

**LITTLETON PUBLIC SCHOOLS**  
**DISTRICT STRATEGIC PLAN 2023-2028**  
**STANDARDS, GOALS AND ELEMENTS**

The Littleton Public Schools' **MISSION** is to foster a community of learners who strive for excellence and prepare each student to be a successful, contributing citizen in a global society. As a district, we commit to evolve together as a diverse community through education, accountability, and compassion.

**CORE VALUES:** In order to achieve our vision and mission, Littleton Public Schools administration, faculty, staff and students will model and advance the following values:

- Respect
- Integrity
- Accountability
- Responsibility

**VISION:** The vision is the guiding statement which the Littleton Public Schools use as the basis for all strategic planning, policy and budget decisions. The Littleton Public Schools will:

- Promote high academic standards for staff & students.
- Challenge all students to achieve their full potential.
- Prepare students to be life-long learners, critical thinkers enabling them to become contributing citizens.
- Maintain a commitment to continuous improvement of student achievement through the offering of school programs that are diverse & challenging.
- Communicate a clear set of standards regarding what students should know and be able to do at the end of each grade.
- Provide continued support to our staffs to enhance instructional strategies that promote student learning.
- Strive to meet each individual student's needs while taking into consideration that cognitive, social, physical, and emotional development varies.
- Promote an inclusive culture and climate that honors diversity and equity, models respect, responsibility, integrity and accountability.
- Continue to encourage staff professional growth by providing the tools, support and resources to be successful.
- Provide support to teachers and administrators in the use of data to assess & inspire their own skills and effectiveness.
- Include the community as an active and contributing partner in the education and schooling of each child.
- Provide frequent communication between our schools and community regarding opportunities, accomplishments and progress of educational goals.
- Continue to foster a partnership of students, teachers, support staff, administrators, and the community, excelling at what they do and acting with strong conviction and deep commitment to bring about a higher quality of education within our schools.

**BELIEFS:**

- The purpose of education is to enable students to become self-reliant learners and productive, responsible citizens in a complex and challenging world.
- Everyone has the right to learn in a safe and secure environment.
- Education is the shared responsibility of our schools, students, their families and the community.
- All students can achieve at high levels and learn at different rates and in different ways.
- Teachers are the most important factor, within the school, in student achievement.
- All students have abilities and talents worthy of recognition.
- Student achievement is not solely the result of student ability.
- Literacy and numeracy are the foundations upon which learning is built.

**LITTLETON PUBLIC SCHOOLS**  
**DISTRICT STRATEGIC PLAN 2023-2028**  
**STANDARDS, GOALS AND ELEMENTS**

**Standard #1: Curriculum / Instruction / Assessment**  
**Align and enhance curriculum, instruction and assessment to continually improve student achievement.**

**Goal #1:** Implement standards-based Pk-12 curriculum that is aligned with State Frameworks and is well articulated vertically and horizontally.

**Elements**

- Develop Pk-12 curriculum documents for all curriculum areas that reflect Framework Learning Standards and contain objectives, resources, instructional strategies, measurable outcomes and assessments.
- Provide opportunities for interdisciplinary/ cross-curricular learning experiences and the development of 21<sup>st</sup> Century skill sets and research skills.
- Analyze and develop curriculum maps for vertical and horizontal alignment and academic rigor.

**Indicators of Success:**

- Refer to School Improvement Plans 2023-2026 (SIPs)
- Refer to end-of-year School Improvement Plan Summative Reports which review qualitative and quantitative data to evaluate effectiveness of areas of emphasis listed in goals.
- Refer to progress of updated curriculum maps.

**Goal #2:** Develop and implement a five-year curriculum review cycle to enhance and/or refine curriculum, Pk-5 and 6-12.

**Elements**

- Assess needs for curriculum materials and make recommendations for resource allocation and budgetary planning.
- Conduct annual progress update of five-year curriculum review cycle.

**Indicators of Success:**

- Refer to School Improvement Plans 2023-2026 (SIPs)
- Refer to end-of-year School Improvement Plan Summative Reports which review qualitative and quantitative data to evaluate effectiveness of areas of emphasis listed in goals.
- Refer to Curriculum Review Cycle Overviews.

**Goal #3:** Use multiple forms of data to measure and evaluate student achievement.

**Elements**

- Evaluate district assessment tools and standardized tests for validity, reliability and alignment to local curricula and State Standards.
- Analyze and report formative, benchmark and summative assessment data at regular intervals to inform curriculum development, instructional strategies, and assessment practices.

**LITTLETON PUBLIC SCHOOLS**  
**DISTRICT STRATEGIC PLAN 2023-2028**  
**STANDARDS, GOALS AND ELEMENTS**

**Indicators of Success:**

- Refer to School Improvement Plans 2023-2026 (SIPs)
- Refer to end-of-year School Improvement Plan Summative Reports which review qualitative and quantitative data to evaluate effectiveness of areas of emphasis listed in goals.

