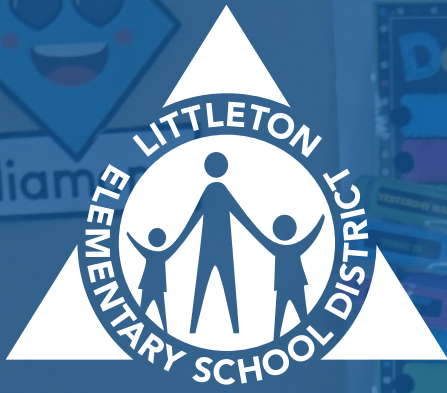




2027-2031 STRATEGIC PLAN



**EMPOWERING STUDENTS.
BUILDING FUTURES.**

www.littletonaz.org



Letter from the Superintendent

Dear Littleton Elementary School District Families, Staff, Students, and Community Partners,

It is my honor to share the Littleton Elementary School District Strategic Plan—a shared vision for the future shaped by the voices, values, and aspirations of our students, families, staff, and community. This plan reflects who we are today and where, together, we aspire to go tomorrow.

This strategic plan is the result of nearly six months of collaboration and meaningful engagement with students, families, staff, community members, and district leaders. Through six steering committee meetings, stakeholder engagement sessions, districtwide surveys, and ongoing community feedback, we listened carefully to the perspectives of those who know our schools best. Throughout the process, one message remained consistent: our community believes in the limitless potential of every student and values a school system that prioritizes academic excellence, meaningful relationships, student well-being, family partnerships, and exceptional opportunities for learning and growth.

Throughout this engagement process, stakeholders also affirmed the many strengths that already make Littleton exceptional. They spoke proudly of the strong relationships that exist across our schools, the dedication of our employees, the welcoming and supportive learning environments we create for students, and the meaningful partnerships we have built with families and the broader community. This strategic plan is designed not only to address opportunities for growth, but also to build upon the strong foundation that already exists.

At Littleton, we know student success does not happen by chance—it is the result of

intentional teaching, strong relationships, supportive environments, engaged families, talented employees, and effective systems working together. High-quality teaching and learning remain at the heart of everything we do, while our commitment to continuous improvement ensures that every learner has the opportunity to thrive. This strategic plan reflects our commitment to strengthening each of these areas through measurable goals, shared accountability, and a relentless focus on achieving meaningful results.

The priorities outlined in this plan represent more than strategic initiatives—they represent our commitment to every learner. They reflect our promise to provide rigorous and engaging learning experiences, cultivate environments where students and staff feel valued, safe, and supported, strengthen partnerships with families and the community, and invest in the people, programs, and systems that make Littleton a place where excellence can flourish.

As we **Build Tomorrow Together**, we remain committed to listening, learning, and growing alongside our community. The success of this plan will not be measured solely by the goals we accomplish, but by the opportunities we create, the relationships we strengthen, and the positive impact we have on the lives of every student we serve.

Together, we will create a culture of learning, belonging, opportunity, and excellence for every student, every day.

Thank you for your partnership, your trust, and your unwavering commitment to the children of the Littleton Elementary School District. This strategic plan belongs to all of us, and its success will be defined not by the words within these pages, but by what we accomplish

together on behalf of every student. Together, we will continue building a future where every learner is empowered to learn, lead, and succeed. I invite each of you to join us as we **Build Tomorrow Together**.

Sincerely,

Dr. Louis Laffitte, Jr.
Superintendent
Littleton Elementary School District





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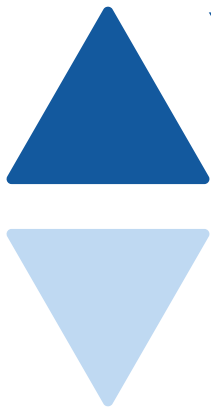
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Building on Our Strengths

Throughout the strategic planning process, stakeholders consistently identified the strengths that make Littleton Elementary School District a special place to learn, work, and grow.



