



Strategic Plan 2019-2022
Board Approved June 2019

Mission Statement:

The mission of the Menominee Intermediate School District is to provide a progressive leadership role through instructional programs and coordination of services designed to accept all students as learners.

Our commitment is to address the unique individual needs of all students in partnership with family, school, and community. We will build a foundation that empowers our students to achieve independence and success throughout life.

Goal: MCISD will Increase Internal and External Effective Communication.

- Utilize Leadership, quarterly conference and ISD wide all staff meetings
- Community outreach, sharing of ISD information & mission

Goal : MCISD will develop and maintain a 3-5 year staffing plan that will focus on recruitment and hiring to reflect needs of entire ISD.

- Hire/contract ISD ASD consult to work with ASD Team, LEA staff and families that have students with ASD.
- Development and use of staffing/hiring practices based on ISD need.
- Hire/contract ISD School Mental Health Liaison to work collaboratively with Northpointe Mental Health Services and implement plan generated from Section 31n (6).

Goal: MCISD will Improve/Expand early childhood services in Menominee County

- Provide classroom experiences for 3 year olds with IEPs in Menominee County
- Kindergarten Preschool Transition
- KRA Support and Training
- Training plan for early childhood paraprofessionals

Goal: MCISD will provide safe and functional facilities that promote a positive learning and work environment.

- Capital Improvement Plan
- Facility Space Study

Goal: MCISD will offer professional development, literacy coaching, and ongoing support to secure instructional resources.

- Professional Development Plan
- On-Demand PD



About Menominee County ISD

The Menominee County ISD is one of fifty-six intermediate school districts (ISDs) established in Michigan in 1962. ISDs are regional service agencies that offer support services to school personnel that is best delivered regionally, as measured by cost, size and quality advantages.

Menominee County is located in the far southwest corner of Michigan's Upper Peninsula. Menominee County has about 23,000 people and is 1338 square miles. MCISD serves 4 local school districts and two private schools. Pupil membership for 2018-2019 totaled about 2,600.

Mission Statement

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Our commitment is to address the unique individual needs of all students in partnership with family, school, and community. We will build a foundation that empowers our students to achieve independence and success throughout life.

General Education Services:

The General Education Department of MCISD offers professional development, literacy coaching, and ongoing support to secure instructional resources. Additionally, the general education department provides technology and systems support to local districts.

MCISD provides a truancy officer to work with local districts to assist in remediating students who have attendance issues. Homeless services provide grant and compliance administration.

Special Education Services:

The Special Education Department provides professional development, evaluation, and educational support for each of the 13 areas of disability as outlined in the Individuals with Disability Education Act. MCISD provides teachers, aides and ancillary staff for Moderate-Severe Cognitively Impaired programs and monitors services to assist districts with Special Education Compliance.

Early Childhood/ Great Start Collaborative

The Great Start Collaborative (GSC) is funded by the 32p state grant. The vision of the GSC is to ensure all children are safe, healthy and eager to succeed in school and throughout their lives. They provide services and support to Menominee County families with children 0-8. All of their work focuses

on four state directed outcomes: Children are born healthy; Children are healthy, thriving, and developmentally on track from birth to 3rd grade; Children are developmentally ready to succeed in school at the time of entry; Children are prepared to succeed in 4th grade and beyond by reading proficiently by the end of the 3rd grade. The work of the Great Start Collaborative enhances the mission of the Menominee County ISD. Multiple services provided by ISD staff set children up for success by the time they enter school. Each GSC is required to assemble a School Readiness Advisory Committee (SRAC). The SRAC must review and make recommendations regarding the components of the Great Start Readiness Program.

In addition, this department writes and oversees the grant and implementation of the county's Great Start Readiness Program (GSRP). GSRP is Michigan's state-funded preschool program for four-year-old children with factors which may place them at risk of educational failure. The program is administered by the Michigan Department of Education, Office of Great Start. The funding is allocated to the Menominee County Intermediate School District to distribute the monies to local programs while providing administrative support as needed.

