

Strategic Plan 2024-2028

The road to success never ends.

Project  *FINE*

Focus on Integrating Newcomers through Education

This Strategic Plan was developed to assess Project FINE’s impact on the community and establish benchmarks for ongoing improvement and growth. Our purpose, as outlined in our articles of incorporation, is to "serve ethnically diverse populations of Winona County." This purpose has remained unwavering since 1990 and is more relevant to our community today than ever before, as there has been continued growth of refugee and immigrant populations. This growth is beneficial to our region, expanding our workforce, enriching our schools and institutions, and contributing to an environment where everyone can feel they belong.

At Project FINE, we recognize our responsibility to carry out our work with excellence and use our Strategic Plan as a guiding document. The goals outlined in this plan will be displayed in our office, revisited regularly by our board and staff, and robustly measured each year to ensure alignment our intended impact and measure progress. The plan was developed through a collaborative process, engaging staff, board members, and advisory group members over the course of several months. It also incorporates input from partners and needs assessments completed with refugees and immigrants.

In addition to setting goals and strategies, they reviewed the organizational mission, vision, and guiding values. Updates were made to provide a more concise description of Project FINE’s role in the community. Four goals were developed for the coming years, with each goal corresponding to a standing committee of the board of directors (Development, Education, Language Services and Finance/Executive). These goals and their corresponding strategies will function as a strategic blueprint to guide our activities for the next five years as we continue to grow and serve our community.

This plan was approved by the Project FINE board of directors on October 27, 2023

Project FINE would like to thank the members of the board, committees, staff and advisory group for their contributions to the 2024-2028 Strategic Plan:

Board Members:

Jeff Apse
Heather Bach
Dana Busch
Father Tim Biren
Annette Freiheit
Sammy Gondola
Josh Harrison
Dale Hinckley
Tom Krause
Dan Matejka
Cecilia Manrique
Nicole Messenger
Pat Mutter
Scott Olson
Jack Richter
Andy Teska

Committee

Members:

Andrea Northam
Kevin O’Laughlin
Deb Ward

Staff:

Miguel Benjamin
Christian Cruz Cartegena
Maria Rodriguez-Ramirez
Fatima Said
Katie van Eijl
Pang Vang
German Victoria

Advisory Group:

34 refugees and
immigrants from
Winona, St. Charles,
Altura and Lewiston

Mission Statement:

To create an inclusive community by serving refugees and immigrants and building connections across cultures.

Vision:

To foster a respectful and welcoming community.

Values:

We cultivate cross-cultural relationships.

We strive for excellence in our operations.

We carry out our work with passion.

We honor partnership and collaboration.

Goals and Strategies:

Goal 1/Development Committee:

Share the story of Project FINE and our impact in the community.

Strategies:

- Host 2 main annual events
- Host a variety of welcoming events

Goal 2/Education Committee:

Provide innovative and culturally relevant educational opportunities.

Strategies:

- Develop offerings that address identified needs of generations of refugees and immigrants.
- Promote equity through diversity training and other offerings.
- Engage newcomers by empowering them to share their experiences, talents and knowledge.

Goal 3/Language Services Committee:

Strive to be an example of excellence in interpreting and translation by meeting identified needs in the region.

Strategies:

- Build capacity to meet needs by expanding languages available, service area or customers.
- Communicate the value and best practices of language services to the communities we serve.

Goal 4/Finance & Executive Committees:

Continue to maintain excellence in operations, fiscal responsibility and transparency.

Strategies:

- Strive to incorporate best practices in all operations
- Provide ongoing staff and board development
- Increase diversity on the board