Five sections:

1

Strong Relationships

- Caring and dedicated staff
- Positive student-adult connections
- Supportive school cultures

2

Student-Focused Learning

- A-rated schools
- Strong instructional programs
- Focus on student success and achievements

3

Family & Community Connections

- Trusted partnerships with families
- Community support for schools
- Strong stakeholder engagement

4

Dedicated Employees

- Talented teachers and staff
- Commitment to professional growth
- Culture of collaboration

5

Safe & Supportive Environments

- Welcoming schools and community pride
- Student well-being
- Sense of belonging

This strategic plan builds upon these strengths while identifying opportunities to further improve outcomes for every student.



Vision

Every learner thrives—prepared to lead, contribute, and succeed in a changing world.

Mission

Rooted in community, Littleton empowers every student through meaningful learning experiences, diverse opportunities, and strong relationships to discover their passions, achieve excellence, and shape their future.



Core Values



Student-Centered Excellence

We make decisions based on what is best for students and their success.



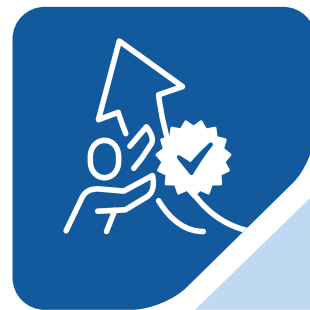
Growth & Innovation

We embrace continuous improvement, creativity, and learning.



Belonging & Equity

We ensure every learner feels valued, supported, and empowered to thrive.



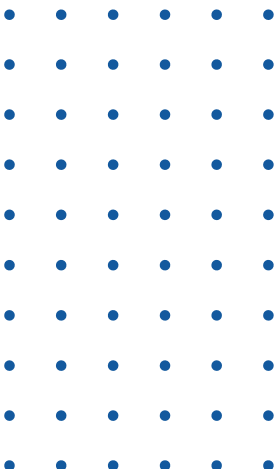
Integrity Through Action

We build trust by aligning our words, decisions, and follow-through.



Collaboration

We achieve more together through strong relationships, shared responsibility, and partnership.



Portrait of a Learner





High-Quality Teaching, Learning & Academics

We will provide every learner with rigorous, engaging, and personalized learning experiences that prepare them for future success.

2031 Success Target



By 2031, LESD will **increase student achievement and academic growth annually** while **reducing achievement gaps** so every learner is prepared for future success.

Our District Commitments



Accelerate Student Achievement

through rigorous, engaging, and data-informed instruction that improves literacy, mathematics, and overall academic growth.



Strengthen High-Quality Teaching

by ensuring every educator has access to high-quality curriculum, professional learning, coaching, and instructional support.



Prepare Every Learner for the Future

by developing critical thinking, creativity, collaboration, leadership, and the skills to succeed in high school.



Foster a Culture of Excellence

by promoting collaboration, innovation, and continuous improvement across all schools.

How We'll Measure Success

Measure	2031 Target
 ELA Proficiency	Increase from previous year baseline
 Mathematics Proficiency	Increase from previous year baseline
 Student Growth (Growth Percentile)	Increase from previous year baseline annually
 Achievement Gaps	Decrease from previous year baseline

What Success Looks Like by 2031



Every school demonstrates measurable academic improvement.



Every classroom reflects high-quality, engaging, and student-centered instruction.



Every learner demonstrates academic growth and confidence.



Every learner graduates ready to lead, contribute, and succeed in high school.



Talent Development, Recruitment & Retention

We will attract, develop, support, and retain exceptional employees who inspire and empower every learner.

2031 Success Target



By 2031, LESD will be recognized as an **employer of choice**

where exceptional educators and staff choose to join, grow, lead, and stay—resulting in a highly effective workforce that empowers **every** learner.