**Goal #4:** Identify and implement effective instructional practices to support the academic achievement and social-emotional skills of diverse learners.

**Elements**

- Provide students with a variety of instructional strategies and interventions that meet their diverse academic and social-emotional learning needs.
- Universally design lessons and learning experiences that allow for the variability in all learners.
- Evaluate and assess procedures, activities and resources for Individual Student Support/Success Teams.
- Research, evaluate, and implement effective practices related to meeting the needs of struggling, proficient, and advanced learners.

**Indicators of Success:**

- Refer to School Improvement Plans 2023-2026 (SIPs)
- Refer to end-of-year School Improvement Plan Summative Reports which review qualitative and quantitative data to evaluate effectiveness of areas of emphasis listed in goals.

**Goal #5:** Implement a comprehensive multi-tiered system of support that equitably supports all students.

**Elements**

- Provide tiered levels of instruction and tiered levels of behavior and social emotional support.
- Review and analyze data from a variety of sources to make data informed decisions.
- Utilize the Universal Design for Learning Framework to support and deepen learning.
- Create a proactive learning environment that works to reduce barriers and plans for variability.
- Create community partnerships to collect, collaborate, and synergize resources and services in support of student needs.

**Indicators of Success:**

- Refer to School Improvement Plans 2023-2026 (SIPs)
- Refer to end-of-year School Improvement Plan Summative Reports which review qualitative and quantitative data to evaluate effectiveness of areas of emphasis listed in goals.

**LITTLETON PUBLIC SCHOOLS**  
**DISTRICT STRATEGIC PLAN 2023-2028**  
**STANDARDS, GOALS AND ELEMENTS**

**Standard #2: Professional Development**

**Provide staff with a variety of professional development opportunities that are connected to the district Strategic Plan and Individual School Improvement Plans.**

**Goal #1:** Offer a comprehensive professional development program for all staff which includes district programs and site-based programs, college courses, workshops and/or conferences.

**Elements**

- Develop and maintain a professional development calendar that delineates district PD and school specific PD days.
- Develop and maintain district and site-based professional development plans, which benefit both the individual development of teachers and school-wide improvement efforts by connecting meaningful differentiated PD with district and school improvement goals.
- Involve district-wide and site-based Professional Development Councils (PDC) in PD planning processes.
- Continue implementation of district Tuition Reimbursement Program.

**Indicators of Success:**

- On-going review and revision of Early Release Professional Development calendar by administration and faculty to delineate district PD and school specific PD days.
- Development and implementation of district and site-based professional development plans.
- On-going evaluation of effectiveness of professional development programs implemented through a review of curriculum reports and documents, classroom observations, staff surveys, feedback from faculty and administration, and student assessment data.
- Summary report on staff participation in Tuition Reimbursement Program.

**Goal #2:** Establish and sustain partnerships with higher education and professional organizations to provide expanded learning opportunities for staff and students.

**Elements**

- Work with colleges/universities to recruit student teachers.
- Collaborate with universities, outside agencies and organizations and host educational forums, presentations and trainings for all staff.
- Expand educational opportunities, program of studies, college and dual enrollment courses, and internships for students in collaboration with local universities and businesses.

**Indicators of Success:**

- Relationships enhanced with colleges and universities that result in placement of student interns and teachers.
- Documented efforts to collaborate with local educational organizations and businesses to provide extended learning experiences for students.
- Documented efforts to collaborate with universities and educational organizations to provide PD for staff.

**LITTLETON PUBLIC SCHOOLS**  
**DISTRICT STRATEGIC PLAN 2023-2028**  
**STANDARDS, GOALS AND ELEMENTS**

**Goal #3:** Foster a culture of professional learning aligned with State Guidelines that promotes growth and innovation.

**Elements**

- Continue implementation of the Massachusetts Educator Evaluation system with intentional planning of post observation conferences.
- Continue implementation of Induction and Mentoring programs for new faculty and staff.
- Offer Professional Development programs / opportunities to support educators' completion of licensure requirements.
- Foster educator collaboration through increased opportunities for peer observation, common planning time, teaming structures, participation in professional networks, visits to and common planning with other districts.

**Indicators of Success:**

- Documented trainings, programs and materials to support the Educator Evaluation system.
- Ongoing review of induction program and mentor/ mentee trainings and activities utilizing qualitative and quantitative data.
- Ongoing alignment of district and site-based professional development plans with current licensure requirements.
- Documented efforts to provide opportunities for peer observations and opportunities for inter-district and cross-district collaboration.

