



GARFIELD RE-2 SCHOOL DISTRICT

# Strategic Plan

Revised November 2024

# Letter from the Superintendent

Dear Garfield Re-2 community member,

As we enter the second full year of our Strategic Plan for 2023–2026, I am pleased to share the updated version of this important roadmap. Over the past year, we have gathered data, measured outcomes, and assessed progress toward our goals. This update incorporates these findings and outlines specific actions that both the district and individual schools are undertaking to meet our goals.

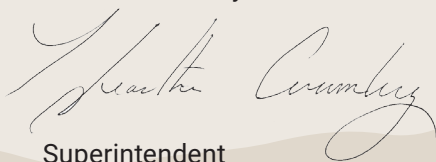
This plan, built with the input of our diverse community—staff, students, parents, guardians, community members, and the Garfield Re-2 Board of Education—continues to provide direction for our district. Based on last year’s data, we have strengthened our focus areas and refined our strategies to better serve every member of our learning community. Together, we will ensure that our efforts encourage, nurture, and challenge every member of our learning community as we move our district forward.

This plan remains both ambitious and bold, requiring the ongoing commitment and innovative thinking of our staff, students, families, and community members. Together, through collaboration and shared purpose, we will continue to prepare our students for success ensuring they are ready for college, careers, and life.

I am excited to reaffirm my commitment to the outcomes set forth in this Strategic Plan, and I look forward to another year of progress and shared success for all stakeholders of the Garfield Re-2 School District.

Respectfully,

Heather Grumley

A handwritten signature in dark ink, reading "Heather Grumley". The signature is fluid and cursive, with the first name "Heather" and last name "Grumley" clearly distinguishable. It is positioned above the printed name and title.

Superintendent

# Strategic Plan Snapshot



## Supports for **Student** Success

### **STRATEGIC PRIORITY:**

**Academic Growth & Achievement**—Increased performance for all.

### **STRATEGIC PRIORITY:**

**Career Pathways & College Readiness**—Increase access to career and technical education opportunities, professional certifications, and concurrent enrollment courses.

### **STRATEGIC PRIORITY:**

**Student Wellness**—Establish and strengthen systems regarding character development and education to meet the needs of all students.



## Support for **Staff** Success

### **STRATEGIC PRIORITY:**

**Sustainable Financial Capacity**—Secure and maintain the resources necessary to attract, recruit & retain outstanding staff for our schools.

### **STRATEGIC PRIORITY:**

**Support All Staff**—Maintain high job satisfaction, a productive workplace, and a positive district climate and culture.



## Support for **Community** Success

### **STRATEGIC PRIORITY:**

**Family & Community Partnerships**—Improve communications and collaboration with school & community stakeholders; with special emphasis on building authentic connections with our diverse communities.

# What We Heard from Our Community...

Hundreds of community members provided input as we developed the strategic plan. This is a brief summary of what we heard:

## Community Pride & Opportunity

Garfield Re-2 fosters strong small-town pride with deep connections between families, teachers, and students.

## Community

The district remains committed to a shared goal: supporting all students. By working together, we aim to build resilience and strength in our young leaders, ensuring they are prepared for the future.

## Leadership & Collaboration

District leaders and principals are unified in their support for each other, working together on data, planning, and shared experiences.

## Family Engagement

Strengthening family engagement is a priority as families and the district reconnect after recent challenges.

## Academic Growth

Garfield Re-2 offers IB, AP, and Colorado Mountain College classes to high school students, providing college credit and valuable experiences. However, test scores reveal room for improvement. Academic interventions are underway to support growth.

## Teacher and Staff Appreciation

Garfield Re-2 staff are highly valued for their dedication and compassion, though they continue to face challenges due to critical shortages.

## Student Well-Being

The district is focused on increasing resources to address rising needs, including additional support for staff who are managing large student loads.

## College and Career Readiness

Expanding career exposure before high school, adding trade school options, and increasing internship access, particularly for English Language Learners, are priorities for enhancing college and career readiness.

# Vision

To encourage, nurture, and challenge every member of our learning community every day.

# Mission





We strive to provide engaging, authentic, and rigorous educational experiences in a safe environment.

