



Festus R-VI School District
Strategic Plan
2014-2020



Festus Public Schools

REORGANIZED SCHOOL DISTRICT R-VI

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Dr. Link Luttrell
Superintendent Assistant

Mr. Nathan Holder
Superintendent

Mrs. Nicki Ruess
Director of Student Services

Dear Festus R-VI School Community;

It is an exciting time to be part of the R-VI School Community. We are positioned for greatness and are setting plans in motion to ensure continued success. The Board of Education, Administration, along with a large and devoted group of stakeholders have worked countless hours during the past 8 months in an effort to move our District in the next few years to new heights in areas pertaining to Teaching & Learning; Technology & Facilities; Staffing; Parental & Community Engagement and School Governance. It is my firm belief that a systemic plan process must be in place which can serve as both a foundation and guide for determining our future.

The 'Vision 20/20' planning process is synonymous with good planning that is essential to success of all organizations. Systemic planning ensures that our District will remain focused on accomplishing the goals established through purposeful leadership, creative thinking, and maintaining a collaborative partnership with all stakeholders.

The 'Vision 20/20' Plan is the end result of effort provided by a myriad of stakeholders who have a keen interest in ensuring success of all children enrolled within the Festus R-VI School District. Their willingness to dig deep, explore outside the box type thinking, along with establishing goals that definitely 'stretch' our usual limits have set the stage which hopefully will lead us from not just being a 'good' school district but to being a 'Great' school district in all areas.

Working together to accomplish goals forged by a common mission, shaped by workable strategies and driven by the commitment and determination of all R-VI Stakeholders will create a strong future for our children, our students, and our entire community.

If you have any questions about any of the goals, strategies, and action steps outlined within the Vision 20/20 Plan, please feel free to contact me at 636.937-4920 or via e-mail at llutt@festus.k12.mo.us

Educationally,

Link W. Luttrell, Ed.D
Superintendent

Festus R-VI School District Systemic Planning Rationale and History behind Development of Vision 20/20.

The decision to develop a systemic plan was made to guide the R-VI District's decisions and focus between 2014 and the year 2020. The R-VI District will benefit from a framework from which all decisions will flow. Historically, we have worked hard to provide students a good, solid education. But, in today's complex, economically challenging, and extremely global world, it is simply not enough to solely help student's complete high school. It is our responsibility to now prepare graduates for a world that is not only vast and infinite but also filled with the need for acquiring knowledge and communicating globally. As a District, we must assist all students in their transition into becoming competitive workers, effective citizens, caring family members and contributing community members. The District must move from having 'vague' goals to those which are more concrete, research-based, and explicit.

In early September 2013, the R-VI District began looking at the need for an overall framework that would focus on the future – specifically asking ourselves 'what do we want The Festus R-VI School District to look like in the year 2020.' The planning process was facilitated by the Missouri School Board Association (MSBA) and involved a devoted committee comprised of more than thirty (30) stakeholders ranging from parents, students, staff, patrons, and members of the business community. After nine months and approximately a dozen meetings the framework outlined in the pages ahead emerged. This systemic planning document was created to share the R-VI District's desired vision for the future, to help clarify our mission, and to provide both guidance and direction in our work so that all efforts are targeted and aligned towards what is best for kids.

The components of this plan are based on a process that explored the school district's strengths and weaknesses along with getting input regarding desired outcomes and what they hoped for the future. Committee members used a small group process to identify ideas that were then grouped into five broad areas consisting of 1) Teaching & Learning; 2) Facilities & Support; 3) Staffing; 4) Parental & Community Engagement and 5) Governance. The completed Vision 20/20 Plan outlines these critical areas in which the District must focus as we move forward with the aim of continuous improvement. It is obvious that the goals and strategies established will require our utmost attention and focus in the years leading up to 2020.

