

Hamilton Public School District



2014 Annual Report

Approved: February 10, 2014

Introduction

Policy 1015 sets forth the mission and educational goals of the Hamilton School District. It is designed to facilitate prudent long-term planning by the District’s Board of Trustees and to help guide the District’s faculty and staff in the accomplishment of their duties. The purpose of this report is to provide useful information to the community regarding the status of the School District. This report includes performance data, staff information, a budget review including spending and revenue, and major initiatives currently underway or being contemplated.

Over the past year many essential decisions were made to improve the Hamilton School District including a revision of the District’s Mission and Vision, fiscal belt-tightening, resource prioritization, and revamping programs to improve student achievement.

Sources of information for this report come from Trustee Financial Summaries and information provided by the state Office of Public Instruction.

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District Mission and Vision Statement

<p><u>District Mission</u></p> <p>Develop productive, well-rounded American citizens who are motivated, self-confident and ready to pursue mastery of their chosen vocations.</p>	<p><u>District Vision</u></p> <p>Promote a culture of educational excellence through an unwavering dedication to the individual development of each child every day, without exception.</p>
<p><u>Educational Goals</u></p> <ol style="list-style-type: none"> 1. Basic Literacy <ul style="list-style-type: none"> • <i>Students will graduate with a sound foundation and strong capabilities in reading, writing, and mathematics.</i> • <i>The District will build a sound foundation for literacy during each student’s early years and will constantly build upon and reinforce that foundation throughout the student’s educational experience.</i> 2. Strategic Thinking and Reasoning <ul style="list-style-type: none"> • Students will demonstrate the capacity to solve complex problems by gathering, evaluating, and analyzing information and communicating solutions. • The District will connect learning to the real world through authentic and innovative experiences to increase student engagement, creative thinking, motivation, and investment in their learning. 3. Preparation for American Citizenship <ul style="list-style-type: none"> • Students will recognize their roles and responsibilities as active, ethical, and informed American citizens. • The District will provide students, throughout their K-12 experience, an in-depth understanding of the American political, social, and economic systems, as well as the historical context from which they arose. • The District will familiarize students with political, social, and economic systems found elsewhere in the world. 4. Readiness for Future Opportunities <ul style="list-style-type: none"> • Students will develop the skills and aptitudes necessary for college, advanced technical training, or direct entry into the workforce. • The District will provide a well-rounded educational experience including a challenging curriculum and varied extra-curricular opportunities. • Students will establish post-graduation goals, identify the education and training needed to reach these goals, and understand the potential risks, rewards, and limitations associated with the goals one selects. • The District will provide pathways specifically designed to prepare students for college, advanced technical training, or direct entry into the workforce. 	<p><u>Operating Principles</u></p> <ol style="list-style-type: none"> 1. Hire the best and make them better. <ul style="list-style-type: none"> • The District will recruit, evaluate, retain and continually develop high quality personnel to maximize student achievement. 2. Enhance and customize learning environments. <ul style="list-style-type: none"> • The District will continue to transform schools into dynamic learning environments supported through emerging technologies, flexible planning and scheduling, repurposed facilities, and community collaboration. 3. Actively engage the community as an educational partner. <ul style="list-style-type: none"> • The District will cultivate and enhance staff, student, parent, business and community involvement and fully recognize the community as an important partner providing necessary services, resources, and opportunities for our students. • The District will maintain an open environment that promotes dialog both with the community and within the District and will strive to provide the public timely and accurate information on the status of its schools. 4. Promote community ownership. <ul style="list-style-type: none"> • The District will strive to exercise, preserve, and when appropriate increase our community’s local control over the operation of its schools. 5. Consistently ensure safe, civil, and productive learning environments. <ul style="list-style-type: none"> • The District will provide a safe learning environment for staff and students. • The District will insist on civil behavior, which does not require conformity or the compromise of one’s principles but does demand that one respects another’s basic human dignity and refrains from abusive conduct. 6. Confront challenges together <ul style="list-style-type: none"> • The District expects all members of the team—trustees, administrators, and staff—to share accountability for achieving the District’s goals.

Facility Overview

The District operates on five campuses where it not only accomplishes its educational mission but also provides services to the community. When possible, the District seeks outside grants to fund major facility upgrades and repairs, one of which supported an overhaul of the District's IT infrastructure.

At the end of school year 2012-2013, Grantsdale School was closed which reduced the District's annual operating cost by approximately \$100,000. This property is in the process of being sold.

The District's facilities have adequate capacity to support educating our children. However, the cost of maintaining facilities increases as buildings age placing a strain on the District's budget.

