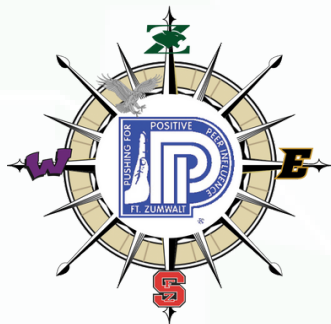


# Mapping Our Future

## Destination: Fort Zumwalt 2026

Continuous School Improvement Plan (CSIP)  
Fort Zumwalt School District  
2023-2026



## Introduction

This document is a summary of work by the Fort Zumwalt School District to research and write its Continuous School Improvement Plan (CSIP) for the 2023-2024, 2024-2025 and 2025-2026 school years. The formal document was presented to the Board of Education and then submitted to the Missouri Department of Elementary and Secondary Education (DESE) for approval in July, 2023. The plan is part of the sixth version of the Missouri School Improvement Program (MSIP) as set forth by DESE. Once in place, DESE reviews the plan regularly. Fort Zumwalt School District will provide regular updates at Board of Education Meetings.

In January 2023, a steering committee comprising a wide range of stakeholders was established, under the direction of Jennifer Waters, Assistant Superintendent for Curriculum and Instruction, with support from Dr. Paul Myers, Superintendent-Elect, and Dr. Henry St. Pierre, Deputy Superintendent-Elect. Fort Zumwalt School District would like to thank this group of people for their time and contributions to this process. The district also would like to thank the committee members for their commitment to our students, staff and families and the excitement and energy they carried to their work.

The steering committee reviewed data on demographics, finances, student achievement and school climate and culture, prioritizing areas of focus for the next three to five years. Three community forums were held in February 2023, providing staff, parents and residents an opportunity to learn more about the work and provide important feedback on their priorities for Fort Zumwalt School District moving forward.

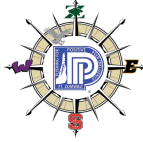
With all of this information in place, the steering committee outlined a mission and vision for Fort Zumwalt School District, mapping our future. Subcommittees then set to work defining measurable goals in the five focus areas defined through the committee's research and community feedback.

The purpose of this document is to update the Fort Zumwalt community on what the committee has learned, the excitement of the process, and the five priorities of our journey to Fort Zumwalt 2026.



# CSIP Steering Committee

Jennifer Waters, Chair  
Assistant Superintendent, Curriculum and Instruction, FZSD  
Erica Powers  
Board of Education President  
Dr. Jeff Marion  
Board of Education Member  
Dr. Bernard DuBray  
Superintendent, FZSD  
Dr. Paul Myers  
Superintendent-Elect, FZSD  
Dr. Henry St. Pierre  
Deputy Superintendent-Elect, FZSD  
Dr. Laura Smith  
Assistant Superintendent, Special Services, FZSD  
Erin Williams  
Director, Support Staff Personnel Services, FZSD  
Dr. Patrick Brown  
Executive Director, STEAM & CTE, FZSD  
Dr. Ed Dreyer  
Principal, West High School  
Dr. Amy Neill  
Principal, Progress South Elementary School  
Damon Burkhart  
Principal, North Middle School  
Jackie Hottelman  
Principal, South Middle School  
Jamie Buchner  
Teacher, West High School and President FZ Education Association  
Amy Raney  
Teacher, Hawthorn Elementary  
Angela Schmitt  
Parent  
Dr. Earl Draper  
Parent  
Dan Claypool  
CEO, Merric Millwork and Seating  
Rachel Page  
Signature Events Coordinator, O'Fallon Chamber of Commerce and Industries  
Laura Wagner  
Administrative Assistant to the Superintendent, PR-Media  
Dr. Mary Hendricks-Harris  
Facilitator, Education Plus