VISION 20/20 VISION 20/20

Festus R-VI School District Demographical Information—July 4, 2014

Established:	1949
Square Miles:	33
Enrollment:	2940
Ethnicity:	93% Caucasian 07% Minority
Free and Reduced Meals	40%
Annual Budget:	\$28,000,000
Assessed Valuation:	\$240,700,000
Tax Rate:	
• Operating Levy:	\$2.75
• Debt Service:	\$.99
• Total:	\$3.74
Sources of Revenue:	
• Local	51%
• State	43%
• Federal	06%
Certificated Teaching Staff:	201
Administrators:	11
Classified Staff:	148
Attendance Centers:	
• Festus Elementary	950 students (K – 3)
• Festus Intermediate	680 students (4 – 6)
• Festus Middle	450 students (7 – 8)
• Festus High	875 students (9 – 12)

Festus R-VI School District Awards and Recognitions 2009—2014

- 2009 - Missouri School Board Association – Top 18 Districts – Most Improvement
- 2009 Distinction in Performance
- 2009 High Schools That Work (HSTW) Grant Recipient – 5 year Plan
- 2010 Distinction In Performance
- 2011 Distinction In Performance
- 2012 Distinction In Performance
- 2012 – Advanced Ed Accreditation
- 2012 – Designated Missouri Exemplary PLC School – Elementary
- 2012 – Designated Missouri Exemplary PLC School – Intermediate
- 2012 Designated Missouri Exemplary PLC School – High
- 2013 Distinction In Performance
- 2013 – Award Winning National PLC District by Ed. Solutions Network
- 2013 Designated 'Missouri's Outstanding Rural School District' by MARE
- 2014 – Festus Elementary designated 'Gold Star School' by DESE.
- 2014 – Festus Elementary Designated a National Blue Ribbon School of Excellence
- 2014 – St. Louis Post Dispatch 'Top Workplace' Award Winner

District Academic Achievement— Percentile Rank for Spring 2014 Assessments

- Math 85th Percentile Rank
- Communication Arts 82nd Percentile Rank



Festus Vision 2020 Plan 2014—2020 Belief Statements

We believe:

- 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 of 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-6 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, 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

I. STUDENT PERFORMANCE GOAL

Develop and enhance quality educational/instructional programs to improve performance and enable students to meet their personal, academic and career goals.

Objective A: By 2020, Festus will increase the 4-year overall graduation rate to 95% by making annual increases in each subgroup.

- **Strategy 1:** Fully implement a 3 tiered model of instruction to meet the behavioral and academic needs of learners for Kindergarten—twelfth grade.

Action Step a: Provide research-based academic interventions to students based on formative assessments, STAR data and other local assessment data.
Action Step b: Provide research-based social, emotional and/or behavioral interventions based on behavioral assessment data.
Action Step c: Evaluate effectiveness of interventions.

- **Strategy 2:** Provide small group and one-on-one instruction for students who need support in math and English language arts through the K-6 Title I program.

Action Step a: Use of LID (Letter Identification), CAP (Concepts about print), Common Assessments, and STAR data to identify students in need of intervention and monitor performance.
Action Step b: Title I teachers will utilize IPADS to enhance intervention instruction.

- **Strategy 3:** Research and implement strategies from the National Dropout Prevention Center.

Action Step a: Create and implement a credit recovery program.
Action Step b: Identify and implement blended and online learning courses to provide alternative options for students.

Objective B: Students will be at 90% proficiency or above in all grade levels and in all core subject areas.

- **Strategy 1:** Develop and implement comprehensive curriculum aligned externally with Missouri Learning Standards, and internally among all grade levels.

Action Step a: District will utilize an electronic curriculum alignment tool to update all comprehensive curriculum.
Action Step b: Implement a rotating schedule for review and revision of the curriculum and instructional resources on a 5 year rotating cycle.
Action Step c: Resources will be reviewed and revised on the rotating schedule to match the curricular areas.

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- **Strategy 2:** Implement district level benchmark common assessments aligned to the district curriculum for all core areas

Action Step a: Identify the essential curricular objectives from district curriculum
Action Step b: Create benchmark common assessments.

- **Strategy 3:** Through PLC process provide effective implementation of data teams used to drive rigorous (college and career ready) and relevant (student connection) differentiated instruction.

Objective C: By 2020, the district will meet or exceed the MSIP V attendance standard of 90% of students in attendance 90% of the time in all buildings.

- **Strategy 1:** Research and Implement district level alternative programs to increase student attendance (e.g., home visits, truancy court, National Dropout Prevention Center strategies)

Action Step a: Assess student and staff needs.
Action Step b: Identify evidence-based practices to address needs
Action Step c: Incorporate evidence-based strategies and action steps into building improvement plans
Action Step d: High School and Middle School develop a student transition and mentoring program.

- **Strategy 2:** Develop a building level comprehensive attendance plan that address strategies relevant to each age/grade level.

