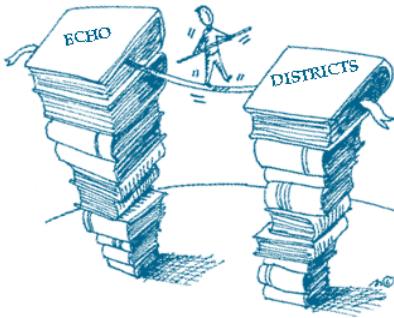


2009—2013

ECHO JOINT AGREEMENT



# Strategic Plan

## Mission Statement

To provide leadership and support to ensure that  
**E**xceptional **C**hildren **H**ave **O**pportunities  
to learn through home, school and community partnerships.

## ECHO Belief Statements

- ☐ We believe in the resilience, resourcefulness and strength of our children.
- ☐ We believe education should be enjoyable, stimulating and challenging.
- ☐ We believe all children should have opportunities to help move them towards independence and productivity.
- ☐ We believe children have a right to a safe and secure environment.
- ☐ We believe in respecting and supporting our children and their families.
- ☐ We believe diversity is a strength.
- ☐ We believe in providing quality programs and services.
- ☐ We believe we are accountable for providing education that facilitates academic, social and emotional growth.
- ☐ We believe effective education is a product of ongoing professional development.
- ☐ We believe ECHO is a resource for its member school districts.
- ☐ We believe in accountability to our member districts.

**GOAL I: TO SUPPORT POSITIVE STUDENT EDUCATIONAL AND POST SECONDARY OUTCOMES AND ANNUALLY INCREASE PERCENTAGES OF STUDENTS MEETING AND EXCEEDING STATE STANDARDS.**

**☐ SUB GOAL 1—*PROVIDE INSTRUCTION AND CURRICULUM THAT IS RIGOROUS, RELEVANT, DIFFERENTIATED AND ALIGNED TO THE ILLINOIS STATE LEARNING STANDARDS***

**ACTION PLAN ACTIVITIES:**

- DEVELOP CURRICULUM MAPS IN THE CONTENT AREAS TO GUIDE INSTRUCTION
- IDENTIFY AND OBTAIN SCIENTIFIC RESEARCH-BASED RESOURCES AND MATERIALS THAT SUPPORT THE DEVELOPMENT AND IMPLEMENTATION OF A RIGOROUS, RELEVANT AND DIFFERENTIATED CURRICULUM
- EMBED MULTICULTURALISM INTO THE CURRICULUM THROUGHOUT THE SCHOOL YEAR
- INTEGRATE TECHNOLOGY INTO THE CURRICULUM AND INSTRUCTION
- INTEGRATE SOCIAL EMOTIONAL SKILL DEVELOPMENT INTO THE CURRICULUM

**☐ SUB GOAL 2—*PROVIDE ONGOING EVALUATION TO TRACK THE EFFICACY OF CURRICULUM AND INSTRUCTION IN IMPROVING STUDENT OUTCOMES TO MEET LEARNING STANDARDS AND POST SECONDARY GOALS***

**ACTION PLAN ACTIVITIES:**

- CONDUCT FORMATIVE AND SUMMATIVE ASSESSMENTS OF STUDENT PROGRESS
- MAINTAIN A DATA BASE TO TRACK STUDENT PROGRESS AND ANALYZE PERFORMANCE TRENDS
- UTILIZE TECHNOLOGY TO MAINTAIN DATA BASE
- SOLICIT FEEDBACK FROM ALL STAKEHOLDERS REGARDING STUDENT OUTCOMES

**☐ SUB GOAL 3—*PROVIDE TRANSITION PROGRAMMING TO SUPPORT STUDENT SUCCESS***

**ACTION PLAN ACTIVITIES:**

- EXPLORE STUDENT INTERESTS AND ASPIRATIONS
- COLLABORATE WITH ALL STAKEHOLDERS (STUDENTS, PARENTS AND COMMUNITY)
- ENGAGE COMMUNITY PARTNERS IN COLLABORATIVE PLANNING WITH STUDENTS AND FAMILIES

- INFUSE CAREER EXPLORATION AND CAREER AWARENESS ACTIVITIES INTO THE CURRICULUM
- EXTEND LEARNING OUTSIDE OF THE CLASSROOM THROUGH WORK-STUDY AND SERVICE LEARNING ACTIVITIES IN THE COMMUNITY