Prevention Services

Communities that Care and Healthy Youth Coalition are prevention services offered through MCISD. The vision of Communities That Care is to provide a community in which all area youth feel safe and connected; a community in which youth are empowered to be healthy, resilient, and compassionate members of society; and a community in which young people positively contribute and impact future generations. The mission of the Healthy Youth Coalition of Marinette & Menominee Counties is a commitment to promote healthy lifestyles and choices throughout our communities to benefit our youth and their families. This is done by increasing community awareness and knowledge of risk and protective factors, reducing youth and community risk factors and building protective factors which impact risky behaviors such as problem alcohol use, illicit drug use, and violence, promoting healthy youth activities, and by empowering our youth to identify and develop their own responses to barriers in our communities which impede the building of protective factors. The Healthy Youth Coalition (HYC) meets regularly with students in 7th-12th grade within Menominee County to deliver various prevention activities and programs. In addition to this, HYC staff provides Botvin's Life Skills, an evidenced-based prevention program, to all 6th, 7th and 8th graders in Menominee County with assistance from Public Health, Delta & Menominee Counties.

Public K-12 School Districts:

Carney-Nadeau Public Schools
Menominee Area Public Schools
North Central Area Public Schools
Stephenson Area Public Schools

Non-Public Schools:

Wilson Seventh Day Junior Academy
St. John Paul Catholic Academy

Our Process for Developing the Plan

Menominee County ISD Improvement Team developed a survey that would be shared with all LEA Staff, LEA Administration and ISD Staff. That survey included the following questions:

- What are some of the strengths of MCISD?
- What are some of the weaknesses of MCISD?
- What are some areas of opportunity for MCISD to enhance our efforts?
- What are potential challenges MCISD may face in the future?

The data and responses that were collected from the surveys were then studied and organized by the ISD School Improvement Team. Common “Themes” or “Needs” were combined to create a common list of overall needs to be addressed by the School Improvement Team. Those needs/themes are:

- Early Childhood
- Communication
- Professional Development
- Staffing Capacity/ Autism Supports
- Child Friendly Building/ Capital Improvement Plan

Strategies were brainstormed by the school improvement team, and those ideas were taken back to the leadership team to create final goals, including objectives, strategies and indicators of success. These final goals were then shared with the entire School Improvement Team, LEAs and the MCISD Board of Education.

Goal: MCISD will Increase Internal and External Effective Communication.

Objective: Increase effective communication within the ISD.

Indicator of Success: Evidence of successful staff and leadership meetings and a plan/outline for online modules.	Start Date/ Completion Date	Responsible Person(s)	Reflected in Strategic Finance Plan
<ul style="list-style-type: none"> ● Leadership Meetings: Budget updates ● “All Staff” meetings at the beg/mid year. ● Online Modules for ISD staff. Modules will include: <ul style="list-style-type: none"> ○ New staff info ○ Beginning of the year info ○ Common Tech issues ○ Common Business Office issues and forms 	August 2019/ Ongoing Module creation: Have ready at start of 2020 School Year.	Leadership Members Kevin Karkkainen (Tech Director) Steve Martin (Superintendent) Janene Salewsky (HR/ Office Manager)	NA: No immediate funds needed

Objective: Actively work to spread info about MCISD to community.

Indicator of Success: Multiple evidence of ISD staff attending/ representing ISD at countywide functions.	Start Date/ Completion Date	Responsible Person(s)	Reflected in Strategic Finance Plan
<ul style="list-style-type: none"> ● Speak/share with community groups (Community Collaboration & Kiwanis) ● Early Childhood representative at KD registration ● Link website to local websites ● Update and utilize MCISD website more efficiently, Link to MyTown App. 	Ongoing during 2019-2020 School Year	Steve Martin (Superintendent) Kevin Karkkainen (Tech Director) Sarah Hanson	NA: No immediate funds needed.

		(GSC Director) Jennifer McDonald (ECS Coordinator)	
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Goal : MCISD will develop and maintain a 3-5 year staffing plan that will focus on recruitment and hiring to reflect needs of entire ISD.

