



Stark Elementary School



Grow Together -Succeed Together!

The mission of the Butts County School System is to educate each student in a safe environment while providing opportunities and experiences to graduate as a productive community member.

Our Strategic Goals:

Excellence in Student Achievement

Excellence in our BCSS Team

Excellence in Operations

Excellence in Culture and Climate



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We Believe:

A safe environment is imperative for the growth of students, staff, and schools.

Recruiting, retaining, and training quality staff is required for excellence to be achieved.

Holding staff and students accountable for high standards and rigor will grow our schools.

Public education will have a positive impact on the next generation.

Partnering with all stakeholders is vital for transparency, collaboration, and building trust.

We have to be great stewards of community resources and taxes while remaining student focused.

Partnering with our community will enhance student opportunities.

Providing relevant educational experiences for every child is what makes our schools great.

Every student will be equipped to reach his or her academic, career, and life potential upon graduation.



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Development began in Summer Leadership with the BCSS Leadership Team and SES Leadership Team. Reflection and Revision is an ongoing process throughout the year with all stakeholders at the end of each nine week period. This year BCSS developed a new five year plan. This development led to a more intensive reflection and review of the SES 2023-2024 School Improvement plan. This process is noted below:

Draft 1 Update by Administration Team on Tuesday, November 28, 2023

Draft 2 Update by Leadership on Thursday, November 30, 2023

Draft 3 Update by ALL SES Staff Friday, December 1, 2023-Wednesday, December 13, 2023

Draft 4 Update by School Council on Friday, December 1, 2023

Review and Feedback Provided by the district admin team Thursday, January 18, 2024

Draft 5 Update by Administration Team

Draft 6 Updated by Leadership Team Thursday, January 25, 2024

Draft 7 Updated by School Council on Friday, February 2, 2024

School Leadership Team Members:

Shannon Daniel, Principal
Nichole Craft , AP
Julie Castellanos-Akins, Counselor
Shelby Lamb, IC
Kelly Dickerson, PK
Heather Rustin, Kindergarten
Courtney Groover, 1st Grade
Kimberly Hamby, 2nd Grade
Angie Stone, 3rd Grade
Lauren Zoeckler, 4th
Jennifer Green, 5th
Jessica Cook, SPED
Katie Jenkins, EIP
Brittany Hooker, Specials

Community Members:

School Council
Amanda Gray, Parent
Kayla Bonner, Parent
Randi Ahlstrom, Parent
Jean Bonner, Business Partner
Heather Deigan, Parent
Cynthia Cawthon, Parent
Ash Biles, Parent
Shannon Daniel, Principal
Heather Rustin, Teacher
Carla Wilson, Teacher



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Comprehensive Needs Assessment: District and School Data Analyzed			
<ul style="list-style-type: none"> Academics 		<ul style="list-style-type: none"> MTSS 	
Students		Students	
EOG	3-5	ELA/Math/Science (5)	
MAP	K-5	ELA/Math	
Acadience	K-3	ELA	
iSTEEP	1-5	ELA/Math	
HMH	3-5	Reading Lexile	
PELI	PK	ELA	
Staff		Staff	
Professional Learning		Attendance	
TKES Summary Report		Staff Climate Survey	

SES Strengths Identified:

Academic growth, closing the gap
 Collab Planning - Engagement Focus
 Data Digs following the BCSS assessment cycle
 DI (Master Schedule - Flex Focus)
 ELA Comprehensive Program (Phonemic Awareness, Phonics added to ELA instruction)
 SEL Support (Core Essentials, ReThink Ed)
 Safety Awareness/Protocols
 PBIS

SES Areas for Growth Identified:

Students performing ON GRADE LEVEL
 Consistency through PLC's
 Common Formative and Summative Assessments
 Writing Resource/PL
 Consistent Research Based Interventions to support students/sub groups used with fidelity