**GOAL II: TO INCREASE THE EMPLOYMENT AND RETENTION OF DIVERSE, HIGHLY QUALIFIED AND EFFECTIVE PERSONNEL BY 5% ANNUALLY.**

**☐ SUB GOAL 1—*FACILITATE PARTNERSHIPS WITH UNIVERSITIES AND PROFESSIONAL ORGANIZATIONS IN THE RECRUITMENT AND ADVANCEMENT OF DIVERSIFIED AND HIGHLY QUALIFIED STAFF***

**ACTION PLAN ACTIVITIES:**

- CONDUCT ANNUAL ECHO OPEN HOUSE FOR LOCAL COLLEGE AND UNIVERSITY REPRESENTATIVES
- ATTEND JOB FAIRS AT THE COLLEGES AND UNIVERSITIES WITH HIGH MINORITY STUDENT POPULATIONS
- POST STAFF VACANCIES AT COLLEGES AND UNIVERSITIES WITH HIGH MINORITY STUDENT POPULATIONS
- PARTICIPATE IN PROFESSIONAL ORGANIZATIONS AS MEMBERS AND LEADERS
- PROMOTE AND ESTABLISH COHORT PROGRAMS WITH LOCAL COLLEGES AND UNIVERSITIES

**☐ SUB GOAL 2—*PROVIDE PROFESSIONAL DEVELOPMENT OPPORTUNITIES THAT SUPPORT AND ADVANCE TEACHING AND LEARNING***

**ACTION PLAN ACTIVITIES:**

- CONDUCT ANNUAL STAFF NEEDS ASSESSMENT
- DEVELOP ANNUAL PROGRAM PROFESSIONAL DEVELOPMENT PLANS
- ESTABLISH PROFESSIONAL LEARNING COMMUNITIES IN EACH PROGRAM
- CONDUCT PROFESSIONAL DEVELOPMENT TRAININGS AT THE PROGRAM LEVEL
- SPONSOR STAFF ATTENDANCE AT LOCAL AND STATE TRAININGS
- PROVIDE MENTORING TO NEW STAFF

## **GOAL III: TO PROVIDE A NETWORK OF SUPPORT TO ALL ECHO STAKEHOLDERS**

### **☐ SUB GOAL 1—*IMPLEMENT MORE EFFECTIVE SYSTEMS OF COMMUNICATION, INCLUDING THE UTILIZATION OF TECHNOLOGY***

#### **ACTION PLAN ACTIVITIES:**

- ENSURE ALL STAKEHOLDERS HAVE ACCESS TO ECHO WEB PAGES
- IMPLEMENT EASYIEP THROUGHOUT THE ECHO NETWORK
- UTILIZE TECHNOLOGY TO SUPPORT PARENT INVOLVEMENT AT MEETINGS
- IMPLEMENT WEB BASED REGISTRATION PROCESSES FOR PROFESSIONAL DEVELOPMENT
- EXPAND THE DISSEMINATION OF ELECTRONIC INFORMATION AND PUBLICATIONS

### **☐ SUB GOAL 2—*PROVIDE A CONTINUUM OF PROFESSIONAL DEVELOPMENT OPPORTUNITIES BASED ON ANNUAL NEEDS ASSESSMENT AND STATE WIDE INITIATIVES***

#### **OPPORTUNITIES BASED ON ANNUAL NEEDS ASSESSMENT AND STATE WIDE INITIATIVES**

#### **ACTION PLAN ACTIVITIES:**

- IDENTIFY ECHO AND DISTRICT PROFESSIONAL DEVELOPMENT NEEDS THROUGH AN ELECTRONIC NEEDS ASSESSMENT PROCESS
- UTILIZE TECHNOLOGY FOR PROFESSIONAL DEVELOPMENT (I.E. WEBINAR, VIDEO LIBRARY, ETC.)
- POST TRAINING OPPORTUNITIES ON ECHO WEBSITE

### **☐ SUB GOAL 3—*PROMOTE COLLABORATIVE PARTNERSHIPS***

#### **ACTION PLAN ACTIVITIES:**

- ENSURE THAT EACH PROGRAM HAS A PARENT ADVISORY COUNCIL
- PROVIDE INFORMATION IN ORDER THAT PARENTS HAVE ACCESS TO COMMUNITY RESOURCES
- PROVIDE TRAINING OPPORTUNITIES TO PARENTS/COMMUNITY
- SURVEY A SAMPLE OF COMMUNITY MEMBERS REGARDING SATISFACTION WITH ECHO PROGRAMS AND SERVICES AND ALSO THE NEED FOR NEW PROGRAMS AND SERVICES

