

ECHO Minnesota
2012 – 2014 Strategic Plan
(FINAL BOARD & STAFF APPROVED, 02-01-12)

Mission

ECHO's mission is to collaborate with diverse communities to deliver programs and services that help people be healthy, contribute and succeed.

Core Values

Honor

We honor all people and organizations, treating them with respect, trust and dignity.

Integrity

We are committed to communicating accurate, unbiased and honest information that improves people's lives.

Agility

We respond to changing community needs in a timely, factual, and collaborative manner.

Collaboration

We believe strong and diverse partnerships allow us to achieve our common goals and accomplish more than we could on our own.

Inclusion

We maintain an environment in which all cultures are valued and celebrated and we strive to ensure our work is culturally aware, relevant and specific.

10-Year Vision

ECHO is a growing, dynamic hub of cross-cultural exchange, enhancing the capacity of all individuals to live fully in a multi-cultural world. ECHO is a unique communications model and trusted educational and emergency resource for communities across the nation.

3-Year Goals and Strategies

- 1. Deliver vital programs and services to help people with limited or low English proficiency become healthier, safer, prepared for emergencies and self-sufficient.**
 - a. Expand and deepen programs to serve current targeted communities with a focus on outcomes-based health, safety, emergency preparedness and civic topics, (e.g. La Clinica Prenatal Program.)
 - b. Repurpose ECHO's existing products to serve newer immigrant and refugee communities (e.g. Karen, Oromo, Russian and Arabic communities.)
 - c. Maximize use of surveys, community forums and other outreach strategies to ensure programs and services meet the critical, evolving needs of each community.

- 2. Reach more people in ECHO's target communities efficiently and effectively.**
 - a. Expand use of new technologies and approaches such as internet-based communications, social networking, and text messaging.
 - b. Make efficient and effective use of current distribution channels that best reach ECHO's target communities, (e.g. TV/video, DVD's, radio, list-serves, and other collaborative distribution methods.)
 - c. Engage existing and develop new distribution partners to deepen the work of ECHO in their networks, (e.g. libraries, schools, and clinics.)

- 3. Expand ECHO's geographic reach.**
 - a. Strategically expand into targeted communities in greater Minnesota.
 - b. Seek new funding sources as ECHO expands its geographic reach.
 - c. Develop a written business plan to capitalize on programs and services transferrable to communities beyond Minnesota, with a focus on the Midwest.
 - d. Develop and test packages/products in targeted cities and/or with national partners (e.g. FEMA, National Weather Service, Amber Alert Systems, etc.)

- 4. Grow ECHO's visibility and brand.**
 - a. Develop and implement a marketing and public relations plan.
 - b. Evaluate ECHO's name and brand in light of expansion beyond Minnesota.
 - c. Develop consistent feel and look to brand, along with a set of marketing tools for each target community.
 - d. Engage and leverage key influencers/stakeholders ECHO works with to increase visibility within their communities and circles of influence.

5. Build ECHO's organizational capacity to support and sustain growth.

- a. Strengthen ECHO's board to grow and sustain ECHO's strategic and financial goals.
- b. Sustain ECHO's current technology and explore new tools and resources, both internal and external, to carry out strategic and operational goals, (e.g. centralized database for promotional and program distribution, accounting and payroll systems, etc.)
- c. Increase capacity of spokespersons to meet daily and emergency needs.
- d. Add new staff with diversified skill sets to support ECHO's strategic and operational plans.
- e. Evaluate space and equipment needs to ensure ECHO's facilities meet the needs of staff and the mission.

6. Ensure ECHO has the financial resources to sustain its growth.

- a. Seek new sources of general operating support to fund ECHO's growth, (e.g. individuals, health care plans, events and foundations.)
- b. Develop and implement board philanthropy strategy.
- c. Explore and expand fee for service revenues from government, nonprofit and private sector sources.
- d. Seek state and federal funding through grants and state and federal procurement process.