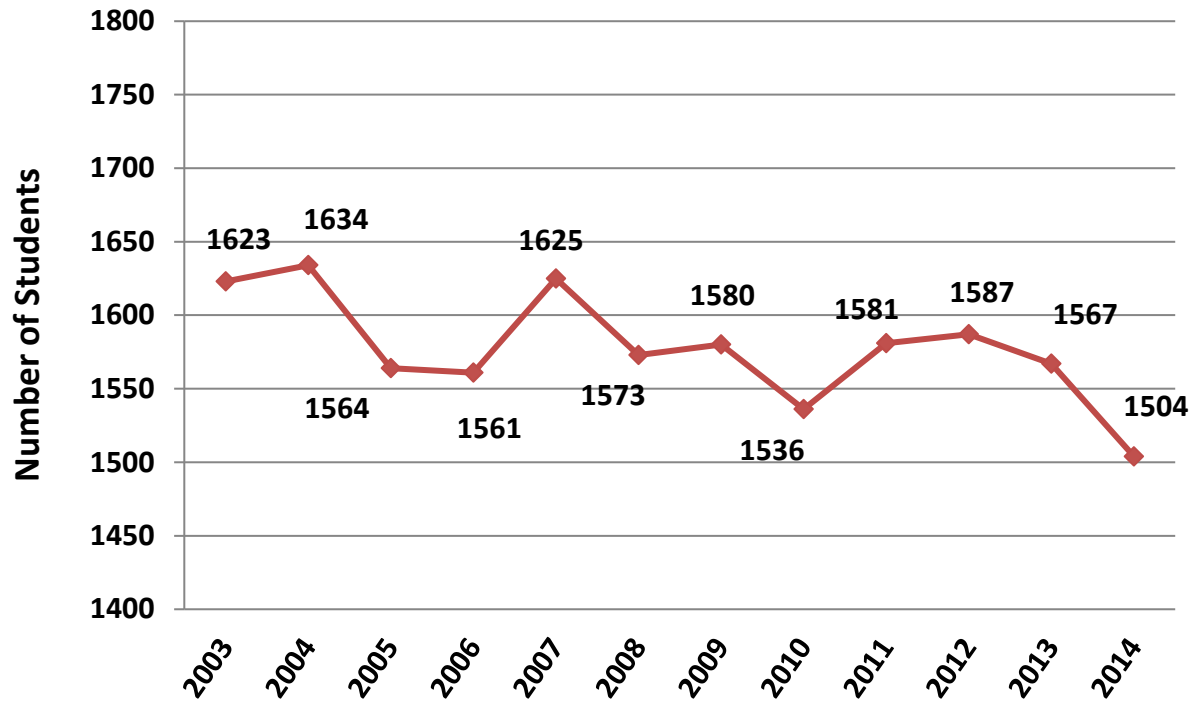
	Washington	Westview	Daly	Middle School	High School
Date Constructed	1949	1963	1969	1929	1999
Building Sq Ft	23,870	23,700	42,000	106,272	168,000
Gym Sq Ft	2,448	3,960	4,702	15,000	Tournament sized
Acreage	2	16	20.5	3	36
Ancillary Facilities	Playground	Football Field Practice Field Track Tennis Courts	Soccer Fields Playground District Office T-Ball Baseball Field		Performing Arts Center Soccer Field Football Practice Field Softball Fields Bitterroot Aquatic Center Head Start Office
Current Use	Kindergarten 1 st grade	Alt High School	2 nd - 5 th grades	6 th - 8 th grades Preschool	9 th - 12 th grades
Max. Capacity	250	270	500	450	650
Enrollment	209	40	430	352	504
Community Services	Keystone	Head Start MAPS Youth Sports Boy Scouts Quilting Club Keystone	Adult Ed Youth Sports Boy Scouts	Adult Ed GED Youth Sports Bountiful Baskets	Adult Ed Performing Arts Series Local Dance, Theatre, and Vocal Organizations Tournaments
2013-2014 Upgrades	Electronic Doors Security Cameras Office Remodel HVAC Upgrade	Replaced Boiler	Replaced Boiler Office Remodel Electronic Doors Security Cameras Music Room Bathroom Upgrade Entry Remodel	Replaced Boiler Office Remodel Electronic Doors Security Cameras	Security Cameras Electronic Doors Air-conditioning unit for IT server room

Students

District enrollment has been trending downward over the past 10 years at an average rate of about 1% per year. We believe this enrollment loss can be primarily attributed to local economic conditions. The closure of Grantsdale School has not lead to a greater loss of students than experienced in past years.

Despite the implementation of a number of cost cutting measures and staff reductions, average class size continues to meet Montana accreditation standards.