## GOAL IV: TO MAXIMIZE COST EFFECTIVENESS

### ▣ SUB GOAL 1—*ENSURE RESPONSIBLE FISCAL MANAGEMENT*

#### **ACTION PLAN ACTIVITIES:**

- ADDRESS THE FISCAL HEALTH OF MEMBER DISTRICTS WHEN DEVELOPING AND OPERATING ECHO PROGRAMS
- MAINTAIN TUITION INCREASES AT NO MORE THAN 5% MAXIMUM, UNLESS PROHIBITED BY MANDATED CLASS SIZE RESTRICTIONS AND/OR IEP REQUIREMENTS
- REPORT MONTHLY TO ECHO ADVISORY BOARD ON REVENUES, EXPENSES, AND FUND BALANCES
- REVIEW EXISTING FISCAL CONTROLS WITH AUDITOR ANNUALLY AND DISCUSS WAYS TO ENHANCE THEM
- REVIEW FUND BALANCES WITH ECHO BOARD ANNUALLY

### ▣ SUB GOAL 2—*SEEK NEW FUNDING SOURCES AND WORK WITH LOCAL, STATE AND NATIONAL OFFICIALS ON SCHOOL FUNDING*

#### **ACTION PLAN ACTIVITIES:**

- IDENTIFY AND WRITE FOR AT LEAST ONE COMPETITIVE GRANT EACH SCHOOL YEAR
- LOBBY FOR ADDITIONAL AND/OR INCREASED EDUCATION FUNDING FROM FEDERAL, STATE AND LOCAL SOURCES EACH YEAR
- REQUEST FOR STAFF, PARENTS AND BOARD MEMBERS TO COMMUNICATE WITH THE LEGISLATURE REGARDING NEW FUNDING SOURCES
- ENCOURAGE STAFF ADVOCACY REGARDING EDUCATIONAL LEGISLATIVE MATTERS

### ▣ SUB GOAL 3—*PROVIDE TECHNICAL ASSISTANCE AND SUPPORT TO MEMBER DISTRICTS*

#### **ACTION PLAN ACTIVITIES:**

- PROVIDE AT LEAST ONE IN-SERVICE PER YEAR ON CURRENT ISSUES AFFECTING MEMBER DISTRICTS (I.E. ARRA FUNDS, TUITION/BILLING PROCESS, MEDICAID, ETC.)

- UPDATE ECHO FINANCIAL RESOURCE GUIDE FOR DISTRICTS ANNUALLY AND PRESENT TO NEW MEMBER DISTRICT SUPERINTENDENTS AND OTHERS AS REQUESTED
- PROMOTE AND ENCOURAGE ONGOING COMMUNICATIONS WITH DISTRICTS REGARDING STATE AND LOCAL FISCAL PROCEDURES AND/OR ISSUES

**▣ SUB GOAL 4—*SUPPORT DISTRICT EFFORTS TO REDUCE ECHO REFERRALS AND REVIEW INCLUSIVE, INTER-DISTRICT AND OTHER INSTRUCTIONAL MODELS TO IDENTIFY LEAST RESTRICTIVE PROGRAM OPTIONS***

**ACTION PLAN ACTIVITIES:**

- PROVIDE PROFESSIONAL DEVELOPMENT OPPORTUNITIES FOR ECHO MEMBER DISTRICTS TO SUPPORT IMPLEMENTATION OF RTI MODEL
- PROVIDE OPPORTUNITIES FOR DISCUSSIONS WITH MEMBER DISTRICTS REGARDING INSTRUCTIONAL MODELS THAT WILL REDUCE RELIANCE ON ECHO PROGRAMS
- PROMOTE IST SERVICES TO MAINTAIN STUDENTS WITHIN DISTRICT PROGRAMS
- PROVIDE TECHNICAL ASSISTANCE TO DISTRICTS AS REQUESTED

