

Sparta Area Schools



Strategic Plan



2019-2024





Sparta Area Schools

Dear Sparta Area Schools Community:

It is an exciting time for Sparta Area Schools! In the spring of 2019 we began the process of developing a strategic plan to bring a renewed focus on students, instruction, and learning in our district. Through the collaboration of our educators, parents, community members, and students, we have developed a mission and vision for Sparta Area Schools and a long-term plan to support that mission and vision.

Sparta Area Schools is fortunate to have many talented educators making a difference in our children's lives every day. We also have parents and a community that is committed to our children's education and that consistently demonstrates its commitment and support.

We would like to thank Dr. Tim Westerberg for his facilitation and assistance in the development of our new strategic plan. We would also like to thank the entire Strategic Planning Core Team for their contributions to the plan throughout the process over the last several months.

We are eager to begin this journey as mapped out by our strategic plan, and look forward to working together to bring to life these strategic initiatives that focus on our students, our educators, and our community. Thank you for your continued commitment and support!

With Spartan Pride,

Peter W. Bush, Superintendent





Sparta Area Schools



The District's Strategic Plan is comprised of the mission, vision, core values, strategic goals, and objectives for Sparta Area Schools. This strategic plan is a dynamic, living document. We will use it to guide us in decision-making at the school and district level, and to help evaluate current programs for their effectiveness and contribution to our district goals, mission, and vision. Input into our Strategic Plan included analysis of student, school, and district-level performance data, state and federal mandates, School Board recommendations, and stakeholder input.

Annually, and in conjunction with the District budget process, we will develop our goals and objectives for the next school year. The goals and objectives of the District Strategic Plan are the focus and driving force of the District. All decision-making, planning, resource allocations, and other activities affecting the plan year and beyond shall support these goals and objectives.

This Strategic Plan is for our Board, administrators, faculty, and staff, and is designed to bring together the most important initiatives that define our success as a school district.

Our intent is that everyone in the District understand and work to accomplish the efforts contained in our Strategic Plan in order to achieve student success.

We Can Do This Together.



Sparta Area Schools



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Welcome to Sparta

Paralleling West Michigan's Fruit Ridge, the Sparta Area boasts an atmosphere of tranquility and small town charm. Conveniently located 15 minutes north of Grand Rapids, Sparta offers a diverse labor market, employment opportunities, quality schools, and abundant housing potential. Perhaps, most notably, are the apple trees covering thousands of acres of rolling farmland all dedicated to the third largest apple industry in the country. Surrounding Sparta is some of the most scenic and peaceful countryside in Kent County. We are proud to welcome you to Sparta, a great place to learn and grow in an ever changing and growing community!

OUR SCHOOLS

Sparta Area Schools offers the best of both worlds. Reflecting the values of our tight-knit community, our schools provide students with a safe environment, a high-quality staff, an emphasis on learning, and a focus on creativity and innovation. Complimenting a guaranteed and viable curriculum in reading, writing, mathematics, science, and social studies is the latest in technology. Our district is a 1-to-1 learning environment in grades 3-12, with state-of-the-art facilities and infrastructure. In addition, our elective and career courses, not to mention our athletic and extra-curricular activities, offer all students the opportunity to find their passion, thrive, and grow in a supportive environment.

Sparta's educators pride themselves in meeting the individual needs of all students. Our staff works together in Professional Learning Communities (PLC's) to continuously review their instructional practices and data so they can deliver the best content and activities for high-student engagement. We are an organization that recognizes that each student can flourish in a setting where caring adults set high expectations and take time for each individual student. Parents are also present in our schools - as classroom helpers, as mentors, as host to students who are job shadowing, as chaperones, and as sports, academic, and music boosters.

Sparta Area Schools is a great place for kids! With a focus on the social-emotional health and mental wellness of our students, we allow them to focus on the job of learning, and on developing their potential. In addition, we are a district large enough to offer a variety of course work and curricular options but small enough to provide abundant opportunity for students to participate in music, athletics, and drama. Offering a quality educational experience and a smorgasbord of extracurricular opportunities, Sparta Area Schools truly does offer students and parents the best of both worlds.



Sparta Area Schools



This Strategic Plan provides Sparta Area Schools with a clear direction and a means of navigating the district's course for the future. Based on numerous hours and contributions from many district and community representatives, this plan is expected to help the district leadership, administration, faculty, and staff members maximize the opportunities for students across the district and successfully traverse the challenges they will face in the years ahead.

