



# VISION for R-VI in '26

Festus R-VI School District

Continuous Improvement Plan  
2021-2026



# ***Festus R-VI School District***

**Dr. Link Luttrell**  
*Superintendent*

**Dr. Nicki Ruess**  
*Asst. Superintendent*

**Mr. Jonathan T. Earnhart**  
*Asst. Superintendent*

Dear Festus R-VI School Community;

Following the success of the Festus R-VI **“Vision 2020”** comprehensive plan, a large and devoted group of stakeholders comprised of administrators, teachers, staff, parents and students, set out to develop a new five-year plan for the District. Outlined in the pages ahead is the cumulative result of the group’s efforts aimed at charting the direction of the R-VI School District for the next five years. **“Vision for R-VI in 2026”** builds on successes of the **“Vision 2020”** plan, while continuing to maintain the high levels of performance accomplished in past years. **“Vision for R-VI in 2026”** focuses on five key areas: **1) Academic Excellence; 2) High-Quality Staff; 3) Stakeholder Supports and District Operations; 4) Parent and Community Engagement; and 5) Board of Education Governance.**

I firmly believe that a continuous improvement process serves as both a foundation and a roadmap for the future of R-VI. Systemic planning ensures the Festus R-VI School District will remain focused on accomplishing identified goals. The example set by the **“Vision 2020”** plan is a roadmap for achieving success in the **“Vision for R-VI in 2026.”** The end product is the result of hard work and collaboration among a diverse group of stakeholders whom have a vested interest in the success of all students enrolled within the Festus R-VI School District. Their willingness to think big, think “outside the box” and push back against the “normal” way of conducting business has resulted in a five-year plan that will continue keeping R-VI leading the quest for excellence in all realms. Working together to accomplish the goals established within this plan, forged by a common mission, shaped by workable strategies and driven by the commitment and determination of all R-VI Stakeholders, we, as a District, will create a strong future for our children, our students and our entire school community.

If you have any questions or thoughts related to any of the goals or strategies outlined within the **“Vision for R-VI in 2026”** plan, please feel free to contact me at 636-937-4920 or via email at [luttrelllink@festusedu.com](mailto:luttrelllink@festusedu.com).

Educationally,

*Link W. Luttrell, Ed.D*  
**Link W. Luttrell, Ed.D**  
Superintendent

**Educating ALL Children To Meet  
Tomorrow’s Challenges**

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# Festus R-VI School District Continuous Improvement Process for “Vision for R-VI in 2026”



**“Vision for R-VI in 2026”** is the next step in the continuous improvement process that began in 2013. At that time, district leaders made the decision to develop a plan to guide the R-VI School District. The focus was on the years 2014-2020 with a vision for what the District should look like in 2020. During that time, the R-VI District has benefited from having a specific plan to help guide curriculum, staff hiring and retention, and major decisions. By following the Goals, Objectives, Strategies and Action Steps laid out in the plan, the District has achieved its vision for the R-VI School District in 2020. Student achievement has improved, the District has some of the best faculty and staff in the region, and improvements have been made to facilities including the construction of a new band/choral area at the High School, STEM lab in the Elementary School, the Performing Arts Center and a new High School gymnasium and wellness center that is in the development stages as this plan is beginning.

If you are not moving forward, you are likely not making progress. The Festus R-VI School District, while happy with progress, can always do better. With that in mind, a group of approximately 30 stakeholders, led by the Missouri School Board Association (MSBA), began convening in 2019 to chart a course forward for the next five years.

The Coronavirus (COVID) pandemic of 2020 delayed development of the plan until early 2021. The same motivators present in 2013 to begin this process continue to motivate R-VI today. Our end aim continues to be developing graduates for a world that is vast and ever-changing, filled with the need to continually acquire knowledge and communicate globally. As a District it is vital to implement concrete, research-based plans to achieve identified goals.

Components of this plan remain much the same as our Vision 2020, with updated objectives and strategies. The five areas of **1) Teaching and Learning; 2) Staffing; 3) Facilities; 4) Parental and Community Engagement; and 5) Board of Education Governance** are the fundamental building blocks for creating and maintaining a high-quality school district. Much progress has been made in the past six years, but there is room for continued growth. **“Vision for R-VI in 2026”** lays out the roadmap for the next five years and becomes the responsibility of faculty, staff, parents and the community to make sure the vision is attained.