Enrollment



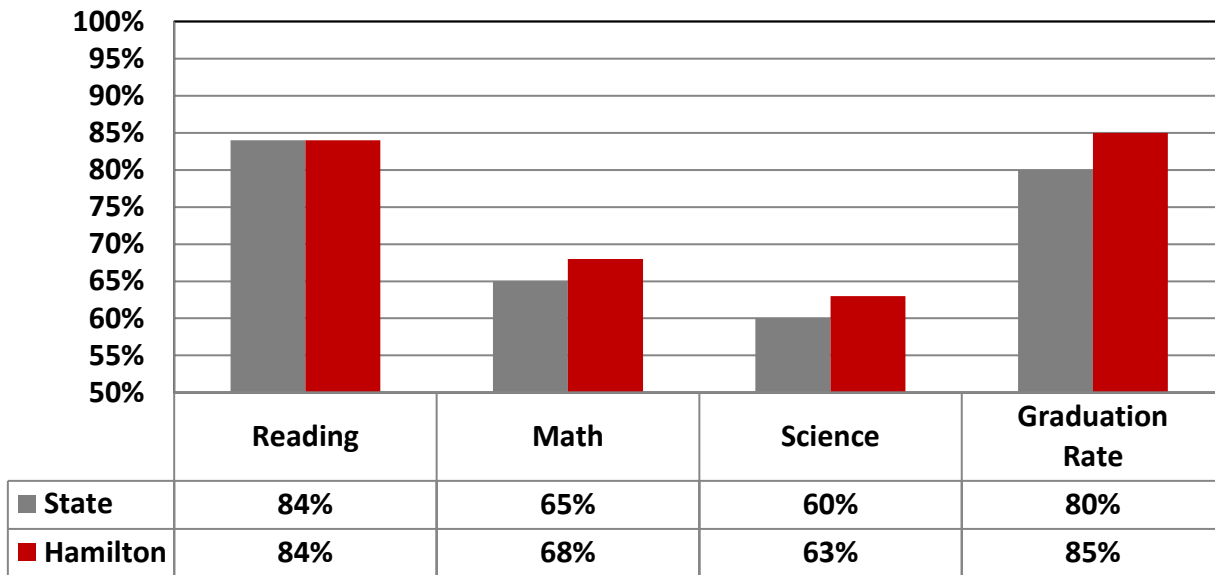
Average Class Size		
Grade Level	Current	Accreditation Standard
Pre-K	8-10	NA
K-2	16-18	20 or less
3-4	20-23	28 or Less
5-12	20-24	30 or less

Students

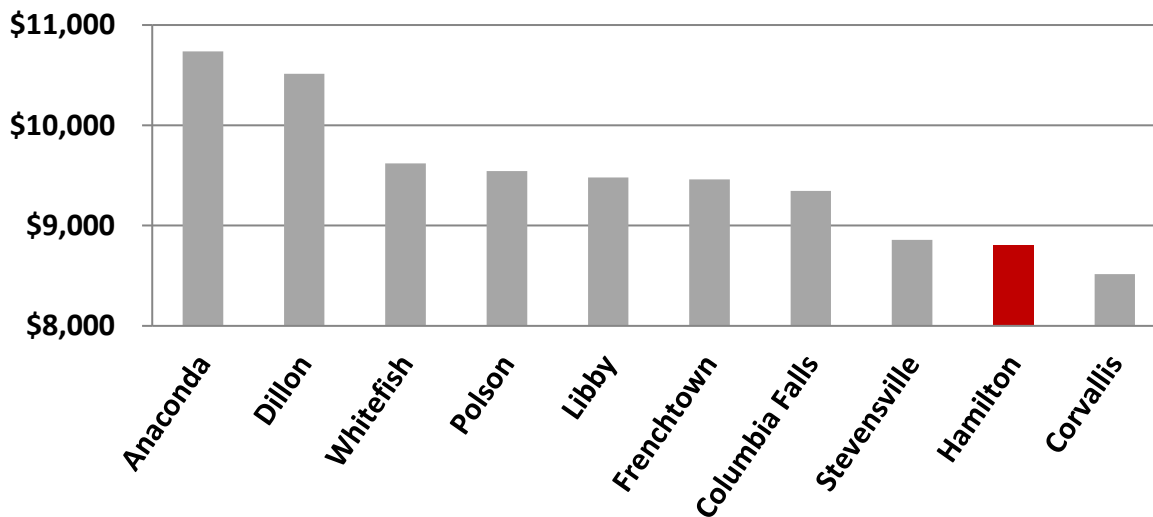
Below are the results of standardized testing conducted in 2013, which indicate the portion of students meeting or exceeding proficiency standards established by the state. Also shown is the graduation rate which indicates the portion of students graduating within four years. Note that graduation rate is not directly related to the dropout rate. For example, Hamilton’s dropout rate for 2013 was only 1.1%.