# Community Cornerstones

“Honoring the past, we look forward and work together to build a bright future.”

- PLACE: We appreciate and love where we live.
- CIVILITY: Everyone deserves respect.
- BALANCE: We work hard and value our independence.
- COMMITMENT: Every child deserves a high-quality education.

# A Garfield Re-2 Graduate will be...

 <p><b>Academically Prepared</b></p>	<p>Every graduate has a strong foundation in literacy and math to succeed today, tomorrow and beyond.</p>	
 <p><b>Empowered Individuals</b></p>	<p>Self-aware</p>	<ul style="list-style-type: none"> <li>• Understands one's own emotions, thoughts, and values and how they influence behavior across contexts</li> <li>• Recognizes one's strengths and limitations with a well-grounded sense of confidence and purpose</li> </ul>
	<p>Independent problem solvers</p>	<ul style="list-style-type: none"> <li>• Builds on personal experience to specify a challenging problem to investigate</li> <li>• Follows a process to generate ideas, negotiate roles and responsibilities, and make high quality decisions</li> </ul>
	<p>Adaptable &amp; flexible</p>	<ul style="list-style-type: none"> <li>• Looks for and values different perspectives</li> <li>• Demonstrates ways to adapt and reach workable solutions</li> </ul>
 <p><b>Community Connected</b></p>	<p>Effective communicators</p>	<ul style="list-style-type: none"> <li>• Communicates clearly in both oral and written formats, listens actively, works collaboratively to negotiate conflict constructively, navigates settings with differing social and cultural demands and opportunities</li> <li>• Uses a variety of communications strategies to express oneself</li> </ul>
	<p>Leaders &amp; Collaborators</p>	<ul style="list-style-type: none"> <li>• Recognizes how members of a community rely on each other, considering personal contributions as important to the greater good</li> <li>• Uses interpersonal skills to learn and work with individuals from diverse backgrounds</li> </ul>
	<p>Socially-aware</p>	<ul style="list-style-type: none"> <li>• Understands the perspectives of and empathizes with others, including those from different backgrounds, cultures, and contexts</li> <li>• Feels compassion for others and understands broader historical and social norms for behavior</li> </ul>
 <p><b>Strong &amp; Determined</b></p>	<p>Driven</p>	<ul style="list-style-type: none"> <li>• Sets and focuses on goals by employing motivation and familiar strategies for engagement, progress evaluation, and makes necessary changes to stay the course</li> <li>• Takes responsibility for and pursues actions to reach goals</li> </ul>
	<p>Confident</p>	<ul style="list-style-type: none"> <li>• Demonstrates an accurate and clear sense of goals, abilities, needs and knows how to advocate for oneself</li> </ul>
	<p>Resilient</p>	<ul style="list-style-type: none"> <li>• Applies knowledge to set goals, make informed decisions and transfer to new contexts</li> <li>• Works effectively in a climate of ambiguity and changing priorities</li> </ul>



A Garfield Re-2 Graduate will be:

Strong & Determined

- Driven
- Confident
- Resilient

Academical

Every graduate has built a strong foundation and the need to succeed today, tomorrow, and beyond.