# Festus R-VI School District

## Demographical Information

Established:	1949
Square Miles:	33
Enrollment (May 2021)	3155
Ethnicity:	93% Caucasian 7% Minority
Free and Reduced Lunch:	31%
Annual Budget:	\$34,000,000
Assessed Valuation:	\$292,000,000
Tax Rate:	
• Operating Levy	\$3.25
• Capital Projects:	\$1.957
• Total:	\$4.3457
	(lowest among all Jefferson County public school districts)
Sources of Revenue:	
• Local	51%
• State	43%
• Federal	6%
Certificated Teaching Staff:	208
Administrators:	12
Classified Staff:	155
Student Attendance Centers	
• Festus Elementary (K-3)	960 students
• Festus Intermediate (4-6)	770 students
• Festus Middle (7-8)	511 students
• Festus High (9-12)	914 students



# Festus R-VI School District

## Awards, Recognitions & Accomplishments: 2014-2021

Consistently a Top 15 highest performing district across the entire state of Missouri

Consistently a Top 10 highest performing district in the St. Louis region in Math & Communication Arts

Boys Cross Country **State Championship** wins from 2014-2020

Girls Cross Country **State Championship** wins in 2014 and 2017

Festus R-VI named a **Top St. Louis Metro Workplace** by the St. Louis Post-Dispatch from 2014-2018

### 2020

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- Festus Elementary named **"Gold Star School"** by the Missouri Department of Elementary and Secondary Education
- Festus Elementary School named **"Blue Ribbon School"** by the U.S. Department of Education (*1st school in Missouri to be named Blue Ribbon School 3 times: 1999, 2014, 2020*)
- Festus High School named a **Unified Champion Banner School** by the Special Olympics. (Festus is the only school in Missouri and one of just 35 in the United States to achieve the honor)
- Festus Elementary, Intermediate and Middle Schools named **"Gysbers Missouri Comprehensive School Counseling Program Award Winner"** (*1st in Missouri with all attendance centers holding the honor*)

### 2019

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- Passed **Proposition F** resulting in 2 additional school resource officers, construction of the Performing Arts Center, development and construction of a new gymnasium/wellness center at Festus High School, development and implementation of an Early Childhood Program and 1:1 Chromebooks for grades 2-12
- Nominated for **Best Musical and Best Ensemble** at the St. Louis High School Musical Theater Awards for performance of *Joseph & the Amazing Technicolor Dreamcoat*
- Festus High School Counselor Jennifer Kline named **National School Counselor of the Year** finalist
- Festus High School Science Department awarded \$25,000 **"America's Farmers Grow Rural Education"** grant for new science equipment
- Festus Elementary, Intermediate, Middle and High Schools each named **"Model PLC School"** by Solution Tree
- Festus High School named **"Gysbers Missouri Comprehensive School Counseling Program Award Winner"** (*1st in Missouri*)
- School record 17 graduates in the Class of 2019 earned **"Bright Flight" Scholarships**

### 2018

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- Festus Elementary, Intermediate and Middle Schools earn **"Sustained Professional Development Community"** status by the Missouri Department of Elementary and Secondary Education

### 2017

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- Passed **Proposition 1**, resulting in construction of the band/choral wing at Festus High School, an expanded parking lot at Festus Middle School and 1:1 Chromebooks for grades 7-12
- Festus R-VI earns **accreditation from Advanced Ed** with the highest average scores attained by any district
- Festus R-VI School Board named **Outstanding Board of Education – Student Achievement** by the Missouri School Board Association
- Festus High School Theatrical performance of *South Pacific* wins **Best Musical** in budget category at the St. Louis High School Musical Theater Awards (nominated for 6 awards)
- Festus High School Rocket Team wins **FIRST PLACE at both the National and World Championships**

### 2015

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- Passage of **Proposition S** resulting in the construction of 10 classrooms at Festus Elementary School, a new playground for Grades 2 and 3, 8 classrooms at Festus High School, 2 school resource officers, security vestibules at Festus Elementary and Middle Schools, and keyless access to all buildings
- Festus R-VI School Board named **Outstanding Board of Education – Governance** by the Missouri School Board Association

# Festus “Vision for R-VI in 2026” 2021-2026 Belief Statements

## Festus R-VI Believes:

- Education is the essential ingredient to maximizing each individual’s potential.
- Each member of the school community has a responsibility for promoting the District’s vision of academic excellence.
- The diversity of people, perspectives and practices strengthen our entire school community.
- A highly effective, collaborative and innovative staff is essential to student learning.
- Frequent, clear and consistent communication, in all available forms, is essential and the responsibility for all stakeholders.
- Caring and trusting relationships lead to positive learning environments where all students can learn.
- Safe and well-maintained facilities are vital for teaching and learning.
- A challenging and relevant curriculum is enhanced through access to technological resources.