Process

Over the last several months, the Strategic Planning Core Team completed a series of planning activities to determine the strengths of the district, the challenges it faces, the opportunities that exist, and the direction the district should take to accomplish its goals and vision for students. These activities included iterative, cumulative exercises that incorporated multiple perspectives and feedback from the community, resulting in a unified plan.

The core team consisted of 28 members of our schools and community and we received 191 responses to our online surveys to aid us in the strategic planning process.

Strategic Planning Core Team Members

The Strategic Planning Core Team included:

- Superintendent (Peter Bush)
- School Board Members (Mark Alster and Marybeth Dame)
- School Level Leadership (Joel Stoner, Deb Carnes, Matt Spencer, Brad Wood, and Mike Birely)
- Teachers (JoAnne Brown, David Fix, Kathy Hartuniewicz, Shelly Murdock, Stacey Rumsey, Leah Sajdak, and Kevin Shuneson)
- Support Staff (Miki Hendrick and Brenda Kline)
- Students (Evan Cowdrey, Alexandra Hyde, Ethan Zurek)
- Parents (Kristi Armock, Nate Benham, Erin Bormes,)
- Community (Jim Bosserd, Larry Carter, Kristi Dougan, Phil Frederick, Bill Taylor)

Core Team members engaged individually in over 40 hours of meetings across four months.



Sparta Area Schools

MISSION STATEMENT

Cultivating a dynamic, compassionate community that empowers all learners to lead successful lives.

VISION STATEMENT

Creating valuable relationships and innovative learning experiences within our schools and community that empower all learners to thrive and excel.



STATE OF THE ART...SMALL TOWN HEART



CORE VALUES/BELIEFS

We believe:

1. Caring, trust, and a sense of belonging are essential for success.
2. Each person has unique and intrinsic worth and deserves to be treated with respect.
3. A high-quality learning environment is best achieved when school, home, and community build healthy relationships and work together.
4. A diversity of backgrounds, heritage, families, and viewpoints strengthen us.
5. All students are capable of learning and deserve a safe environment, both physically and emotionally.
6. High expectations, based on challenging, relevant learning experiences leads to exceptional growth.



Rectangular Snip



SPARTA AREA SCHOOLS

Core Values/Beliefs

Culture of Trust & Respect

Relationships, Diversity & Community Engagement

Student Well Being & Success

We Believe....

Caring, trust, and a sense of belonging are essential for success.

Each person has unique and intrinsic worth and deserves to be treated with respect.

We Believe...

A high-quality learning environment is best achieved when school, home, and community build healthy relationships and work together.

A diversity of backgrounds, heritage, families, and viewpoints strengthen us.

We Believe...

All students are capable of learning and deserve a safe environment, both physically and emotionally.

High expectations, based on challenging, relevant learning experiences leads to exceptional growth.



Sparta Area Schools

Goals – 2019-24





Human Resources/Curriculum/Instruction

Goal 1:

Attract, retain, and develop high-performing employees who align with Spartan culture and values to foster organizational effectiveness within all employment classifications in the district.

Objective 1:

Utilize specific tools and marketing strategies to attract and identify highly skilled candidates that align with our established culture and values for available positions.

Actions:

1. Post all job openings as soon as feasible (by April 15 for known fall vacancies).
2. Distribute postings on district platform(s) and website, Kent ISD consortium, college job boards, on social media, and any other emerging technologies/sites.
3. Identify and utilize a screening tool to gather candidate information/response to match their qualifications and skills to Spartan culture, values, and needs.
4. Implement a rigorous selection process for all new staff that includes a screening process, face-to-face interviews, reference and background checks, and multiple perspectives from the interview committee before reaching consensus.

Objective 2:

Provide staff the opportunity to collaborate, identify the skills they wish to grow as a professional, and empower them with the necessary resources and support to grow those skills.

Actions:

1. Provide all new staff members with a trained mentor that will help them assimilate to the district and provide the necessary support to help them grow during their early years.
2. Provide all staff members the opportunity to identify areas they wish to grow (IDP) through collaborative conversations with their administrators and colleagues, and the necessary support to help them achieve their goals.
3. Provide all staff with the time and structure to collaborate with their content/grade-level peers in job embedded professional development opportunities through the Professional Learning Community (PLC) process.
4. Provide all staff the opportunity to request professional development for growth, support those opportunities that align with their individual and/or district goals, and can be supported financially by the district.