**GOAL V: TO ENSURE A SAFE AND HEALTHY LEARNING ENVIRONMENT FOR ALL STUDENTS**

**▣ SUB GOAL 1—*ENSURE THE SECURITY OF ALL ECHO SCHOOL BUILDINGS.***

**ACTION PLAN ACTIVITIES:**

- CONDUCT AN EVALUATION OF ALL ECHO SCHOOL BUILDINGS' ENTRY SYSTEMS AND RECOMMEND NECESSARY CHANGES
- CONDUCT A REVIEW OF THE ECHO CRISIS PLAN WITH EACH SELF-CONTAINED BUILDING'S FIRST RESPONDERS AND AMEND THE PLAN TO BE MORE SPECIFIC TO EACH BUILDING, THE PROGRAM'S STUDENT POPULATION AND THE MUNICIPALITY
- DEVELOP AN EVALUATION INSTRUMENT TO EVALUATE IMPLEMENTATION OF ALL ASPECTS OF THE CRISIS PLAN FOR EACH ECHO SELF-CONTAINED SCHOOL BUILDING

**▣ SUB GOAL 2— CONDUCT ENROLLMENT STUDY TO DETERMINE FACILITY NEEDS AND  
USAGE**

**ACTION PLAN ACTIVITIES:**

- ANALYZE ENROLLMENT DATA AND IDENTIFY TRENDS FOR EACH ECHO PROGRAM/SITE
- ASSESS UTILIZED AND UNDER-UTILIZED SPACE AT EACH ECHO PROGRAM/SITE
- CONTACT MEMBER DISTRICTS FIRST FOR SPACE NEEDS FOR ECHO SATELLITE AND SELF-CONTAINED PROGRAMS

**▣ SUB GOAL 3— ENSURE THE SAFE SUPPORT AND CONTROL OF STUDENTS WHO PRESENT  
WITH DIRECTED AND NON-DIRECTED AGGRESSIVE BEHAVIOR**

**ACTION PLAN ACTIVITIES:**

- RECRUIT AND HIRE AN INDIVIDUAL TO PROVIDE APPLIED BEHAVIORAL ANALYSIS SUPPORT TO ECHO PROGRAM INTERVENTION TEAMS
- EXPAND, TRAIN AND UTILIZE SENSORY INTEGRATION AND DE-ESCALATION TECHNIQUES AND ENVIRONMENTS FOR CONTROLLING STUDENT BEHAVIORS
- IDENTIFY, SECURE AND TRAIN STAFF IN DE-ESCALATION AND PHYSICAL RESTRAINT PROCEDURES APPROPRIATE TO A PUBLIC SCHOOL SETTING

# ECHO EXECUTIVE BOARD OF DIRECTORS

## OFFICERS

DR. DOUG HAMILTON, PRESIDENT  
SOUTH HOLLAND SCHOOL DISTRICT 151

DR. LELA BRIDGES, VICE PRESIDENT  
HARVEY SCHOOL DISTRICT 152

DR. JOSEPH MAJCHROWICZ, SECRETARY  
SUNNYBROOK SCHOOL DISTRICT 171

## MEMBERS

DR. FRANKIE SUTHERLAND  
GEN. GEO PATTON SCHOOL DISTRICT 133

MR. AL VEGA  
BURNHAM SCHOOL DISTRICT 154.5

DR. ALEX BOYD  
W. HARVEY-DIXMOOR SCHOOL DISTRICT 147

DR. TROY PARADAY  
CALUMET CITY SCHOOL DISTRICT 155

DR. JAYNE PURCELL  
DOLTON SCHOOL DISTRICT 148

DR. DARRYL TAYLOR  
LINCOLN ELEMENTARY SCHOOL DISTRICT 156

MRS. TRACI BROWN  
DOLTON SCHOOL DISTRICT 149

DR. MICHELE MORRIS  
HOOVER-SCHRUM SCHOOL DISTRICT 157

DR. JERRY JORDAN  
SOUTH HOLLAND SCHOOL DISTRICT 150

MRS. CECILIA HEIBERGER  
LANSING SCHOOL DISTRICT 158

DR. SHEILA HARRISON-WILLIAMS  
HAZEL CREST  
SCHOOL DISTRICT 152.5

DR. KAMALA BUCKNER  
THORNTON TOWNSHIP  
HIGH SCHOOL DISTRICT 205

DR. CAROL KUNST  
THORNTON SCHOOL DISTRICT 154

DR. CREG WILLIAMS  
THORNTON FRACTIONAL THSD 215

## ECHO CENTRAL OFFICE ADMINISTRATORS

DR. DENNICE WARD-EPSTEIN  
EXECUTIVE DIRECTOR

DR. DEBRA S. HOOKS  
ASSISTANT DIRECTOR

MR. AMBROSE PANICO  
ASSISTANT DIRECTOR

MR. MIKE LOFTIN  
BUSINESS MANAGER

MR. LARRY SCALETTA  
TECHNOLOGY DIRECTOR

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