



Dear Staff and Community,

I hope this message finds you well. I'm pleased to provide an update on the progress we're making on our District's Strategic Plan, a comprehensive roadmap initially launched in 2022 to guide us over the next 3-5 years and beyond.

This plan reflects our commitment to fostering a thriving educational environment focused on five essential target areas: Student Success, Personnel, Facilities & Operations, Fiscal Stewardship, and Community Relations. We're excited to share the accomplishments achieved so far, thanks to the hard work of our dedicated staff and the support of our community. While some current bond work is represented in this plan, this is not a comprehensive bond update communication. Below is a summary of our current progression the strategic plan:



Target 1: STUDENT SUCCESS - Promoting the Highest Possible Support & Achievement

✓ Professional Learning Communities (PLCs):

We have implemented Professional Learning Communities (PLCs) across all schools, establishing dedicated teams to promote continuous learning and collaboration. These teams focus on student performance data and instructional strategies to foster ongoing improvement.

✓ Comprehensive Curriculum/Resource Review Cycle:

Regular curriculum reviews are crucial for ensuring quality educational resources. We recently completed a district-wide math curriculum review (2022-23) and are now finalizing the English Language Arts review (2024-25). This update addresses resources that hadn't been revised in over a decade, ensuring current and relevant materials for all students. A 6-year review cycle has been established.

✓ Vertical Academic Teaming:

We've established vertical teams that bring together educators from different grade levels, fostering collaboration and strengthening student support by identifying gaps, reinforcing skills, and building upon knowledge as students advance through each grade.



✓ Social, Emotional, and Wellness Programming:

Our health and wellness programming is now consistent across all five buildings, and we've partnered with outside organizations to enhance these resources. New initiatives include *Project Kid Sight*, *Vision of Hope*, *VBCHD Vaccine Clinic*, *Mobile Dentist*, *MI Life In Numbers*, and the *CALM Program*. We're also implementing

Capturing Kids' Hearts and adding social-emotional training for both students and staff.

Target 2: PERSONNEL - Recruit, Hire, Develop, and Invest in Qualified Staff

✓ Contracts & Compensation:

We are dedicated to and have negotiated contracts that support competitive and sustainable long-term compensation for our team members—ensuring our district remains an attractive place to work.

✓ Professional Development:

Our five-year professional development plan continues to roll out, emphasizing PLCs and district culture-building to support staff growth and learning with targeted opportunities for training and development for our teams ([Capturing Kids' Hearts](#), [ThinkLaw](#)—critical thinking).



✓ Staff Wellness:

We're building a more robust wellness program, including wellness challenges with incentives, hosting on-site clinics to support our staff's well-being, and enhancing communication with our team members and the community at large.

Target 3: FACILITIES & OPERATIONS - Safe, Secure, and Functional Facilities

✓ Facilities Maintenance:

Safety and functionality remain a top priority. We completed a comprehensive safety audit of all district buildings to identify improvements. Many other items will be addressed during the upcoming bond: traffic flow, parking, separation of bus loading/unloading, and HVAC and fire suppression system upgrades.

✓ Safety Assessments and Upgrades:

Recent upgrades include new security cameras, additional cameras on buses, new routing software, additional School Resource Officer added (in collaboration with the Van Buren County Sheriff's Department), and improvements to our technology servers and firewalls. We've also enhanced emergency preparedness with additional staff training and dedicated response teams at each building. Lastly, we have reviewed and updated our building emergency procedures, as well as worked with local law enforcement and county officials to create a collaborative response plan.

✓ Master Site Plan:

We are developing an updated district-wide Master Site Plan to guide future facilities planning, ensuring a modern, efficient, and safe environment for students and staff.

Target 4: FISCAL STEWARDSHIP - Aligning Resources with Educational Needs

✓ Pre-Bond Work and School Construction Bond:

Thank you for supporting our efforts to pass the school construction bond! These funds will be vital for our long-term infrastructure needs, and preparations are well underway. Stay tuned for monthly school construction bond updates. [The latest bond update can be read here.](#)

✓ Budget Management:

We are committed to financial stability, consistently achieving favorable annual budget audits and maintaining a 10-15% fund balance. We also maximize federal and state grants to support programming and are building new revenue streams, including our shared time program with area private schools, adding over 170 FTEs to our per-pupil allocation.