## Vision Statement

The Festus R-VI School District, by providing a challenging and relevant academic environment, is committed to cultivating lifelong learners who make a positive impact on the global society.

## Tag Line

Lifelong learners making a positive impact on the global society.

## Mission Statement

Educating All Students for Tomorrow’s Challenges





# OUTCOMES & INDICATORS



**SELF-DIRECTED LEARNERS  
WHO:**

**COLLABORATIVE WORKERS  
WHO:**

Value, support, and build on others' contributions.  
Understand and fulfill their own role in a group.  
Understand diverse viewpoints.  
Contribute to a shared vision.  
Bring quality contributions.  
Actively participate.

Problem-solve as reflective learners.  
Set goals and use time effectively.  
Take initiative for learning.  
Practice resiliency.  
Gather knowledge.

**QUALITY PRODUCERS  
WHO:**



Effectively use resources and technology.  
Take responsibility and value accuracy.  
Apply their learning and meet goals.  
Aspire to exceed expectations.  
Assess their own work.

**Festus  
R-VI  
Students  
are:**

**COMMUNITY CONTRIBUTORS  
WHO:**

Show empathy.  
Understand and value the community and environment.  
Engage in actions that positively affect community and environment.  
Exhibit awareness and knowledge of both local and global diversity.

Analyze ideas.  
Evaluate content.  
Understand concepts.  
Possess a combination of critical and creative thinking skills.  
Access multiple problem-solving strategies.

**EFFECTIVE COMMUNICATORS  
WHO:**



Describe understanding.  
Are self-confident and assured.  
Offer & accept appropriate feedback.  
Understand the audience and deliver information effectively using multiple formats.  
Are active listeners (interpret, analyze, and apply).

**COMPLEX THINKERS  
WHO:**





# Academic Excellence

**I. ACADEMIC EXCELLENCE: Develop, enhance and implement quality educational and instructional programs to improve achievement and enable students to meet their personal, academic and career goals. (MSIP 6.AS1 and AS2)**

**Objective A: Students will be at 90% proficiency or above in all core subject areas and in all grade levels as measured by district assessments and the MAP Performance Index (MPI) scores on state assessments.**

**Strategy 1:** Develop, implement and revise the district's comprehensive curriculum to ensure external alignment with Missouri Learning Standards and internal alignment among all grade levels. (MSIP 6.AS1.A)

**Strategy 2:** Continue to monitor and improve the effectiveness of Professional Learning Communities (PLC ) in order to provide high quality instructional and assessment practices. (MSIP 6.DB4)

**Strategy 3:** Implement a comprehensive assessment system (formative; benchmark; summative) aligned to the district curriculum for all core areas. (MSIP 6.AS2)

**Objective B: Research, develop and implement an early childhood program. (MSIP 6.TL.2)**

**Strategy 1:** Identify the components of high-quality early childhood programs. (MSIP 6.TL.2)

**Strategy 2:** Develop a district-wide plan for providing early childhood education. (MSIP 6.TL.2)

**Strategy 3:** Implement an early childhood program based on the recommendations to the Festus RVI School Board

**Objective C: Implement effective academic and social-emotional processes to ensure all students are on-track for success at each grade-level and upon graduation as measured by the MSIP 6 Success Ready Student metrics. (MSIP 6.TL1)**

**Strategy 1:** Implement a Multi-Tiered System of Support to meet the behavioral and academic needs of all learners. (MSIP 6.TL7)

**Strategy 2:** Encourage and monitor student participation in extra-curricular and co-curricular activities.

**Strategy 3:** Research and Implement district level programs to ensure 90% of the students are in attendance 90% of the time. (MSIP 6.TL1.B)

**Strategy 4:** Provide effective transitions for students between the elementary, intermediate, middle and high school levels. (MSIP 6.CC1)

**Objective D: Implement effective college and/or career readiness programs for all students as measured by the state MSIP 6 Success Ready Student metrics. (MSIP 6.TL3)**

**Strategy 1:** Develop and implement Individual Career and Academic Plans (ICAPs) for all students in grades 8-12. (MSIP 6.TL1.D)