Sub Goal: Communication

Objective : Hire/contract ISD ASD consult to work with ASD Team, LEA staff and families that have students with ASD.

Indicator of Success: Add ASD Consultant to MCISD staff. Evidence of positive impact.	Start Date/ Completion Date	Responsible Person(s)	Reflected in Strategic Finance Plan
<ul style="list-style-type: none"> Contract ASD Consultant with appropriate credentials/ Job Description Work with team to help facilitate, caseload, role, schedule, etc. January and mid May 	Summer 2019 January 2020 May 2020	Mary Stein (Special Ed Director) Steve Martin (Superintendent)	\$20,000 for ASD budget in 2019-2020 Budget

Objective: Development and use of staffing/hiring practices based on ISD need.

Indicator of Success: Successfully finding qualified candidates	Start Date/ Completion Date	Responsible Person(s)	Reflected in Strategic Finance Plan
<ul style="list-style-type: none"> Utilize posting sites that have strong reputation of success within Michigan Utilize posting sites that cover large geographic areas (ie: Helping Hands) 	Continuous	Entire Leadership Team	Reflected in travel costs for current budget year

<ul style="list-style-type: none"> • Utilize job fairs as appropriate • Connect local professional contacts to find potential candidates and spread knowledge of potential job vacancies • Be a resource for helping Local School Districts fill positions. 			
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Objective : Hire/contract ISD School Mental Health Liaison to work collaboratively with Northpointe Mental Health Services and implement plan generated from Section 31n (6).

Indicator of Success: Implementation of Mental Health Services within Section 31n (6) Staffing and Service Plan	Start Date/ Completion Date	Responsible Person(s)	Reflected in Strategic Finance Plan
<ul style="list-style-type: none"> • Hire/ Contract qualified Mental Health School Liaison • Develop referral process with Northpointe • PD process to LEA admin and necessary staff • Implement and adjust during school year 	Summer 2019-June 2020	Mary Stein (Special Ed Director) Steve Martin (Superintendent) Kevin Karkkainen (Gen Ed)	Section 31n (6) Funds

GOAL: The General Education Department of MCISD will offer professional development, literacy coaching, and ongoing support to secure instructional resources.

Sub Goal: Communication

Objective: Offer professional learning outlined in MCISD 2019-20 PD Plan

Indicator of Success: Professional learning offered to local districts outlined in MCISD PD Plan	Start Date/ Completion Date	Responsible Person(s)	Reflected in the Strategic Finance Plan
<ol style="list-style-type: none"> 1. Professional Learning plan created with administrator and teacher input 2. PD delivered by MCISD staff, local district staff, and outside providers 3. Options for On Demand professional learning if requested by local districts <p><i>See attached Professional Learning Plan</i></p>	July 2019-June 2020	Kevin Karkkainen (Gen Ed) Jan Smith (Literacy Coach) Mary Stein (Special Education Director) Steve Martin (MCISD Superintendent)	Funds from MCISD PD Budget, 31n, and other grants, special ed funds

**MCISD Professional Learning
2019-2020**

Title	Dates	Notes	Total Estimated Cost from ASN#994 \$17,450
Introduction to SEL	August 12th-14th November 2019 - February 2020	2-hour session with Lauren Kasee followed by building teams completing 5 MIVU SEL Modules and action plan development	\$1000 Food 31n Funds
Conscious Discipline Book Study	Principal Round Table 2019-20 TBD	Book study and action planning focused on CD with administrators	31n funds

