Strategic Development Program at Tapestri, Inc.

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Strategic Development Program at Tapestri, Inc.

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Executive Summary

Working under the supervision of the Programs Director, and in conjunction with the rest of Tapestri staff, I worked to create a Strategic Development Program that laid the foundation to address current and future communications, public relations, and fundraising needs.

This included:

- Creating and implementing a detailed Development Plan, including public relations and communications initiatives in support of each component of the plan.
- Assisting with grant writing and grant research. Create and maintain a detailed grant calendar.
- Working with web designer to revamp website and take advantage of internet fundraising potential.
- Producing promotional materials (newsletters, brochures, annual report, solicitation letters, press releases, and photographs) to further public awareness of the agency's activities and effectiveness and to recognize donors. Create and maintain a press toolkit.
- Developing relationships with various media outlets.
- Engaging the Board and volunteers in the creation and execution of development efforts as appropriate.
- Researching possible development software options.
- Monitoring progress in reaching funding objectives, providing reports as needed.

During my internship with Tapestri, I learned how to work within the existing organizational culture to promote changes that I felt were necessary to support the objectives outlined for me by the Programs Director and the Executive Co-Directors. I worked to diversify revenue streams through private foundations, corporate sponsorship, and fundraising events targeting the individual donor. I also spearheaded the website redevelopment and re-branding initiatives, which will officially go public at the beginning of June, 2009.

Tapestri staff members and I developed a strategic plan that will carry Tapestri through the next five years, which in turn allowed me to begin researching and writing a development plan for setting fundraising and public relations goals. Tapestri currently operates in a stable fiscal and programmatic environment; however, to achieve future growth and maintain stability, Tapestri must shift from only dealing with current demands to include planning for the future and the actual implementation of that plan. To successfully do this, I believe that Tapestri needs to maintain a Strategic Development position that is separated from the demanding schedule of the direct services programs of the organization.

As Tapestri continues to strengthen its organizational infrastructure, I believe the staff members can achieve their long-term goals and will secure its niche in the nonprofit marketplace.
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Introduction

I present this paper to communicate my findings based on my internship experience at Tapestri, Inc., where I worked to create a Strategic Development Program to lay the foundation to address current and future development needs, including communications and public relations. Operating in that role during my internship, I worked to diversify revenue streams through private foundations, corporate sponsorship, and fundraising events targeting the individual donor. These actions allowed the staff to observe the high level of interest that many people take in Tapestri’s mission as well as generated donations. I also spearheaded the website redevelopment and re-branding initiatives, which will officially go public at the beginning of June, 2009.

The following sections provide the background and organizational overview of Tapestri, as well as a detailed discussion of my activities and findings.

Tapestri, Inc.

History, Mission, and Vision

Tapestri, Inc. is a nonprofit organization that works with survivors of violence from the immigrant and refugee communities in Georgia. As advocates for refugee and immigrant families affected by domestic violence, sexual assault and exploitation, the staff uses education, community organizing, direct services, and advocacy to effect change in the lives of the affected families (Appendix A).

Domestic violence, sexual assault, and human trafficking are not problems that can be circumscribed to an individual woman or even to a couple; rather, they are problems that fall within the domain of human rights protection. They are a phenomenon that grows out of societies in which gender inequality and the use of
violence are accepted as the normal behavior (Discrimination against Women, 1993). Tapestri seeks to educate individuals and agencies so that these destructive norms will not be continued into the next generation. To this end, Tapestri collaborates with refugee resettlement agencies, law enforcement agencies, and community-based organizations, enabling them to provide a coordinated response to survivors of violence from the immigrant and refugee communities.

Tapestri began in 1996 as a loosely formed partnership of nonprofit advocates working to develop strategies to address the increasing and unmet needs of refugee and immigrant battered women in metro Atlanta. The coalition played a key role in establishing the International Women’s House, the only culturally and linguistically appropriate shelter for battered refugee and immigrant women in the Southeast. In 1998, the name Tapestri was formally adopted as the name of the coalition. The coalition consisted of advocates who worked at the following community based organizations: Caminar Latino, Center for Pan Asian Community Services, Raksha, Refugee Family Services, Shalom Bayit/Jewish Family & Career Services, and Women Watch Afrika.

Tapestri initially functioned as a project of Refugee Women’s Network, a nonprofit organization that focuses on enhancing refugee and immigrant women’s lives. In October 2002, Tapestri became its own independent organization with its own programs and separate funding sources. Created by a group of refugee and immigrant advocates, it continues to be governed by ethnically diverse refugee and immigrant women.
Programs and Services

Tapestri operates with the philosophy that every person has a right to live without fear. The members believe that everyone should be able to receive help and services that are appropriate to her or his community, language, culture, race, age, sexual orientation, disability, and religious beliefs. Currently, Tapestri houses five programs:

- **The Domestic Violence Program** provides social support services and legal advocacy (such as temporary protective orders and legal referrals for child support, divorces, child custody, and immigration) for battered refugee & immigrant women. The Program also conducts community outreach about domestic violence and available options among immigrant and refugee communities via presentations and mass media;

- **The Access for Immigrants Program** develops appropriate training materials and provides trainings on domestic violence and immigrant and refugee issues to court personnel and interpreters and

- **The Multilingual Access Program** develops educational materials (such as a resource handbook) in various languages for court personnel, law enforcement, and advocates to use as a tool when working with immigrant and refugee survivors of domestic violence, sexual assault and stalking

- **The Tapestri Men's Program** is a 24-week Family Violence Intervention Program designed for immigrant and refugee men;

- **The Anti-Human Trafficking Program** provides trainings for mainstream service providers, community outreach on human trafficking, and direct services for survivors of human trafficking.
Management Structure

Tapestri is currently governed by an all-female, four-person board of directors. The board has undergone many changes since Tapestri became an independent organization in 2002. The board initially consisted of allies from other immigrant and refugee-focused agencies; however, this proved to be ineffective due to conflicts of interest. The board was reformed in late 2006, and the women are representative of the diverse ethnicities of the communities Tapestri serves. The board is divided into committees such as fundraising and communications, although these committees usually consist of one board member and one staff member. The board meets quarterly with the two Executive Co-Directors and maintains a good, but distant, relationship with all Tapestri staff members.

Tapestri currently consists of six female full-time employees, one male part-time employee, and multiple interns and volunteers. The organization is run by two Executive Co-Directors who share the management of daily operations, and are also responsible for grant writing and fiscal matters. The other five employees work directly within the programs (Organizational Chart, Appendix B). There is no single person responsible for fundraising, public relations, and strategic development. The community-based volunteers provide direct services and translation services for the clients, while the interns work with an individual program and staff member from more of an administrative angle. The number of volunteers and interns changes throughout the year; currently, there are six interns, including myself, working at Tapestri.
Budget and Auditing

Tapestri currently works under a $550,000 operating budget, which is about 95% government funded. These Federal and State grants are program-specific, and the staff members must adhere to strict reporting procedures and receive visits from the different agencies annually. The Executive Co-Director who controls the finances for Tapestri meets with an external auditor on a quarterly basis, and an annual audit is conducted and available to the public to promote transparency.