# CSIP Sub-Committees

## **Academic Achievement**

### **Sub-Committee Co-Chairs**

Dr. Dan Boatman, Executive Director, Teaching and Learning

Dr. Jessica Winterowd, Executive Director, Special Services

### **Ad Hoc**

Dr. Laura Smith, Assistant Superintendent, Special Services

Jen Waters, Assistant Superintendent, Curriculum & Instruction

### **Members**

Sharon Bader, Secondary English Language Arts Curriculum Coordinator

Dr. Pat Brown, Executive Director, STEAM and CTE

Jamie Buchner, Special Education teacher, West High School

Damon Burkhart, Principal, North Middle School

Jen Dryer, Reading Specialist, Rock Creek Elementary

Melissa Durrell, Instructional Coach, Special Services

Anne Green, Science Curriculum Coordinator

Courtney Herkenhoff, 6th Grade Teacher, South Middle School

Melissa Hirschbuehler, Instructional Coach, Progress South Elementary

Rachel Page, Signature Events Coordinator, O'Fallon Chamber of Commerce & Industries

Marc Schultz, Principal, Hawthorn Elementary

Mary Shive, teacher of English Language Developers, East High School

## **Recruitment and Retention**

### **Sub-Committee Co-Chairs**

Dr. Amy Neill, Principal, Progress South Elementary

Erin Williams, Director, Support Staff Personnel

### **Ad Hoc**

Dr. Henry St. Pierre, Deputy Superintendent-Elect

### **Members**

Carlos Allen, Custodial Foreman

Annette Burton, Special Education teacher, Hawthorn Elementary

Daniel Hernden, Talent Acquisition Manager, CarShield

Joe Hallemeier, Assistant Principal, DuBray Middle School

Stephanie Koscielski, Senior Director of Clinical Experience, UMSL

Lori Myers, Director of Workforce and Business Development, St. Charles County

Nicole Orf, Spanish teacher, West High School (Grow Your Own Teacher recipient)

Jessica Radzwilowicz, departing teacher

Kristina Smerz, 4th Grade teacher, Progress South Elementary

Nanette Trax, Reading Specialist, North Middle School

Dr. Ashlee Vaughn, Principal, East High School

Dana Vomund, Paraprofessional, Flint Hill Elementary



# CSIP Sub-Committees

## **Efficiency and Operations**

### **Sub-Committee Co-Chairs**

Jackie Hottelman, Principal, South Middle School

JB Mette, Executive Director, Technology

### **Ad hoc**

Dr. Paul Myers, Superintendent-Elect

### **Members**

Dewayne Adams, Assistant Director, Custodial Services

Paul Becker, Director, Student Nutrition Services

Dr. Ed Dreyer, Principal, West High School

Cary Jennings, Principal, Ostmann Elementary

Lisa Koester, Director of Construction, Renovations and Building Systems

Lisa Naeger, parent

Jeff Orr, Chief Financial Officer

Derek Staebell, parent

## **Climate, Culture and Communications**

### **Sub-Committee Co-Chairs**

Stephanie Sanker, Elementary English Language Arts Curriculum Coordinator

Dr. Buddy Entwistle, Principal, North High School

### **Ad Hoc**

Jeremy Moore, Assistant Superintendent, Administrative Services

### **Members**

Stephani Durant, Social Studies Curriculum Coordinator

Anyisa Evans, 6th Grade teacher, South Middle School

Shannon Findley, Assistant Principal, Pheasant Point Elementary

Amanda Fowler, Kindergarten teacher, Twin Chimneys Elementary

Christine Ragan, Assistant Principal Secretary North High School

Laura Wagner, Administrative Assistant to the Superintendent, PR-Media

Dr. Jaime Welborn, parent

Juan Wilson, Coordinator of Diversity and Awareness



# CSIP Sub-Committees

## **Mental Health**

### **Sub-Committee Co-Chairs**

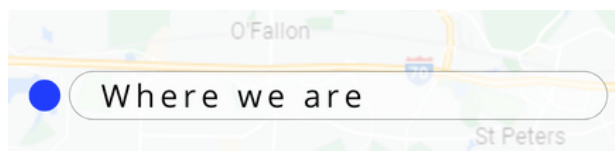
Melissa Tichy, Coordinator of Social Emotional Support Services  
John Barrow, Executive Director for Behavior and Intervention Support