There are several formulas that can be used to calculate per student funding. In the table shown below are figures provided by the state Office of Public Instruction, which exclude adult education as well as a few other funds. Regardless of the method used to calculate per student funding, Hamilton School District’s position relative to other Western Class A schools would be the same.

Performance Data (2013)



Per Student Funding (2013)



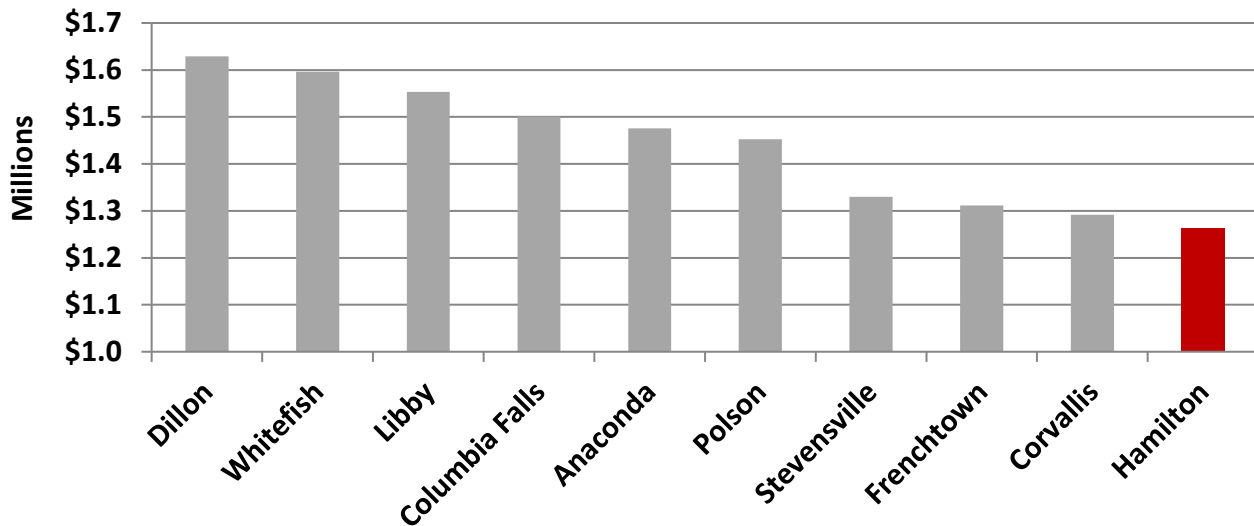
Staff

This year the District reorganized staffing assignments to reduce operating costs while maintaining a high-quality education for students. Fourteen positions were eliminated this year, and planning is underway to further reduce staff requirements in 2015.

A reliable way to compare teacher compensation (salary and benefits) between different districts is to add total compensation over a standardized 26-year career path. Below is a chart that shows Hamilton's standing relative to other Western Class A schools.

Staffing Levels						
	2010	2011	2012	2013	2014	2015
Superintendent	1	1	1	1	1	1
Principals	5	5	5	5	4	4
Vice Principals	2	2	2	2	2	2
Secretaries	12	12	12	12	11	11
Teachers	115	117	113	114	110	107
Paraprofessionals	53	58	58	59	54	51
Business Office	3	3	3	3	3	3
Keystone, Adult Ed, Facilities, PAC	2	2	2	2	1	1
IT Staff	3	3	3	3	2	2
School Nurse	1	1	1	1	1	1
Maintenance, Transportation and Custodial	21	21	21	21	20	19
Food Service Staff	10	11	11	11	11	11
Total Staff	228	237	233	236	222	216