**Standard#3: Community Engagement / Communication**  
**Preserve and enhance communication strategies between the school district and its constituents**

**Goal #1:** Effectively communicate the district's core values, vision, mission, and beliefs within the Community

**Elements**

- Maintain a focus of the district's core values, vision, mission, and beliefs at all LPS meetings (e.g, school committee, faculty/staff, administrative and community meetings).
- Maintain a focus of the district's core values, vision, mission, and beliefs throughout the recruitment and hiring process.
- Maintain a focus of the district's core values, vision, mission, and beliefs as a basis for financial planning, programmatic decision making and staff deployment.

**Indicators of Success:**

- Refer to School Improvement Plans 2023-2026 (SIPs)
- Refer to end-of-year School Improvement Plan Summative Reports which review qualitative and quantitative data to evaluate effectiveness of areas of emphasis listed in goals.

**LITTLETON PUBLIC SCHOOLS**  
**DISTRICT STRATEGIC PLAN 2023-2028**  
**STANDARDS, GOALS AND ELEMENTS**

**Goal #2:** Creatively and effectively utilize technology and media to communicate with all LPS constituents.

**Elements**

- Develop greater continuity with the utilization of district and school websites.
- Publicize and promote district and school accomplishments in a variety of media venues.
- Increase utilization of a variety of web based and social media communication tools.

**Indicators of Success:**

- Refer to School Improvement Plans 2023-2026 (SIPs)
- Refer to end-of-year School Improvement Plan Summative Reports which review qualitative and quantitative data to evaluate effectiveness of areas of emphasis listed in goals.

**Goal #3:** Strengthen partnerships with business, civic organizations and community members at large.

**Elements**

- Sustain a viable base of volunteers to enhance the educational experiences of our students Pk-12.
- Identify and publicize opportunities for the schools and community to share resources/expertise.

**Indicators of Success:**

- Refer to School Improvement Plans 2023-2026 (SIPs)
- Refer to end-of-year School Improvement Plan Summative Reports which review qualitative and quantitative data to evaluate effectiveness of areas of emphasis listed in goals.

**Standard #4: Climate / Culture**

**Foster a respectful and responsive culture that provides a safe, secure learning and work environment.**

**Goal#1:** Review, maintain and modify protocols and procedures that provide all students and staff with a safe and secure learning and work environment

**Elements**

- Continue to convene a Safety and Security Advisory Committee composed of LPS administration, School Committee, police and fire officials.
- Annually assess school/ district safety plans.
- Annually assess building security and surveillance equipment.

**LITTLETON PUBLIC SCHOOLS**  
**DISTRICT STRATEGIC PLAN 2023-2028**  
**STANDARDS, GOALS AND ELEMENTS**

**Indicators of Success:**

- **Published schedule of the Safety & Security Advisory Committee meeting dates and minutes from meetings.**
- **Review, update and implement with staff, crisis and training plans which include emergency protocols and emergency preparedness.**
- **Completion of identified trainings. Meetings with fire and police department representatives to review procedures.**
- **Successful completion of evacuation and safety drills within each school building.**
- **Yearly implementation of a modified ALICE program, including training all building staff in the ALICE concepts.**
- **Completion of Safety Care training for required staff.**

**Goal#2:** Ensure the district and schools are free from discrimination and harassment and support student wellness.

**Elements**

- Review and revise discrimination, harassment and bullying policies and protocols as necessary.
- Continually review school materials to ensure that they are inclusive and free from bias.
- Provide and promote programs and services for students and staff that are welcoming, inclusive, supportive, safe and provide a sense of belonging.
- Provide programs, activities and educational opportunities to address issues and concerns related to student wellness and promotion of healthy life choices.
- Annually assess the effectiveness of programs and services through school climate surveys as well as the evaluation of qualitative and quantitative data.

**Indicators of Success**

- **Refer to School Improvement Plans 2023-2026 (SIPs)**
- **Refer to end-of-year School Improvement Plan Summative Reports which review qualitative and quantitative data to evaluate effectiveness of areas of emphasis listed in goals.**

**Goal#3:** Review and revise the District Maintenance Plan

**Elements**

- Utilize District Maintenance Plan to inform budgetary decisions.
- Maintain a district-wide help desk program.
- Maintain and review procedures to ensure a clean and healthy environment.

**Indicators of Success:**

- **Collaborate and plan with the Business Manager and Facilities Director to address school facility needs: Documented evidence of requested & required maintenance, repair, and renovations to school facilities using the help desk function.**
- **Adequately request capital funding from Town resources for building improvements, upgrades and repairs for items that cannot be funded through annual school budget appropriation.**

**LITTLETON PUBLIC SCHOOLS**  
**DISTRICT STRATEGIC PLAN 2023-2028**  
**STANDARDS, GOALS AND ELEMENTS**

- School playground equipment is functional without safety hazards.
- Three-year facility maintenance plan updated annually regarding maintenance, repair, renovation, and possible construction of facilities.
- Quarterly inspections of all buildings and grounds are completed.