PlayWorks	TBD	Structured recess program for administrators, teachers, and supervisors	31n funds
New Teacher Training	TBD	Three sessions for new teachers topics include classroom management, assessment, special ed, and more	\$150 Food
Math Recovery (AVMR) Course 2	July 22-25th	MiSTEM delivered. No cost to local districts	\$0 MiSTEM grand funded
Michigan Continuous Improvement Process (MiCIP) Workshop	Fall 2019 & Spring 2020 TBD	Introduction to MiCIP and support with CI planning	\$200 Food
P/SAT	October 8th 2019 TENTATIVE	Training on College Board Assessments	\$50 Food
Holocaust Memorial Center Echoes and Reflections 2.0	September 23rd or 25th	Follow up training for 8-12 Social Studies teachers	\$100 Food
Kindergarten Readiness Assessment (KRA) Training	Spring 2020 TBD	MCISD pays mileage to UP training	\$2,700 towards mileage/PD costs for K teachers
School Leadership with Larry Lezotte @ IOSCO RESA	September 25th 2019 January 29th 2020 May 13th 2020	ISD pays mileage/rooms for local admins + half registration cost	\$3,750 MCISD registration \$150 Food if remote
5-part Social Studies with Dave Johnson	TBD	\$800/teacher ISD pays half registration cost TENTATIVE	TENTATIVE
Literacy Essential Training In-District New Learning	TBD by each local	4 sessions \$50/session stipend paid by MCISD - see 2019-20 MCISD Literacy Coaching Plan	\$200 stipends x 40 teachers = \$8,000 \$800 Food

School-Wide Literacy Essentials	4 days TBD by Early Lit Task Force	Review of School-Wide essentials with local administrators in conjunction with the Literacy Coaching Plan	\$100 Food
6-12 Disciplinary Literacy Essentials Training	TBD by Secondary Literacy Task Force	TBD currently being developed at state level	\$400 Food
31a Update with MDE consultant	TBD by local admins	Review process and procedures related to changes in 31a requirements for 2019-2020	\$50 Food
MiSTEM Training	TBD	<p>TENTATIVE & MAY NOT BE AT MCISD</p> <ul style="list-style-type: none"> • AVMR (apply for another round of STEM Council Grants next fall) • Computer Science Fundamentals (one day workshops in 2019-2020 for elementary schools) • Computer Science Discoveries (bulk of the work in summer, with cohort follow-ups in 2019-2020) • AP Computer Science Principles (bulk of the work in summer, with cohorts follow ups in 2019-2020) • Modeling Instruction (biology work in summer, follow up opportunities for all Modelers in U.P. TBD) • MiSTAR (will have two professional learning facilitators for the 2019-2020 year - support schools that 	TBD

		<p>are using or want to begin the MiSTAR modules)</p> <ul style="list-style-type: none"> • Place Based Education (a multi-day experience for teachers at all levels, all subjects - connects classroom to community) • NGSX TBD (five day series - prerequisite for MiSTAR and some other quality curricula resources) • NGSX 2.0 (some discussion has been had about what happens after NGSX - i.e. identifying curricula, coaching, etc.) 	
Nonviolent Crisis Interventions	TBD	3 hour training: Refresher 6 hour training: Initial	Special Ed Budget

On Demand

Title	Time	Notes
Continuous Improvement Support	1-7 hours per session	Support with planning, implementation or monitoring of CI plan
Curriculum and Assessment Support	1-7 hours per session	Support with planning, implementation or development related to curriculum/assessment work in local districts
MTSS Practice Profile Review	2-7 hours per session	Review of district/building practices related to MTSS implementation
Collaborative Learning Cycle or Data Review	3 hours per session	Data review and action planning with district, building or grade level teams
Explicit Instruction	1-3 hours per session	1. Lesson Design

		<ol style="list-style-type: none"> 2. Organizing for Instruction 3. Active Participation and Eliciting Responses 4. Monitoring Responses and Giving Feedback 5. Appropriate Independent Practice
Educational Technology Integration	1-7 hours per session	Strategies for classroom technology integration, Illuminate DNA, G Suite Certification training, etc.
Literacy Instructional Strategies	2-7 hours per session	<ol style="list-style-type: none"> 1. Heggerty Phonemic Awareness 2. Orton Gillingham 3. Words Their Way 4. Differentiated Instruction Using Small Groups 5. Interactive Read Alouds 6. Reading Fluency 7. Data Review
Ed Plan/ Documentation Training	As Needed	Refresher/ New Staff/ Compliance

Goal: MCISD will provide safe and functional facilities that promote a positive learning and work environment.