Action Step a: Monitor and expand the use of student information system communication tools to help engage students and families
Action Step b: Creation of personal plans/goals for each student to adjust and achieve goals, including academic, health, social, and civic responsibilities to be a positive part of the school family

Objective D: By 2020, 100% of all students will participate in a state-approved measure of College and Career Readiness and exceed the state standard.

- **Strategy 1:** Analyze and implement course offerings that align with Industry Recognized Credentials (IRC) (e.g., Project Lead the Way).

Action Step a: Increase enrollment of underrepresented groups in optional course offerings.
Action Step b: Maintain partnership with Jefferson College Area Technical School to expand course offerings to our students.

- **Strategy 2:** Research and Implement blended, distance and online course offerings.

Action Step a: Research partnership alternatives with colleges/universities to offer off campus learning opportunities.
Action Step b: Attend local higher education meetings to ensure positive partnerships.

- **Strategy 3:** Embed college and career readiness standards into all course offerings (course curriculum)

Action Step a: Review course offerings to ensure CCR standards are embedded.
Action Step b: Maintain focus teams at all buildings to discuss standards and how to embed cross curricular material in all areas.

Objective E: By 2020, the percent of graduates who earn a qualifying score or grade on an Advanced Placement (AP), International Baccalaureate (IB), or Technical Skills Attainment (TSA)/ Industry Recognized Credential (IRC) assessments and/or receive vocational certification or dual credit exceeds the state standard.

- **Strategy 1:** Increase enrollment among all student groups in AP and upper level electives by aligning student course selection with their career clusters.

Action Step a: Change to district wide grading scale (90% block scale).
Action Step b: Offer a variety of courses to meet the needs of all students
Action Step c: Change valedictorian to laude system.

- **Strategy 2:** Provide professional development for advance course teachers that outline the standards by the college board.

Action Step a: Secure AdvanceED North Central District Accreditation.
Action Step b: Building level PD committee representatives meet with principals to approve teacher PD requests to ensure all request align to CSIP or Building level plans.

Objective F: By May 2020, the district will ensure a secure and caring learning environment through district programs and community agencies.

- **Strategy 1:** Implement programs that promote equitable learning opportunities and success for all students regardless of socio-economic background, ethnicity, gender, or disability (e.g. School Resource Officer, Social workers, Anti-bullying programs).

Action Step a: Survey parents, teachers, and community members to determine programs and agencies that would benefit the students.
Action Step b: Continually review free and reduced lunch, attendance, and behavior data to identify needed programs and/or interventions.
Action Step c: Design and implement needed programs/interventions based on data.
Action Step d: Continue Missouri Connections lessons K-12, including a personal plan of study.



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II. HIGH QUALITY STAFF GOAL

Recruit, attract, develop, and retain highly qualified staff to carry out the LEA (local educational agency)/District mission, goals, and objectives.

Objective A: The district will recruit and retain highly qualified and effective certified and classified staff.

- **Strategy 1: Recruit highly qualified and effective certified and classified staff.**
Action Step a: Analyze current recruitment processes for certified and classified staff.
Action Step b: Develop a plan based on results of analysis.
Action Step c: Develop/implement a system to annually track and evaluate recruitment methods, sources and processes.
- **Strategy 2: Provide and maintain competitive salaries and benefits for certified and classified staff.**
Action Step a: Maintain or improve position in the county for salaries and benefits for certified staff.
Action Step b: Improve salaries and benefits of classified staff in order to meet or exceed the county average.

Objective B: Ensure highly qualified and effective certified and classified staff through annual professional development aligned with the CSIP.

- **Strategy 1: Develop and implement a professional development plan for certified staff aligned to state and national standards for professional development.**
Action Step a: Align whole district professional development sessions to district CSIP and identified student performance needs.
Action Step b: Provide targeted professional development based upon teacher performance evaluation results and district student performance needs.
- **Strategy 2: Implement evidence-based job-embedded professional development (i.e. Peer Coaching, Lesson Study)**
Action Step a: Research and analyze effective models in literature and other districts based on local needs assessment results.
Action Step b: Create and implement a district plan for job-embedded professional development.
Action Step c: Evaluate the effectiveness of the professional development.

Objective C: Implement research based educator evaluation system .