26-yr Teacher Compensation Comparison

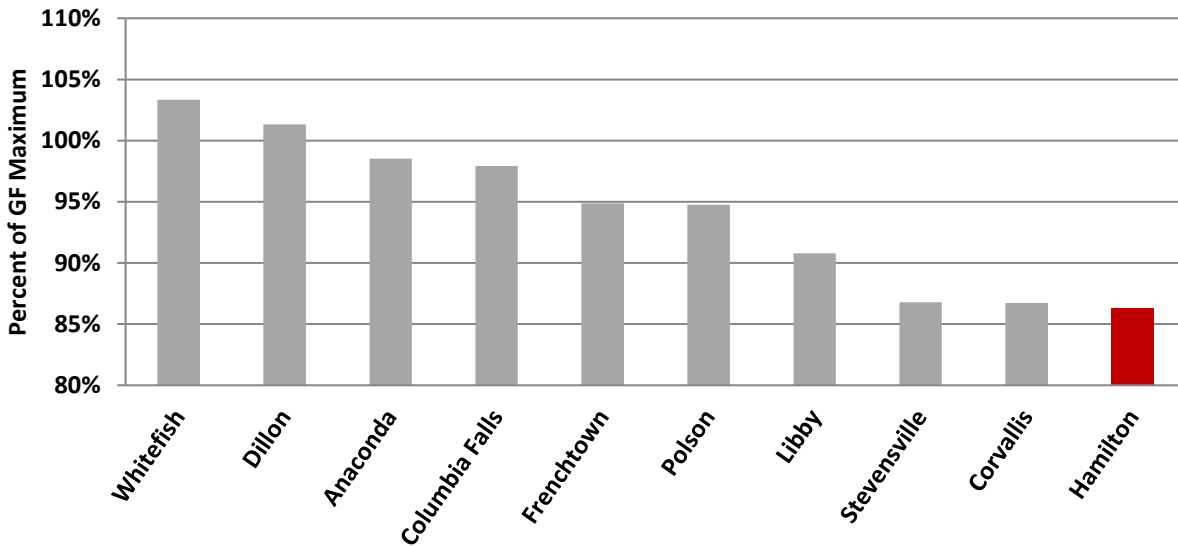


Budget

The graph below compares the level of support provided to General Fund budgets for Western Class A school systems in 2013. (The General Fund is the primary source of a district's operating funds.) To meet state-wide equalization requirements, the state of Montana sets the maximum size of each district's General Fund; this is called 100% funding. All districts must be funded to at least 80% of the state-determined 100% level. Through a voter-approved levy a district may adopt a budget that exceeds the 80% minimum. The amount by which the funding level exceeds 80% is a measure of local support of a district's schools. Districts are allowed to temporarily exceed the 100% level.

In 2005, voters approved a \$385,000 General Fund Levy. This levy increased the total voter approved support to the General Fund to a total of \$728,000, which has remained constant since 2005. Presently, the District's General Fund is at 86% of the state-determined maximum.

Western Class A Funding Levels (2013)

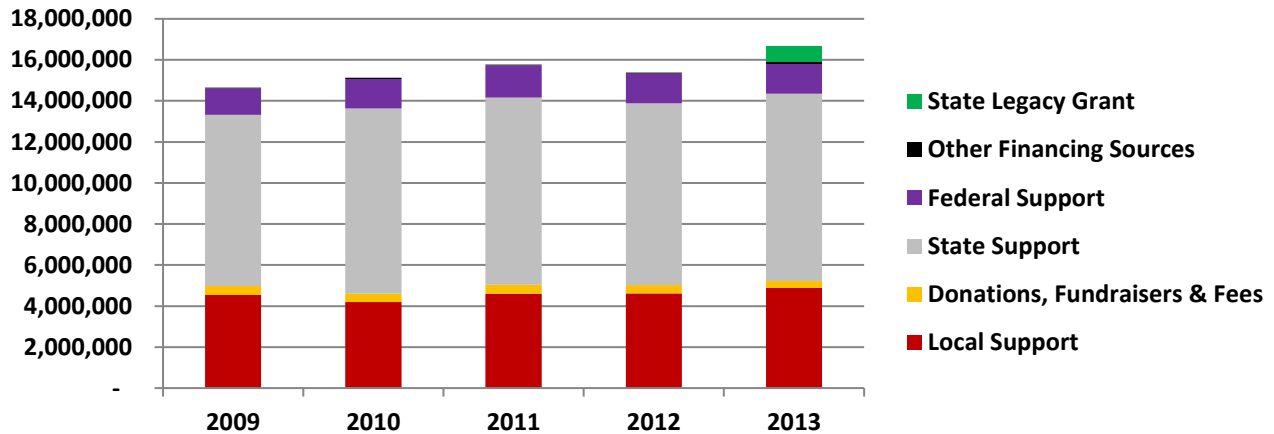


Western Class A District	% of Max
Whitefish	103%
Dillon	101%
Columbia Falls	98%
Anaconda	99%
Polson	95%
Frenchtown	95%
Libby	91%
Stevensville	87%
Corvallis	87%
Hamilton	86%

Budget

Public schools are supported by local taxes, various user fees, state funding, federal funding, and competitive grants. The table below shows Hamilton School District's revenues over the past five years. (These figures are not adjusted for inflation.)