Community

- Effective communication
- Leaders
- Collaborators
- Socially-aware



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## Empowered Individuals

- Self-aware
- Independent problem solvers
- Adaptable & flexible

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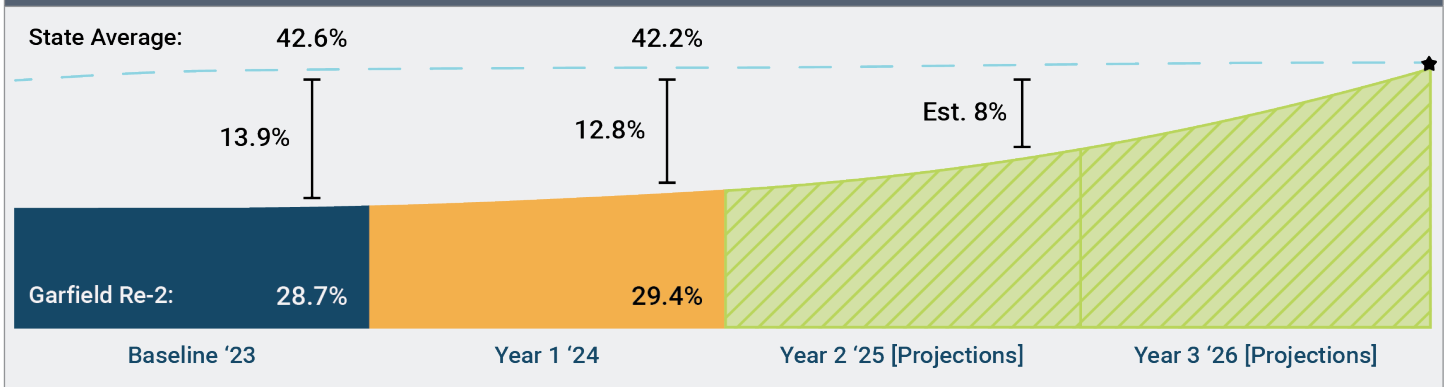


## SUPPORTS FOR **STUDENT** SUCCESS

### **Academic Growth & Achievement** – Increased performance for all.

#### THREE-YEAR GOAL:

Garfield Re-2 students will perform at or above the state average on assessments of English Language Arts (ELA) and Math proficiency.



#### DISTRICT-LEVEL ACTIONS:

1. Response to Intervention system refinement for K-12
2. What, How, How, What (WHHW) Cycle of Effective Instruction refinement
3. Monthly strategic planning at ALL SCHOOLS
4. Academic Coach system alignment
5. Preschool expansions
6. Stakeholder engagement around measurements of student success

#### **INTERNAL PROGRESS MONITORING DATA:**

iReady Reading and Math for K-8  
DIBELS Data for K-6  
Teaching Strategies Gold for preschool  
Powerschool  
Horizon

#### SCHOOL-LEVEL ACTIONS:

1. Response to Intervention (RTI) implementation
  - Specific targeted interventions
  - RTI documentation and data collection
  - Unified Insights for student plans
2. English Language Learners (ELL)
  - Refine and align the designation process
  - Language acquisition progress monitoring
  - Newcomer program
  - ALL staff are ELL educators
3. English Language Arts (ELA)/Math Programming
  - Eureka! Math implementation
  - ELA pilots
  - Read 180
  - Horizon

*\*Goals may be adjusted annually to reflect the district's*





## SUPPORTS FOR **STUDENT** SUCCESS

**Career Pathways & College Readiness** — Increase access to career and technical education opportunities, professional certifications, and concurrent enrollment courses.

### THREE-YEAR GOAL:

Garfield Re-2 will increase the number of students participating in **Career and Technical Education** (CTE) programs by 50%, double the number of professional certifications students earn, and increase the number of **Concurrent Enrollment** (Collegiate Level) credits earned by 50%.

Number of Students Enrolled in CTE		Number of Certificates Earned by Students		Number of College Credits Earned by Students	
Baseline '23	342	Baseline '23	61	Baseline '23	2205.5
Year 1 '24	420	Year 1 '24	116	Year 1 '24	2776
Year 2 '25 [Projections]	435	Year 2 '25 [Projections]	125	Year 2 '25 [Projections]	2900
Year 3 '26 [Projections]	515	Year 3 '26 [Projections]	183	Year 3 '26 [Projections]	3308

### DISTRICT-LEVEL ACTIONS:

1. Coordinate transportation and logistics for the Mini Career Fair
2. Recruit career professionals to host sessions at the Mini Career Fair
3. Support funding for career aptitude assessments for middle school students
4. Identify and support CTE and ICAP professional development opportunities for counselors
5. Provide high schools with information on potential CTE pathway opportunities
6. Leverage partnerships to facilitate teacher certification and coursework approval for new pathways in each of our high schools

### SCHOOL-LEVEL ACTIONS:

1. Coordinate participation of all 4th-grade students for the Mini Career Fair
2. Conduct pre-learning and post-event reflection activities
3. Administer a career aptitude assessment to all middle school students during the second semester
4. Schedule opportunities for middle school counselors to discuss career pathways with students, using information from the assessment
5. Select at least two CTE pathways to explore for potential certification
6. Provide all staff with information about the various options available within CTE



