

Project  FINE

# Strategic Plan



2011-2014

*All you need is the plan, the road map, and the  
courage to press on to your destination.*

*Earl Nightingale*

## Planning Areas

In 2010, the Project FINE Board of Directors began to develop a strategic plan to guide the organization for 2011-2014. The strategic planning process began in the Board Committees, with each committee examining their mission and developing goals and strategies to help accomplish the mission of their committee and Project FINE. These goals and strategies were compiled and presented and approved at the Board of Directors meeting on January 21, 2011.

The following plan was developed based on the identified needs of newcomers, service providers and community partners. It is intended to serve as a road map, to provide direction for the next three years as we continue to carry out our mission:

*“To strengthen and enrich our community by facilitating the integration of people who are ethnically diverse.”*

Project FINE would like to thank the 2010 Board Committees for their contribution to the 2010-2014 Strategic Plan..

### Executive/Finance Committee:

Dr. Scott Hannon, President  
Paul Mundt, Vice President  
Heather Bach, Treasurer  
Robin Hoeg, Secretary  
Dr. Justin Green  
David Vaselaar

### Language Services Committee:

Paul Mundt  
Dr. Lilian Ramos  
Non-Board Committee Members  
Miriam Potter

### Education Committee:

Vicki English  
Alan DuCett  
Alexander Hines  
Non-Board Committee Members  
Chuck Ripley  
Gale Lanning

### Development Committee:

Kevin Kearney  
Paula Brown  
Julie Chiasson

## **Goal 1: Increase Community Awareness of Project FINE, its mission, vision and services.**

### **Strategy:**

Host two events, the Annual Report to the Community and the Taste of International Cuisine.

### **Action Plan:**

Board: organize and host the two annual events.

Staff: assist with event preparation and provide support for events.

### **Strategy:**

Develop a speaker's bureau of current and former board members, staff and clients.

### **Action Plan:**

Board: Education Committee will recruit and select bureau members, with the assistance of the Development Committee.

Staff: Prepare PowerPoint, schedule speakers, provide materials for presentations.

### **Strategy:**

Publicize the value of immigrants to the development of the community in the media and in public discussions.

### **Action Plan:**

Staff: The Executive Director will promote the value of newcomers through community events, participation on boards and committees, discussions and partnerships

Board: Promote Project FINE and the value of newcomers through the development of a Speakers Bureau and interactions with the community.

## **Goal 2: Strengthen existing education programs.**

### **Strategy:**

Draw upon the needs assessment to develop new programs that fill gaps in the lives of newcomers and of the community.

### **Action Plan:**

Staff: Address needs through formal and informal evaluations

Board: Education Committee will review the needs and present new programs to the Board for approval.

### **Strategy:**

Identify opportunities to meet the needs of newcomers and of the community by expanding current programs.

### **Action Plan:**

Staff: Utilize communications with newcomers, evaluations from events and the needs assessment to identify potential program expansions.

Board: Education Committee will review possible program expansions and present any expansion plans to the Board for approval.

## **Goal 2: Strengthen existing education programs. (Continued)**

### **Strategy:**

Assess all education programs by asking presenters and audience members to provide evaluations.

### **Action Plan:**

Staff: Assess all programs by asking presenters and participants to provide evaluations.

Board: Education Committee will review evaluations on a periodic basis.

### **Strategy:**

Conduct periodic committee reviews of all education programs to assure accuracy and that adjustments made necessary by changes in the environment have been made.

### **Action Plan:**

Staff: Provide Board with information for review.

Board: Education Committee will conduct review and present to Board.

## **Goal 3: Increase the professional character of language services and expand availability.**

### **Strategy:**

Identify the need for and develop protocols to fit recurring but extraordinary situations.

### **Action Plan:**

Staff: Create a list of recurring extraordinary circumstances and present them to the Language Services Committee

Board: Language Services Committee will develop protocols for such circumstances

### **Strategy:**

Develop and implement a plan for training interpreters and for helping lead interpreters secure professional certifications.

### **Action Plan:**

Staff: Revisit and update Language Services policies as necessary to meet state and provider requirements.

Board: Language Services Committee will review policies on an annual basis to ensure that the program meets state requirements.

Staff: Participate in statewide Interpreter Stakeholder Group to stay current on requirements and training offerings

### **Strategy:**

Maintain a roster of up to 30 interpreters as a reserve.

### **Action Plan:**

Staff: Contact all interpreters to ensure that they wish to remain on the roster.

Board and Staff: Recruit as necessary to fill gaps on the roster.

### **Goal 3: Increase the professional character of language services and expand availability. (Continued)**

**Strategy:**

Develop relationships with prospective clients and customers outside of Winona County.

**Action Plan:**

Staff: The Executive Director will explore opportunities with individuals and businesses outside of Winona County

Board: Language Services Committee will evaluate the effectiveness of such partnerships and report to the Board

### **Goal 4: Develop Project FINE as a “resilient” organization, building its capacity to work more effectively with partners and stakeholders in support of its mission.**

**Strategy:**

Develop and implement a continuing training program for each member of the office and professional staff to enhance their professional qualities.

**Action Plan:**

Board: Will approve a continuing education policy outlining training expectations and process.

Staff: The Executive Director & Program Manager will develop a continuing education plan for each staff member, which will be updated on a bi-annual basis.

**Strategy:**

Increase the diversity of Project FINE’s Board of Directors.

**Action Plan:**

Board and Staff: Seek out diverse community members to serve on the Board.

**Strategy:**

Build reserves to a level of 200% of the operating budget.

**Action Plan:**

Board & Staff: The Executive Director & Finance Committee will search for new revenue sources and control spending to build reserves.

Staff: Will provide the Finance Committee with a projection of reserves on a semi-annual basis.

**Strategy:**

Conduct a needs assessment to identify unmet needs of newcomers, and develop programs to meet these challenges.

**Action Plan:**

Staff: Develop an evaluation tool to assess the needs of newcomers, businesses and service providers throughout Winona County.

Board & Staff: Utilize information gained from the needs assessment to design programs and educational sessions.