Five-Year Revenue History

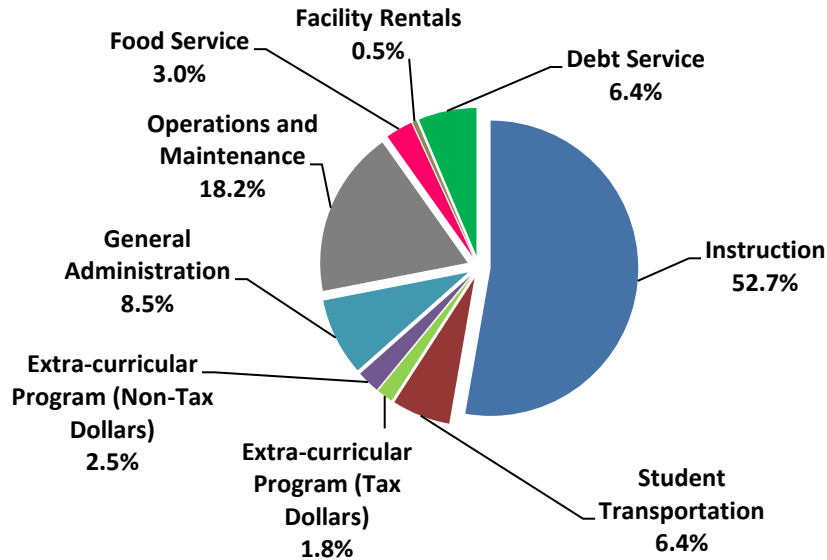


Revenue Source	Description	2013 Percent	Amount
State Legacy Grant	one time money gained through a state competitive grant for the Washington Elementary School boiler and weatherization project	5%	\$ 751,000
Other Financing Sources	sale of bonds, disposal of school property, operating transfers, resources transferred to other districts or cooperatives, and funds carried over from the previous school year	1%	\$ 117,587
Federal	revenues received directly from the federal government, primarily special education, Title I, and food service	9%	1,444,348
State Support	revenues distributed by the county and the state to the school district primarily driven by student enrollment	55%	\$ 9,120,142
Donations, Fundraisers & Fees	revenues raised locally from donations, fundraisers, student activity fees, ticket sales, and pay-to-play fees	2%	\$ 353,976
Local Support	revenues gained primarily from local property taxes but also including rental fees, interest earnings, proceeds from food service sales, adult education class fees, etc.	29%	\$ 4,875,086
Total Revenue (2013)		100%	\$ 16,662,138

Budget

The chart shown below illustrates how revenue was expended during school year 2012-13.

Expenditures 2013



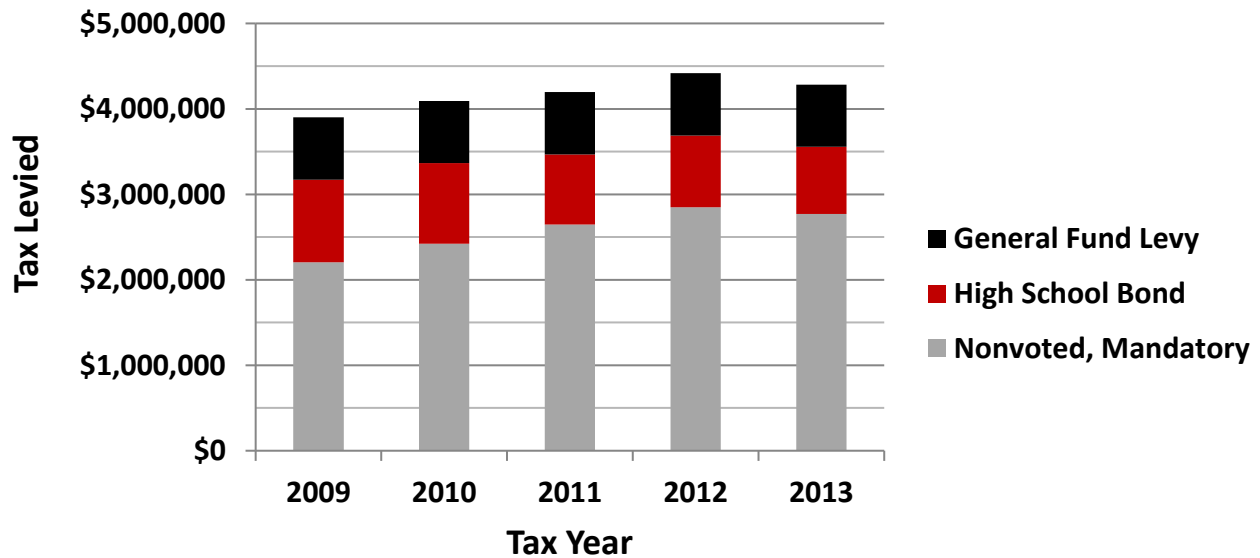
Expenditure	Description	Percent	Amount
Instruction	classroom teachers, counselors, librarians, school nurse, paraprofessionals, technology, and instructional materials	52.7%	\$ 8,582,289
Student Transportation	contracted bus services, bus drivers, extra-curricular travel, and field trips	6.4%	\$ 1,042,741
Extra curricular Program (Tax Dollars)	extra-curricular activities paid for by tax payer dollars	1.8%	\$ 293,129
Extra-curricular Program (Non-Tax Dollars)	extra-curricular activities paid for by pay-to-play fees, fundraisers, and other donations	2.5%	\$ 408,853
General Administration	superintendent, principals, assistant principals, business office staff, secretaries, auditing services, legal services, and office supplies	8.5%	\$ 1,380,441
Operations and Maintenance	maintenance staff, custodians, contracted services, utilities, and supplies	18.2%	\$ 2,967,733
Food Service	kitchen staff, food, and supplies (breakfast and lunch)	3.0%	\$ 483,139
Facility Rental Program	staff directly related to processing and supervising community facility usage	0.5%	\$ 77,099
Debt Service	long-term debt obligations in excess of one year (High School Bond and Kurtz Lane SID)	6.4%	\$ 1,037,689
Total Expenditures (2013)		100%	\$ 16,273,112