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Goal Area 1

Excellence in Student Achievement

Performance Objective: Ensure quality instruction for all students				
Initiative	Increase the percentage of students grade K-5 that meet their Growth projection on MAP Math and Reading by 5%: From 41% Spring of 2023 to 46% Spring of 2024 in Math From 50% Spring of 2023 to 55% Spring of 2024 in Reading			
Action Steps	Person Responsible	Timeline for implementation	Monitoring	Evidence
Increase goal setting with every student for their MAP growth	School Administrators Instructional Coaches Teachers	June 2024	MAP Growth	<ul style="list-style-type: none"> • Student Goal Sheets • Agenda, Sign In Sheets, and Minutes from PLC
Ensure that all interventions provided are research based or evidence based on SES Go To Intervention List. Initiate development of Intervention Instructional Videos	School Administrators Instructional Coaches Counselor Stark Strong Focus Team Teachers	June 2024	RTI Process	<ul style="list-style-type: none"> • Stark Strong Focus Team Agendas, Sign In Sheets, and Minutes • RTI Meeting Minutes • RTI Progress Monitoring Data • IEP Progress Monitoring Data • Go To Intervention List • Intervention Videos
Increase the use of the Learning Continuum to ensure DI for students	School Administrators Instructional Coaches Teachers	June 2024	MAP	<ul style="list-style-type: none"> • Lesson Plans • Agenda, Sign In Sheets and, Minutes from Collaborative Planning • Agenda, Sign In Sheets, and Minutes from PLC



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Performance Objective: Ensure quality instruction for all students

Initiative	Increase percentage of students 3-5 scoring Proficient or Distinguished Learner on Georgia Milestone EOG in Math and Reading by 5%.		
		Math	Reading
3rd Grade	From 43% Spring of 2023 to 48% Spring of 2024 in Math		From 38% Spring of 2023 to 43% Spring of 2024 in Reading
4th Grade	From 43% Spring of 2023 to 48% Spring of 2024 in Math		From 38% Spring of 2023 to 43% Spring of 2024 in Reading
5th Grade	From 38% Spring of 2023 to 43% Spring of 2024 in Math		From 28% Spring of 2023 to 33% Spring of 2024 in Reading

****3rd is based on 3rd in 2022-2023 / 4th & 5th follow the Cohort data from 2022-2023***

Action Steps	Person Responsible	Timeline for implementation	Monitoring	Evidence
Teacher K-5 will participate in Collaborative Planning weekly. Special Education Teachers will participate in collaborative planning monthly.	School Administrators Instructional Coaches Teachers Special Education Teachers	June 2024	Attendance at Collaborative Planning Meetings	<ul style="list-style-type: none"> • Collaborative Planning Schedule • Agenda, Sign In Sheet, Minutes from Collaborative Planning Meetings • Fidelity Walkthroughs
Create and revise Common Formative Assessments and Summative Assessments	School Administrators Instructional Coaches Teachers	June 2024	Common Formative Assessment and Summative Data	<ul style="list-style-type: none"> • Common Formative Assessments • Summative Assessments • Data from Assessments • PLC Meeting Minutes
Provide a comprehensive ELA program (Reading Horizons K-3/Elevate 4-5)	School Administrators	June 2024	MAP EOG	<ul style="list-style-type: none"> • Professional Learning on Resources-Sign In Sheets, Agenda, Minutes, Handouts



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	Instructional Coaches Teachers			<ul style="list-style-type: none">• PLC and Collaborative Planning Sign In Sheets, Agendas, Minutes
Provide professional learning on ELA strategies (Reading Horizons K-3/Elevate 4-5, Growing Readers)	School Administrators Instructional Coaches Literacy Focus Team Teachers Paras	June 2024	MAP EOG	<ul style="list-style-type: none">• Professional Learning- Sign In Sheets, Agenda, Minutes, Handouts• PLC and Collaborative Planning Sign In Sheets, Agendas, Minutes
Provide a comprehensive Math program	School Administrators Instructional Coaches Teachers	June 2024	MAP EOG	<ul style="list-style-type: none">• Professional Learning on Resources- Sign In Sheets, Agenda, Minutes, Handouts• PLC and Collaborative Planning Sign In Sheets, Agendas, Minutes
Provide professional learning on Math strategies (Big Ideas)	School Administrators Instructional Coaches Math Focus Team Teachers Paras	June 2024	MAP EOG	<ul style="list-style-type: none">• Professional Learning- Sign In Sheets, Agenda, Minutes, Handouts• PLC and Collaborative Planning Sign In Sheets, Agendas, Minutes
Participate in local, regional and state professional learning opportunities.	School Administrators Instructional Coaches Teachers	June 2024	Yearly Professional Learning Plan	<ul style="list-style-type: none">• Documentation from Professional Learning Opportunity.• Redelivery Plan to include Sign In Sheets, Agendas, Minutes, and Handouts.