Goal 2:

Engage and empower all staff's creativity and innovative thinking by creating a collaborative culture that encourages risk-taking, a growth mindset, and a highly-skilled workforce.

Objective 1:

Implement a process to support a community of professional learners that provides time for and a focus on activities that improve staff knowledge and skills that contribute to better student outcomes.

Actions:

1. Establish Professional Learning Communities (PLC's) at each grade-level (K-5) and content area (6-12), and provide staff the structure and time to identify the standards/targets in which all students will reach proficiency.
2. Teachers will collaboratively develop and deliver a guaranteed and viable curriculum at each grade-level/content area, and utilize best practices instructionally (Tier 1) to meet student needs.
3. Teachers will create and use common assessments (formative and summative) to monitor student learning and utilize data (results) to make instructional adjustments (Tier 1) and to identify students for interventions (Tier 2 & 3).
4. All grade-levels/content areas will develop plans (strategies) to deliver appropriate interventions (Tier 2 & 3) to any student that fails to reach proficiency on required standards/targets during core instruction (Tier 1).
5. A Curriculum Review Cycle (CRC) will be developed and implemented at the district level to ensure staff is provided the appropriate materials, resources, and professional development to remain current and successful.

Objective 2:

Develop a process to support and empower teacher(s)/teams to continually develop and utilize new skills around district software and technology, and to integrate successfully into their curriculum to support and enhance student learning.

Actions:

1. Provide training/support for staff around the Google suite of tools (i.e. Drive, Forms, Classroom, etc...) to build knowledge and skills, and encourage collaboration among staff, students, and parents.
2. Provide training/support for staff around student and learning management systems (i.e. Powerschool and Schoology) to continue to build knowledge and skills, and encourage improved communication between staff, students, and parents.
3. Utilize District Technology Committee to plan and develop actions necessary for new software/technology identification and the necessary training and support to implement successfully. Ensure all technology purchases are vetted through this committee prior to implementation.



Curricular/Co-curricular

Goal 1:

Increase curricular opportunities, including electives, at all grade levels to support the interests and goals of all students.

Objective 1:

Implement more career awareness, exploration, prep, and readiness offerings K-12.

Actions:

1. Create K-12 alignment of career awareness and exploration activities to inform teachers, students, and parents at all grade levels.
2. Implement EDP (Educational Development Plans) process in grades 7-11 that helps students identify and plan for potential career options.
3. Identify area businesses and community members to assist with career awareness and exploration activities, and invite them to participate in our schools.

Objective 2:

Implement additional honors (i.e. Advanced Placement) and early high school/college/credit options for students at the middle and high school levels.

Actions:

1. Review current advanced and honors classes available to students in grades 6-12 and develop a plan for more options and increased opportunities for student participation.
2. Explore additional options for students to earn high school credit while in middle school.
3. Review current early college/credit opportunities for students in high school and look for ways to expand offerings and partnerships.

Objective 3:

Implement robust elective/specials opportunities at all grade levels to meet student interest and help them develop the passion and skills to be successful.

Actions:

1. Explore options for students at area schools and ensure that our students are provided equitable opportunities for elective/specials classes.
2. Survey staff, students, and parents to identify potential areas of interest and look for ways to meet the needs/desires of our school community.

Goal 2:

Increase co-curricular opportunities at all grade levels to support the interests and goals of all students.

Objective 1:

Review all current clubs/activities available to students and develop a handbook/promotion to continually make students aware of co-curricular opportunities and how to get involved.

Actions:

1. Develop/update handbook for all clubs/activities each school year.
2. Provide staff, students, and parents with up-to-date information on the clubs/activities available and how to get involved.

Objective 2:

Identify additional clubs/activities that align with student interest and pilot them for potential long-term implementation.

Actions:

1. Explore options for students at area schools and ensure that our students are provided equitable opportunities for co-curriculars.
2. Survey staff, students, and parents to identify potential areas of interest and look for ways to meet the needs/desires of our school community.

Objective 3:

Increase the amount of students involved in co/extra-curricular activities by 5% annually.

Goal 3:

Strengthen the Athletic program, opportunities, and experiences for all student-athletes to support their interests and goals.