Fundraising and Public Relations

Fundraising efforts outside of the aforementioned government grants have traditionally been a group effort at Tapestri, and thus conducted when there is time. Private donations are weakly solicited, and other monies are generated through donations from training seminars or through participation in employee-giving programs, such as Georgia Shares. Tapestri publishes an annual newsletter with stories from the field, recognition of volunteers and donors, and other information about the organization’s work. This newsletter is mailed with a solicitation letter and donation card. Previously, this annual effort has yielded around three- to four-thousand dollars. The board members do make personal contributions annually; however they have no annual fundraising goals. Tapestri also participates very successfully in gifts-in-kind donations, and staff members have had to place limits on the amount of donations of clothing, furniture, and other household goods they can accept because of storage space limitations.

Tapestri staff handles public relations through a variety of avenues. Advertisements for Tapestri’s programs can be found in many of the ethnic magazines in
the Metro Atlanta area. Informational brochures, posters, and other materials that have been printed in eleven different languages are distributed through allied agencies, such as domestic violence shelters, health clinics, and other social service organizations (Promotional Materials, Appendix C). Each staff member is well-versed with talking points for introducing Tapestri’s mission and programs, and staff members are often interviewed over the phone for various publications. Tapestri also maintains a website containing useful information for potential clients and service providers working with immigrant and refugee clients, as well as Tapestri’s background and mission, contact information, and a donation page. The Programs Director participates in community outreach sessions and focus groups located in different ethnic communities around Atlanta, and this provides her with the opportunity to disseminate information about the issues Tapestri combats directly to the target population. Additionally, staff members are often invited to participate in conferences where they discuss areas of their work, such as collaborative anti-human trafficking efforts between law enforcement agencies and social service providers, and this further promotes Tapestri to the immigrant and refugee population as well as the mainstream public.

Client Information

Staff members maintain confidential and detailed records for each client served. Clients fall under different programs, such as domestic violence or human trafficking, and therefore under different grants, thus the reporting procedures vary between programs. Tapestri additionally utilizes a database reporting system separate from the grant requirements to track client information, technical assistance calls, and evaluation
Clients retain client status even after their cases have been processed; unfortunately, staff members often work with clients who may have initially been survivors of human trafficking, but later find themselves in situations of domestic violence.

Organizational Culture

Stemming from knowledge gained in previous training and experiences with organizational culture, and through recent academic coursework in organizational behavior, I can provide an overview of the organizational culture at Tapestri. I will further draw on these observations in the SWOT section and in discussing my internship activities.

Tapestri is built upon a diverse and international staff, with differing life experiences, religious beliefs, and points of view that have, and continue to, shape how Tapestri’s mission is carried out. The members of Tapestri operate daily under a commonly-held philosophy that every person has a right to live without fear, and a right to receive culturally appropriate aid and services. These beliefs are evident not only in dealing with clients, but also with allies and internally at the office. Tapestri is a feminist organization, and thus reflective of more traditionally feminine values such as compassion, patience, and diplomacy. Tapestri staff members respect each other tremendously, and I believe this helps them communicate effectively with each other even when faced with an internally challenging situation. Staff members operate within a consistent feedback loop, and meet weekly, and sometimes daily, to disseminate information about specific cases, upcoming events, highlight successes, and seek
guidance for challenges. While each program is run by an individual staff member, everyone works as a team to support each other as well as the clients. There is a loosely hierarchical structure of power at Tapestri. The two Executive Co-Directors share the overarching decision-making power; however each staff member operates with a high level of autonomy within her programmatic areas.

Tapestri staff members work with survivors of violence from domestic violence and human trafficking situations, which can be a touch-and-go situation at times. I consider this working in “crisis mode,” especially when dealing with survivors of human trafficking. For example, law enforcement agencies, such as the FBI or Immigrations and Customs Enforcement (ICE), will conduct raids on suspected human trafficking sites. Once the raids are completed and possible survivors are identified, Tapestri’s anti-human trafficking staff rotates into crisis mode – scheduling interpreters and conducting interviews, securing shelter, clothing, and food supplies for the survivors, procuring medical and legal aid, comforting and building trust with the survivors. Tapestri staff excels at operating in crisis mode, which is essential to the success of the organization for they deal with varying levels of uncertainty on almost a daily basis.

I believe Tapestri staff collectively seems to have more of a short-term vision, holding tightly to their rather unique origins as an immigrant and refugee coalition and projecting for tasks and activities only until the end of the year.

SWOC Analysis

I have volunteered with Tapestri for a little over a year. During this time, I have learned a lot about the organizational culture, and believe that I have been able to apply
much of my academic learning, as well as my background in business, to my work. I feel confident discussing the strengths, weaknesses, opportunities, and challenges affecting Tapestri, specifically in regard to the work completed during my internship.

**Strengths**

The staff members of Tapestri are efficient, effective, and extremely good at their jobs. I have not worked with a more compassionate and dedicated team of women who creatively find solutions for some truly heinous problems, and are able to do so while maintaining a positive attitude. As the only federally-funded agency combating human trafficking in Georgia, Tapestri fills a niche in the social services web with its focused client approach for immigrants and refugees, and does not deny services to anyone falling within programmatic parameters. Through this dedication, compassion, and effectiveness, Tapestri staff members have built a strong network of trust with their clients, communities, and allies. Tapestri strives to maintain transparency, and is fiscally responsible, devoting the majority of resources to programs and minimizing overhead and administrative costs.

**Weaknesses**

When I began, Tapestri staff was not working from a current strategic plan and the organization was suffering from an outdated image. While Tapestri is well-known and highly regarded amongst other social service agencies, law enforcement agencies, legal allies, and ethnic communities, many of these allies still think of Tapestri as the *Immigrant and Refugee Coalition to End Domestic Violence*, which it ceased to be in
2002. This misnomer continues to cause frustration as it perpetuates on awards and outside publications.

Additionally, the total focus on clients often consumes all staff members and makes addressing other areas, such as long-term planning and fundraising, difficult. I previously explained what I call “crisis mode” operations. With the continuously increasing numbers of clients, crisis mode operations are becoming more of the norm, and many opportunities for advancement are missed. Through meetings with the executive co-directors and the programs director, the need for a development position, separate from the individual programs and direct services provision, was identified.

In my opinion, Tapestri does not have an active or effective board of directors. I believe the board members to be inexperienced and either unsure of how to implement their roles and responsibilities, or just lacking the desire to do so. The board seems to ‘rubber-stamp’ any staff-based initiatives, and does not play an active role in fundraising, promoting/advertising, or advancing Tapestri’s vision for the future. The United Nations developed a list of good governance characteristics which included participation, responsiveness, accountability, and strategic vision (Governance and Sustainable Human Development, 1997). While I feel that the staff members of Tapestri adhere to all of these characteristics, I do not believe that the board meets any of them. I know that the Executive Co-Directors have arranged for consultants to come work with the board during its annual retreats, and it is unclear to me at this time why the board continues to be inactive.