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Performance Objective: Ensure quality instruction for all students				
Initiative	Increase the % of students grade 3-5 showing readiness for the next level according to CCRPI Readiness indicators by 3.3% From 79.7% in 2023 to 83%			
Action Steps	Person Responsible	Timeline for implementation	Monitoring	Evidence
Monitor student attendance and create an "Attendance is important initiative"	Administrators School Counselors Teachers	June 2024	Monthly Attendance Reports	<ul style="list-style-type: none"> Student Attendance Reports IC Contact Log
Explore career development K-5.	Administrators School Counselors Teachers	June 2024	Schedule of Activities	<ul style="list-style-type: none"> Spreadsheet with Activity, Date, Grade, Location, and Number of Students that Attended,

Performance Objective: Data is used to make informed decisions				
Initiative	Create a true Professional Learning Community Culture			
Action Steps	Person Responsible	Timeline for implementation	Monitoring	Evidence
Plan quarterly meetings to discuss data and plan accordingly during Professional Learning Communities (PLC's)	School Level Administration Instructional Coach Teachers	June 2024	Schedule of meetings	<ul style="list-style-type: none"> Data sheets.
Provide professional learning on PLC's to deepen implementation of effective PLC's for increased effectiveness	School Level Administration Instructional Coaches	June 2024	Schedule of Professional Learning	<ul style="list-style-type: none"> Sign In Sheets, Agendas, Handouts from Professional Learning
Initiate the development of protocols for PLC's	School Level Administration	June 2024	Schedule of Meetings to	<ul style="list-style-type: none"> Manual with Protocols and Process for using them.



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	Instructional Coaches Teachers		develop Protocols	
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Performance Objective: Frequent monitoring and shared accountability to support all students				
Initiative	Continue analyzing data at SES. Increase the monitoring of all subgroups and accountability for all subgroup success.			
Action Steps	Person Responsible	Timeline for implementation	Monitoring	Evidence
Professional Learning on interpreting and using data to drive instruction	School Administrators Instructional Coaches	June 2024	Schedule of Professional Learning	<ul style="list-style-type: none"> Sign In Sheets, Agendas, Common Templates for Data Analysis
Review all subgroup data as part of the data analysis for each program	School Administrators Instructional Coaches Special Education Teachers EIP Teachers TAG Teacher	June 2024	MAP, EOC, and EOG	<ul style="list-style-type: none"> Subgroup data analysis tool
Provide PL and Monitor Differentiated Instruction for all subgroups (LLI, Do the Math)	School Administrators Instructional Coaches Teachers Special Education Teachers EIP Teachers	June 2024	MAP, EOC, and EOG	<ul style="list-style-type: none"> Sign In Sheets, Agendas, Minutes, Handouts from Professional Learning



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Goal Area 2 Excellence in our BCSS Team

Performance Objective: Retain quality employees

Initiative	Retain highly qualified, effective teachers and staff			
Action Steps	Person Responsible	Timeline for implementation	Monitoring	Evidence
Enhance the BCSS New Teacher Induction/Mentor program that supports new SES teachers quarterly	School Level Administration , Instructional Coach	June 2024	TKES Data Observations Feedback Retention Exit Survey	<ul style="list-style-type: none"> • Mentor Logs • Meeting Agendas • Sign-In Sheets
Enhance the SES New Teacher Induction/Mentor program that supports new teachers monthly	School Level Administration, Instructional Coach, Mentors	June 2024	TKES Data Observations Feedback Retention Exit Survey	<ul style="list-style-type: none"> • Mentor Logs • Meeting Agendas • Sign-In Sheets
Assign each new teacher with an experienced mentor	School Level Administration, Instructional Coach, Mentors	June 2024	Individual Growth Data	<ul style="list-style-type: none"> • Meeting Agenda and Sign-In Sheet
Expand staff recognition and appreciation programs	School Level Administration, Stark Strong Focus Team	June 2024	Retention Data Exit Survey	<ul style="list-style-type: none"> • Staff recognition and appreciation programs/events