Our District Commitments



Recruit and Retain Exceptional Employees

Attract and hire diverse, highly qualified employees and implement innovative retention strategies.



Develop, Support, and Retain Employees

Provide ongoing professional growth, coaching, mentoring, and career pathways to support long-term success.



Cultivate a Thriving Workplace Culture

Foster a culture of belonging, wellness, collaboration, and engagement where every employee feels valued.



Recognize and Empower Excellence

Celebrate accomplishments and provide opportunities for leadership and meaningful impact.

How We'll Measure Success

Measure	2031 Target
 Employee Retention Rate	90% or higher annually
 Teacher Retention Rate	90% or higher annually
 Emergency/Alternative Certifications	50% reduction from previous baseline
 Employee Engagement	10% increase from previous baseline

What Success Looks Like by 2031



We are an employer of choice that attracts top talent to serve our students.



Employees have opportunities to grow, lead, and build long-term careers.



Our culture is collaborative, supportive, and focused on student success.



Employees are recognized and empowered to make a meaningful difference.



Family & Community Partnerships

We will strengthen relationships, foster collaboration, and build a shared commitment to support every student's success.

2031 Success Target



By 2031, LESD will strengthen family engagement, build trusted relationships with families and the community, and ensure every family feels informed, connected, welcomed, and empowered to support student success.

Our District Commitments



Create Meaningful Opportunities for Families to engage, collaborate, and participate in shared decision-making.



Provide Timely, Accessible, Two-Way Communication

that builds trust and strengthens relationships with families and the community.



Expand Community Partnerships

to increase access to programs, services, resources, and learning opportunities that support student success.



Celebrate and Promote the Littleton Story

by showcasing student achievement, staff excellence, district accomplishments, and community pride.

How We'll Measure Success

Measure	2031 Target
 Family Satisfaction	Achieve at least 90% favorable survey results
 Family Engagement	Increase annually from previous year baseline
 Community Partnerships	Increase by 25% from previous year baseline
 Stakeholder Trust	Achieve at least 90% favorable survey results

What Success Looks Like by 2031



Families feel welcomed, informed, valued, and connected to their children's education.



Communication is open, timely, accessible, and two-way-building trust across our school community.



Strong community partnerships expand opportunities and resources for every student.



The Littleton story is celebrated, strengthening community pride and trust in our district.



Well-Being, Safety, & Inclusion

We will create safe, supportive, and inclusive schools where every student and employee feels valued, connected, and empowered to learn and thrive.

2031 Success Target



By 2031, LESD will foster safe, welcoming, and inclusive schools where every student feels connected, supported, and empowered to thrive through strong attendance, positive behavior, and a culture of belonging.

Our District Commitments



Foster Safe, Welcoming, and Inclusive Schools where every student and employee feels valued, respected, connected, and supported.



Support the Whole Child by strengthening social-emotional learning, mental health supports, wellness initiatives, and student belonging.



Increase Student Engagement and Attendance by building positive relationships, reducing barriers to attendance, and creating engaging learning environments.



Promote Positive Behavior and School Climate through proactive behavior supports, restorative practices, and a culture of respect, responsibility, and belonging.

How We'll Measure Success

Measure	2031 Target
 Student Enrollment	Achieve enrollment performance that meets or exceeds statewide trends.
 Attendance	Maintain 95% or higher average daily attendance.
 Student Belonging & Inclusion (Survey)	Achieve at least 80% favorable survey results.
 Positive Behavior	Increase the percentage of students with no behavior incidents by 5% annually.

What Success Looks Like by 2031



Schools are safe, welcoming, and inclusive places where every student and employee feels valued and supported.



Students feel a strong sense of belonging, are engaged in learning, and attend school regularly.



Students have access to mental health supports, wellness resources, and social-emotional learning every day.



Positive behavior and respectful relationships create a strong, supportive school climate.



Operations, Facilities, & Organizational Effectiveness

We will build strong systems behind every successful classroom.