**Goal #4:** Continue to support the district's energy and environmental conservation initiatives.

**Elements**

- Effectively communicate energy conservation initiatives to all staff and students.
- Research and encourage potential ways to reduce energy costs.
- Maintain current practices as outlined in the Energy Conservation Plan.
- Maintain and improve current practices related to recycling.
- Research and encourage potential ways to enhance environmental conservation efforts.

**Indicators of Success:**

- Maintain current cost avoidance practices that reflect goals and savings achieved through the EEI (Cenergistic) energy reduction program.
- Exploration of other areas for additional energy savings, (lighting, electric, solar, water, hvac).
- Continue to fund salary position and expenses for district wide Energy Manager.
- Continued qualification for all schools for the energy star compliance standards as indicated through the Energy Cap software program used by the district.
- Notification of energy conservation practices and policies to all staff through website, newsletters, emails and updates on back to school days, new teacher orientation days, and throughout the year.
- Support Energy Manager in education of students and staff in energy conservation methods and practices.
- Participation in the Massachusetts Green Ribbon School Award Program by applying for the Green Ribbon School Award as sponsored and recognized by the US Dept. of Education.
- Continued support of School Recycling programs and Student led recycling activities.

**Goal #5:** Formalize a comprehensive staff recruitment, selection, and retention program.

**Elements**

- Recruit and support a diverse workforce that represents our student body and community.
- Formalize a set of hiring criteria that articulates the district's values, mission, vision, and goals.
- Continue to enhance and implement our induction and mentoring program to be inclusive and supportive of new staff.

**Indicators of Success:**

- Continue to fund stipend positions for mentors and mentor coordinators.
- Refer to end-of-year School Improvement Plan Summative Reports which review qualitative and quantitative data to evaluate effectiveness of areas of emphasis listed in goals.



LITTLETON PUBLIC SCHOOLS  
DISTRICT STRATEGIC PLAN 2023-2028  
STANDARDS, GOALS AND ELEMENTS

**Standard#5: Technology**

**Preserve and enhance the integration and utilization of technology for students and staff Pk- 12.**

**Goal #1:** Align school and district-based technology planning with current state, national and international technology Standards

**Elements**

- Continue to plan and support the teaching, learning and integration of technology at the building and system level.
- Review and revise school and district technology plans to reflect the DESE technology planning guidelines and ISTE Standards.
- Ensure that schools are sufficiently equipped for the implementation and continuation of next generation MCAS and other technology based assessments.

**Indicators of Success:**

- Refer to School Improvement Plans 2023-2026 (SIPs)
- Refer to end-of-year School Improvement Plan Summative Reports which review qualitative and quantitative data to evaluate effectiveness of areas of emphasis listed in goals.

**Goal #2:** Continue to improve staff/administrative utilization and integration of technology.

**Elements**

- Annually assess technology and professional development needs.
- Provide staff with technology training and ongoing support.
- Continue to support collaboration between faculty and technology staff.
- Continue the technology help-desk to promote timely resolutions of requests.

**Indicators of Success:**

- PD opportunities/support provided for technology components in SIS (ASPEN).
- Continue faculty/student use of G-Suite for education.
- Evaluate effectiveness of trainings provided for staff in utilization of technology through the review of feedback from faculty, classroom observations, curriculum reports, and consultation with Technology department.
- Appropriate technological equipment is provided to staff as outlined in the Site-Based Technology Integration Plan.
- Assess and provide for equitable access to instructional technology throughout the district.

**LITTLETON PUBLIC SCHOOLS**  
**DISTRICT STRATEGIC PLAN 2023-2028**  
**STANDARDS, GOALS AND ELEMENTS**

**Goal #3:** Continue to improve student utilization and integration of technology for college and career readiness.

**Elements**

- Annually assess student technology needs and necessary student skill sets on a school by school basis.
- Provide students with technology instruction and integration to support college / career readiness and citizenship as outlined in current state and national Standards.
- Continue to evaluate the technology needs of diverse learners and provide assistive technology as needed.

**Indicators of Success:**

- Refer to School Improvement Plans 2023-2026 (SIPs)
- Refer to end-of-year School Improvement Plan Summative Reports which review qualitative and quantitative data to evaluate effectiveness of areas of emphasis listed in goals.

**Goal #4:** Provide all staff and students with appropriate access to technology

**Elements**

- Determine infrastructure needs required for management of data and instruction.
- Allocate sufficient financial resources to actualize school and district technology plans.
- Document and review technology inventory and update the technology replacement plan annually.

**Indicators of Success:**

- Technology inventory completed annually
- Annual assessment of teacher needs
- Annual report of technology utilization/integration