- **Strategy 1: Implement evaluation system aligned with state requirements.**
Action Step a: Form a committee to analyze evaluation systems and develop/select district evaluations at all levels.
Action Step b: Provide training for evaluators on effective implementation of the evaluation system.
Action Step c: Provide staff training of effective implementation of the evaluation model.

III. FACILITIES, SUPPORT AND INSTRUCTIONAL RESOURCES GOAL

Provide and maintain appropriate instructional resources, support services, and functional and safe facilities.

Objective A: The district will provide safe and well maintained facilities to house educational programs of the district.

- **Strategy 1:** All public entrances of student attendance centers will be monitored and controlled with a single point access, updated communication and video, and line of site control of entrances.
- **Strategy 2:** Provide a School Resource Officer (SRO).
- **Strategy 3:** Provide safe playgrounds at all buildings.

Objective B: Provide facilities that are appropriate to support all educational programs of the district.

- **Strategy 1: Develop and maintain a Comprehensive Facilities Plan.**
Action Step a: Collect and analyze district data to inform facility needs.
Action Step b: Form a committee to use analyzed data to develop a Comprehensive Facilities Plan.
Action Step c: Conduct an annual safety and security assessment and use results to inform and update Comprehensive Facilities Plan.

Objective C: The district will support excellence in teaching, learning and assessment through effective uses of technology.

- **Strategy 1: Develop a Comprehensive 3 year Technology Plan.**
Action Step a: Provide adequate technology to successfully administer online test protocols in all student attendance centers.
Action Step b: All district students and staff can access online resources without interruptions to the network.
Action Step c: Revise and update new 3-year plan.

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IV. PARENT AND COMMUNITY INVOLVEMENT GOAL

Promote, facilitate, and enhance parent, student, and community involvement in the LEA/District education programs.

Objective A: Increase involvement with community, civic, and business organizations.

- Strategy 1:** Develop a mentoring program that fosters relationships between students and business/community organizations.

Action Step a: Form a committee to plan the parameters for the mentoring program.
Action Step b: Each fall recruit and train mentors from business/community who are interested in mentoring.
Action Step c: Each fall identify students in need of mentors.
Action Step d: Implement and evaluate the effectiveness of the mentoring program.
- Strategy 2:** Collaborate with the community to identify and respond to economic and social issues that impact the community and school.

Action Step a: Form a focus group of faith-based, civic, school, and business members to determine shared concerns and needs.
Action Step b: Develop and implement an action plan based on the concerns and needs of the focus group.
Action Step c: Evaluate the effectiveness of the plan.

Objective B: Increase the participation of parents/guardians in programs provided by the district to learn about the intellectual and developmental needs of their children at all ages and to participate constructively in their children's education.

- Strategy 1:** Use technology to increase parent/guardian communication and participation.

Action Step a: Analyze SIS and Patron Insight data.
Action Step b: Determine what information is to be shared and the methods to be used.
Action Step c: Annually implement methods to "enroll" patrons in communication tools.
Action Step d: Relay information to parents/guardians through School Reach Information System, email notifications, District Website, Step Ahead, and Parent Portal.
- Strategy 2:** Increase participation at parent/teacher conferences in grades 7-12.

Action Step a: Send at least 3 notifications for each conference using a variety of communication tools to inform parents of conference date and times
Action Step b: Provide alternative conference options (Skype, video-conference, phone-conference).
Action Step c: Develop and implement an interactive conference format at the secondary level.

- Strategy 3:** Increase participation in Parents as Teachers programs.

Action Step a: Collect and analyze data regarding current participation.
Action Step b: Provide parenting workshops focused on early childhood education topics.
- Strategy 4:** Provide information and support to parents about the identified intellectual and developmental needs of their children..

Action Step a: Develop and distribute a needs assessment for parents, teachers, and students.
Action Step b: Analyze data to determine needs and develop a plan to provide necessary resources to parents.
Action Step c: Collaborate with PTO and other parenting agencies to provide programs.

Objective C: Increase involvement with non-parent/guardian community members.

- Strategy 1:** Develop and maintain a comprehensive communications plan.

Action Step a: Collect and analyze data to determine the effectiveness of current communication strategies.
Action Step b: Form a committee to analyze data and develop a comprehensive communications plan.
Action Step c: Implement and evaluate the communications plan.
- Strategy 2:** Implement on-campus adult education programs in partnership with local schools and community organizations.