Target 5: COMMUNITY RELATIONS - Clear, Open Communications and Relationships

✓ Enhanced Communication Tools:

We've developed a comprehensive communications plan to improve access to information for students and families. Building-level communication has been refined for consistency and transparency, and we have updated our District Newsletter, the [Wildcat Connection newsletter](#), the [District website](#), and mobile app.

✓ Strengthening Community Ties:

We are developing a district-wide survey tool to better capture stakeholder feedback. We've also launched a district safety team in collaboration with local and state law enforcement, regularly update the Mattawan Village Council and the Mattawan Area Business Association, and host meetings with the Senior Citizen Group at Antwerp Township Hall to foster engagement and provide district updates.



While this communication only covers a portion of the action items, the work is ongoing. Our goal is to regularly update and adjust the Strategic Plan to meet the evolving needs of our students, staff, and community. Your involvement and support are crucial to our success, and we look forward to continuing this journey together.

It is our hope that you have an inspired hope for the future! Thank you for your commitment to our district's continued success. #letsgo!

With Gratitude,



Randy Fleenor, Superintendent



Helpful links:

[School Construction Bond Updates](#)

[Strategic Plan Overview](#)

[District Transparency Page](#)

STRATEGIC PLAN

3-5 YEAR TARGETS & GOALS

WE VALUE

Partnerships. We engage with our school community to define our shared vision for student success.

Respect. We treat others the way we want to be treated.

Inclusion. We believe everyone should feel respected, valued, and supported for their diversity.

Development. We believe in continuous growth.

Excellence. We believe in setting and achieving high expectations.



PROMISE

Empowering the future together....with Mattawan Pride

VISION

Mattawan Consolidated School will be the leading collaborative learning community in which every individual will be valued, engaged, and empowered in an ever-changing, global society.

MISSION

Partnering with our community and families, we provide the highest quality education for all students in a caring, safe, and inclusive learning environment.

1 Target 1 STUDENT SUCCESS

Mattawan Consolidated School will promote the highest possible academic achievement for each individual student.

GOAL 1

Provide all students with clear and personalized pathways for success.

GOAL 2

Provide all students with a diverse, rigorous, 21st-century curriculum, programming, and educational experience.

GOAL 3

Develop and align social and emotional, and mental health curriculum and services.

2 Target 2 PERSONNEL

Mattawan Consolidated School will recruit, hire, develop, invest in and retain the most qualified staff to ensure high-quality services are provided to our students.

GOAL 1

Identify, attract, and retain a diverse, qualified staff.

GOAL 2

Invest in our staff by developing and implementing a competitive, long-term compensation model.

GOAL 3

Establish and maintain a comprehensive long-term staff professional development plan for all employees that are focused on meeting student needs.

GOAL 4

Develop and implement a staff wellness plan that supports and promotes a positive culture and staff well-being.

3 Target 3 FACILITIES & OPERATIONS

Mattawan Consolidated School will maintain facilities, properties, and equipment that are safe, secure, and meet the needs of our students and community.

GOAL 1

Conduct a facility and equipment needs assessment for all departments.

GOAL 2

Develop a comprehensive master site plan that addresses long-term needs for infrastructure, facilities (e.g. academic, arts, athletic), and property management.

4 Target 4 FINANCIAL STEWARDSHIP

Mattawan Consolidated School will be a responsible steward of public finances and ensure resources are aligned with educational needs.

GOAL 1

Establish a minimum fund balance percentage to ensure fiscal stability.

GOAL 2

Successfully pass a future bond initiative.

GOAL 3

Establish and maintain a long-range capital plan.

5 Target 5 COMMUNITY RELATIONS

Mattawan Consolidated School will maintain clear, transparent, and open communications and relationships with our school and community partners.

GOAL 1

Develop and implement a district-wide strategic marketing/public relations plan.

GOAL 2

Develop and implement a comprehensive communications plan that effectively informs students and families of events and learning opportunities.

GOAL 3

Enhance relationships with local and state entities.