### **Ad Hoc**

John Schulte, Assistant Superintendent for Student Personnel

### **Members**

Tim Bateman, School Resource Officer  
Sandra Grillo, Behavior Specialist  
Jeanee Lupo, Business teacher, Hope High School  
Angela Michalka, Counselor, Pheasant Point Elementary  
Lindsay Mosley, Mental Health Professional, South Middle School  
Dr. Stephanie Mountain, Principal, JL Mudd Elementary  
Beth Sailors, parent  
Meagan Schulte, RN, BSN, Coordinator Health & Wellness  
Kristin Sierra, parent and community partner  
Rebecca Sieve, Counselor, North High School  
Sarah Whalen, Assistant Principal, North Middle School

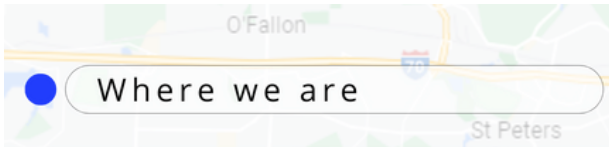


The starting point of any journey comes with a “Why?”. At their first meeting, members of the steering committee learned about DESE requirements for its Annual Performance Report for school districts. Under MSIP6, each district in the state is assigned the task of developing its CSIP plan. According to the state, the CSIP should contain a mission, priorities and action steps. The state will review Fort Zumwalt’s CSIP every two years.

Knowing the journey, the committee set out to understand where we want to go. To do that, it was necessary to understand where we are. The steering committee facilitator gathered the data that follows and presented it to the committee as well as to attendees at three community forums.

## Demographics

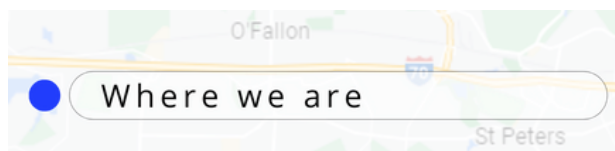
- In the early 2000s, Fort Zumwalt was the fastest growing school district in Missouri. In the past 10 years, enrollment plateaued and began declining. Projections through 2027 show this trend is likely to continue.
- The district’s trendline regarding student demographics follows the national trend. Fort Zumwalt’s current student population is 76 percent white, 7 percent black, 6.4 percent multi-race, 6.1 percent Hispanic and 4 percent Asian.
- Also in line with national trends is the increase in Fort Zumwalt students who are English Learners, which has risen steadily for the past three years.
- With exceptions resulting from the pandemic, data shows about 20 percent of students in Fort Zumwalt School District participate in the federal free-and-reduced meal program.
- Over the past five years, an average of 15 percent of Fort Zumwalt students were served through an Individualized Education Plan or other Special Services programming. This is about 2 percent more than the state average.
- 75 percent of Fort Zumwalt teachers have an advanced degree, compared with 62 percent statewide.
- The average Fort Zumwalt class size grades K - 5 is 20.



## Finances

To understand where Fort Zumwalt is in regards to per pupil expenditures, salaries, and other comparison data, it is important to identify the district's peers. First the steering committee looked at how the district compares with its St. Charles County neighbors. Francis Howell and Wentzville are of similar size, City of St. Charles and Orchard Farm are considerably smaller. Other Missouri districts similar to Fort Zumwalt are Rockwood and Parkway in St. Louis County and Lee's Summit, which is outside of Kansas City.

- Compared to districts of similar size and demographics, Fort Zumwalt has the second highest per pupil expenditure. This is what it costs the district to educate one student for one school year, including salaries and benefits, instructional materials such as technology, equipment and books, and utilities. This does not include expenditures for new construction, capital additions, renovations, food service, or student activities.
- Compared to districts of similar size and demographics, Fort Zumwalt has the lowest average teacher salary, \$58,399.
- Compared to other St. Charles County school districts, Fort Zumwalt has the lowest starting hourly wage for custodians, \$13.
- Compared to other St. Charles County school districts, Fort Zumwalt has the lowest starting hourly wage for paraprofessionals, \$12.54.
- Compared to other St. Charles County school districts, Fort Zumwalt has the second highest starting hourly wage for bus drivers, \$19.25.
- Compared to other St. Charles County school districts, Fort Zumwalt has the lowest starting hourly wage for building secretaries, \$15.
- Across categories, compared to other St. Charles County school districts, Fort Zumwalt administrators are paid between \$10,000 - \$20,000 less than those in similar positions at neighboring districts.



