrated services, even drawing Oprah out of retirement to come see the success story. The Family Advocacy Center was so successful it was drawing site visitors from the across the country and around world. He then asked: Why? What happened between 2022 and 2027? What and how did your vision become a reality? Why were lives being changed in

such a powerful way? What partners were on site? What programs, services and activities were included at your Center? What was available for adult women and men? What was available for children, youth, elders? What did the Cobb County Family Advocacy Center look like and feel like? Why were survivors wanting to come back to experience community long after the crisis? How were the partners working together? Why were survivors finding such safety, healing, hope and wellbeing at Cobb County Family Advocacy Center?

After nearly ten minutes, Casey Gwinn asked everyone to open their eyes and write their vision on a piece of paper, without talking to others, listing as many things and ideas as they saw and felt during the exercise. Then, Casey challenged each table to put their vision on 5x8 cards. The cards were placed on a wall and later organized into categories by the Alliance Team and participants, linking concepts that produced a cohesive vision that represented the needs and services for survivors.



"Cobb County is a very diverse community. This center is going to be so impressive to us and Cobb County's Sheriff's Office is going to stand behind it 100%."

CRAIG OWENS, SR., SHERIFF,
COBB COUNTY

This is what we want a Family Advocacy Center in Cobb County to look like in five years...			
COMPREHENSIVE WRAPAROUND SERVICES			
Comprehensive resource complex	Invert the burden	Therapy animals	Childcare
Field day	Cutting edge technology	Bilingual advocates	Continuous survivor support
Therapeutic animals on site	Lethality Assessments	State law education	Customer service mentality
Modern Technology & Apps	Compassion Multi-lingual & international reach	IT expertise	Law school intern program
Medical, self-care and wellness onsite	Gardens run by survivors (Zen area)	Tutors	Multi-lingual services for all
Best practices	Community buy-in	Pathway to break the cycle	Self-care for professionals
Lifespan Services	Childcare program Learning, kid friendly, inclusive, community oriented, SAFE	Development	GED Program for Survivors Music, jazz and hiphop
Pet, music, art therapy	Inter	Fundraiser	Job training
Client ID, passport for services	Operability	Law Enforcement Services	Enough professional staff to provide services
Interactive maps & information stations	Smiling Professionals eager to help	Parenting classes	Post-conviction advocates
Education services/ tutoring onsite	Animals: Therapy & Pets	Life skills classes	Peer support groups
Easy intake process	Career Classes	Georgia	Primary care for patients
Bilingual receptionist	Monthly activities for kids	Debt free	Community and system-based advocates
Innovative		Sustainable Operations	Camp HOPE America --
Comprehensive Advocacy		Always Preparing to grow	
		Resilience and wellness	

This is what we want a Family Advocacy Center in Cobb County to look like in five years...			
WIDE RANGE OF ENGAGED AND COLLABORATIVE PARTNERS			
Georgia Asylum & Immigration Network Faith based Organizations Ser familia Tapestri Spiritual care volunteer Department of Behavioral Health and Developmental Disabilities Elder care Mission Acts International	Live Safe Shepherd's Center Magistrate court onsite Cobb Collaborative Raksha Physical Therapy/Rehab Must Ministries Help with Humanitarian Relief, U-Visa, VAWA Good Samaritan Ser Familia Rescuing HOPE CPAC	Cross-Training Resources Center for Family Resources Some1 Cares Cobb Legal Aid DFCS Adult Protective Services Wellstar Medical Criminal Justice Coordinating Council District Attorney's Office LGBTQ Community Police/Law Enforcement Investigators LiveSafe	Safepath Children's Advocacy Center Primary Health Care Partner with Schools Safepath Social Media Expert Media Adult protective services Cobb County Solicitor's Office Disabled Community I & N or ICE Streets & Grace

This is what we want a Family Advocacy Center in Cobb County to look like in five years...			
HOLISTIC, WELCOMING AND COLLABORATIVE SPACES			
Efficient, Collaborative Spaces	Warm, Welcoming	Open Workspaces	Counterless Intake System
Walking Trails/Track	Youth/Teen Activity Room	Chapel	Pet Area
Creative Safe Spaces	Goofy Days	Free Parking	Safe Outdoor Spaces
Light	Game Room	Holistic Care Center	Garden/Green Spaces
Outdoor Play/Recreation Area	Big Training Rooms	Cafeteria	Communal Kitchen and Dining Area
Library	Each Agency Has a Pod or Space	Spa/Salon	Clear Signage, Multiple Languages
Positive First Impression	Where a Kid Can Be a Kid	Space by 12/31/22	Long-Term Funding is Obligated

HOLISTIC, WELCOMING AND COLLABORATIVE SPACES			
Public & Private Support	Professional Fundraiser	Long-Term Support	Sufficient Funding for Everyone
Bring Awareness & Resources	How Prince George's Got Funded	Encourage the Community to Participate	Federal, State, and Private Philanthropy Funding

ARTICULATING OUR BELIEFS AND VALUES

After creating a shared vision, Casey Gwinn shared the Guiding Principles for the Family Justice Center movement and engaged the participants in a discussion about shared values and beliefs. He expressed shared values and beliefs are crucial to an effective collective impact initiative like a Family Justice Center and there must be consensus that will drive the Center and form the foundation for its

operation, sustainability and success. Casey asked the participants: "What will be your shared values and beliefs to help ground and guide the development and operations of the Center?" At their tables, participants began small group discussions, articulated those values and beliefs on 5x8 cards and posted them on the wall next to the vision wall:

"We don't act based on what we know. We act based on what we believe.
So, what will you believe together in this Center?"