**Strategy 2:** Implement a DESE approved career technical education program that provides an industry-recognized credential or CTEC, a postsecondary degree or entry into the workplace with a skill set conducive toward career advancement. (MSIP 6.TL3.A)

**Strategy 3:** Research and implement blended, distance and online course offerings (MSIP 6.TL1.J)

**Strategy 4:** Embed college and career readiness interpersonal skills needed for long-term success (soft skills) into course curriculum. (MSIP 6.TL4)

**Strategy 5:** Increase enrollment and student performance among all student groups in AP, dual credit and dual enrollment. (MSIP 6. TL1.J and EA4)

**Strategy 6:** Provide career-connected experiences that include solving authentic problems, working in professional environments and engaging in curriculum developed with industry professionals. (MSIP 6.TL1.B and CC3. A and B)

**Objective E: Maintain a 4-year overall graduation rate of at least 95% by making annual increases in each subgroup. (MSIP 6.EA2)**

**Strategy 1:** Research and implement academic strategies proven to be effective in supporting students toward graduation. (MSIP 6.TL7)

## II. High Quality Staff

**II. HIGH QUALITY STAFF:** Retain, develop and recruit highly qualified staff to carry out the district mission, goals and objectives. (MSIP 6.TL5)

**Objective A: Retain and recruit highly qualified and effective certified and classified staff. (MSIP 6.TL5)**

**Strategy 1:** Retain highly qualified and effective certified and classified staff. (MSIP 6.TL5)

**Strategy 2:** Recruit highly qualified and effective certified and classified staff. (MSIP 6.TL5.A)

**Objective B: Ensure the retention and recruitment of highly qualified and effective teachers and administrators through ongoing professional development aligned with the CSIP. (MSIP 6.TL8)**

**Strategy 1:** Develop and implement a professional development plan for certified and classified staff aligned to state and national standards for professional development. (MSIP 6.TL8.A)

**Objective C: Continue to utilize a performance-based evaluation system for both certified and classified staff (MSIP 6.TL5.B)**

**Strategy 1:** Continue to utilize an educator evaluation process aligned with state requirements. (MSIP 6.TL5.B)

**Strategy 2:** Continue to utilize a performance-based evaluation process for classified staff.





# III. Stakeholder Supports and District Operations

III. STAKEHOLDER SUPPORTS AND DISTRICT OPERATIONS: Provide effective support services and district operations and resources for all stakeholders. (MSIP 6.L.4)

**Objective A: Provide a secure and caring learning environment for students and staff through district programs and community agencies. (MSIP 6.CC1)**

**Strategy 1:** Develop and implement strategies to ensure student physical and social-emotional safety and well-being. (MSIP 6.CC1)

**Strategy 2:** Develop and implement strategies to provide school-based health and well-being for students and staff. (MSIP 6.TL7)

**Objective B: Support excellence in teaching, learning and assessment through effective uses of technology. (MSIP 6.TL9)**

**Strategy 1:** Implement a Comprehensive District Technology Plan. (MSIP 6.TL9)

**Objective C: Provide safe and well-maintained facilities to support all educational programs of the district. (MSIP 6.L10)**

**Strategy 1:** Develop, implement and annually review a comprehensive school Emergency Operations Plan. (MSIP 6.L10.A)

**Strategy 2:** Develop and implement a Comprehensive Facilities Plan. (MSIP 6.L4.B)





## IV. Parent and Community Engagement

**IV. PARENT AND COMMUNITY ENGAGEMENT:** Promote, facilitate and enhance parent, student, and community involvement in the LEA/District education programs. (MSIP 6.CC3 and CC4)

**Objective A: Increase engagement with community, civic and business organizations. (MSIP 6.CC3)**

**Strategy 1:** Develop and implement a comprehensive communications plan. (MSIP 6.L8)

**Strategy 2:** Implement a mentoring program that fosters relationships between students and business/community organizations. (MSIP 6.CC3)

**Strategy 3:** Collaborate with the community to identify and respond to economic and social issues that impact the community and school. (MSIP 6.CC3 and TL7)

**Objective B: Increase the engagement of stakeholders to create effective partnerships that support the development and achievement of students. (MSIP 6.CC4)**

**Strategy 1:** Implement an annual stakeholder perception survey.

**Strategy 2:** Increase participation at parent/teacher conferences. (MSIP 6.CC4)

**Strategy 3:** Increase participation in Parents as Teachers and other early learning programs. (MSIP 6.TL2.B)

**Strategy 4:** Implement on-campus adult education programs in partnership with local schools and community organizations. (MSIP 6.CC3)