Objective 1:

Re-visit our current athletic mission and vision (philosophy), and develop goals for improvement.

Actions:

1. Explore successful athletic programs and conduct a planning process for strategic planning in our athletic program.
2. Develop an athletic council made up of coaches, student-athletes, and parents to align our approach and practices throughout the district.

Objective 2:

Improve the perceptions and experiences of student-athletes and their parents/guardians.

Actions:

1. Survey student-athletes and parents at the conclusion of each athletic season to gather feedback on their perceptions and experiences.
2. Utilize results from surveys with coaches to reflect and set meaningful goals for improvement each season.
3. Implement an evaluation system for all coaches that holds them accountable for setting goals on improving their relationships with student-athletes and parents, and striving to achieve them each year.

Objective 3:

Increase athletic opportunities for student-athletes throughout the district.

Actions:

1. Conduct interest surveys for student-athletes every three years in grades 7-11 to ensure that current offerings are in alignment with student interest.
2. Collaborate with other school districts on potential areas for growth in athletic opportunities for students. Utilize cooperative programs when possible.
3. Utilize co-curricular opportunities to pilot an activity that might grow into a varsity sport.
4. Implement additional youth programs in grades K-5 that align with current middle school and high school programs to build enthusiasm and support.



Communications

Goal 1:

Establish an effective communications/public relations plan to build collaborative relationships and strengthen support and confidence in Sparta Area Schools.

Objective 1:

Communicate the district's mission, vision, values, and goals through strategic messaging.

Actions:

1. Create a one-page district communication or brochure that summarizes the mission, vision, values, and goals of the Sparta Area Schools strategic plan, and share with all stakeholders.
2. Create a promotional/marketing plan/campaign that utilizes the district tagline (vision) "State of the Art...Small Town Heart." Design and provide clear and consistent materials to support promotion.
3. Provide consistent graphics and marketing materials throughout the district and in a shared location to utilize district-wide.

Objective 2:

Keep the public aware of current district projects, planning, and timelines associated with 2016 bond efforts. Communicate sinking fund projects/balance, including need for renewal in future.

Actions:

1. Provide monthly updates on new middle school and early childhood center projects until completion on district website, via school messenger, and through district communications (Bellringer, newsletters, etc...).
2. Develop plan for sinking fund renewal. Establish timelines and strategies for successful campaign, communications, and outcome.

Objective 3:

Review annually our student population/trends, specifically school of choice, to assess our communication effectiveness and attract/retain students.

Actions:

1. Survey stakeholders regularly (students, staff, parents, and community) to monitor progress and perceptions of the district.
2. Monitor our year-to-year student population (sub groups) and develop communications/literature to attract and retain students.

Goal 2:

Establish an effective district-wide communications/public relations plan through greater use of technology and available resources.

Objective 1:

Provide a district website that is a comprehensive source of information about district programs, schools, curriculum, policies, events, and operations.

Actions:

1. Review current website to ensure that all information is current and timely.
2. Conduct a website accessibility audit to ensure site is ADA-compliant.
3. Monitor website performance by utilizing analytics and surveys.
4. Investigate the feasibility of a school district app to allow direct communication and access to stakeholders through mobile devices.

Objective 2:

Develop a strategic social media communications program that is both proactive and reactive, and allows the school district to “tell it’s story.”

Actions:

1. Identify and develop a district social media presence on appropriate applications (i.e. Facebook, Twitter, You Tube, Instagram, etc…) to engage with stakeholders.
2. Develop a plan for regular posts on social media sites and to respond to any inquiries/concerns from stakeholders.

Objective 3:

Continue to utilize current applications (i.e. Powerschool, Schoology, School Messenger) as communication tools, encourage greater use and access by stakeholders, and keep stakeholder information updated to allow that communication and access.

Actions:

1. Encourage greater access/use of PowerSchool and Schoology by parents/guardians to track student progress. Provide training/assistance as needed.
2. Utilize School Messenger as both an emergency communication tool and to communicate with all stakeholders on special events/happenings around the district through email, text, voice. Encourage parents to keep their settings updated to receive appropriate communications.

Goal 3:

Cultivate positive relationships with the media, and between the district, building principals, staff, parents/guardians, and the community/alumni.