## SUPPORTS FOR **STUDENT** SUCCESS

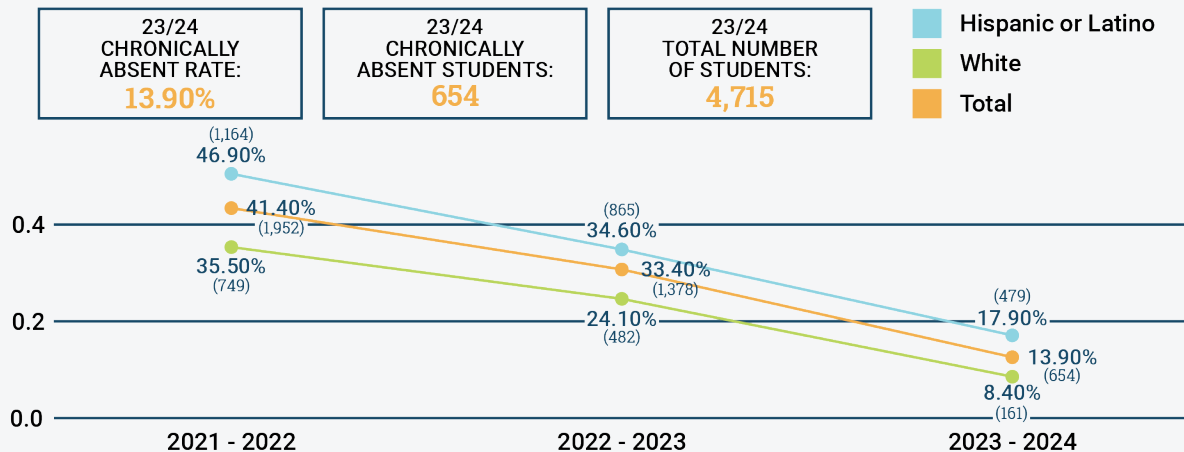
**Student Wellness** – Establish and strengthen systems regarding character development and education to meet the needs of all students.

### THREE-YEAR GOAL:

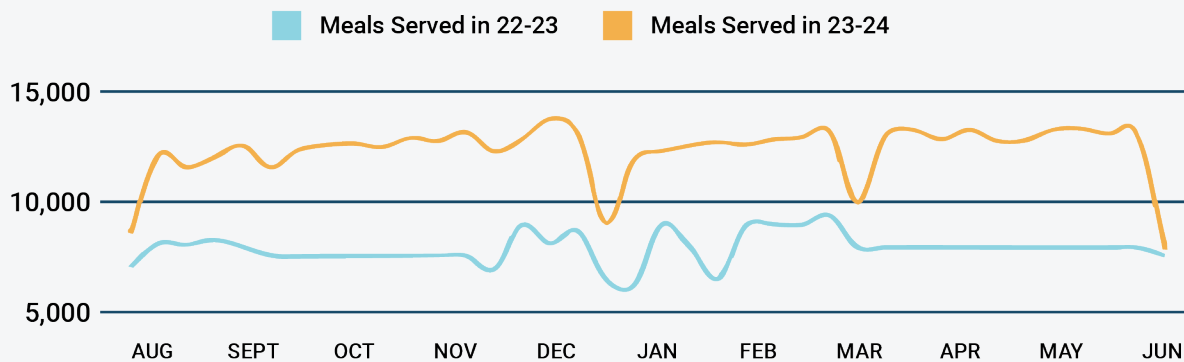
Garfield Re-2 will enhance our systems of support to positively impact wellness:

*District schools will implement systems of support to address the character development and education to meet the needs of all students.*

### GARFIELD RE-2 CHRONICALLY ABSENT INFORMATION



### GARFIELD RE-2 MEALS SERVED IN 22-23 & 23-24



### INTERNAL PROGRESS MONITORING DATA:

Number of students truant  
Number of meals served  
Number of discipline issues  
Number of staff trained in CPR  
Number of threat assessments

Number of Health Clerk visits  
Number of Family Resource Center resources used  
Participation in outdoor activities



## SUPPORTS FOR **STUDENT** SUCCESS

**Student Wellness** – Establish and strengthen systems regarding character development and education to meet the needs of all students.