CASEY GWINN, PRESIDENT, ALLIANCE FOR HOPE

BELIEFS AND VALUES:

Safety (as a priority)	Trust	Appreciating other's roles	Open to change
Victim-centered approach	Inclusion/Cultural Diversity	Security	Flexibility
Victim-focused	Everyone has a voice	Informed decision making	Systems thinking
Continued education	Victim-equality, respect, dignity, integrity	Creation of Healing environment	"Our client"
Communication	Self-sustainability	Non-judgmental	Evaluation - always seeking to improve
Service	Communication	Cultural competence	Where survivors build community
If you see something, say something	Education	Can-do attitude	Empathy
Survivor's choice	Mindfulness	Innovative mindset	Advocacy
Trauma-informed	Collaboration mindset	Teamwork	Kid-friendly
Instill hope	Confidentiality	Helping others	Provider support
Kindness	Compassion counseling	Inter-professional values	Self-care
Love	Understanding dynamics of domestic violence	Huddle to troubleshoot	Staff look like the community we serve
Universal respect	Empowering environment	Crucial conversations	Many languages are spoken at the FAC
Accessibility (all)		Openness	
Listening presence		Collective impact values	

INTERVIEW WITH DR. ELLEN PENCE

The Alliance provided a powerful 45-minute video featuring Dr. Ellen Pence with the Steering Committee to share with participants prior to the Strategic Planning meeting. Ellen was a national leader and visionary in the domestic violence movement. She developed the concept of the coordinated community response, programs for offenders, the power & control wheel, the Safety Audit, Blueprint for Safety and identified best practices to improve the criminal justice system's response to gender-based violence.



In the video, Casey Gwinn interviews Ellen about her work in Duluth, her leadership at Praxis International and her thoughts about the Family Justice Center framework. Her thoughtful and insightful comments were meant to engage reflection and discussion about the Hopes and Fears of co-located agencies. The timeless video was recorded before Ellen died from breast cancer in January 2012 at the age of 63 and provides valuable lessons learned and advice for the future, including:

- Put model policies into writing
- Keep it going after people come and go
- Good programs need to survive the loss of charismatic leaders
- We can't have a "go it alone" attitude
- Work together as a team
- Co-location of professionals is a means to an end - increasing safety, increasing offender accountability and creating community for survivors
- We need to become a "collective" with collective goals - not simply professionals in a building doing things that don't work and increasing danger to survivors
- We need to realize we are all part of a bigger vision and calling than our own job
- We can't just work together or live together and be friends because there is no mutual accountability without processes in place
- Need to ask each other "What do you need from me so you can do your job well?"
- Women do use violence at times, but we cannot ignore 6,000 years of human history and male violence, privilege and power.
- The criminal justice system has an important role to play.
- We have a message to deliver which is DV is a crime, and it will not be tolerated.
- Co-location that leads to change and integration is the goal.

Casey and Gael continue to honor Ellen's work by incorporating her thinking, her advice and her challenges into every Strategic Visioning process in communities across the country and around the world who are developing a Family Justice Center framework.

BLOCKS AND BARRIERS

Casey Gwinn then facilitated a discussion about blocks and barriers by asking this question: If we are all committed to this powerful, dynamic vision for the future of the Cobb County Family Advocacy Center, why hasn't this

vision become a reality? What threatens our ability to make it happen? After table discussions, participants posted the blocks and barriers on 5x8 cards and placed them on the wall:

BLOCKS AND BARRIERS:

Money	Competing priorities	Racism/implicit bias
Agency conflicts	Perception	Victim blaming
Turf wars	Territorialism	Time
Silos	Politics	Good employee retention
Non- participants	Compassion fatigue	Conflict resolution
Sterotypes	Funding challenges	Political buy in
Location Facility	Not prioritizing DV Resources	Burnout Time
Elections	Politics	Money
Info overload	Education	Working in silos
Funding	Victim Fear	Ego
Victim awareness	Unity is hard	Changes in Administration
Racism	Land mass	Poor appropriate communication
Bias	Fiefdoms	Ego
Privilege	Ignorance	Losing Joy
Conflicting Agencies & expectations	Closed minded people	Attitudes
Egos	Red tape/beauroacy	Burnout
Politics	Negative attitudes	Conflicting agency goals
Fear	Apathy	Miscommunication of roles
	Money	

Then, everyone was challenged to engage in a "hope-centered" activity to demonstrate how little power barriers actually have in stopping a dynamic Family Justice Center vision. Participants, at each table, were asked to take one of the blocks and barriers and discuss a few practical

action steps that could overcome or reduce the power of that barrier. After participants selected their top barrier, they shared with the group and posted their solutions on the vision wall. Examples of barriers and practical steps identified by each table are listed on the following page.