I previously mentioned that Tapestri was not working under a current strategic plan, which the Executive Co-Directors and I sought to rectify by conducting strategic
planning sessions. I drafted the document, and the Co-Directors presented the draft to the Board in September of 2008. The board did not respond. With the buy-in of the Executive Co-Directors, Tapestri has been operating under the plan’s vision for the past eight months. Not having a board-ratified strategic plan has negatively impacted my ability to create a solid development plan. According to Tony Poderis, a professional development consultant, an organization’s development plan is created in order to support the initiatives outlined in the strategic plan (Poderis, 2009). Additionally, many foundations require organizations to be operating under a current and board-ratified strategic plan. The longer Tapestri works without these plans, the more the staff and programs are limited.

Tapestri also does not have any kind of donor tracking system in place to manage contact lists, donations, or solicitation mailings. The website host, eTapestry, provides online donation processing, but no donor tracking or communication. The staff does not currently have a mailing list that is up to date, and truly need to create at least a shared spreadsheet where old and new contact information is managed.

Opportunities

There are many opportunities that Tapestri has for improvement or advancement; I will focus on the ones most specific to my internship. The first of these opportunities entails the diversification of funding sources. Tapestri receives the majority of its funding from the government; we aim to maintain that level of government funding while increasing revenue streams from private donors and user fees, expanding the overall budget. By establishing a development plan that works in conjunction with the strategic
plan, the development staff member will be able to solicit grants from private donors, such as foundations and philanthropic groups, more easily. The staff member will also target the individual donor, conducting outreach and fundraising events that will reach the mainstream public as well as ethnic communities.

User fees provide a significant amount of financial support for nonprofit organizations (Salamon, 1999). Transitioning to a fee-based structure for trainings will provide Tapestri with an additional source of revenue which can be used to support general operating expenses, as well as established programs. Unrestricted revenue will be crucial for Tapestri as it continues to grow its programs. Developing professional personnel who will be able to run, evaluate, and improve the programs requires the commitment of unrestricted funds. Additionally, the directors aim to supplement the training seminars with web-based training content, which will also adhere to a fee-based structure. This will provide Tapestri with the opportunity to reach agencies outside of the Metro Atlanta area and even outside of Georgia.

Lastly, Tapestri has the opportunity to move into a more active advocacy role by developing relationships with various media outlets, such as newspapers, radio, and TV stations. Through working with the media to shift the reporting of incidents of violence to reflect the systemic issues and the victim-centered perspective, Tapestri can reach mainstream audiences. This exposure not only provides information for those living in abusive situations, but also helps build a more informed public who can in turn provide a greater base of support for change, culturally and legally.
Challenges

As with almost any nonprofit organization, funding sources and legislative issues are consistently challenging. Changes in political and economic climates highlight the need to diversify funding sources so that Tapestri may continue to operate from a base of financial stability. Tapestri needs to solicit private foundation money for programmatic support as well as generate unrestricted revenue streams for general operating expenses, such as administrative support, contingency funds, and resources for special cases. Additionally, these unrestricted funds can help Tapestri establish new programs as outlined in the strategic plan, like building interpreter groups or preventative educational programs.

Tapestri does not have any direct competition in Georgia in the anti-human trafficking field. Tapestri works collaboratively with agencies such as Refugee Family Services, Raksha, and Refugee Resettlement & Immigration Services of Atlanta, amongst many others, who also work to address the needs of the immigrant and refugee population in Metro Atlanta. Tapestri does compete for funding with many of these agencies, especially in the domestic violence field; however, this is mainly on the private donor level. Currently, Tapestri faces challenges in the legislative arena as well as with public opinion, especially in these difficult economic times. While Georgia laws mirror federal laws in the areas of human trafficking, domestic violence victims continue to slip through cracks, especially in the immigrant and refugee populations. Biases against foreign-born residents who do not speak English prevent many victims from seeking assistance, and can overwhelm law enforcement agencies that are unprepared to handle the diverse population. Currently, legislation is pending that would amend Georgia’s
driver licensing laws to require that applicants take the written test in English. While proponents may argue that this does not discriminate specifically against foreign language-speaking individuals, it certainly poses a major challenge for Tapestri’s clients who are trying to become self sufficient. Additionally, the Georgia Security and Immigration Compliance Act of 2006 provided local law enforcement agencies with the ability to enforce immigration policies (SB 529, 2006). Through Tapestri’s community outreach, staff members learned that this Act has caused great fear within the ethnic communities due to fear of detention and deportation due to racial profiling. Thus, even though victims of crime are protected under U.S. policy, fewer undocumented and documented immigrants and refugees may be willing to come forward as a result.
Internship Experience

Last summer I conducted a month-long strategic planning and branding session, from which the Strategic Planning team was able to identify a clear organizational vision as well as short-term and long-term goals (*Strategic Plan, Appendix D*). While attempting to move forward in pursuing these goals, I realized that the lack of a solid development plan was, and would continue to stand in the way of Tapestri’s progress. To achieve future growth and stability, Tapestri must shift from dealing solely with current demands to include planning for the future and the actual implementation of that plan. I have been working to establish this position since January.

This includes working in the following areas:

- Creating and implementing a detailed Development Plan, including public relations and communications initiatives in support of each component of the plan
- Assisting with grant writing and grant research. Creating and maintaining a detailed grant calendar
- Working with web designer to revamp website and take advantage of internet fundraising potential.
- Producing promotional materials (newsletters, brochures, annual report, solicitation letters, press releases, and photographs) to further public awareness of the agency's activities and effectiveness and to recognize donors. Creating and maintaining a press toolkit.
- Developing relationships with various media outlets
- Researching possible development software options
- Engaging the Board and volunteers in the creation and execution of development efforts as appropriate
- Monitoring progress in reaching funding objectives, providing reports as needed.
I have not spent an equal amount of time working in all of these areas. Initially, I spent a lot of time researching and outlining development and communications plans, but as opportunities were presented, I shifted to focusing more on grant research, web site development and branding, and promotions. I will discuss each area that I have worked on to date in depth. A discussion of observations, critical assessment, and findings for improving mission fulfillment will follow.

Create and implement a detailed Development Plan, including public relations and communications initiatives in support of each component of the plan.

In mid-January, I met with the co-directors to discuss our funding sources. Given the uncertain state of economic affairs in the country, and a new federal administration, it is imperative for Tapestri to diversify its funding sources. To do this, we need to solicit private donations from foundations, individual donors, and corporate sponsorships, and move towards a fee-based structure when providing trainings for other agencies or organizations. Currently, there are no annual fundraising goals outlined in the budget, nor is there a formalized plan for diversifying funding sources. This needs to be established. Generating revenue which is not tied to a specific program will provide Tapestri with the ability to improve its infrastructure by hiring non-program specific employees (such as a development director), allow employees to attend training seminars to expand their knowledge, skills, and abilities, and advance the mission by providing general operating support to whichever program requires additional financial resources. Additionally, a portion of the revenue can be put into a contingency fund or grown through a low-risk account.
To learn more about fundraising, the co-Director and I met with the Associate Director of resource development for the United Way of Gwinnett to gain insight into their grant making process and receive her advice on nonprofit development. The Director reiterated the need for Tapestri to have a formalized development plan, complete with annual fundraising goals and an action plan for soliciting major private donors and other diversified revenue sources. She stressed the need for Tapestri’s employees to become active in leadership organizations, such as Lead Atlanta, and other community-based or interest-based groups, for their networking value and to spread awareness about our organization’s mission. Many foundations and corporations accept proposals from nonprofit organizations by invitation only, which requires those nonprofit organizations to forge personal connections with the foundation representatives ahead of time. Therein lies the value of networking through leadership and interest organizations, because even if a specific foundation representative is not a member of the group, someone who knows that person may be.