Budget

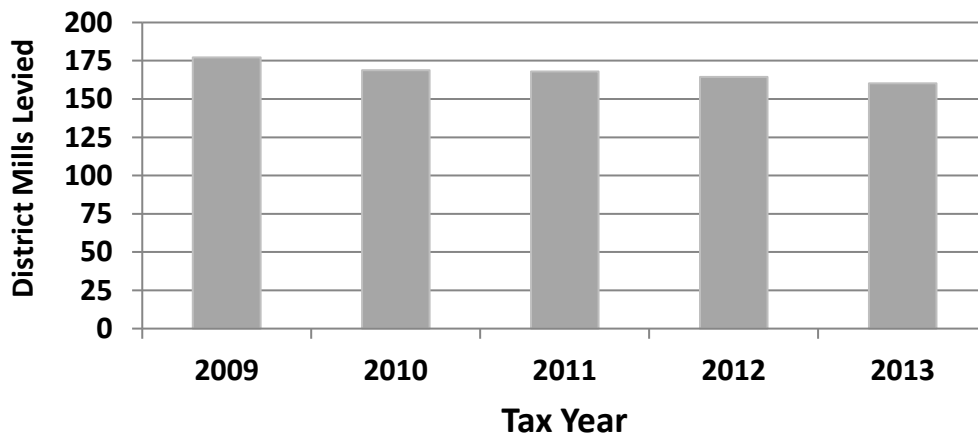
About 25% of the District’s spending is supported by local property taxes, which refers to the “District School Levy” on a person’s tax bill. Below is a chart showing the levy over the past five years (not adjusted for inflation). Much of the District School Levy is set by the state, but District voters can augment this amount by approving additional levies or bonds. Presently, the voter-approved General Fund levy is for \$728,000, which has been constant since 2005. Taxpayers also approved a bond in 1997 for construction of the high school. The District refinanced the High School bond in 2010, which will save \$440,000 over the life of the loan. This bond is scheduled to be paid off in 2018.

District mills levied have been on the decline, primarily because taxable value for commercial and residential property in the Hamilton School District has been increasing.

District School Levy



District Mills Levied



Action Plans

The action plan below details mission-critical initiatives currently being implemented to achieve the District’s educational goals.