1. BURN OUT

- Ensure adequate staffing
- Provide adequate salaries
- Use Volunteers
- Offer a Mental Health Day when needed
- Provide on-site self-care opportunities
- Conduct Regular, Midpoint check ins with staff

2. SILOS

- Educate each agency on their collaborative role prior to the project
- Promote a clear understanding of each other's role
- Include everyone in decisionmaking and operations discussions
- Simply state it regularly: "I Appreciate You..."

3. Time to make this happen

- Provide staff to run the planning process
- Celebrate successes and milestones along the way
- Come back and re-center, and update the strategic plan regularly
- Know everyone in the room personally
- meet them if you don't
- When you have setbacks along the way
- deal with them head on

4. BUREAUCRACY

- Develop an Interagency Advisory Council
- Promote trust with and engagement from the top guns of each organization
- Change our language from "them" and "those" people to "us/we"
- Prepare clear MOUs with policies in place to cut red tape

5. VICTIM FEAR

- Develop Safety protocols - safety plans
- Honor Confidentiality
- Offer Community education
- Commit to a Victim-centered approach

6. EGOS AND POLITICS

- Listen to the concerns of policy makers and elected officials and respond
- Put the best staff from each agency at the Center
- Involve everyone in the process and thank everyone often

7. PERCEPTION

- Not everyone knows what each organization is doing
- Education in and out of the Center
- Transparency about what is happening and how the money is raised and spent
- Regular Education about DV, CA, SA, EA, HT
- Cross-train partners about what everyone does in the Center

8. POLITICS

- Focus on education in the community
- Get everyone’s ideas and make it a community project not one elected official’s project
- Focus on the reality that the reduction of crime will help all of us

9. RACISM, BIAS AND PRIVILEGE

- Host weekly brownbag lunches to educate everyone about culture
- Invite diverse community leaders to speak about Racism, Bias and Privilege
- Focus on Implicit bias - speaker
- Survivors - Obtain a confidential survey from survivors about what they see and how it impacts them
- Education on Racism, Bias and Privilege for families - since we all do it.

10. CHANGES TO ADMINISTRATIONS AND STAFF TURNOVER

- Monthly team meetings and activities
- More lunch and learns
- Include everyone to make them feel special
- Develop a clear Operations Manual
- Open and well-known job descriptions and duties for everyone
- Core team members should have a backup, support person
- buddy/Hope Coach

11. LOSING JOY

- Host Staff and Partner outings/ social events
- Promote “brain breaks”
- Do regular check-ins
- Hire people who care



ALIGNMENT OF THE WORKGROUPS

The majority of Day 2 was dedicated to convening five work groups that were established prior to the strategic planning event with the help of key community leaders serving as facilitators:

GOVERNANCE AND FACILITIES

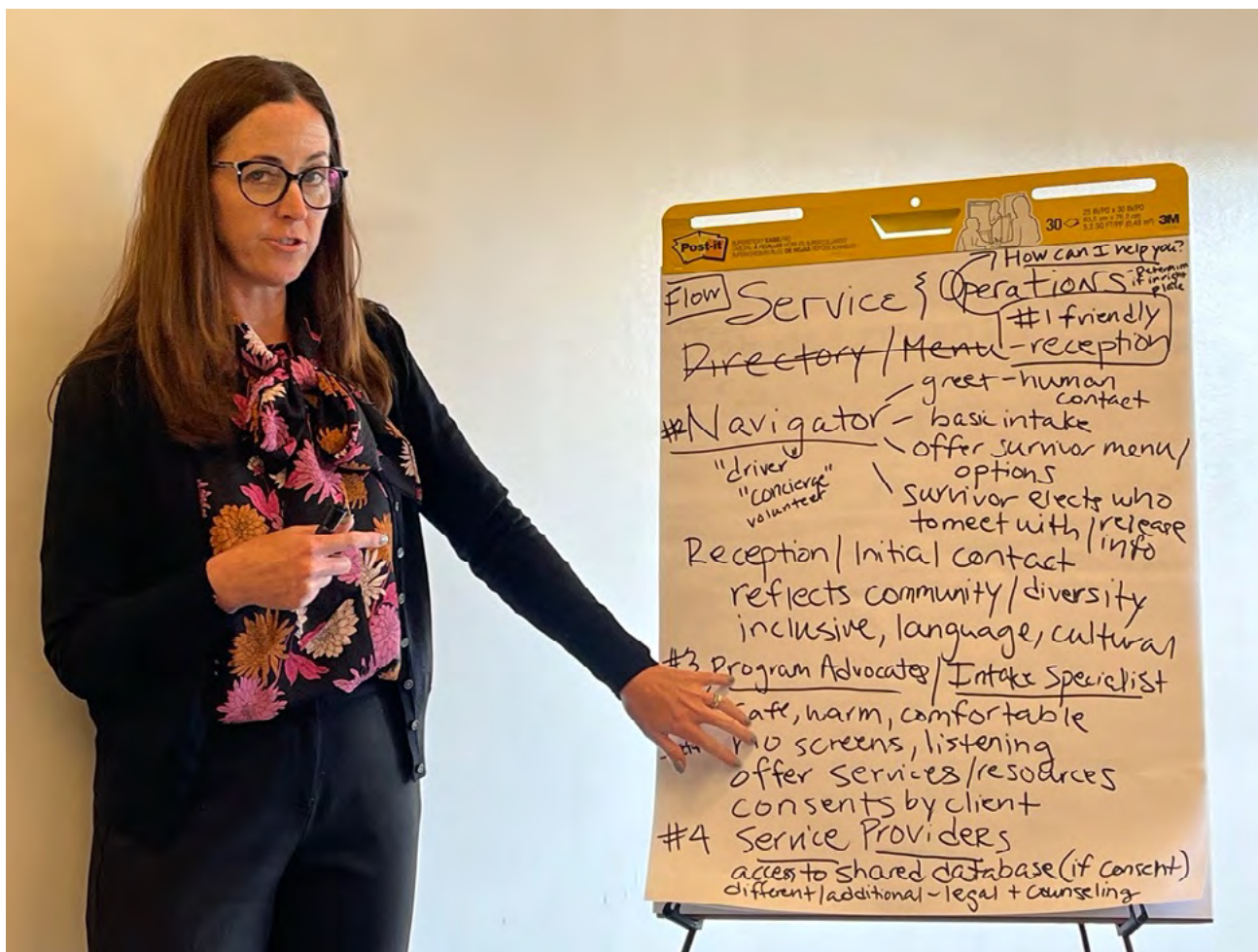
OPERATIONS AND SERVICE DELIVERY

COMMUNITY ENGAGEMENT,
EDUCATION, AND OUTREACH

FUNDING AND SUSTAINABILITY

RESEARCH, DATA, AND EVALUATION

The goal of the work group exercise was to begin to identify questions on and off-site partners will likely encounter in running the Family Advocacy Center and to begin addressing those questions as part of the development of the Center. Every participant was allowed to rotate through two groups that interested them the most. The Work Group Chairs/Facilitators stayed in their groups as all participants rotated. At the conclusion of the rotations, the Chairs provided a quick summary of the highlights of the work groups. We recommend that the Work Groups meet at least monthly to make rapid progress on their initial goals and track the work they have accomplished.



WORKGROUPS

GOVERNANCE AND FACILITIES WORKGROUP

What will be the governance model?	Develop Public Private partnership approach	Contractor's evaluation and feasibility of remodeling an existing building
Government lead?	Safe Path as an example - responsible for their own funding	GPS mapping of crimes to identify where greatest need is in the county
Will we have a 501 C)(3) for fundraising if the government takes the lead?	SPLOST - percentage to the FJC	Satellite offices - Where? Hours? On call? Service model?
Who's going to be the lead agency of the FAC?	Long term lease of property or build?	Private architectural support to get a universal design that is ADA approved
Identify different ways to obtain funding	Review the pros/cons of various sites	

OPERATIONS AND SERVICE DELIVERY WORKGROUP

Develop Clear Client Flow: What will the client flow look like?	Address needs of sexual assault victims - what if they go to the hospital first?	Ensure Informed Consent
Identify Barriers to Efficient Intake: What could be Issues and obstacles at intake?	How do survivors find the Center?	Avoid reinventing the wheel - Study all FJC Operations Manuals
Create Clear Job Descriptions: What are the job descriptions for the FAC core team?	Identify All Services for Children: What about kids? Schools? Mandated reporters?	Review the Alliance's Hope Tech Suite - Intake System
Develop Simple Intake - how much is really necessary to document?	Create Many Entry Points: All doors are right doors	Meet the needs of persons with disabilities
Determine all the ways to connect to services at the Center? What are the various entry points?	Partner with State hotline? Does the FAC Need its own Hotline?	Provide Interpreters and Multi-lingual capabilities
	Create a Plan for Sharing of De-identified Aggregate Data	Make getting information easy
		Empower survivors to share their story

WORKGROUPS

COMMUNITY ENGAGEMENT AND OUTREACH WORKGROUP

How do we ensure everyone knows about the Center?

Define what is a FAC

Creating user friendly education about FAC - in different languages

What questions do we want to ask?

Develop an Outreach/Community Education program

Collaborate with other partners to educate

Training?

FUNDING AND SUSTAINABILITY WORKGROUP

Hire a Professional fundraiser

Learn from how Prince George's County FJC was funded

Cobb County Chamber of Commerce

Develop a standalone department within the county to support and perhaps even operate the Center

Pursue State STOP funding

Cobb Community Foundation - Engage Wealth Managers

Avoid competition with existing funding streams for nonprofits

Fundraising is about managing relationships - build relationships

Example of Lead San Diego supporting FJC - Need Leadership Cobb

Collaborative ask is so important - Like Bass Family funding 32 partners with one ask (\$10M)

RESEARCH, DATA, AND EVALUATION WORKGROUP

What data is available already?

One- day training to ensure data is being collected accurately

What needs to be collected?

Which Universities can we recruit? Research projects? Internships

Collect data from every partner - before opening and after operations begin

What is not being collected?

Goals for FJC

What data is being collected by each partner

Focus groups with providers and survivors

Measuring impact?