## V. Governance

**V. GOVERNANCE:** Govern the district in an efficient and effective manner providing leadership and representation to benefit the students, staff and patrons of the district. (MSIP 6.L2)

**Objective A:** The district allocates and manages the resources needed to support district operations, student success and CSIP Priorities. (MSIP 6.L4)

**Strategy 1:** The budget is developed through a transparent process that complies with law and is approved by the board. (MSIP 6.L4.C)

**Strategy 2:** The local board and administration regularly and systematically engage in long-range financial, facilities and infrastructure planning. (MSIP 6.L4.B)

**Objective B:** The board monitors and reviews the implementation and outcomes of the Continuous Improvement Plan (CSIP) that focuses on district improvement and performance. (MSIP 6.L3)

**Strategy 1:** The Board receives continuous updates regarding progress of each goal and applicable objectives and strategies. (MSIP 6.L3.D)

**Strategy 2:** The Board's Monthly Agenda items show alignment to specific Vision 2026 Goals and Objectives. (MSIP 6.L3.D)

**Strategy 3:** Board ensures alignment of board-approved district plans to goals and objectives of Vision 2026. (MSIP 6.L3.E)

**Objective C:** The Board of Education shall evaluate the Superintendent utilizing recommended guidelines from the Missouri State Educator Evaluation Model. (MSIP 6.L6)

**Strategy 1:** Board of Education will implement a Superintendent Evaluation Model that meets State requirements. (MSIP 6.L6)

**Objective D:** The governance team engages in ongoing professional learning and self-evaluation in order to strengthen governance practices. (MSIP 6.L1)

**Strategy 1:** Board members complete all needed board training within the mandated timeframe. (MSIP 6.L1.B)

**Strategy 2:** The governance team engages in professional learning designed to improve governance practices. (MSIP 6.L1.C)

**Strategy 3:** Regularly evaluate governance team strengths and opportunities for improvement. (MSIP 6.L1.D)



Special thanks to those individuals who gave graciously of their time and effort to collaborate in development of the “**Vision for R-VI in 2026**” plan. Questions about the CSIP or the strategic planning process can be directed to Dr. Nicki Ruess, Assistant Superintendent for Teaching and Learning.

The following Festus R-VI staff, students and community members served on the “Vision for R-VI in 2026” Continuous Improvement Plan committee:

COMMITTEE MEMBER	ROLE
Link Luttrell	Superintendent
Nathan Holder	Assistant Superintendent
Nicki Ruess	Assistant Superintendent
Janet Tilley	Missouri School Board Assoc.
Darin Siefert	Elementary Principal
Saundra Benack	Elementary Assistant Principal
Spencer Kearns	Intermediate Principal
Deana Brown	Intermediate Assistant Principal
Jacob Munoz	Middle School Principal
Karl Shiningier	High School Principal
Joel Roth	High School Assistant Principal
Eric Allen	High School Assistant Principal/AD
Lindsey Roth	Wellness Coordinator
Josh Bauman	Technology Director
Kevin Pope	Communications Coordinator
Tom Stegemann	Maintenance Director
Brooklyn Ragsdale	Food Service Director
Joan Rupp	Transportation Director
Cara Pellerin	Student Services Director
Jennifer Kline	Counselor
Kim Richardson	Parents As Teachers
Megan Canaday	Parent
Chris Glaze	Parent
Andrew Propst	Parent
Amanda Boyer	Parent
Mark Zinn	Parent
Alex Wilkey	Parent
Eric Fjone	Parent
Dana Holmes	Parent
Denny Foster	Parent
Erin Mercer	Parent
Amy Declue	Parent
Marcus Genova	Parent
Lisa Spindler	Parent
Alicia Knickman	Parent
Lara Dane	Parent
Miranda Allen	Student
Jeanna Brantley	Student
Anthony Pitmman	Student
Drew Clinton	Teacher
Molly Labitska	Teacher
Christina Williams	Teacher
Jennifer Granda	Teacher
Megan Westermayer	Teacher
Beth Tate	Teacher
Austin Burgert	Teacher
Cathy Toenisketter	Teacher
Felisa Beffa	Teacher
Jason Therrell	Teacher
Tyler Almany	Teacher
Jonathan Woolard	Teacher
Lindsay Reese	Teacher





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