

TFSD 2020-25 Strategic Plan:
2021-22 Yearly Action Plan

Life Ready Students

1. The TFSD will effectively address challenges related to the loss of instruction time during the 20-21 school year. This includes closing achievement gaps and implementing programs designed to meet the needs of families in Twin Falls. Progress towards this goal will be illustrated through the CIP Metrics (see addendum 1).
 - a. January Update: Instructional teams are working diligently to evaluate and address learning gaps. Examples of strategies that have been implemented include: utilizing walk to intervention strategies, evaluation of data on a monthly basis, implementing training in foundational reading skills assessment for all elementary teachers, and planning for two sessions of summer math and reading academies that will target those students falling below the 25th percentile. Data indicators include the ISAT which students will take in April. Students have already completed the interim ISAT in December. At the secondary level, instructional teams are utilizing intervention programs including Math 180, Read 180, and Achieve 30000 to help address learning loss through tenth grade. Additionally, students have opportunities for credit recovery utilizing Plato through 12th grade. The secondary team worked to address credit recovery early by increasing the available summer school options in 2021. Enrollment for summer school was up by about 25 percent. Courses, including science and beginning Microsoft office, were added to the summer school options and students were able to receive three credits instead of only two credits during summer school.
2. The TFSD will demonstrate continuous improvement in academic achievement in ELA and Math. This includes a variety of data points from various academic indicators from each school.
 - a. January Update: In addition to the work detailed in item #1 above, instructional teams are implementing strategies to continue growth for students who are not exhibiting learning gaps. At the elementary level, a new assessment tool for math is being implemented that not only identifies interventions that can be used with students who are below grade level but also identifies extensions that can be used with advanced students. At the secondary level work is being done with ELA and Math teachers using the assessment questions and aligning them with the content standards. By doing this and embedding the actual test questions into the content students are seeing the exact type of questions that they will see on the ISAT
3. The TFSD will demonstrate continued growth in all academic measures. Progress towards this goal will be illustrated through the CIP Metrics (see addendum 1).
 - a. January Update: See #1 and #2 above.

Quality Learning Opportunities

1. The TFSD Secondary Programs will continue expanding CTE programs while actively working on the development of a technical center. Increase enrollment in CTE programs at the high schools, and opportunities for TFSD students at all levels.
 - a. January Update: The TFSD is partnering with CSI to develop a technical center that will allow the district to expand its CTE offerings in a neutral location, making the programs more accessible to all students. In partnership with the TFSD Education Foundation, nearly \$127,000 was raised for CTE initiatives through the Denim and Diamonds fundraiser.
2. The TFSD Secondary Programs will maximize Advanced Opportunities funding as demonstrated by student utilization--dual credit, completion of CTE capstone courses, etc.
 - a. January Update: During the first semester of the 2021-22 school year, TFSD students took 794 courses earning 2,779 credits. Students utilized \$206,397 to pursue these courses and other opportunities supported with Advanced Opportunities funding.
3. The TFSD Elementary programs will continue to implement and expand enrichment activities and programs for students (i.e. STEM/STEAM, fine arts, fitness, etc.).
 - a. January Update: In the TFSD, staff members are being intentional about making school fun. TFSD elementary schools are implementing enrichment and afterschool programs funded by leadership premiums including coding clubs, robotics teams, announcement clubs, before and after school tutoring, 3-D printing clubs, honor choirs, pickleball teams, and STEAM clubs. This amounts to over \$54,000 allocated to this effort. All elementary schools feature music and PE classes and many schools now have STEAM classrooms as part of their specials offerings.

A Healthy Learning Community

1. The TFSD will address mental health challenges amongst students and staff by providing and evaluating support programs for both groups.
 - a. January Update: The TFSD has increased the number of counseling sessions available for staff from 3 to 10 through the Employee Assistance Program. Additionally, the TFSD has implemented a Student and Families Assistance program that provides five counseling sessions per incident and a myriad of resources for families. At the elementary level, all staff members are being trained in trauma-informed care. Elementary administrators are being trained on working with students with difficult behaviors including how to help these students self-regulate. Elementary counselors are intentionally collaborating in an effort to ensure that as students move between buildings in the district that they have the same access to counseling support and mental health lessons.

Quality Personnel

1. The TFSD leadership will meet with each principal in the fall to collaboratively set goals for the year. This team will also evaluate progress at the end of the school year.