Employee Survey

Measuring awareness

What can be shared

Survivor survey

CAMP HOPE AMERICA IN GEORGIA

The Casey Gwinn shared about growing up with abuse in his home as a child and the power of being exposed to camping and mentoring as a child. Growing up and going to camp was restorative. He learned about faith and goals in his life, about what he wanted to be when he grew up. It was one of the main reasons why he created the first Camp HOPE program in the country in San Diego in 2003, soon after opening the San Diego Family Justice Center. It was also one of the reasons he wrote his first book on the Adverse Childhood Experiences Study (ACE), [Cheering for the Children - Creating Pathways to HOPE for Children Exposed to Trauma](#). He wanted children impacted by trauma to have something

to look forward to and to have HOPE in their lives. He also wanted the general public and professionals in the field to understand the ACE Study, the impact of high ACE scores, and how to mitigate that trauma. Therapy is important but it is not hope. Children need fun, exciting things to look forward to in their lives and they need cheerleaders in their lives to help them find pathways to a bright future.

Casey Gwinn then explained the Science of HOPE, the research and the results. He reported that Camp HOPE America is now in 25 states with the goal of being in all 50 states. The goal is preventing crime as opposed to reacting to crime.

"True criminal justice reform is not getting people out of jail or prison. It is keeping people out of jail and prison to begin with."

CASEY GWINN, PRESIDENT, ALLIANCE FOR HOPE

SCIENCE OF HOPE

For the last exercise, Casey Gwinn identified those we serve as "robbed of hope" and talked about secondary and vicarious trauma and how we even professionals get robbed of hope in trying to help others. He encouraged everyone in the room to think about a goal they have in their life whether personal or professional, whether big or small. Then, he challenged them to think about one practical step toward that goal. He then asked attendees to pair up, share their goal and discuss that one practical step. After the exercise, Casey Gwinn asked attendees

to share their experience from that exercise. How did it feel? Attendees shared it felt: Inspirational, Affirming, Accountability, Personal and Relational. They said when they thought about a practical step toward their goal it made it feel more attainable. He encouraged all participants in the development of the Cobb County Family Advocacy Center to commit to the follow principles in order to develop a trauma-informed, hope-centered place for survivors to belong long after the crisis of abuse in their lives.



RECOMMENDATIONS

These are our top 10 recommendations for your consideration as you move forward with planning the Cobb County Family Advocacy Center:

1. Reconvene the Steering Committee and Work groups regularly to revisit, prioritize, and work on the goals and the responsibilities for each Work Group
2. Create a 30-second elevator pitch on why the Cobb County Family Advocacy Center matters and focus on these key points as you spread, create and implement messaging about your Center.
3. Discuss the Ellen Pence Video with your Steering Committee and Work groups and her challenges for communities to create a dynamic Center
4. Continue to work on survivor engagement by scheduling regular focus groups during the planning process to solicit their input. Review and use the [VOICES Survivor Advocacy Network Toolkit](#) to develop a cadre of survivors to advise on the process and to safely share their stories publicly in support of the Center.
5. Develop Culturally Responsive Approach/Plan for your Center
6. Continue to tour Family Justice Centers and send a team to the next Annual International Family Justice Center Conference.
7. Finalize and share the Strategic Planning Report widely with your community, to include marginalized and underrepresented populations. Look for “champions” in the LGBTQ, faith, and immigrant communities to promote the Center and engage in the planning process.
8. Continue to engage judges in the planning process and educate them about the Family Justice Center framework and the role they can play in improving access to justice for survivors.
9. Schedule a follow-up meeting with the Alliance to address critical issues that may surface over the coming months.
10. Schedule regular events to maintain the momentum such as informational community meetings, share the Strategic Planning Report with city and county elected officials.

FINAL REFLECTIONS

At the conclusion of the two-day event, Casey Gwinn challenged everyone to reflect on the amazing work they had done together to create a vision for the Cobb County Family Advocacy Center. He asked them to each write their personal commitment to seeing the vision become a reality. These personal commitments are in an Appendix to this report. He also asked for people to reflect on the time together. The following are a few of those reflections.

"I was really moved by Flynn sharing his story. It takes us to a different level when a leader can be so transparent to share his personal experience. It gives me just excitement. The conversation about hope versus resiliency stuck with me. We do have to give people hope. We need to make sure victims and survivors have hope going forward. It gives me chills. It's exciting."

CHRIS

"I loved when we got into groups. I loved how we gathered and were given the opportunity to share. No judgment. No shame. What I saw yesterday shows that we are going to be powerful when we put together our FAC in December."

SONJA

"We talked yesterday about silos. We had a great discussion about how we can do better working together. We can build a bigger and better collaborative service than just working alone and in our own silos."

KIM



"It's important to write your goals down. When you write it down, it can become a reality. I can see a big vision for our Family Advocacy Center. Mostly, we need to have a focus on the children. We must do everything we can to teach our kids to reach for the sky. Even if they don't make it, they will still be better off for it. I'm excited about the future."

FLYNN D. BROADY, JR.

"IMAGINATION IS THE INSTRUMENT OF

Two hands are shown in silhouette, holding the word "HOPE" in large, bold, black letters. The hands are positioned on either side of the word, with fingers gripping the top and bottom edges. The background is a bright, cloudy sky with a sunburst effect behind the word.