## Student Achievement

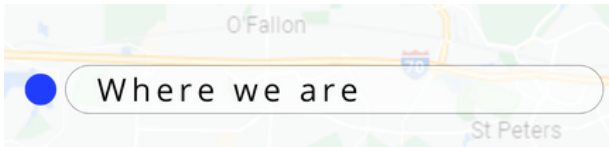
It is important to note that when state testing data is reviewed by specific student groups, the district shows room for growth in serving special education students, those participating in the free- and reduced meal program, English Learners and black students in specific curriculum areas. With that in mind:

- Overall, data shows Fort Zumwalt School District to be one of the highest achieving in the state.
- Graduation rate averages higher than 90 percent over the past five years.
- ACT scores average 22 or better over the past five years.
- More than 60 percent of high school students enrolled in Advanced Placement or college credit courses.
- The majority of high school graduates move on to postsecondary education (2- or 4-year college, trade school).
- High school graduates also enter the workforce, including 5 percent who serve in the military.
- In line with state and national trends, student attendance has declined since the onset of the pandemic.

## School Climate and Culture

The steering committee reviewed data from several sources in this area, including student discipline reports, staffing data and results from a survey of students and staff conducted in January 2023.

- In the first semester of the 2022-2023 school year, the district saw student discipline incidents more than double those of the previous school year.
- Since 2019, the number of total staff leaving the district through retirement or resignation has almost tripled, with the number of resignations showing the steeper increase.
- Among resignations, support staff categories show marked increases, especially paraprofessionals, custodians and bus drivers.
- When asked, only 25 percent of students grades 6 - 12 say they are engaged in learning.
- Only 36 percent of students grades 6 - 12 say they have a sense of belonging at school, compared with 72 percent of students grades 3 - 5.
- When asked, 78 percent of K - 5 families felt positively about their school's climate, compared with 55 percent of 6 - 12 families.
- When asked, 80 percent of K - 5 families felt positively about school safety, compared with 59 percent of 6 - 12 families.
- 86 percent of students grades 3 - 5 felt positively about teacher-student relationships.
- 59 percent of teachers grades K - 5 felt positively about school climate.
- 59 percent of students grades 6 - 12 felt positively about teacher-student relationships.
- 46 percent of teachers grades 6 - 12 felt positively about school climate.



The steering committee developed four lists before meeting with the community.

**Fort Zumwalt's strengths:**

- Strong curriculum and available resources
- Overall achievement is strong
- Loyal and quality staff
- Opportunities for students

**Fort Zumwalt's weaknesses:**

- System of support for struggling students
- Achievement gaps for different student groups
- Salary and retention
- Social emotional curriculum and consistency in implementation

**Fort Zumwalt's opportunities:**

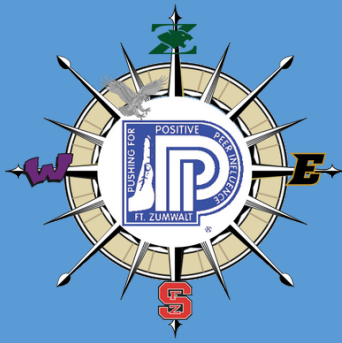
- Evaluate current financial plan to reallocate funds to address current reality
- Use the CSIP process to take advantage of the timing
- Address climate and culture - look at small things to help people feel valued
- Evaluate processes for efficiency

**Exterior forces that could impact Fort Zumwalt's ability to meet its mission and vision:**

- Rise in mental health concerns
- Workforce trends/ non-education job competitors
- Teacher shortage/ lack of teachers in preparation programs
- Potential legislation resulting in a lack of adequate funds

## Community Input

Attendees at the three community forums in February 2023, had the opportunity to provide feedback on these priorities or add priorities of their own to the list. From this final data set, the steering committee developed a Mission and Vision as well as five priorities in Mapping Our Future.