Developing a communications initiative to support the fundraising efforts has been very successful. Previously, staff members would receive calls from interested parties concerning fundraising opportunities; while these opportunities may be discussed with other staff members, most of the ideas were not implemented due to a lack of time. I have worked with each staff member to coordinate fundraising leads from trainings, conferences, and networking. In the past month alone, we have explored six fundraising opportunities and successfully partnered with groups such as the Emory Legal Association of Women Students, and the Georgia Tech Women’s Resource Center, to participate in large events which not only raise funds for Tapestri, but raise awareness
and interest amongst the college-aged and mainstream population. We have two benefit nights lined up with the Sutra Lounge in midtown Atlanta, and are currently exploring the option of hosting an annual benefit event in October, which is the national domestic violence awareness month. I believe partnerships and events such as these will begin to provide the no-strings-attached revenue we are looking for, and will help me to develop a solid fundraising technique to support Tapestri’s development goals.

Last November I attended a training seminar by the Georgia Coalition on Family Violence (GCFV) that addressed working with the local media in reporting domestic violence. That training highlighted Tapestri’s lack of mainstream media involvement, and I was able to identify the many opportunities we miss for promoting our organization, spreading awareness about the issues of human trafficking and domestic violence, and educating the public. In January, the Atlanta Division of the FBI presented Tapestri with the Director’s Community Leadership Award for Tapestri’s work in the anti-human trafficking field. This was my first opportunity to develop media connections, and I jumped at the chance to promote Tapestri. I attempted to get in touch with our contact at the FBI to find out if they had issued a press release and which media outlets would be represented at the awards ceremony. Due to a lack of information concerning the award, I was unable to issue our own press release prior to the awards ceremony. I received the FBI press release a day before the awards ceremony, and found that the information on Tapestri was outdated; they had listed Tapestri as the Immigrant and Refugee Coalition, which ceased to exist seven years ago. While this was a bit disheartening, it clearly identified the need for a more proactive approach to establishing Tapestri as an independent organization. I created a press kit, which included
information about Tapestri, the most current information and statistics about human trafficking from the U.S. Department of Justice, and a short biographical background on the staff member who was accepting the award for Tapestri. The footage from the ceremony never aired on TV; however, the experience was extremely valuable as a learning tool for me.

Assisting with grant writing and grant research. Create and maintain a detailed grant calendar.

The co-Directors asked me to focus on researching non-governmental grants from private foundations and corporations. Tapestri does not have a paid membership to any of the grant-seekers’ databases, such as the Foundation Center; however, many resources are available online free of charge, and request for proposals (RFP), foundation listings by state or by focus area, can be found with a basic web search. To date I have pursued three grants: the Ford Foundation, Google grants, and the Community Foundation for Greater Atlanta. The Ford Foundation requires a letter of inquiry to be submitted using their online questionnaire, and with my co-director’s review and approval, I submitted a letter soliciting support for a technical assistance program. Recently, we received notice from the Foundation that we would not be asked to submit a proposal.

We began to use Google checkout last year to process online registrations for a conference that Tapestri hosted. Google checkout provided free transaction processing to nonprofit organizations. We were recently informed that after this summer, Google checkout would only be free of charge to nonprofits who were awarded the Google grant, so I began the application process. The Google grant is very impressive and not only provides free use of Google checkout to the recipient, but generously awards up to
$10,000 per month of free advertising using the Google AdWords program. Again, with my co-director’s review and approval, I submitted the grant application at the end of February, and will hopefully receive some positive news from them before the summer.

The Community Foundation of Greater Atlanta (CFGA) has re-launched its Common Good Funds grant process with new initiatives, focusing on strengthening the infrastructure of Atlanta’s nonprofit organizations by providing guidance and money for non-program specific operations. I recently attended an orientation session to learn about the grant requirements and this year’s grant cycle, and was given information vital to the application process. During the orientation, I was also able to network with people from other nonprofit organizations as well as meet each of the CFGA presenters with the goal of establishing the initial connection with a possible funder. In discussing the grant requirements with my co-directors, I identified the areas in which we were lacking, such as working from a formal and board-ratified strategic plan, and the steps we would need to take to meet the grant requirements. I also explained the advantage of general operating support grants in that they would not only be able to fund the areas of programs which fall outside of current grant stipulations, but also fund positions, giving Tapestri the ability to hire a strategic development director. As much as I would have liked to apply for the first grant cycle, I know that Tapestri is not currently meeting some of the grant requirements and it will take a few months to do so. This will be an ongoing project that will involve revisiting the strategic plan I wrote last summer and pushing it through the board for ratification.
Working with web designer to revamp website and take advantage of internet fundraising potential.

I recently read a Fundraising Success Magazine article by Philip King concerning online fundraising, where he suggests you consider your organization’s website as the “public lobby to your digital organization,” (March 2009). I support that idea. Tapestri’s website is functional from the standpoint that it provides basic information about the organization and the issues of domestic violence and human trafficking; however, it is not a welcoming lobby to our digital organization at all. Some of the information is out of date and despite the co-directors’ multiple attempts to change the listing, a simple search for Tapestri online will usually return the URL with the tagline of Refugee and Immigrant Coalition, which is precisely what we are trying to get away from.

During the strategic planning session last year, updating the website was highlighted as a priority - not only because it simply needs updating, but because it will often be one of the first impressions Tapestri is able to make on potential clients, concerned parties, and potential donors. To achieve this, I have been working with a local web designer to revision the website and maximize the impact Tapestri is able to have through this medium. Funding constraints have delayed the project, but the website project has recently been renewed. Through the new website we aim to reach a much wider audience by providing information in different languages, providing fee-based online training sessions, and establishing the emotional connection with visitors that will encourage them to support our work. Individuals will be able to sign up for monthly e-newsletters, which will highlight client success stories (modified to protect the anonymity of the client), publicize recent and upcoming events, and provide other useful information. Since donations and fee-based trainings will be collected through the
website, proper security measures will be established to protect both the user and Tapestri. Tapestri currently uses Trustwave to provide e-commerce security. The website is scheduled for re-launch in June, and will mark the completion of our rebranding cycle.

Producing promotional materials (newsletters, brochures, annual report, solicitation letters, press releases, and photographs) to further public awareness of the agency’s activities and effectiveness and to recognize donors. Creating and maintaining a press toolkit.

In conjunction with the updated website, I am working to establish a unified appearance or theme for all of Tapestri’s print and promotional materials (Appendix E). Currently, we do have a color scheme and logo that are consistent through most of the materials. We have enlisted the help of a graphic designer to help us re-vision the Tapestri logo. We are exploring this approach in hopes that a new logo will eventually separate Tapestri from the seemingly widespread and continued perception of it still being a coalition. Once the logo is completed, we will align all of our print materials, such as business cards, brochures, and press toolkits, with the website, thus promoting a consistent appearance.