HOPE

YOU'VE GOT TO IMAGINE IT."

CASEY GWINN, PRESIDENT, ALLIANCE FOR HOPE INTERNATIONAL

ALLIANCE for
HOPE
INTERNATIONAL

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APPENDICES

Click below to navigate to the page indicated. To return to the this page at any point, click on the page number at the bottom. To return to the main table of contents, click [here](#).

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STRATEGIC PLANNING AGENDA



AGENDA

COBB FAMILY ADVOCACY CENTER

STRATEGIC PLANNING Room – 3101 Cobb Parkway SE

TUESDAY, April 12 2022

8:30 – 9:00 am	Light Breakfast and Registration
9:00 – 9:30 am	Opening and Welcome – DA Flynn N. Broady Jr. Why Cobb County - FJC Coordinator TaNesha McAuley
9:30 – 10:30 am	Family Justice Center Overview – Alliance Team <ul style="list-style-type: none"> • Study Tour Feedback • Essential Ingredients of a Family Justice Center • Shared Leadership
10:30 – 10:45 am	Break
10:45 – 11:00 am	Overview of the Strategic Planning Process – Alliance Team
11:00 – 12:00 pm	Crafting the Vision – Alliance Team <ul style="list-style-type: none"> • What do we want our Center to be in five years?
12:00 - 12:15pm	Group Photo
12:15 – 1:15 pm	Working Lunch (lunch provided) <ul style="list-style-type: none"> • Review Homework (Recording of an Interview with Ellen Pence)
1:15 - 1:30 pm	Break
1:30 – 2:30 pm	Crafting the Vision – Alliance Team <ul style="list-style-type: none"> • Articulating our Mission and Values/Beliefs • Identifying the Blocks and Barriers to Our Vision and Mission
2:30 – 3:00 pm	Overcoming the Blocks and Barriers – Alliance Team <ul style="list-style-type: none"> • Developing Proactive Strategies and Actions
3:00 – 3:15 pm	Closing Reflections – Alliance Team



familyjusticecenter.org

allianceforhope.com

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(619) 236-9551

LIST OF ATTENDEES

Aruna Shrestha	Rachel Plevak	Sarah Barbour
Mary Carson	Shaheen Solomon	James Fincher
Jo Nelson	Randal Crider	Amanda Miceli
Jessica Cruz	Jennifer Puckett	Tanesha McAuley
Lt. Mat Brown	Deena Fincher	Dr. J
Gail Garland	Kim McCoy	Bryan Page
Jessica Aguirre	Flynn Broady	Lynn Crosby
Kelly Burkes	Sonja Horton	Caterina Miceli
Dr. Monica Nandan	Chris Lanning	Kate Gaffney
Nicole Ghosten	Jenny Aszman	Coral Middleton
Sirpa Vigdorov	April Ross	Nolan Slifko
Major Braxton Cotton	Jason Saliba	Majorie Seon
Christopher Hansard	Felicia Moore	Clint Monahan
Elisa Covarrubias	Alicia Smith	Dr. Jennifer McMahon
Tracey Atwater	Joy Whitmore	Tahnica Phillips

PERSONAL COMMITMENTS

I am committed to promote the need of our Family Advocacy Center to every stakeholder in our community. Initiate a call to action to make public safety a priority at the grassroots level. Protecting our most vulnerable.

FLYNN BROADY

I personally commit to engaging my network of influence and contributing the full resources of my agency to aid this initiative.

APRIL ROSS

My personal commitment to the Cobb FAC is to ensure that survivor voices and input are represented in every aspect of the FAC planning and implementation.

TANESHA MCAULEY

I am willing to partner or join a workgroup.

SARAH BARBOUR

I commit to participate, volunteer and share ideas to make the Center inclusive and culturally diverse.

KAIELI FERREN

I am willing to participate in the Community Outreach, Engagement & Education workgroup and go out in the community and facilitate trainings to bring awareness to the Family Advocacy Center to members of the community, particularly faith-based organizations and schools.

CATERINA MICELI

I am committing to going back to my KSU Campus community and educating them on the FAC mission, as well as help recruit volunteers for Cobb County FAC.

KELLY BURKES

I commit to privacy, dignity and respect. I will keep the trust of anyone I represent in court. I will treat anyone who comes to seek help with dignity. I will show respect to the survivor as well as all those who advocate for them.

DALLAS COX

I am willing to work with community engagement, fundraising, advocacy & holding offenders accountable.

SHARLETTA MAHORE

Assist with collaboration and ideas for community outreach and education.

JESSICA AGUIRRE

I commit to attend meetings, be a content expert, social media blasts and perform trainings.

LYNN CROSBY

I personally commit to be an active member of the Service Delivery & Operations and Governance & Facility workgroups.

GAIL GARLAND

Participate and volunteer in the FAC meetings and work on a committee.

RAYSA FIPARO

PERSONAL COMMITMENTS

I am personally willing to volunteer and sit in the Strategic Planning Process and/or committees, as well as share any funding sources I know. I will be a building block, not a road block.

SOPHIE AGUILA

I am willing to participate in meetings and help with implementation of service delivery, especially the counseling area.

ALICIA SMITH

I will help build relationships between partner agencies & ensure services are available to all that need them.