## Fort Zumwalt School District

# Educate, Empower and Equip Students to Excel

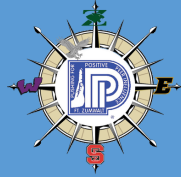
**Fort Zumwalt is** a place that provides a safe, supportive and collaborative environment with a highly qualified, engaged and committed staff.

**Fort Zumwalt is** committed to fostering relationships with students, families, staff and community.

**Fort Zumwalt values** purposeful and intentional adaptive instruction and focuses on the whole child.

**Fort Zumwalt values** student voice and provides supports and opportunities in order for our students to be future ready.

*#FZEquipToExcel*



## Fort Zumwalt School District

# Educate, Empower and Equip Students to Excel

*#FZEquipToExcel*



## Our Continuous School Improvement Plan (CSIP)



### **Priority: Academic Achievement**

**Goal 1:** Fort Zumwalt School District will score a designation of "Target" across all core subjects as indicated on the 2025-2026 Annual Performance Report (APR).



### **Priority: Recruitment & Retention**

**Goal 1:** The Fort Zumwalt School District will increase the percentage of employment applications per vacancy by 15% for all categories within the next three years.

**Goal 2:** The Fort Zumwalt School District will reduce the number of resignations in all categories by 20% within the next three years.



### **Priority: Efficiency & Operations**

**Goal 1:** The district will identify and audit three areas of district operations resulting in increased district resources in at least one of the three following areas: available funding (economy), time (efficiency), or quality outcomes (effectiveness) over the course of the next three years.

**Goal 2:** Complete an audit of safety practices to use in the development of standardized monthly/quarterly safety checks tied directly to a uniform district safety plan.



### **Priority: Climate, Culture and Communications**

**Goal 1:** Favorable results from students, staff, and family surveys regarding community engagement will increase by 5% on an annual basis.

**Goal 2:** FZSD will increase a sense of belonging from the students, staff, and families by 5% annually over the next three years as indicated by survey data.



### **Priority: Mental Health**

**Goal 1:** Positive growth mindset ratings for students in grades 3-12 will increase from a district average of 59% to 70% by the end of the 2026-2027 school year.

**Goal 2:** Teachers' positive ratings regarding their ability to teach all students will increase from an average of 66% to 76% by the end of the 2026-2027 school year.



## Student Achievement

Goal 1: Fort Zumwalt School District will score a designation of “Target” across all core subjects as indicated on the 2025-2026 Annual Performance Report (APR).

- **Create Building Improvement Plans** All Fort Zumwalt school leaders will create and implement yearly building improvement plans based on their academic data.
- **Implement Multi-Tiered Systems of Support (MTSS) district wide** Establish district wide multi-tiered systems of support that identify and respond to the academic, social and emotional needs of all students. MTSS will be fully developed and implemented by the 2026-2027 school year.
- **Professional Learning Communities (PLCs)** Form a district Leadership Team to develop a plan to effectively implement and support PLC’s at the district and building levels.



## Recruitment and Retention

Goal 1: The Fort Zumwalt School District will increase the percentage of employment applications per vacancy by 15% for all categories within the next three years.

- **Change the Narrative.** The Fort Zumwalt School District will brand the district as a meaningful, positive place to work.
- **Ease the Process.** Develop an application process that is streamlined and accessible.
- **Recruit More.** The Fort Zumwalt School District will build on current recruitment practices to expand our reach and connections to candidates.

Goal 2: The Fort Zumwalt School District will reduce the number of resignations in all categories by 20% within the next three years.

- **Leaders Matter.** The Fort Zumwalt School District will implement a structure of/for support, collaboration, and professional development for school administrators and directors in order to support them as team leaders.
- **Recognize Accomplishments.** The District will strengthen the Employee Recognition program by creating a structure for more frequent formal and informal recognition.
- **Growth Opportunities.** The District will support employees in their career development by providing a strong, methodical mentoring program, tuition assistance, and share pathways available to those seeking career advancement opportunities
- **Support Health & Wellness.** The Fort Zumwalt School District will promote and support the wellness of staff members.