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Performance Objective: Invest in professional growth				
Initiative	Implement opportunities to build capacity within staff members			
Action Steps	Person Responsible	Timeline for implementation	Monitoring	Evidence
Provide professional growth opportunities for teachers by utilizing the coaching cycle	School Level Administration, Instructional Coach, Teachers	June 2024	TKES Data	<ul style="list-style-type: none">• Classroom Observations• Coaching Logs• Redelivery Plans for Out of District PL
Increase the number of Gifted, Math, and Reading/Dyslexia endorsed teachers	School Level Administration, Teachers	June 2024	CPI Report	<ul style="list-style-type: none">• Kick-Up Registration Log• Registration from Endorsement Program



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Goal Area 3 Excellence in Operations

Performance Objective: Ensure a safe and well maintained facility for all stakeholders

Initiative Schools and facilities will be safe and inviting places for students, parents, staff, and community members

Action Steps	Person Responsible	Timeline for implementation	Monitoring	Evidence
Review and update Emergency Safety plan with proper input.	School Level Administration, SRO, Leadership Team, Teachers, Paras	June 2024	Safety Meeting Agenda, Sign in Sheets	<ul style="list-style-type: none"> BCSS Safety Plan, Individual School Safety Plan
Conduct safety drills, safety procedures, and safety walks and debriefs to improve actions.	School Level Administration, SRO	June 2024	Google Forms OIC Log	<ul style="list-style-type: none"> OIC Logs, Google Form of Walk-Throughs, Safety Meeting Agendas
Maintain cybersecurity/digital citizenship measures and training for all staff and students.	School Level Administration, Media Specialist, Counselor, Teachers	June 2024	Vector Solutions GSBA Safety Scenarios	<ul style="list-style-type: none"> Vector Training Completion Digital Citizenship Lesson Plans Securly Alerts
Conduct training for ALL staff in the realm of safety, prevention, and response.	School Level Administration	June 2024	Sign-in Sheets Google Invites Google Calendar	<ul style="list-style-type: none"> Safety Team Meeting Agendas, Vector Training, Pre-Planning Agenda
Ensure smooth and seamless transitions for students into PK, Kindergarten, and Henderson Middle School	School Level Administration Counselor Teachers	June 2024	Sign-in Sheets Handouts Agendas Google Invites	<ul style="list-style-type: none"> PK Camp Plans Kinder Camp Plans 5th Grade Transition Plans



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			Google Calendar	
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Goal Area 4

Excellence in Culture and Climate

Performance Objective: Foster stakeholder partnerships through transparency

Initiative	To provide clear and effective communication in order to increase and sustain partnerships.			
Action Steps	Person Responsible	Timeline for implementation	Monitoring	Evidence
Continue to support the whole child and the families of SES.	School Administration, Counselor, Stark Strong Focus Team Teachers	June 2024	Feedback/ Survey Data	<ul style="list-style-type: none"> Core Essential Lessons ReThink Ed Lesson PBIS Product Book
Increase participation through parent and family workshops, input meetings, school council meetings with multiple modes and flexible times.	School Administration, Title I Coordinator, Teachers, Paras, Parent & Family Engagement, PTO, School Council	June 2024	Feedback/ Survey Data	<ul style="list-style-type: none"> Agendas, Sign-in sheets, Flyers, feedback forms, Infinite Campus, social media, principal communication.
SES will enhance educator accessibility in the community by maximizing opportunities to participate in community events and creating other opportunities for outreach	School Administration, Title I Coordinator, Teachers, Paras, Parent & Family Engagement, PTO, School Council	June 2024	Feedback/ Survey Data	<ul style="list-style-type: none"> Agendas, Sign-in sheets, Flyers, feedback forms, Infinite Campus, social media, principal communication. Planning Committee Meetings Planning Agenda



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Improve effective two-way communication with stakeholders.	School Administration, Title I Coordinator, Teachers, Paras, Parent & Family Engagement, PTO, School Council	June 2024	Feedback/ Survey Data	<ul style="list-style-type: none">Agendas, Sign-in sheets, Flyers, feedback forms, Infinite Campus, social media, principal communication.
Involve community stakeholders in key decisions and proactively share information in the early stages of policy and decision making.	School Administration, Title I Coordinator, Teachers, Paras, Parent & Family Engagement, PTO, School Council	June 2024	Feedback/ Survey Data	<ul style="list-style-type: none">Agendas, Sign-in sheets,