LINDSAY RAYNOR

Assist with data collection for Cobb Police. Coordinate manpower and resources for Cobb Police for employees working at the FAC. Facilitate contact with Braves pleyer groups for fundraising purposes.

JAMES FINCHER

Follow up on what's missing & needed for the FAC project. Follow up and connect to clients so outreach is being done from my own sphere. That way I have something to bring to the plate.

JESSICA

Reduce the stigma of our victims and hold the offenders accountable.

JARED HOROWITZ

Join a workgroup, ask a funding source and help with data collection at the court.

TAHNICIA PHILLIPS

I am willing to personally be involved in as many activities as I can involving the FAC. This means working with TaNesha on organizing FAC, being involved in the operations committee and being involved in the community outreach committee.

NICOLE GHOSTEN

I am personally willing to commit to work with one of the work groups. I am also willing and passionately committed to share information about the FAC with many communities of faith, outreach and community activists.

SONJA HORTON

Get the word out. Donate to the center. Volunteer time and assistance. Make people happy.

ANONYMOUS

I am committed to reaching out to P.U.R.S.E foundations to engage and coordinate partnerships and services. I am committed to being a part of the community engagement, outreach and education workgroup.

JOY WHITMORE

I would like to join the community engagement group.

CORAL MIDDLETON J

PERSONAL COMMITMENTS

I will work to establish a statewide network of family justice centers to support the development of new centers, establish standards and secure future funding.

JENNY ASZMAN, WCC

I am willing to participate in the Service Delivery & Operations workgroup and possibly Data Collection and Research. I also commit to attend meetings and offer my expertise as needed.

JENNIFER PUCKET, PHD.

I am willing to contribute my time, ideas and knowledge that I have gathered from the immigrant communities to the FAC. The immigrant communities have a lot of barriers to get justice. I will also make a bridge to different faith-based organizations and the leaders.

AVANA TAPESTRI

Work hard wherever needed. Support TaNesha as Site Coordinator. Continue to identify needs, resources and money. Be engaged in the Governance and Facilities Committee.

KIM MCCOY

I commit to work towards a shared vision & invite others who need to be at the table.

ANNONYMOUS

I am "all in" to serve. I will specifically commit to being on the Steering Committee. I want to be a part of restoring hope in our community.

DEDRA FINCHER

I am committed to join a work group and support the District Attorney in his endeavors to support families within our community.

PATRICIA HULL

I commit time to lead the steering committee, help fundraise and approach the business community.

JASON SALIBA

I am willing to be a part of the operations and service deliver workgroup and pray for God to raise up all called to this space and movement.

DR. J. COMBS

I commit to being involved with the FAC in the following ways: participate in multiple working groups, consult on the development of materials, work at the FAC as a Cobb Legal Aid Employee, assist with fundraising & community engagement and other tasks as needed.

MARY WHEELER CARSON

Participate in meetings, provide public support for the FAC, reach out to university regarding research, data and collection, join the community engagement & outreach working group and manage Cobb Legal Aid Office at the FAC.

JO NELSON

PERSONAL COMMITMENTS

Join a workgroup, actively participate and help wherever TaNesha and the FAC needs me, prefer service delivery & operations but will do any workgroup.

Facilitate and ensure Legal Aid's participation and involvement in strategic planning & implementation of FAC & delivery of civil legal services at the FAC. Provide education & outreach to the legal community regarding FAC. Advocate to law schools to involve students and dream big to have a law school clinic.

KATE GAFFNEY

Join and actively participate in workgroups.

Act as a liaison on behalf of and part of Magistrate Court. Help develop the magistrate court's court with the FAC.

LEANNE DOLIN

I am personally willing to engage in community outreach to include but not limited to law enforcement, ambulances and hospitals. I am also willing to engage the Cobb Solicitor's Office, Domestic Violence Unit in the FAC by occupying space in the FAC to be available to clients and all other partners and providers.

RACHEL PLEVAK

I am personally willing to advocate on behalf of the Center with community groups across Cobb County. Additionally, I will speak with the Cobb Board of Commissioners to try and secure funding and support.