Sub Goals: Communication

Objective: Follow MCISD Capital Improvement Plan created in 2018

Indicator of Success: Completion of listed priorities within the Capital Improvement Plan.	Start Date/ Completion Date	Responsible Person(s)	Reflected in Strategic Finance Plan
<ul style="list-style-type: none"> • Capital Improvement Plan correlates with Strategic Finance Plan • Includes: Transportation, Building & Grounds, Technology, Building Enhancement (Sign) 	June 2018 July 2019	Superintendent (Steve Martin Transportation	2019-2020 Budget <ul style="list-style-type: none"> • (2) Furnaces: \$11,000 • Bus Savings: \$10,000 • Roof Savings: \$10,000

See Attached: MCISD Capital Improvement Plan		Supervisor (Steve Jenkins) Tech Director (Kevin Karkkainen)	<ul style="list-style-type: none"> Blacktop: \$4515
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Objective: Create a child/family friendly building for students and parents when they are here for testing, therapies, etc.

Indicator of Success: Increase child friendly activities/space for students and comfortable/confidential space for families.	Start Date/ Completion Date	Responsible Person(s)	Reflected in Strategic Finance Plan
<ul style="list-style-type: none"> 2% Grant for play structure Purchase of child appropriate play items Investigation of spaces within ISD Building 	July 2019, ongoing	Steve Martin (Superintendent) All Directors	Grant Dependent Nothing in current budget regarding any major change in space usage at ISD Building

Capital Improvement Plan MC-ISD						
Passenger Fleet						
Make	Year	Miles	Maintenance Costs	Replacement Cost	Purpose	Notes:

Impala	2007	198,000		\$600	\$15K-\$17K	Staff	Sept 2018: Cost for 07 Impala, \$516 to get back on road
Impala	2016	43,000		\$600	\$15K-\$17K	Early On/Spec Ed	\$3000 annual ins for entire fleet
Focus	2016	35,000		\$600	\$15K-\$17K	Speech/ Spec Ed	
Taurus	2017	10,000		\$600	\$15K-\$17K	Gen Ed	
Caravan	2017	12,000		\$600	\$20K-\$25K	Spec Ed/ Transport Students	
Caravan	2019	0				New Purchase April 2018	
Bus Fleet							
Bus #	Year	Miles	Purpose	Maintenance	Notes:		
1	2000	266,484	SOLD		Insurance: \$3288		
0	2000	256,211	Lease to MAPS		Regular Bus: \$90,000 Cutaway Bus: \$58,000		
13	2012	146,130	Route				
17	2017	15,000	Route				
6	2004	224,048	Spare				
8	2007	219,000	Spare				
					All Busses 2017-18 \$22,400		
19	2019	0			New Purchase May 2019		
Building Information							

Furnaces						
Number	Year Purchased	Last Serviced	A/C Unit	Location	Notes	
1	1998-99	Fall 2018	yes	Closet in Janene's office	Currently Developing Options for Furnace #6 & 7, what are the options to consolidate/replace	
2	1998-99	Fall 2018	yes	Closet in Maroons/Jets Room	Condenser on Roof has some hail damage	
3	1998-99	Fall 2018	no	Vault	2018: Bearing replacement \$250	
4	1998-99	Fall 2018	yes	Outside between Lunch and Speech Room		
5	1998-99	Fall 2018	no	Outside between doors B & C		
6	1960?	Fall 2018	no	Closet of Don's room	Replacement would be \$5,900. See quote in Don's room	Estimated Completion Summer 2019&2020
7	1960?	Fall 2018	no	Closet off of Storage room	Replacement would be \$5000 (See Quote)	
No Assigned #	2016	Fall 2018	yes	Outside		
Technology						
Wireless Infrastructure: Updated 2018: Done within approved Budget						
Server: Needs replacement every 6 years. Last						