Additionally, we will soon be creating promotional materials for use at fundraising events, such as t-shirts and awareness bracelets. This will benefit Tapestri by not only raising funds through the sale of the goods, but by serving to advertise for our mission as people wear the products. These products will be in circulation by the end of May.

The challenges that have affected this process are many. To begin with, there was initially stiff resistance internally to changing the current logo. As previously mentioned,
I believe that Tapestri staff members are strongly attached to the coalition origins of the organization, which was represented in the original logo through the tapestry image and the spelling of the word itself – the R and I are representative of the Refugee and Immigrant population served (Appendix C). However, if Tapestri is to separate itself from the original coalition, the staff needs to differentiate the organization visually for the public. I believe this can be accomplished through rebranding, which will allow Tapestri to break away from the coalition without breaking away from its mission. I am hopeful that we will reach a compromise with the designs soon. Additionally, our current printed materials are somewhat inconsistent and are often out of supply. I was shocked to find that none of the staff members had business cards; with all of the conferences, trainings, seminars, and community involvement that each staff member participates in, the staff cannot afford to look unprepared or unprofessional, and miss networking opportunities. I created a basic design with all of the necessary information and began printing cards at the beginning of March. This has met with slight resistance because the cards were different from the original design, but I believe the rationale will win through in the end. Once the new logo, tagline, and look are decided upon, I think the excitement will carry everyone on board. Creating promotional materials such as t-shirts and awareness bracelets, will most likely meet with some resistance when it comes down to committing the funds to the project. Again, I am hopeful that once we are able to get the products in-hand and in circulation, and I am able to report on the success of the project, we will have complete buy-in.

Personally, I believe that this portion of my job is critically linked to the success of the overall internship project. It has been shown time and time again that the image
many of our allies hold of Tapestri is outdated or incorrect, and we cannot afford to form new partnerships based on old information. This was most recently demonstrated as the Georgia Tech Women’s Resource Center approached us to participate in their VDay event at the end of March. Their posters, t-shirt design, and other promotional materials, all listed Tapestri as the coalition to end domestic violence. I was disappointed to learn that they pulled that incorrect information from our own website. Change usually is not easy, even in an organization of six people, and I have not been surprised by the resistance to the changes I have suggested. I do believe that it is necessary, though, and feel confident that achieving financial and non-monetary successes will ease the awkwardness of this evolution.

Developing relationships with various media outlets

I have not had a great deal of time to pursue developing relationships with members from various media outlets, such as newspapers like the Atlanta Journal-Constitution, radio stations, or TV stations. I believe we have the opportunity to begin small with metro Atlanta universities, tapping into their media outlets like the campus publications and radio stations, such as Georgia State’s 88.5, because Atlanta’s universities not only have a large international population of students, but also take a more active interest in Tapestri’s mission, as is evident through outreach efforts and university-sponsored fundraising events. To this end, I have adapted our press toolkit to include relevant information for each encounter we have with these universities and have kept these contacts up to date with our current activities. I have also begun to research how to create podcasts, which would allow us to provide interviews, trainings, and even
panel discussions from various conferences, free of charge through iTunes. This would allow us to reach a much wider audience, and target interested people outside of Georgia.

Observations, Critical Assessment, and Findings

Due to the aforementioned challenges with the board ratifying the strategic plan, a comprehensive development plan has not yet been established. My goal is to continue discussing the need for such objectives with the Co-Directors and have a plan in place by the middle of May that outlines funding objectives. I will create reports for each fundraising activity we participate in, including a financial breakdown of costs, revenue, and non-monetary gains (such as publicity).

I recently met with the board’s fundraising committee, which is comprised of the board Chair, one of the Co-Directors, and an outside fundraising volunteer. During the meeting, it became quite clear that the board member has no real understanding of the board’s fundraising responsibilities. In an attempt to illustrate the value of networking on behalf of Tapestri, I presented one of the fundraising activities that I have been developing for the organization, and now realize that I unintentionally confused the board Chair as to what the board’s fundraising responsibilities are. Subsequent phone calls from the board Chair emphasized the need for further board training, as she is expecting the Co-Directors to both assume these additional fundraising duties, and for me to report directly to the board. As an intern, or even as the Development Director, I work for Tapestri, not for the board, and I develop initiatives that are independent of the board’s fundraising. At the Co-Directors’ requests, I have begun to research board development literature with an emphasis on fundraising responsibilities. In “Boards That Love
Fundraising," Lehman and Zimmerman lay out the fundamental responsibilities of the board of directors, specifically when it comes to fundraising (2004, 1-9). I find the wealth of related literature and online resources encouraging, and hope to provide the Co-Directors with additional tools to promote better board performance.

Additionally, there is one other board member who is in charge of communications. I have not yet met her and while she has discussed popular web-based options, such as blogging, and even brand development with the Co-Directors, she has not actively participated in any support activities. I have worked with one of the volunteers for documenting articles where Tapestri is featured, and also for tracking Tapestri’s advertisements in local ethnic publications. There is much more work to be done in this area, and if Tapestri is able to fund a full-time development position, the new employee will need to establish solid lines of communication with the board members and secure their commitment to participating in development activities.

As I previously discussed in the SWOC Analysis, it is imperative that the staff create a consistent method for recording new contacts, donor history and information, and keep these records current. Applications such as Raiser’s Edge and DonorPerfect, are database management systems that are designed specifically for nonprofit organizations to help organize mailing lists and donor management. While Tapestri may not be able to financially support one of these applications, designing a detailed spreadsheet is a cost effective way to maintain the information and would require minimal training for all staff members to use.
Conclusion

I believe this internship to be a worthwhile endeavor and ultimately successful, and much of that success I must attribute to the tremendous support from the Executive Co-Directors and staff at Tapestri. In addition to the approximately four-month scope of this project, during the previous eleven months of volunteering with Tapestri I found myself applying the academic coursework I was pursuing that semester to activities at Tapestri. For example, coursework from Philanthropy and the Nonprofit Sector provided insight into the sources of revenue for nonprofit organizations, and encouraged me to explore Tapestri’s funding streams as well as identify opportunities for new revenue growth. As I have mentioned previously, I have a background in business, which I feel has positively affected my internship duties. Whereas I had previous experience creating business plans, strategic plans, basic marketing skills, and project management experience, academic courses such as Program Evaluation and Nonprofit Governance and Administration helped me hone these skills, and having the opportunity to apply this additional knowledge truly rounded out the lesson.

The support of Tapestri staff made the internship much more rewarding as I was given full reign to present new ideas and operate as one of the staff. The Co-Directors allowed me to promote initiatives by conducting meetings involving the entire staff. I occasionally brought in textbooks or portions of professors’ slide shows dealing with strategic development, fundraising, and board development, to help support my position in discussions at meetings. Having these resources available allowed me to take my initiative from being simply an academic exercise to a professional level. During my internship with Tapestri, I learned how to work within the existing organizational culture.
to promote changes that I felt were necessary to support the objectives outlined for me by
the Programs Director and the Executive Co-Directors. We developed a strategic plan
that will carry Tapestri through the next five years, which in turn allowed me to begin
writing a development plan for setting fundraising and public relations goals. Tapestri
currently operates in a stable fiscal and programmatic environment; however, to achieve
future growth and maintain stability, Tapestri must shift from only dealing with current
demands to include planning for the future and the actual implementation of that plan.
To successfully do this, I believe that Tapestri needs to maintain a Strategic Development
position that is separated from the demanding schedule of the direct services programs of
the organization.