- a. January Update: Leadership and principal meetings were completed in the fall and collaborative goals were set for each building.
2. The TFSD will hire and retain qualified staff for certified and classified positions. A report will be made to the Board before April 2022 demonstrating progress in this area.
 - a. January Update: The TFSD has been impacted by the competitive labor market but has implemented a number of strategies to continually attract and retain the very best employees. All staff members will receive a two percent COVID stipend throughout the year and all staff members received a \$300 bonus in December. Additionally, the district is offering paraeducator retention incentives between \$1,000 to \$1,500 depending on the position the employee holds. This para incentive was advertised both on social media and through traditional media channels to help encourage applicants to take part in a paraeducator hiring fair. The district garnered over 20 walk-in applicants during the hiring fair event and was able to fill 12 positions. In planning for the upcoming school year, the district is working on plans to implement stipends for hard-to-fill positions and has already opened positions for the 2022-23 school year.

School Community Public Relations

1. The TFSD will initiate a PR plan centered around advanced opportunities for students in the TFSD. Highlights will include dual credits, students earning associate degrees, CTE opportunities, enrichment opportunities at the elementary level, and academic support.
 - a. January Update: The TFSD has distributed four videos detailing some of the ways the district illustrates it is a district of choice for families in Twin Falls. These videos include parent sentiments about elementary to middle school transition support, support for student mental health, opportunities for students to pursue their associate's degree while still in high school, and career technical programs. Work has begun on videos highlighting enrichment opportunities that will roll out in the spring.
2. The TFSD Administrators will be visible throughout the district and community. Each administrator will attend school events at TFSD schools during the year. In addition, Administrators will attend community events and collaborate with other community leaders.
 - a. January Update: The TFSD collaborated with the City of Twin Falls and the Twin Falls Area Chamber of Commerce on a very successful Legislative Tour. This tour provided an opportunity for lawmakers and community members to learn about civics education and mental health challenges in the TFSD first hand.

School Environment and Facilities

1. The Director of Operations will continue to implement the 10-year long-range plan for facilities. Topics include security, HVAC, furniture, and technology.
 - a. January Update: The TFSD is currently preparing for the security vestibule project at Robert Stuart Middle School. This project will likely break ground in February.

Additionally, the Support Services office space project will likely start around the same time. The Board will hear an update of the 10-year long-range plan for facilities at the Jan. 26 Work Session.

2. The TFSD will complete the process of attendance zone adjustments as needed to ensure a more even distribution of students at the elementary level.
 - a. January Update: The TFSD, has identified Rock Creek Elementary School as the only school where the attendance zone needs to be addressed in the next year to prevent overcrowding. The Board will hear a proposal to adjust the Rock Creek zone at the Jan. 26 work session.

Stewardship of Resources

1. The TFSD will ensure an accurate and responsible budget is implemented for 2021-2022 that maintains programs, takes care of employees, and keeps the district in sound financial condition.
 - a. January Update: The TFSD completed the annual audit process in the fall. Audit reports were presented to the School Board and there were no findings. The Finance Department undertakes a process through which a budget and amended budget are created ensuring that the district's finances are continually evaluated throughout the fiscal year. Additionally, the 2021-22 budget was created based on an assumption that Average Daily Attendances would be used by the state to provide funding. Ultimately the State Board has approved an enrollment-based funding model for this year. This means that the district was conservative in its budgeting practices, ensuring that all operations would be possible under the smaller funding model. The freezing of PESF remains an issue; however, the Governor's budget does include supplemental appropriations which, if passed, will further alleviate the need for budget coverage from ESSER funds.
2. The TFSD will create and implement a plan to utilize the approximately \$16 million provided to the TFSD through the American Rescue Plan. The plan, created with stakeholder input, will be designed to maximize the use of these funds to improve the quality of education in the TFSD.
 - a. January Update: The TFSD developed a three-year plan centered on six focus areas that the community committee identified. This plan not only addresses the six focus areas, but also addresses a contingency plan for possible budget shortfalls from state funding. A full report will be made at the January 26th work session.
3. The TFSD will continue ensuring transparency with the budget and any challenges that arise in the coming year.
 - a. January Update: The TFSD Finance Department ensures that all required transparency postings are up to date on a monthly basis. This includes posting all expenditures on the TFSD website along with all budgets and audit reports as required by law. As mentioned above, the TFSD utilized a community committee to develop focus areas for the

spending of all ARP funds to ensure that the community was involved in the utilization of these resources.