### **DISTRICT-LEVEL ACTIONS:**

#### **1. Professional Development**

- District-Wide Student Wellness professional development
- Work with counselors and social workers to run Book Clubs/ Podcast Clubs for academy credit

#### **2. Cell Phone Procedures**

- Facilitate conversations with leadership teams at each level
- Revise and align current procedures
- Plan roll out of pilots or changes
- Revisit and reflect
- Parent information and engagement

#### **3. Revise Discipline Matrix**

- Facilitate 2-5 conversations with discipline teams at each level
- Discuss student culture of safety
- Data review 23-24
- Review policies
- Matrix revisions
- Revisit and reflect

### **SCHOOL-LEVEL ACTIONS:**

#### **1. Professional Development**

- Arrange professional development follow up training for each building around student wellness
- Assess student culture of safety
- Elementary schools work with Director of Health Services to pilot a Sexual Abuse Prevention Program

#### **2. Cell Phone Procedures**

- Participate in conversations to create cell phone procedures

#### **3. Revise Discipline Matrix**

- Participate in conversations to revise and align discipline matrices.

### **OTHER ACTIONS:**

#### **1. Continue to expand data collection**

#### **2. Secondary schools collect data on the responsible use of Safe2Tell**

#### **3. Continue to offer CPR, CPI, AED, and Naxlone training**

#### **4. Continue to implement attendance procedures district wide**

#### **5. Offer training and seminars to parents**

*\*Goals may be adjusted annually to reflect the district's progress on the strategic plan*





## SUPPORT FOR **STAFF** SUCCESS

**Strategic Priority** — Secure and maintain the resources necessary to attract, recruit & retain outstanding staff for our schools.

### THREE-YEAR GOAL:

Garfield Re-2 will build two systems of support to positively impact staff success:

1. *Compensation packages will remain at or above market value in comparison to our regional competition*
2. *Identify and secure financial resources necessary to sustain Re-2 payroll and compensation strategy*

YEAR 1 INITIATIVE:	YEAR 2 INITIATIVE:	YEAR 3 INITIATIVE:
<ul style="list-style-type: none"> <li>• Refine regional market value forecast for classified and certified positions.</li> <li>• Analyze financial budget constraints to inform community</li> </ul>	<ul style="list-style-type: none"> <li>• Provide decision-makers with the necessary information to begin conversations about overall compensation for staff and district financing.</li> <li>• Formulate short- and long-term plans to resource the district appropriately</li> </ul>	<ul style="list-style-type: none"> <li>• Solidify decisions regarding balanced overall compensation for staff moving forward.</li> <li>• Execute financial sustainability plan</li> </ul>

### INITIATIVE 1: FINANCIAL EDUCATION AND TRAINING

#### DISTRICT-LEVEL ACTIONS:

- Board training/education on a monthly basis at board meetings/ committee meetings
- Legal/financial education at every financial secretary meeting
- Protocols and Standard Operating Procedures (SOP) revised & built by the financial team

#### SCHOOL/DEPARTMENT-LEVEL ACTIONS:

- Fully supported financial secretary training with improved communication & accountability

### INITIATIVE 2: FINANCIAL COMMUNICATION

#### DISTRICT-LEVEL ACTIONS:

- Financial transparency improvements
- Provide financial education three times per year at the Administrative meetings

#### SCHOOL/DEPARTMENT-LEVEL ACTIONS:

- Regularly scheduled financial meetings at every school/ department

### INITIATIVE 3: IMPROVED PROCEDURES

#### DISTRICT-LEVEL ACTIONS:

- Creation of Compensation Committee
- Improved SOP's for financial secretaries and leaders
- Creation of budget transfer schedule

#### SCHOOL/DEPARTMENT-LEVEL ACTIONS:

- Adherence to financial schedules to improve efficiency & timeliness of payments to staff & vendors
- Submission of all staffing adjustments to be submitted through compensation committee

*\*Goals may be adjusted annually to reflect the district's progress on the strategic plan*