Objective 1:

Establish an effective media relations plan that enhances the district’s image in the community and West Michigan area.

Actions:

1. Respond in a timely, reliable fashion to media inquiries and requests.
2. Provide the media (i.e. School News Network, Mlive, Bellringer) with positive stories about Sparta Area Schools.

3. Provide media/reporters access to schools/classrooms, and district staff, that can provide reliable, appropriate information about education-related topics.

Objective 2:

Establish an effective employee communications plan that improves knowledge about current district initiatives and support for them.

Actions:

1. Utilize district email to communicate important information to staff and keep them updated on happenings in the buildings/district.
2. Building Principals will communicate pertinent information from administrative staff meetings to building level staff at staff meetings or through electronic communications.
3. Superintendent/District Office Staff attends building staff meetings on regular basis (at least twice annually) or holds advisory meetings to relay information and answer to any questions/concerns.

Objective 3:

Improve parent/teacher/principal communications to keep parents informed of their child's current level of performance/achievement and recommendations/ goals for future growth.

Actions:

1. Teaching staff will keep their lesson plans and gradebooks current, including updating information in Powerschool and Schoology at least once each week to provide parents with access to the latest information on student progress.
2. Teaching staff will utilize the district website for their classroom website (or for links to their classroom website) to direct parents to the latest information on happenings in their children's classrooms. Any needed training/support will be provided by the district.
3. Teaching staff and building principals will provide parents with direct communications (email/phone) when concerns arise, including a drop in student performance, attendance that is causing concern, or behaviors that are affecting the educational environment and student achievement.

Objective 4:

Create Community/School Partnerships with local businesses, organizations, post-secondary institutions, and alumni.

Actions:

1. Actively engage in existing networks and area businesses to strengthen awareness, and explore possibilities of partnerships in support of the school's mission and vision.
2. Create post-secondary partnerships that will allow additional opportunities for students and staff to engage with and earn college credit or receive additional training.
3. Increase student community service opportunities and experiences to provide community support and promote student volunteerism.
4. Celebrate/communicate former students' successes and achievements and engage in communication with school alumni (i.e. page on website, social media).



Student Wellness

Goal 1:

Educate staff, students, and parents/guardians around mental wellness in order to promote social and emotional well-being.

Objective 1:

Educate all students about issues that impact mental wellness.

Actions:

1. Develop a District Wellness Committee made up of staff, students, and parents.
2. District Wellness Committee audits current practices and makes recommendations for future areas of focus/growth.
3. Utilize/develop a district Health Education curriculum K-12 (i.e. Michigan Model) to educate students about mental wellness and encourage healthy living.
4. Promote mental wellness among the student body (i.e. guest speakers, newsletters, websites, nurse's corner, announcements, any other communication outlets, etc...)
5. Survey students to identify areas of concern and effectiveness of education programs.

Objective 2:

Educate all staff about issues that impact mental wellness.

Actions:

1. Develop a District Wellness Committee made up of staff, students, and parents.
2. District Wellness Committee audits current practices and makes recommendations for future areas of focus/growth.
3. Enlist Core Crisis Team to develop a matrix of mental health services in the district.
4. Educate staff of the matrix of mental health services the district provides.
5. Link matrix to Child Study folders K-12.
6. Establish a mental wellness professional development curriculum for staff (i.e. YMHFA, Global Compliance videos, local experts to present to staff, etc...)
7. Staff promotes mental wellness among student body.
8. Survey staff to identify areas of staff/student concern and effectiveness of education programs.

Objective 3:

Educate all parents about issues that impact mental wellness.

Actions:

1. Develop a District Wellness Committee made up of staff, students, and parents.
2. District Wellness Committee audits current practices and makes recommendations for future areas of focus/growth.
3. Research successful parent education programs (i.e. GRPS Parent University) to identify successful opportunities in Sparta, and develop a K-12 parent program.
4. Maintain and advocate for Birth-to-5 programs (i.e. Bright Beginnings)
5. Offer at least one wellness seminar/opportunity for parents each year.
6. Survey parents to identify areas of concern and effectiveness of education programs.

Goal 2:

Promote positive student attendance, increased student achievement, and improve student mental/emotional well-being.

Objective 1:

Research causes of student chronic absenteeism and possible solutions to improve attendance and achievement.