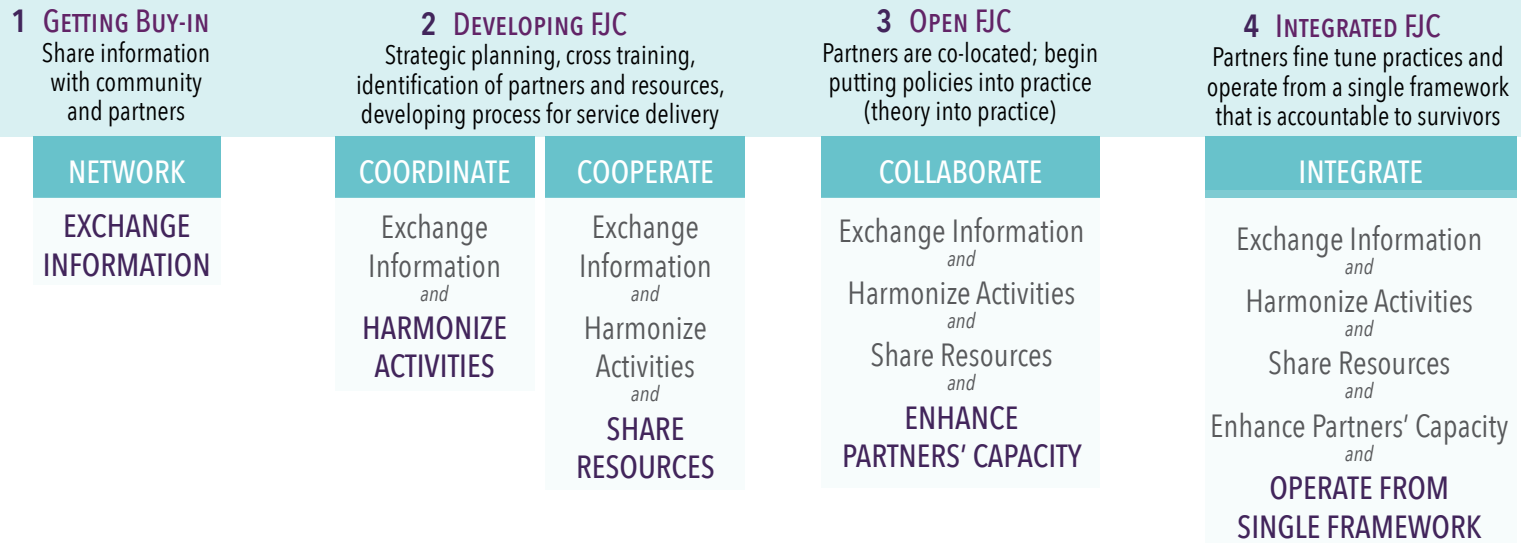
CHRIS LANNING



CONTINUUM OF INTEGRATION



FJC PHASES OF DEVELOPMENT



Adapted from concepts of A.T. Himmelman "Collaboration for Change: Definitions, Models, Roles and A Collaboration Process Guide" and a tool developed by Lancaster Community Health Plan.

GUIDING PRINCIPLES

1. SAFETY-FOCUSED: Increase safety, promote healing, and foster empowerment through services for victims and their children

2. VICTIM-CENTERED: Provide victim-centered services that promote victim autonomy

3. CULTURALLY RELEVANT: Commitment to the utilization of culturally competent services approaches that are measurable and behavior-based

4. COMMUNITY-ENGAGEMENT: Engage all communities through outreach and community education

5. SURVIVOR-DRIVEN: Shape services to clients by asking them what they need

6. TRANSFORMATIVE (willing to change): Evaluate and adjust services by including survivor input and evidence-based best practices

7. RELATIONSHIP-BASED: Maintain close working relationships among all collaborators/agencies (law enforcement, prosecution, community-based domestic violence programs, shelters and other social services)

8. PREVENTION-ORIENTED: Integrate primary, secondary, and tertiary prevention approaches into all initiatives, programs, and projects

9. KIND-HEARTED: Develop a Family Justice Center community that values, affirms, recognizes and supports staff, volunteers, and clients

10. EMPOWERED: Offer survivors a place to belong and even after crisis intervention services are no longer necessary

11. OFFENDER ACCOUNTABILITY: Increase offender accountability through evidence-based prosecution strategies

MEDIA STORIES



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Georgia Power Foundation Invests \$80,000 in Family Justice Center Initiative

Monday, February 14th, 2022

Governor Brian P. Kemp and Jay Neal, Executive Director of the Criminal Justice Coordinating Council (CJCC), applauded the investment of \$80,000 by the Georgia Power Foundation to support the development of Family Justice Centers in Cobb, Macon-Bibb, and Ware Counties.

"I want to thank the Georgia Power Foundation for investing in this collaborative model to provide services for victims experiencing domestic violence, sexual assault, and child abuse," said Governor Kemp. "This contribution to Cobb, Macon-Bibb, and Ware Counties will benefit whole families during some of their most vulnerable moments, and the public-private partnership approach serves as an effective example for other communities."

Cobb DA Broady Announces Naming Of Family Advocacy Center

TOPICS: [Family Advocacy Center](#) [Family Justice Center](#)



Cobb District Attorney Flynn Broady at press conference (photo by Larry Felton Johnson)

POSTED BY: LARRY FELTON JOHNSON JANUARY 15, 2022

Cobb County District Attorney Flynn Broady, Jr. announced that the Family Justice Center initiative will be named the Cobb Family Advocacy Center (FAC).

Planning Session Held For The Cobb Family Advocacy Center

TOPICS: [Family Advocacy Center](#) [Family Justice Center](#)



Photo provided by the District Attorney's office

POSTED BY: LARRY FELTON JOHNSON APRIL 19, 2022

A public information release from the office of Cobb County District Attorney **Flynn D. Broady Jr.** announced that a planning session was held for the future Cobb Family Advocacy Center, and that possible site for the center has been identified.

Marietta Daily Journal, Ga.
 April 19, 2022 · 2 min read

Apr. 19—Cobb County District Attorney Flynn D. Broady Jr. hosted county officials, representatives from community organizations and law enforcement for a two-day strategic planning session April 12-13 for the future Cobb Family Advocacy Center.