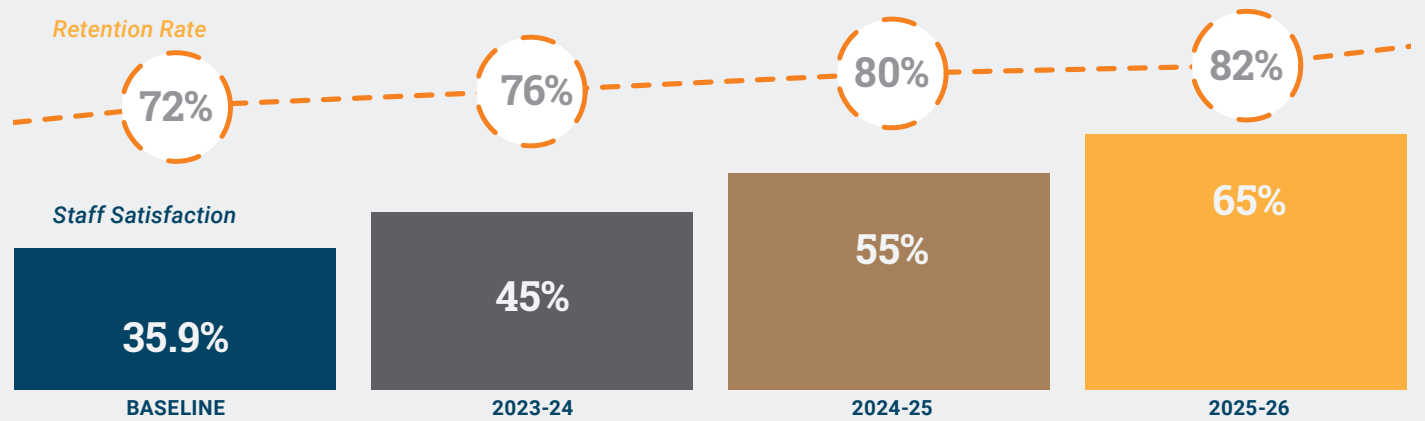


## SUPPORT FOR **STAFF** SUCCESS

**Strategic Priority** — Maintain high job satisfaction, a productive workplace, and a positive district climate and culture.

### THREE-YEAR GOAL:

Garfield Re-2 will improve overall employee satisfaction and retention.



## INITIATIVE 1: STAFF ATTENDANCE

### DISTRICT-LEVEL ACTIONS:

- Revise and implement the Staff Leave Policy (GBGG)
- Update and train all staff on absence management systems
- Conduct training on the importance of staff attendance for student achievement and district climate and culture
- Train HR & Finance staff on formal procedures related to staff leave and absences to ensure consistency
- Design district-level incentives to promote good staff attendance

### SCHOOL/DEPARTMENT-LEVEL ACTIONS:

- Uphold the Staff Leave Policy (GBGG)
- Maintain a consistent absence management system, employee portal, and time cards across the district
- Develop incentives to encourage good attendance among staff

## INITIATIVE 2: STAFF ONBOARDING

### DISTRICT-LEVEL ACTIONS:

- Create a district-wide onboarding template for all staff classifications
- Provide professional development on effective recruiting, interviewing, onboarding, and record retention

### SCHOOL/DEPARTMENT-LEVEL ACTIONS:

- Review and implement a consistent onboarding process for new employees throughout the school year
- Participate in professional development to streamline the recruiting and interviewing process
- Establish clear expectations for all employment levels within buildings and departments

*\*Goals may be adjusted annually to reflect the district's progress on the strategic plan*