I have additionally benefited from conversations with professors outside of class,
and while this may not count as strictly academic references, these professors are experts
in their field and have provided me with a wealth of insight into the various subject
areas. By allowing me to bounce ideas off of them, and helping me critically explore
these ideas, I have gained a tremendous amount of insight into my own personal
methodologies and thinking processes. Their interest and assistance have been invaluable
to my education.
Bibliography


Appendix A

Mission Statement

Tapestri, Inc. is dedicated to ending violence in refugee and immigrant communities by using culturally competent and appropriate methods. As advocates for refugee and immigrant families affected by domestic violence, sexual assault, and exploitation, we are committed to using direct services, education, community organizing and advocacy to effect change in the lives of these families.

Values Statement

We believe that every person has a right to live without fear. We exist to increase access to services for refugee and immigrant communities. We believe that everyone should be able to receive help and services that are respectful of his/her community, language, culture, race, age, sexual orientation, disability and religious beliefs. Recognizing that this is a lifelong process, Tapestri members attempt to live and model these values when we interact with our communities and among ourselves.

Vision Statement

As a leading organization working to eradicate violence in refugee and immigrant families, Tapestri strives to be a useful resource and a point of contact for immigrant and refugee communities and to partner with service providers to extend culturally competent services to members of these communities. Tapestri is committed to staying true to our mission while remaining adaptive to the needs of the community.
Appendix B

Tapestri, Inc.
Organization Chart

Board of Directors

Executive Co-Director
Danuta Pradzka

Executive Co-Director
Shalini Somayji

Domestic Violence Program

Programs Director
Vanisa Karic

Men’s Program Coordinator
Vanjia ...

Legal Advocacy Program Coordinator
Widline DeLambert

Anti-Human Trafficking Program Coordinator
Alia El-Sawi

Direct Services Coordinator
Maja Hasic

Volunteers/Interns Supporting All Programs
Appendix C

Promotional Materials:
   1. Current/old logo

The tapestry behind the word signifies the diversity of the women working for Tapestri. The T is representative of a woman, and the R and I represent the refugee and immigrant populations served by Tapestri.

2. Brochure (attached)
3. Newsletter (attached)
Appendix D

1. Strategic Plan (attached)

The attached Strategic Plan was originally drafted in August, 2008, and submitted for board review in September, 2008. Due to board inactivity, the plan was not ratified. The plan was further amended in April, 2009, and resubmitted for board review of the strategic issues identified. Once the board ratifies the strategic issues presented, action plans with timelines, task assignments, and measureable outcomes can be created for each of the strategic issues.
Executive Summary

Tapestri, Inc. is dedicated to ending violence in refugee and immigrant communities using culturally competent and appropriate methods. As advocates for refugee and immigrant families affected by domestic violence, sexual assault, and exploitation, we are committed to using direct services, education, community organizing, and advocacy to effect change in the lives of these families.

As a leading organization working to eradicate violence in refugee and immigrant families, we strive to partner with service providers to extend culturally competent services to members of these communities. We are committed to staying true to our mission while remaining adaptive to the needs of the community.

Tapestri’s Strategic Plan provides a framework, implementation schedule, and direction for the next two- and five-year period, to address the evolving needs and challenges facing immigrant and refugee communities in Georgia. The plan addresses numerous strategic issues that focus efforts on establishing the Tapestri brand as a trusted and known leader in our field, increasing the effectiveness of our current programs and materials, and diversifying funding sources so that we may continue to successfully carry out our mission.

The Strategic Plan addresses these issues in terms of Tapestri’s clients, mission, stakeholders, mandates, strengths, and external challenges. It also outlines recommendations for implementation, and provides measurable indicators that allow progress to be evaluated.

By expanding on current proactive strategies, and providing a systematic approach for addressing our challenges, the Strategic Plan ensures that Tapestri will continue to serve the immigrant and refugee communities of Georgia.
Introduction

Tapestri’s Strategic Plan was discussed and decided upon in August 2008, during a two-day meeting involving the entire staff, which allowed for the exchange of ideas and program expertise that was essential for the plan development. The Strategic Plan represents an evolving project that is open to review and modification over the prescribed time frame. The plan is designed to provide a foundation for Tapestri’s strategic actions, allowing for the analysis of strategic issues and implementation procedures and results.

Stakeholders

We believe that the majority of our stakeholders judge our performance as good to superb.
Our stakeholders include:

- External: clients, public, mainstream service providers, law enforcement, all funders, close allies
- Internal: Tapestri staff, our board, funders

Mission Statement

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Vision Statement

As a leading organization working to eradicate violence in refugee and immigrant families, Tapestri strives to be a useful resource and a point of contact for immigrant and refugee communities and to partner with service providers to extend culturally competent services to members of these communities. Tapestri is committed to staying true to our mission while remaining adaptive to the needs of the community.
Environmental analysis

Over the past decade, Georgia has experienced significant growth among its refugee and immigrant populations. While the national average growth of foreign-born individuals between the years 2000 to 2006 was 20.7%, Georgia’s growth averaged 48.9%. Georgia’s population currently is comprised of 9.2% foreign-born individuals. In a 2004 Brookings Institution report titled “The Rise of Immigrant Galaxy,” it stated “Atlanta, Dallas, and Washington, D.C. stand out as emerging gateways with fast immigrant growth during the past 20 years.” Atlanta has experienced a surge of 817% increase in its foreign-born population. Of these immigrants, it is estimated that at least 50% are women. Atlanta has resettled the fourth largest refugee population in the U.S. The five major counties of metropolitan Atlanta (Clayton, Cobb, DeKalb, Fulton, Gwinnett) as well as two outlying counties, Cherokee and Hall, are among the top ten counties with the highest concentration of refugees and immigrants in Georgia.

With the increasing numbers of refugees and immigrants settling in the metropolitan Atlanta area, it has become essential to increase the number and breadth of culturally appropriate services for survivors of domestic violence and sexual assault from these populations. This is particularly critical given the fact that women account for 85% of victims of intimate partner violence. In addition, immigrant women experience higher rates of intimate family violence due to limitations in access to social services and the legal system and due to cultural beliefs.

Agencies such as Refugee Family Services, Raksha, and Refugee Resettlement & Immigration Services of Atlanta, amongst many others, work to address the needs of the immigrant and refugee population in Metro Atlanta. Changes in political and economic climates have strengthened our desire to diversify our funding sources so that we may continue to operate from a base of financial stability. Tapestri remains the only federally-funded agency designated to provide services to survivors of Human Trafficking in Georgia. This, along with the expertise provided by our dynamic staff, has allowed us to carve out a niche for ourselves within the nonprofit community.
Internal analysis

This strategic plan addresses the following key strengths, weaknesses, threats and opportunities for Tapestri.