2031 Success Target



By 2031, LESD will be a model of operational excellence-

stewarding resources responsibly, maintaining high-performing facilities and technology, using data to inform decisions, and delivering exceptional service to students, families, and staff.

Our District Commitments



Practice Responsible Financial Stewardship

by aligning resources and investments with district priorities while ensuring long-term fiscal sustainability.



Modernize Facilities, Technology, and Infrastructure

to provide safe, reliable, secure, and future-ready learning environments.



Strengthen Data-Informed Decision Making

through integrated data systems, performance dashboards, and continuous monitoring of district progress.



Deliver Exceptional Service and Organizational Excellence

by improving operational efficiency, cross-department collaboration, customer service, and continuous improvement.

How We'll Measure Success

Measure	2031 Target
 Financial Stewardship	Maintain alignment of budget decisions with district priorities and achieve long-term fiscal sustainability.
 Facilities Condition	Achieve and maintain 95% of facilities meeting or exceeding district standards.
 Digital Tools and Data Systems	90% or more of educators effectively leverage district digital tools and data systems to enhance teaching and improve efficiency
 Organizational Excellence	Improve service response times to meet district standards and achieve 90% or higher customer satisfaction.
 Technology Reliability	95% or more of critical systems meet district reliability and security standards.

What Success Looks Like by 2031



District resources are aligned to priorities, and fiscal decisions ensure long-term sustainability.



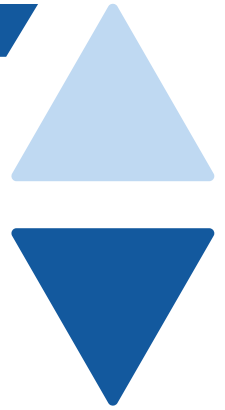
Facilities and technology are safe, reliable, secure, and modern, supporting high-quality teaching and learning.



Leaders use accurate, real-time data to make informed decisions and improve outcomes.