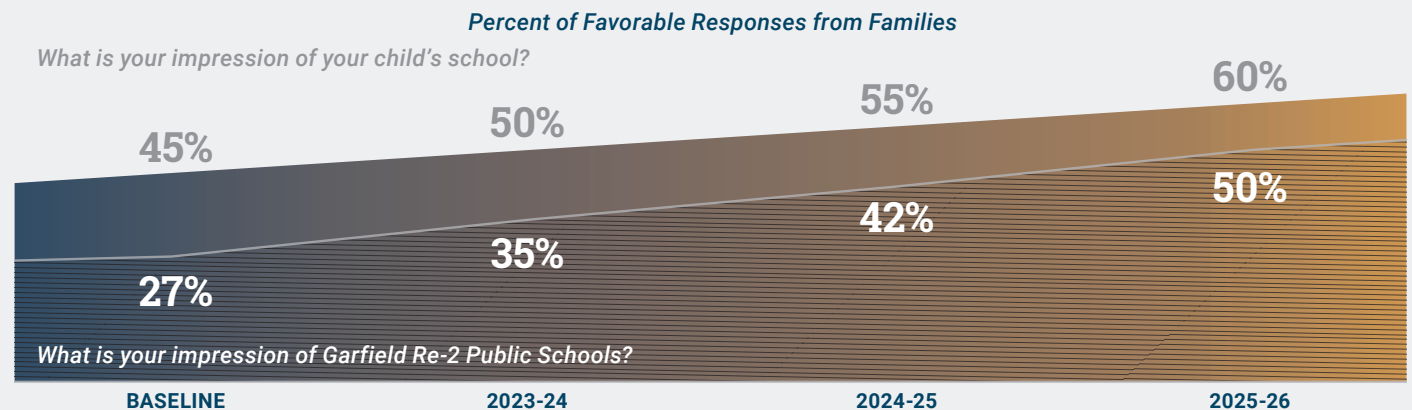


## SUPPORT FOR **COMMUNITY** SUCCESS

**Strategic Priority: Family & Community Partnerships** — Improve communications and collaboration with school & community stakeholders; with special emphasis on building authentic connections with our diverse communities.

### THREE-YEAR GOAL:

Garfield Re-2 will develop community relationships to foster positive perceptions and support for school and district initiatives.



### INTERNAL PROGRESS MONITORING DATA:

- School Accountability Committee presentations
- Implementation of High Impact Strategies at schools
- School-level development of goals around parent partnership information
- Implementation of two-way communication platform
- Number of participants in the district family surveys

*\*Goals may be adjusted annually to reflect the district's progress on the strategic plan*



## SUPPORT FOR **COMMUNITY** SUCCESS

**Strategic Priority: Family & Community Partnerships** — Improve communications and collaboration with school & community stakeholders; with special emphasis on building authentic connections with our diverse communities.

### **INITIATIVE 1:** **SCHOOL ACCOUNTABILITY** **COMMITTEE**

#### **DISTRICT-LEVEL ACTIONS:**

- Provide templates for buildings to support School Accountability presentations based upon the SAC calendar

#### **SCHOOL/DEPARTMENT-LEVEL ACTIONS:**

- Allocate 15-20 minutes in at least three PTA/Booster/SAC meetings for a School Accountability presentation and Q&A

### **INITIATIVE 3:** **DATA COLLECTION**

#### **DISTRICT-LEVEL ACTIONS:**

- Provide template to collect expanded data collection including parent and community involvement/partnership including donations, volunteers, and parent participation

#### **SCHOOL/DEPARTMENT-LEVEL ACTIONS:**

- Collect data about community support events
- Collect data on volunteers in the building
- Collect data on attendance at Parent/Teacher conferences
- Collect data on attendance at PTA/Booster Club Meeting

### **INITIATIVE 2:** **HIGH IMPACT FAMILY** **PARTNERSHIP PRACTICES**

#### **DISTRICT-LEVEL ACTIONS:**

- Facilitate leadership conversations and professional development around High Impact Strategies and development a Family Engagement plan
- Develop template to support development of practices

#### **SCHOOL/DEPARTMENT-LEVEL ACTIONS:**

- Identify the appropriate Leadership team(s) to participate in a facilitated conversation about the development and implementation of your Family Engagement Plan
- Select one new High Impact Strategy to begin investigating
  - Elementary Schools focus on Eureka! Math
  - Middle Schools focus on i-Ready Pro
  - High Schools focus on Individual Career and Academic Plans (ICAP)

### **INITIATIVE 4:** **TWO-WAY COMMUNICATION** **PLATFORM**

#### **DISTRICT-LEVEL ACTIONS:**

- Facilitate the adoption of a two-way communication platform for district-wide implementation

#### **SCHOOL/DEPARTMENT-LEVEL ACTIONS:**

- Participate in task force meetings to recommend a district-wide two-way communication platform for initial implementation in 2025