Our Strengths:
- Great teamwork
- Philosophy
- Adaptive to various situations
- Reputation
- Don’t turn anyone away
- Only agency in our field
- Self-awareness and evaluation
- Dedicated, determined, and dependable
- Compassionate and empathetic

Our Weaknesses:
- Need more legal aid
- Need interpreters
- Housing – transitional, no HT specific shelters
- Utilizing volunteers
- Our focus on clients can be consuming and makes addressing other weaknesses difficult
- We don’t turn anyone away
- Need a different accounting system
- Burn out/overwhelmed
- Lack of community support

Our Opportunities:
- Maintain and increase good reputation
- Expanding current programmatic efforts
- Diversification of funding
- Improving trainings
- Revamping of outreach materials/distribution opportunities
- Increased communication with stakeholders
- Generate active community involvement
- Board involvement
- Media relations
- Organized events (fundraising, awareness)
- Flex time

Our Challenges:
- Individuals responsible for too diverse a group of tasks – need job specification
- Need more interpreter resources
- Need more legal help
- Don’t have enough resources for special cases
- Need a different accounting system
- Secure funding for administration
- Need to take care of ourselves
- Better organization
- Prioritize tasks and jobs
Strategic Issues

The following are current and long-term strategic issues as identified by the members of Tapestri.

Our Current Needs/Strategic Issues: 24 month time frame
1. To develop and promote a strong Tapestri Brand
2. To renew the website to become an interactive portal for potential donors, clients; providing training, education, awareness, and advocacy opportunities, immigration documents, e-newsletter distribution
3. To change over the accounting system and find staffing
4. To develop more of a formalized Training program that moves towards fee-based consulting and curriculum development
5. To build well-trained and reliable interpreter banks within Metro Atlanta
6. To create a development position to diversify funding sources, advance the Tapestri brand, manage media campaigns, and build support for future program growth
7. To develop and maintain regular and wide-spread media campaign that will target mainstream as well as target communities, to spread awareness, encourage local action
8. To create a legal position for victims assistance, more legislative advocacy and involvement, replication of Project Liberty with King and Spalding/OVW LAV
9. To evaluate current community outreach activities and identify areas to improve - expand into new centers/communities, update outreach materials, develop partnerships with community leaders to further creation of a prevention/life skills programs
10. To solidify the Men’s Program by obtaining more facilitators
11. To develop a sexual assault program

Long-Term Plans: 5 year time frame
1. To develop a preventative program to educate adolescent to adult women
2. To develop a strong Capital Campaign and build relationships with local businesses/sponsors
3. To build transitional housing for our clients who need full-spectrum assistance

Tapestri staff discussed the current needs issues during the planning session, identifying the goals for each and outlining steps for implementation. After the plan is adopted, each strategic issue will be further broken down in to action plans for implementation and measurable evaluation methods, and we will further apply the planning process to the long-term goals. The results of the discussion of strategic issues follow.
Strategic Issue: **Branding**

We need to solidify Tapestri’s brand. Tapestri is still being confused as a coalition to end domestic violence, which we have not been for seven years. To develop and promote a strong Tapestri Brand we have conducted multiple branding sessions to develop visual and written branding statements. After the new logo and tagline are decided upon, the website and printed materials will be updated to reflect the change. Key actions that must be taken within the next three months are to decide upon the brand, statements, taglines, images that will represent Tapestri’s brand, and then distribute via website, print materials, etc.

Strategic Issue: **Website Development**

The strategic issue is to use our website to advocate for us, attract donors, generate interest in our cause, advance our mission, and provide useful training content. Our issue-specific goals are: to renew the website to become an interactive portal for potential donors and clients; providing training, education, awareness, and advocacy opportunities; to provide examples of immigration documents for allies and clients. To address this issue and achieve our goals we need to develop a framework for the website, develop content to fit into that framework, and designate a primary to do the work. Funding has been secured for the website, with the proposed launch date of 1 June 2009.

Strategic Issue: **Accounting System**

We need to seamlessly shift our current accounting system from Peachtree to QuickBooks. To address this issue and achieve our goal, we need to hire an accounting intern to help with the books and provide access to QB training for the accountant. We face the challenges of finding funding, time, and an accounting intern. To achieve this goal we need to research training opportunities and advertise for an intern.

Strategic Issue: **Training**

We need to develop our training program, moving towards mainstream consultation and a fee-based structure. Our issue-specific goals are: to improve the training content; to divide training sessions by topic; to specifically target multiple audiences; to develop a fee-based structure for the trainings; to provide access to training materials through our website. Practical alternatives we might pursue to address this issue and achieve our goals are to designate a primary and secondary trainer, research and decide upon a fee structure, and provide the primary trainer with time and resources to develop solid, current training materials. Possible barriers to our realizing these alternatives are the time factor and the lack of a web-based portal for delivering trainings. Key actions that must be taken this year to implement the major initiatives are to designate a primary and secondary trainer, send them to training, and allot time and resources for development of materials (for sessions and the website).
Strategic Issue: **Interpreters**

Our issue-specific goal is the need to develop well-trained, reliable interpreter banks within Metro-Atlanta. Currently, we use existing translator services such as Tele Language and the AT&T Language Line. We would like to draw upon the volunteer force of court-provided interpreters, and the possibility exists to create an in-house translation/interpreter department. We also need to revisit existing interpretation resources to discover which are underused. The challenge we face in building and/or further utilizing these services is funding. Ideally we will be able to create a locally available volunteer and part-time interpreter bank, and in addition to funding there will be the need to organize, schedule, and manage this volunteer force. To address these challenges, we would conduct a study within the next six months to compare the alternatives: research how much funding would be needed to consistently rely on pre-existing interpreter services; research how much interest there is in the volunteer interpreter community and what it would take to develop a volunteer/fee-based force; research how much it would cost to recruit, train and maintain an in-house interpreter(s).

Strategic Issue: **Development**

Currently, there is no position or person responsible solely for fundraising, public relations, and strategic development. Because of this, many opportunities for advancement are missed. Through meeting with the executive co-directors and the programs director, the need for a development position was identified as an important area of focus if we are to advance the Tapestri brand, diversify funding sources, manage media campaigns, and build support for future program growth.

Strategic Issue: **Outreach**

Our issue-specific goals are to improve the distribution and content of outreach materials, to develop and maintain mass-media campaigns, and to develop partnerships that enhance outreach activities. To address this issue and achieve our goals, we need to do the following: effectively use our website as a source of information and distribution of outreach materials; identify where our materials are currently distributed and evaluate effectiveness; track clients to see where they heard about us; develop media relationships; build partnerships with law enforcement, schools, faith-based groups, etc. to develop volunteer force and funding options to help with specific outreach activities. Possible barriers to our realizing these alternatives include a lack of funding, time, making contacts within media, community, and partnerships, and consistently updating the website. To achieve these alternatives we plan to designate a primary and secondary position for the outreach efforts, designate a primary for website development, and designate a primary for networking with media, communities, and possible partnerships. Key actions that must be taken this year to implement the major initiatives include evaluating the current outreach materials, distribution follow-up to evaluate effectiveness, develop reliable news sources, and update our website.
Strategic Issue: *Media Campaign*

We aim to establish valuable relationships with media outlets to aid in our wide-spread media campaign to highlight the issues of domestic violence and human trafficking. We will target mainstream as well as ethnic communities.