Action Step a: Develop and distribute an interest survey
Action Step b: Analyze data to determine interests.
Action Step c: Offer adult education programs based on interest.
Action Step d: Evaluate the participation rate and participant satisfaction to establish baseline data.



V. GOVERNANCE GOAL

Govern the LEA/District in an efficient and effective manner providing leadership and representation to benefit the students, staff, and patrons of the district.

Objective A: The Board of Education shall ensure reliable revenue streams are available to provide facilities conducive for learning and that all students graduate college and career ready as prioritized in the CSIP.

- Strategy 1:** The superintendent will provide the board estimated revenues from local, state, and federal sources to determine if adequate to accomplish identified priorities.

Action Step a: The Fiscal Year Budget will project how the revenues will be allocated in order accomplish CSIP Goals and Objectives.

Action Step b: Five year historical projections provided to detail financial implications of budgetary decisions.
- Strategy 2:** At least quarterly, the Board of Education will review the Annual Performance Report (APR) and local assessment data to monitor progress and accomplishments pertaining to college and career readiness.

Action Step a: Presentation detailing each component of the APR including historical trend data will be provided along with identifying progress of each school in reaching specified benchmarks.
- Strategy 3:** The board will consider establishing a budget committee representing staff, the board, parents and other community members to assist in evaluating funding needs and to make recommendations to the board.

Action Step a: Determine need for committee & member selection process.

Action Step b: Determine focus areas for study and recommendation.

Action Step c: Consider committee recommendations.

Objective B: The Board of Education shall evaluate the Superintendent utilizing recommended guidelines from the Missouri State Educator Evaluation Model.

- Strategy 1:** Board of Education will implement a Superintendent Evaluation Model that meets State requirements.

Action Step a: Board will review various models and select an appropriate model to implement.

Action Step b: Board of Education members will receive annual training/in-service on the model chosen to ensure consistency and reliability in measuring results.

Action Step c: Implement the chosen Superintendent Evaluation Model.

Objective C: Annually, to ensure an aligned vision in decision-making, the Board of Education shall evaluate the progress and accomplishments of all goals and objectives that comprise the Vision 20/20 Plan.

- Strategy 1:** Board of Education will be updated at least quarterly regarding progress of each specific Goal Area within Vision 20/20.
- Strategy 2:** Monthly Agenda aligned to specific Vision 20/20 Goals and Objectives.

Special Thanks to the individuals that gave graciously of their time and effort to collaborate in development of the Vision 20/20 Plan. Questions about the CSIP or the strategic planning process can be directed to Mrs. Nicki Ruess, Director of Student Services & School Improvement. The following Festus R-VI staff, students, and community members served on the Vision 2020 Strategic Planning Committee:

COMMITTEE MEMBER	ROLE
Brent Abrams	Board Member
Diana Allen	High School Principal
Eric Allen	Athletic Director
Tracy Anderson	Board Member
Chris Auchly	High School Teacher
Doreen Berezowski	Intermediate School Teacher
Corey Beckham	Middle School Teacher
Saundra Benack	Elementary Assistant Principal
Summer Bequette	Student
James Bernatowicz	Student
Beth Bogue-Tate	Elementary Teacher
Deana Brown	High School Counselor
Peggy Carle	Food Service Director
Drew Clinton	High School Teacher
Mike Cook	Parent
Regina Cooper	High School Teacher
Debbie Duncan	High School Teacher
Jennifer Granda	Elementary Teacher
Denny Handrahan	Community Member
Nathan Holder	Assistant Superintendent
Spencer Kearns	Intermediate School Principal
Joshua Kelly	Parent/Community Member
Dianne Kelm	Technology
Link Luttrell	Superintendent
Kirk Mooney	Parent/Business Leader
Katy Nicholson	Parent
Terry Nicholson	Parent/Business Leader
Lindsay Reese	Intermediate School Teacher
Justin Rhyneer	Parent
Rachel Rhyneer	Parent
Nicki Ruess	Director of Special Services
Russ Schmidt	High School Teacher
Karl Shiningier	Middle School Assistant Principal
Darin Siefert	Elementary Principal
Lisa Spindler	Parent
Steve Taylor	Parent
Tina Thebeau	Middle School Principal
Abby Tinnin	Student
Doug Wendel	Board Member
Steve Williams	Intermediate School Counselor
Joe Willis	Board Member
Jill Witte	Parent
Lori Wolk	Parent
Mike Wolk	Board Member