Current Action Plan 2013-14			
Objective	Initiative	Resource Requirement	Funding Source
Kindergarten Ready	preschool expansion: increase enrollment of role model students by 20 students for a total enrollment of 40	1 ½ paraprofessionals (\$30,000)	internal reorganization of funds – no new hires
Improve Academic Achievement	kindergarten, first, and second grades class-size reduction	2 K-8 teachers (\$90,000)	internal reorganization of funds – no new hires
	high school Title I program staffed with certified teachers	½ time math teacher (\$22,500)	internal reorganization of funds – no new hires
	increase graduation requirements in math for class of 2017 (Algebra I, geometry, and a third year of rigorous math)	½ time math teacher (\$22,500)	internal reorganization of funds – no new hires
	professional teaming, common planning, and common assessments K-5	part-time art teacher at Daly (\$12,000)	internal reorganization of funds – no new hires
Increase real-world problem solving	continue to provide one of the best gifted and talented (Spectra) programs in the state	1 ½ teachers and 1 paraprofessional (\$80,000)	internal reorganization of funds – no new hires
	increased focus on real-world problems in mathematics	professional teaming	internal reorganization of funds – no new hires
American Citizenship Ready	require a civics course for all 7 th and 8 th grade students	½ time teacher (\$22,500)	internal reorganization of funds – no new hires
	add a personal finance course as a graduation requirement for the class of 2017	½ time teacher (\$22,500)	internal reorganization of funds – no new hires
Safe Schools	external cameras, office renovations, & electronic doors	various (\$100,000)	internal reorganization funds and SB 348
Technology	complete infrastructure upgrade	servers, switches, and wiring (\$500,000)	(\$250,000) grant (\$250,000 intercap loan)
Transportation & Maintenance	restructure departments to increase flexibility and efficiency	no cost	internal reorganization of funds – no new hires
Comprehensive Facilities Analysis	refine the District’s short- term and long-term facility plan	technical services from an architect (\$25,000)	state grant

Action Plans

This action plan has been proposed by the District Superintendent for school year 2014-2015. Several of these initiatives are “unfunded” in that they have not yet been built into the 2014-2015 budget. The chart on the following page provides details on the unfunded initiatives.

Proposed Action Plan 2014-15			
Objective	Initiative	Resource Requirement	Funding Source
Kindergarten Ready	preschool expansion: increase total enrollment from 40 to 60 students and offer program five days instead of 4 days per week	classroom materials & playground expansion (\$5,000)	internal reorganization of funds – no new hires
Improve Academic Achievement	transitional kindergarten: provide an opportunity for an additional year of pre-kindergarten experience for students of need	K-8 teacher (\$45,000)	internal reorganization of funds – no new hires
	middle school Title I program staffed with certified teachers	1 full-time teacher (\$45,000)	internal reorganization of funds – no new hires
American Citizen Ready	combine AP US History and AP American Literature as a potential model for all US History and American Literature course requirements	currently staffed	none required
Educational Materials & Technology	computer, textbooks and materials replacement schedule	annual line item (\$200,000)	internal reorganization of funds – no new hires
Career Pathways	health-science program manufacturing program information technology program	3 teachers materials and supplies (\$175,000)	unfunded (\$175,000)
Performing Arts	theater program	1 teacher (\$45,000)	unfunded (\$45,000)
Extended School Day	augment Keystone program	½ teacher (\$25,000)	unfunded (\$25,000)
Facility Rentals	improve community access and quality of facilities	annual line item (\$40,000)	unfunded (\$40,000)
Reduce Pay-to-Play Fees	reduce pay-to-play fees	annual line item (\$40,000)	unfunded (\$40,000)

Action Plans

Unfunded Initiatives

Career Pathways (\$175,000)

Policy 1015 (Goal #4): Readiness for Future Opportunities

The District will provide pathways specifically designed to prepare students for college, advanced technical training, or direct entry into the workforce.

Health Science

planning, managing, and providing therapeutic services, diagnostic services, healthcare-related information technology, and biotechnology research and development

Manufacturing

planning, managing, and performing the processing of materials into intermediate or final products and related professional and technical support activities such as production planning and control, maintenance, and manufacturing/process engineering (includes a certified welding program)

Information Technology

building linkages in IT occupations for entry level, technical, and professional careers related to the design, development, support, and management of hardware, software, multimedia, and systems integration services

Performing Arts (\$45,000)

This is a program that was cut in 2010. This program will enhance student opportunities and community access to the Performing Arts Center.

Extended School Day (\$25,000)

Keystone is a federally funded program that provides academic enrichment for hundreds of local kids, after school and during the summer. In July of 2014 our grant will have an automatic reduction of \$25,600. Without community support, funds will not be available to continue summer programming and after school programming may be reduced.

Facility Rentals (\$40,000)

School facilities are in high demand for community use and it is the policy of the board to promote usage. Currently, expenses related to community usage (staffing, maintenance and equipment upgrades) are funded through rental fees. This creates a hardship for many of our community groups. The School District would like to improve access and quality of the facilities it rents to the community.

Reduce Pay-to-Play Fees (\$40,000)

The District currently has one of the highest pay-to-play fee schedules in Montana Class A Districts. High School students are charged \$80 per activity with no cap, and Middle School students are charged \$40 per activity with no cap. A \$40,000 levy would reduce pay-to-play fees by at least 50%, and a cap for families could be established.