Strategic Issue: *Legal*

Our goal is to obtain the resources to support an in-house legal position for victims’ assistance. We also aim to become more involved with legislative advocacy. We are currently working towards replicating Project Liberty with the law firm of King and Spalding.

Strategic Issue: *Men’s Program*

The Men’s Program is currently run by one male facilitator. We recognize the need to acquire additional facilitators as the number of men attending the program continues to grow.

Strategic Issue: *Sexual Assault Program*

We currently address sexual assault through the Multilingual Access Program, by providing educational material in various languages to people working with survivors. Our goal is to create an independent program to address sexual assault within the immigrant and refugee communities, providing assistance to survivors but also working to proactively prevent sexual assault through preventative education and outreach.
Appendix E

1. New logo options:
   a. The following is the new logo and tagline which will soon be adopted by Tapestri

   ![Tapestri Logo]

   diversity. advocacy. empowerment.

2. New promotional materials (attached)
   a. Contents of the press toolkit
      i. About Tapestri information page
      ii. Program information – Domestic Violence and Human Trafficking
      iii. Contribution Breakdown
   b. VDay flyers
About Tapestri

Tapestri, Inc. is dedicated to ending violence in refugee and immigrant communities using culturally competent and appropriate methods. As advocates for refugee and immigrant families affected by domestic violence, sexual assault, and exploitation, we are committed to using direct services, education, community organizing, and advocacy to effect change in the lives of these families. We are committed to increasing access to services that are respectful of the diverse languages, cultures, races, ages, sexual orientations, disabilities and religious beliefs of our communities.

Between 2000 and 2006, Georgia experienced an average growth of 48.9% among its refugee and immigrant populations, compared to the national average of 20.7%. The majority of Georgia’s immigrant and refugee populations are located in metropolitan Atlanta. Tapestri collaborates with refugee resettlement agencies, law enforcement agencies, and community-based organizations, which enables us to provide a coordinated response to survivors of violence from the immigrant and refugee communities and have access to communities to inform them about our available programs. Our mission is dynamic and is shaped by the changing needs of our constituent communities, guided by the philosophy that every person has a right to live without fear.

Our current programs include:

- The **Domestic Violence Program** provides social support services and legal advocacy, such as temporary protective orders and legal referrals for child support, divorces, child custody, and immigration, for battered refugee & immigrant women. The Program also conducts community outreach about domestic violence and available options among immigrant and refugee communities via presentations and mass media.

- The **Access for Immigrants Program** provides trainings on domestic violence and immigrant and refugee issues to court interpreters and develops appropriate training material for court personnel and interpreters;

- The **Multilingual Access Program** develops educational material, such as a resource handbook, in various languages for court personnel, law enforcement,
and advocates to use as a tool when working with immigrant and refugee survivors of domestic violence, sexual assault and stalking:

- The **Tapestri Men’s Program** is a 24-week Family Violence Intervention Program designed for immigrant and refugee men and victims’ liason services
- The **Anti-Human Trafficking Program** provides trainings for mainstream service providers, community outreach on human trafficking, and direct services for survivors of human trafficking.

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**Domestic Violence Program**

**Tapestri Inc.** is dedicated to ending violence in refugee and immigrant communities by using culturally competent and appropriate methods. We currently work with survivors of domestic violence and human trafficking, conduct community outreach, and train mainstream service providers. Visit www.tapestri.org for more information about our agency.

The **Domestic Violence Program** provides social support services and legal advocacy, such as temporary protective orders and legal referrals for child support, divorces, child custody, and immigration, for battered refugee & immigrant women. The Program also conducts community outreach about domestic violence and available options among immigrant and refugee communities via presentations and mass media. Currently, Tapestri participates in the Domestic Violence Taskforces of Cobb, DeKalb, and Gwinnett counties. Tapestri collaborates with domestic violence shelters and sexual assault centers across Georgia who will benefit from our development of outreach materials for the nine-targeted communities.

The **Legal Advocacy Program** provides legal advocacy, such as temporary protective orders and legal referrals for child support, divorces, child custody, and immigration, and support services for battered refugee & immigrant women. Last year, we served 98 women from 60 countries. Our program provides the following services:

- Provide support and advocacy during court procedures;
- Assist in filling out petitions for temporary protective orders and criminal warrants;
- Secure interpretation services; educate survivors about their rights including immigration options;
- Advocate for survivors’ rights during court sessions;
• Educate survivors about American court system and services available;
• Explain court procedures step-by-step; discuss immigration consequences of certain legal procedures;
• Assist survivors with immigration relief by assisting with applications;
• Link them with pro-bono family law or immigration attorney for those who cannot afford it (i.e. Atlanta Legal Aid Society, Catholic Charities, and Latin American Association);
• Secure access to other supportive services such as medical, counseling, housing, and eligible benefits; and
• Provide transportation if no other means is available.

The Tapestri Men's Program is a State of Georgia certified 24-week Family Violence Intervention Program designed for immigrant and refugee men. The legal advocate acts as the liaison between the domestic violence survivors and the Men's Program Coordinator.

Anti-Human Trafficking Program

Tapestri Inc. is dedicated to ending violence in refugee and immigrant communities by using culturally competent and appropriate methods. We currently work with survivors of domestic violence and human trafficking, conduct community outreach, and train mainstream service providers. Visit www.tapestri.org for more information about our agency.

The Anti-Human Trafficking Program provides trainings for mainstream and community-based service providers, community outreach on human trafficking, and direct services and case management for survivors of human trafficking.

Human trafficking can take many forms:

• Sexual exploitation (prostitution, pornography, sex tourism)
• Domestic servitude (housekeeper, nanny, servant)
• Servile marriage (servant)
• Labor exploitation (Employment visas, sweatshops, restaurants, agricultural work, manual labor)

Human trafficking is defined by US law as the recruitment, abduction, transport, harbouring, transfer, sale or receipt of persons for the purpose of exploitation. Anyone can be a potential victim of human trafficking. In the United States, trafficked individuals are found from all over the world, especially from economically depressed countries and are primarily women and children. Trafficking in persons is the second largest and fastest growing criminal industry in the world. It is a billion dollar industry and victimizes millions of people – the U.S. Department of Justice estimates that 14,500-17,500 people are trafficked into the United States every year.

How You Help Us Make a Difference

Here are a few examples of how your financial support helps our clients begin healthy new lives:

$30 provides one month’s worth of MARTA cards

$50 buys groceries
$100 allows clients to address medical needs, such as testing for STI’s and other remnants of abuse

$300 pays for household utilities

$500 supports one month of housing assistance

We welcome all contributions, such as gift cards, toiletries, phone cards, MARTA cards, school supplies, or services that you or your agency/company can provide. Please call us if you are interested in making an in-kind contribution.

Interested in spreading awareness in your community? Volunteer and internship opportunities are available; please contact us for more information.