

Project



FINE

Focus on Integrating Newcomers through Education

Strategic Plan Summary

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Project FINE Staff
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*Before anything else, preparation is the key to success.
-Alexander Graham Bell*

Planning Areas

In 2010 Fatima, the Board of Directors and Project FINE staff began creating a Strategic Plan. Working through the Committees of the Board, four major goals were identified designated based on the identified needs of Project FINE clients, service providers and business partners. Strategies and action plans for achieving these goals were also developed to measure effectiveness and progress.

All of the goals, strategies and actions enable Project FINE to make a positive impact in the community and fulfill our mission: *“To strengthen and enrich our community by facilitating the integration of people who are ethnically diverse.”*

Project FINE would also like to thank the 2010 Board Committees for their contribution to the 2011-2014 Strategic Plan:

Executive/Finance Committee:

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

Education Committee:

Vicki English
Alan DuCett
Alexander Hines

Non-Board Committee Members

Chuck Ripley
Gale Lanning

Language Services Committee:

Paul Mundt
Dr. Lilian Ramos

Non-Board Committee Members

Miriam Potter

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.

Achievement:

- Continued to host two events annually.
- Participated in several additional fundraising events: Dancing With Winona Stars, car wash, egg roll sale, bake sale, art capstone event.
- Exceeded budget for fundraising every year.

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.

Achievement:

- Training materials developed and training provided.
- Speaker's Bureau members participated in radio and TV promotions for Project FINE.

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.

Achievement:

- Utilized several new avenues of promotion, including participation in the U of MN Extension Advisory Committee, St Charles Early Childhood Initiative, Winona Early Childhood Initiative, CJCC Driver's License Work Group, Southeast Technical Foundation Board, MN State Colleges and Universities Diversity Advisory Committee, FEAST Southeast MN Food Group, Winona County SHIP

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

Achievement, continued

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- State and Nationwide publicity: MN Nonprofit Excellence Award, Virginia McKnight Binger Award in Human Service, White House Champion of Change
- Presented at numerous webinars, meetings and conferences, including: Winona State University Scrubs Camp, Winona State University Support Staff Retreat, Regional Economic Development Group, Saint Mary's University Women's Symposium, Winona Area Volunteer Association, Blandin Broadband Conference (3 years), Frozen River Film Festival, Kiwanis, Above and Beyond Scholarship Award Ceremony, Winona State University WELL Conference, Welcoming America and Connect Minnesota.
- Extensive publicity for programs and awards - Winona Daily News, Winona Post, Winona Radio, HBC Channel 25, Rochester Post Bulletin, Star Tribune, MPR, KTTC, Voice of America

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.

Achievement:

- Implemented 8 new programs:
 - Technology Education/Digital Inclusion
 - Cultural Art & Ancestry
 - Learning Together
 - Colorful Growers
 - Girls Reaching Above and Beyond
 - Cultural Art & Ancestry for Youth
 - Health & Wellness Initiative
 - Answering the Voices

Goal 2: Strengthen existing education programs.

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.

Achievement:

- Expanded Diversity Training options to include Team Building training sessions in response to partner request.
- Expanded Technology Education/Digital Inclusion program to include individuals in St. Charles and surrounding area.
- Expanded Cultural Arts & Ancestry project to include youth and additional art forms for adults.
- Built upon success of Diversity Youth Quest and College Education Connection to develop the Girls Reaching Above and Beyond and Colorful Growers programs for youth.
- Hosted first Citizenship Day celebration in 2013, this event will continue annually to recognize those who have become naturalized citizens.
- Developed the Food for Families food distribution in collaboration with the Winona Church of the Nazarene, the City of St Charles and the Southeast MN Rural Education and Resource Center.
- Provided Disaster Preparedness Training for newcomers in St Charles on fire and weather safety and city ordinances in partnership with the City.

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.

Achievement:

- Continued to gather feedback from program sessions.
- Used evaluation results to assess effectiveness and develop new programming.

Goal 2: Strengthen existing education programs.

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.

Achievement:

- Education Committee members receive detailed program information on a monthly basis and offer suggestions or changes.
- Education Committee presents program information at each Board meeting.
- In 2014 the Education Committee and staff worked to organize programs and services into three categories and develop names and descriptions for each. The categories are as follows:
 - Navigating Community Systems: learning the language, culture and practices to be healthy & successful in their new community.
 - Building Communities: providing opportunities for meaningful interaction to increase newcomers' capacity and build inclusiveness.
 - Empowering Youth: helping youth develop the skills needed to prosper and realize their full potential.

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.

Achievement:

- Added Data Privacy Policy to Language Services Policies.
- Consult with Language Services Committee when extenuating circumstances arise with an interpreter or service provider.

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

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.

Achievement:

- Conducted quarterly training sessions for interpreters.
- Conducted annual training sessions on mandatory reporting for interpreters & staff
- Staff interpreters attended 20 hours of training from the Upper Midwest Interpreters and Translators Association (UMTIA).
- The Interpreter Stakeholder Group is no longer active, but we continue to receive updates through UMTIA and other sources.

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.

Achievement:

- Currently, there are 55 interpreters on the roster.

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.

Achievement:

- Project FINE continued to outreach to surrounding areas. We provide interpreting in Fillmore, Wabasha and Houston Counties.
- In 2013, Social Security Disability began to utilize our services for Southeastern MN, including Austin, Faribault, Rochester, Owatonna, & Albert Lea.

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.

Achievement:

- Administered continuing education plans for staff.

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.

Achievement:

- Continued to recruit potential Board Members from diverse career field and backgrounds.

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.

Achievement:

- Unrestricted organizational reserves were 165% as of January 1, 2014

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:

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.

Achievement:

- Conducted community needs assessments in Winona and St Charles in October 2012.
- Provided outreach for Winona County Community Services and Winona Health for the Winona Community Health Survey.
- Results used to develop new programs, including Girls Reaching Above and Beyond, Colorful Growers, Health and Wellness Initiative and Answering the Voices.

Other Accomplishments:

- Created a comprehensive set of Language Services Policies in 2011, which meet UCare and legal requirements.
- Updated Finance Operations Manual
- Added Data Privacy and Mandatory Reporting the Employee Policy Manual
- Prepared detailed budgeting presentation for Board in 2012 and 2013
- Updated Bylaws to change Annual Meeting date and introduction of new board members to December meeting
- Received many recognitions:
 - MN Nonprofit Excellence Award
 - Virginia McKnight Binger Award in Human Service
 - Welcoming America Champion of Change
- Began participation on the MN Department of Health Spoken Language Interpreter Roster - currently 9 interpreters are on the roster
- New Funders: Blandin Foundation, Southeastern MN Arts Council, Winona Fine Arts Commission, InCommons, Women’s Foundation of MN, Sheltering Arms Foundation, MN State Arts Board, AgStar Fund for Rural America, Toro Foundation, UCare Fund, Bush Foundation