Actions:

1. Research and educate students and parents about the positive effects of good attendance, and implement programs (i.e. Strive for less than 5) to encourage it.
2. Research and educate staff and parents about the effects of later school start times at the secondary level.
3. Research existing school mentoring programs and look at possible program(s) to implement for at-risk students K-12.
4. Research and educate staff, students, and parents about the positive effects of increased student involvement in athletics/co-curricular activities.
5. Enforce truancy offenses.

Goal 3:

Promote the healthy, appropriate use of technology (digital devices) by staff and students.

Objective 1:

Educate staff about the district expectations (professional use) of technology (digital devices) in and out of school, and encourage staff to be positive models for our students.

Actions:

1. Inform staff of all district policies and guidelines pertaining to their acceptable use of technology (digital devices) in school.
2. Encourage staff to model positive behaviors and discuss the proper use and expectations in their classrooms and throughout the school day with students regularly.

Objective 2:

Increase student application of the healthy use (in and out of school) of technology (digital devices) and platforms.

Actions:

1. Research, define, and inform students of the characteristics and dangers of digital distraction.
2. Research what other districts have done (policy and practices) to address digital distraction in their schools.
3. Define the healthy use of technology (digital devices) for students, both in and out of the school setting.
4. Create policies and practices to address digital distraction, to instill a healthy use of technology (digital devices) during the school day.
5. Educate parents about digital boundaries and how to set clear and consistent expectations at home.



Finance/Facilities

Goal 1:

Creating and maintaining quality facilities that are a source of pride in our community.

Objective 1:

Ensure staffing and budget are adequate to support a plan for improved maintenance of facilities.

Actions:

1. Develop and review a maintenance equipment schedule for replacement.
2. Review maintenance and replacement schedules for capital outlay and sinking fund.
3. Develop a plan to improve and maintain curb appeal of district and required building maintenance.
4. Review staffing on an annual basis and plan accordingly for future building changes.
5. Assess current snow plowing removal methods to mitigate spring damage.
6. Create a volunteer committee to provide consistent feedback on status of grounds/maintenance.

Objective 2:

Ensure Series II bond work is completed efficiently.

Actions:

1. Complete new middle school construction on time and within budget.
2. Complete Early Childhood renovation on time and within budget.
3. Complete all scheduled building-level projects on time and within budget.

Goal 2:

Continue to improve the safety & security throughout all district facilities.

Objective 1:

Improve the communication of safety plans/initiatives for staff and students.

Actions:

1. Continued promotion of OK-2-Say state tip line.
2. Provide expanded visibility schedule of School Resource Officer (SRO).
3. Communicate Core Crisis meeting results (minutes) to all staff.
4. Review all internal crisis communication protocols with staff.
5. Provide emergency protocol training and updates for all staff on an annual basis.
6. Participate in Safe Routes to School review and grant process.

Objective 2: Ensure secure facilities regarding building access.

Actions:

1. Review current facility use guidelines and improve accessibility to facilities after hours while maintaining security/safety.
2. Review current practices and identify ways to improve the parent drop-off/pick-up process throughout the district for improved student safety.

Goal 3:

Ensure availability and alignment of financial resources with mission, vision and goals of the district.

Objective 1: Ensure spending is within financial parameters.

Actions:

1. Maintain current Board policy of at least a 10% annual fund balance.
2. Maintain the sinking fund for protecting high-level of quality/maintenance for all district facilities.
3. Maintain transparency of sinking fund expenditures.

Objective 2: Ensure current technology and Strategic Planning initiatives are sustainable.

Actions:

1. Create replacement schedules for student and staff devices.
2. Ensure software is current.
3. Ensure funds are allocated to support Strategic Planning initiatives.
4. Provide staff training and support as needed.



Sparta Area Schools

Board of Education

Andy Jensen, President
Amanda VanStrien, Vice President
Mark Alster, Secretary
Marybeth Dame, Treasurer
Dr. James Kerby, Trustee
Pamela May, Trustee
Kim Eluskie, Trustee

Leadership Team

Peter W. Bush
Superintendent of Schools

Joel Stoner
Director of Academic & Student Services

Deb Carnes
Director of Finance & Operations

Tina Mortensen
Director of Special Education

Heather Guerra
Ridgeview Elementary Principal

Mike Birely
Applevue Elementary Principal

Brad Wood
Sparta Middle School Principal

Matt Spencer
Sparta High School Principal