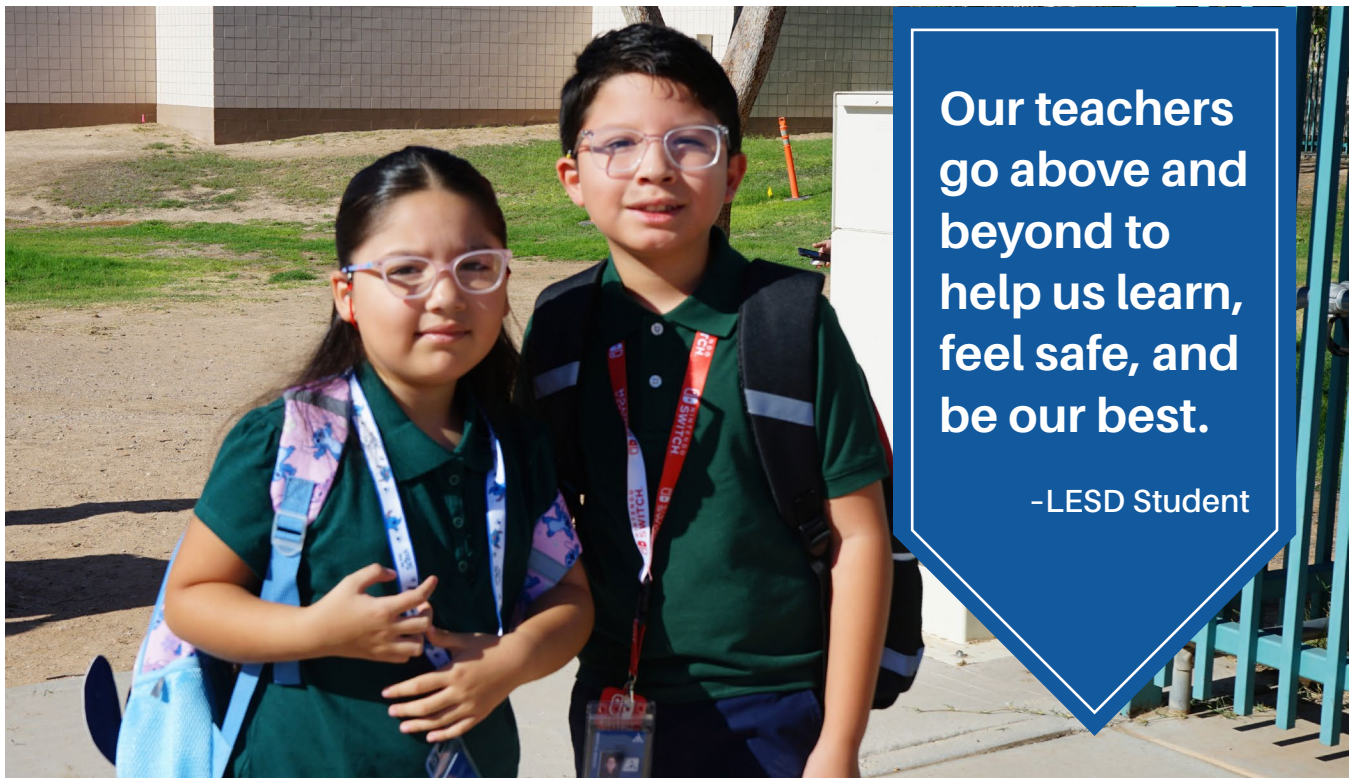


Departments work together seamlessly, response times are efficient, and families and staff experience exceptional service.



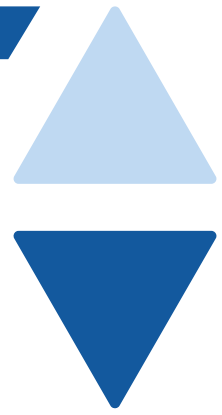
District Dashboard

Districtwide Indicator	2031 Target
Student Enrollment	Meet or outperform state trends
Student Achievement	Annual improvement
Employee Retention	90%+
Family Satisfaction	90%+
Attendance	95%+
Fiscal Health	Balanced budget annually
Technology	95%+ technology system reliability



**Our teachers
go above and
beyond to
help us learn,
feel safe, and
be our best.**

-LESD Student



Governing Board



Pictured: Rachel Barnett, Member; Markus Cenicerros, Vice-President; Amy Soucinek, Member; Linda Stallard, Member; Curtis Nielson, President; Dr. Louis Laffitte, Jr., Superintendent

Steering Committee

This strategic plan is the result of the collective wisdom, commitment, and partnership of many individuals who generously shared their time, expertise, experiences, and aspirations for the future of LESD.

We extend our sincere gratitude to the Steering Committee members, staff, district leaders, educators, community partners, and stakeholders who participated in meetings, focus groups, surveys, and planning sessions. Your honest feedback, thoughtful dialogue, and unwavering dedication to supporting students, schools, and communities have been instrumental in shaping a strategic direction that is both ambitious and grounded in the realities of our region.

Jami Carlo
Ann Catlin
Kari Chicas
Dan Budzban
Emily Dolejs
Jeremiah Gallegos
Sue Garrison

Lisa Haid
Reegan Heddings
Amanda Herrera
Ray Kesler
Louis Laffitte, Jr.
Ilene Lieberman
Matt Lussier

Veronica Malone
Denise Martinez
Jill Melillo
Anitra Morin
Carminia Muñoz
Robyann Musil
Eric Nelson

Jon Ollila
Courtney Pina
Martina Silvas
Jim Verrill

Special thanks to our team member Ada Cillis for coordinating our meetings over the past six months and to K12 Coalition partners, Dr. Andrea Thomas-Reynolds and Grant Guyer, for supporting us with this process.

Join us as we Build Tomorrow Together.

Our Students





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