replaced 2017, target date for new server is 2022.						
Laptops, Desktops, printers, web devices: Handled on a rotational basis, falls within Yearly Tech Budget						
Flooring:						
Carpeting:						
Last Replaced in 1998/99						
Quote: Cost of replacing carpets in offices: \$18,827						
Quote: Cost of replacing carpets in main areas and conference rooms: \$24,185						
Total Cost of Replacement: \$43,012						
Roof:						
New in 1998/99						
Repairs around 2004 (Markell)						
Repairs around 2014 (Quality Foam Systems)						
Fall 2018 Markell assessment of roof: Cracking around pipes/curbs/etc Minor holes in roof, estimate for repair costs: \$2500	Repairs Complete d October 2018, Total	Established Fund for Future replacement:2018-2019 \$10000, Annual				

	cost: \$2500					
Complete roof 80K-90K						
Parking Lot:						
Last Sealed?						
Estimate? Look to get a contractor to provide estimate and assessment of parking lot						
Similar lot size cost: \$4500						
Sealcoat: Draz	\$4,515		Estimated completion July 2019			
Doors/Keyless Entry						
Estimate: \$1200 per door/ \$10 per Card						
Lighting Project						
Existing Fixtures will work with new LED Bulbs						
Develop a plan that phases out fluorescent bulbs. Use up existing bulbs already purchased and begin replacing in Offices, etc...	Sept 6, 2018: Ordered bulbs for Main Conference Room and Hallways. (\$900)					
Curb Appeal Project						

Sign/Flagpole						
SAPS & MAPS CI Classroom Signs.						
Other/yearly Projects:						
Painting						
<i>Updated:</i>						
<i>September 2018</i>						
<i>October 2018</i>						
<i>April 2019</i>						
<i>May 2019</i>						

Goal: MCISD will Improve/Expand early childhood services in Menominee County

Sub Goal: Staffing Capacity, Communication, Professional Development

Objective: Provide classroom experiences for 3 year olds with IEP's in Menominee County

Indicator of Success/Strategy: Open slots to 3 year olds with IEP's in GSRP classrooms in northern districts.	Start Date/ Completion Date	Responsible Person(s)	Reflected in Strategic Finance Plan
<ul style="list-style-type: none"> ● Funding approval from MDE/OGS ● Enrollment plan/access ● Create staffing plan/schedule ● Get local approval ● Transportation plan ● Enroll students ● Mid-year review ● End of year review 	June 2019 August 2019 January 2020 June 2020	Steve Martin (Superintendent) Mary Stein (Director of Special Education) Jennifer McDonald (ECS Coordinator)	Need Enrollment numbers/ Allocation amounts. Allocation: \$3000 Transportation Costs

Objective: Menominee preschool children (4 year olds) will feel comfortable in transitioning to kindergarten

Indicator of Success/Strategy: All children will be provided a kindergarten classroom experience before starting kindergarten	Start Date/ Completion Date	Responsible Person(s)	Reflected in Strategic Finance Plan
<ul style="list-style-type: none"> ● Transition plan ● Get local support ● Come up with funding plan ● Schedule 2-3 days in June ● Plan for parents 	June 2019/ Ongoing	Jennifer McDonald (ECS Coordinator)	NA

Objective: Provide support to local kindergarten teachers regarding KRA

Indicator of Success/Strategy: All Kindergarten teachers in Menominee County will be trained in KRA and will complete it annually starting in 2020	Start Date/ Completion Date	Responsible Person(s)	Reflected in Strategic Finance Plan
<ul style="list-style-type: none"> ● ISD staff trained in KRA ● Provide support to locals in KRA implementation 	May 2020 - ongoing Fall 2020 - ongoing	Jennifer McDonald (ECS Coordinator) Kevin Karkkainen (Tech Director/ SAC)	Training has been recognized within the 2019-2020 PD Budget

Objective: Create a training plan for early childhood paraprofessionals and present it to the local districts

Indicator of Success/Strategy: Early childhood paraprofessionals have increased training opportunities	Start Date/ Completion Date	Responsible Person(s)	Reflected in Strategic Finance Plan

<ul style="list-style-type: none">• Create training plan• Present to LEA Admin	SY 2019-20/ Spring 2020	Steve Martin (Superintendent) Possibly all directors	TBD
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