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Literacy (L4GA) Plan Components:		
L4GA Goal #1: Community Partnerships	School Goal: Relationships & Perceptions <ul style="list-style-type: none">Implement best practices for instruction and communicate with all stakeholders to increase student engagement and achievement 60% of students will meet or exceed their expected growth projection in Reading as evidenced by assessment data. This is an increase from 52% in 2022-2023. 50% of students will meet or exceed their expected growth projection in Reading as evidenced by assessment data. This is an increase from 45% in 2022-2023.	School Evidence: Literacy Task Force Agendas/ Meeting Minutes Literacy Night Handouts Title I Parent Meeting Agendas/Hand Outs Lesson Plans Phonemic Awareness Instruction Phonics Instruction Writing Portfolio - Fall / Spring Independent Writing Samples
L4GA Goal #2: Engaged Leadership	School Goal: Organizational Effectiveness SES will develop and implement processes for effective strategic planning and leadership capacity that lead to a culture of continuous improvement. <ul style="list-style-type: none">Implement intentional Social-Emotional purpose-driven opportunities to cultivate and build teacher efficacy.	
L4GA Goal #3: Continuity of Instruction	School Goal: Student Achievement 60% of students will meet or exceed their expected growth projection in Reading as evidenced by assessment data. This is an increase from 52% in 2022-2023. 50% of students will meet or exceed their expected growth projection in Reading as evidenced by assessment data. This is an increase from 45% in 2022-2023.	School Evidence: Lesson Plans Phonemic Awareness Instruction Resources Phonics Instruction Resources Writing Portfolio - Fall / Spring Independent Writing Samples



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	<ul style="list-style-type: none"> Implement best practices for instruction that increase student engagement with a formal structure for reflective practices that guide and change instruction. 	
L4GA Goal #4: Ongoing formative and summative assessments including tired interventions for all students	<p>School Goal: Student Achievement Teachers will continue with a commitment to a vision of shared leadership and participate in weekly collaborative planning, PLC's and monthly professional learning to increase student engagement (behavioral, cognitive, and emotional engagement) Grade level teams will plan and revise instruction based on student/subgroup needs. Professional learning in planning and implementing differentiation using data.</p> <p>Teachers will participate in weekly RTI meetings to discuss intervention and progress monitor students at Tier 2 and 3.</p> <p>Special education teachers and co-teachers will meet monthly to discuss progress toward IEP goals and grade level standards for students at Tier 4.</p>	<p>School Evidence: Benchmark Data PELI (PK) STEOP (1st) <ul style="list-style-type: none"> ORF Reading Maze Math Fluency STEOP (2nd-5th) <ul style="list-style-type: none"> ORF Reading Maze Math Fluency Math Concepts and Application MAP (K-5) <ul style="list-style-type: none"> Reading Math Acadience (K-3) <ul style="list-style-type: none"> K - First Sound Fluency, Letter Naming Fluency, Phoneme Segmentation Fluency, Nonsense word fluency 1st - Letter Naming Fluency, Phoneme Segmentation Fluency, & Nonsense Word Fluency 2nd - Nonsense Word Fluency and Oral Reading Fluency 3rd - Oral Reading Fluency and Maze HMH Growth Measure (3-5)</p>
L4GA Goal #5: Tired Supports	<p>School Goal: Student Achievement 60% of students will meet or exceed their expected growth projection in Reading as evidenced by assessment data. This is an increase from 52% in 2022-2023.</p>	<p>School Evidence: Lesson plans for Reading and Math Flex iSTEOP data Behavior data Attendance data RTI progress monitoring data</p>



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	<p>50% of students will meet or exceed their expected growth projection in Reading as evidenced by assessment data. This is an increase from 45% in 2022-2023.</p> <ul style="list-style-type: none">• Implement best practices for instruction that increase student engagement with a formal structure for reflective practices that guide and change instruction.	
L4GA Goal #6: Professional learning in Literacy Instruction	<p>School Goal: Organizational Effectiveness</p> <p>SES will develop and implement processes for effective strategic planning and leadership capacity that lead to a culture of continuous improvement.</p> <ul style="list-style-type: none">• Implement intentional Social-Emotional purpose-driven opportunities to cultivate and build teacher efficacy.	<p>School Evidence:</p> <p>PL Calendar Agendas/Handouts Sign-in Sheets Mentor Logs TKES and Eleot Data Teacher Observation Feedback Kick-Up</p>