## Efficiency and Operations

Goal 1: The district will identify and audit three areas of district operations resulting in increased district resources in at least one of the three following areas: available funding (economy), time (efficiency), or quality outcomes (effectiveness) over the course of the next three years.

- **Build on Strengths.** Use a continuous improvement model to build upon existing strengths while addressing areas that may result in increased resources in funding, available time, and/or enhanced outcomes
- **Streamline Procedures.** Identify and audit targeted district procedures with yearly check-ins to ensure effective implementation and efficiency.
- **Free up Resources.** Review existing resource allocations to ensure the most effective and efficient use of district funds towards educating students and providing a healthy, positive work environment.

Goal 2: Complete an audit of safety practices to use in the development of standardized monthly/quarterly safety checks tied directly to a uniform district safety plan.

- **Review and Refresh.** The district will complete a comprehensive audit of safety procedures. Best practices in school safety highlight the need for systematic reviews and updates of safety and security protocols.
- **Maintain Stakeholder Trust.** The district will work collaboratively with community stakeholders to communicate and address safety considerations. Overall, feedback from staff, student, and parent surveys indicated they feel very safe in Fort Zumwalt settings, but they have broad school safety concerns they want the district to continue to prioritize.
- **Promote Consistency.** The district will provide standardized systems for safety procedures, periodic reviews/updates, and training to promote consistent models across the District.



## Climate, Culture and Communications

Goal 1: Favorable results from students, staff, and family surveys regarding community engagement will increase by 5% on an annual basis.

- **District Communication Plan.** Research, Plan, Implement and Evaluate a district communication plan for all stakeholders.
- **Increase Family Engagement.** Evaluate family engagement opportunities at all levels and create opportunities for families to be involved in groups focused on leadership, culture, and academics.

Goal 2: FZSD will increase a sense of belonging from the students, staff, and families by 5% annually over the next three years as indicated by survey data.

- **Leader in Me.** Expand the Leader in Me program K-12.
- **Professional Development.** Implement professional development with a focus on supporting all students.
- **Data Based Decision Making.** Utilize a framework district wide to evaluate student survey data related to a sense of belonging in school.



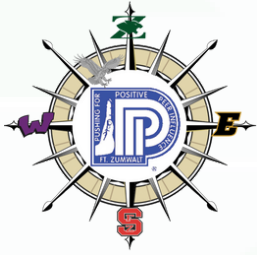
## Mental Health

Goal 1: Positive growth mindset ratings for students in grades 3-12 will increase from a district average of 59% to 70% by the end of the 2026-2027 school year.

- **Elementary objective:** Ratings for students in grades 3-5 will increase from an average of 65% to 75% by the end of the 2026-2027 school year.
- **Secondary objective:** Ratings for students in grades 6-12 will increase from an average of 53% to 64% by the end of the 2026-2027 school year.
- **Multi-Tiered Systems of Support (MTSS).** Implement a data informed system of prevention and intervention.
- **Leader in Me (LIM).** The district will operate within the LIM continuous improvement framework to align beliefs, actions, and results with the District Mission

Goal 2: Teachers' positive ratings regarding their ability to teach all students will increase from an average of 66% to 76% by the end of the 2026-2027 school year.

- **Multi-Tiered Systems of Support (MTSS).** Implement a data informed system of prevention and intervention.
- **Leader in Me (LIM).** The district will operate within the LIM continuous improvement framework to align beliefs, actions, and results with the District Mission.
- **Professional Learning Communities (PLCs).** Continuous job embedded learning for all educators, implemented in recurring cycles of collaborative inquiry and action research directed toward achieving better results for the students they serve.



## What's Next

The Board of Education approved the Continuous School Improvement Plan at the July 17, 2023, meeting. The plan has been submitted to the Department of Elementary and Secondary Education for approval. Along with achievement and other data, the CSIP and progress on the goals it puts forth will become a component of the state's Annual Performance Report for Fort Zumwalt School District.

District officials will report regularly to the Board of Education on progress in each of the five focus areas.

Community members can find more on our our website, or bookmark

[go.FZSD.us/CSIP](https://go.FZSD.us/CSIP)





Fort Zumwalt School District  
Continuous School Improvement Plan (CSIP)