

Hamilton Public School District



2016 Annual Report

Adopted 2.9.16

Introduction

This Annual Report of the Hamilton School District has been completed in accordance with District Policy 1015, *District Mission and Vision*. The report provides useful information to the community regarding the status of its public schools, including a facilities overview, student performance data, staff information, a budget review including spending and revenue, and major initiatives that are currently underway or that are being contemplated.

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Executive Summary

This report summarizes the Hamilton School District's operation over the last completed school year (2014-2015) and provides an in-progress review of the the current school year (2015-2016).

Highlights

- *U.S. News and World Report* named Hamilton High School the fifth best secondary school in Montana and ranked HHS in the top 10% of all high schools in the United States.
- Students completing dual enrollment and Advanced Placement (AP) courses earned enough credit during 2014-2015 alone to potentially save local families between \$200,000 (in-state) and \$800,000 (out-of-state) in college tuition costs.
- The District has raised its academic standards above those required by the State by demanding that students complete three rigorous mathematics courses and a course in personal finance prior to graduation (requirement effective for the Class of 2017).
- Vocational programs in the fields of manufacturing, health science, and information technology are continuing to be strengthened.
- The District now directly manages its special education program, which formerly had been outsourced. This change is estimated to save \$15,000 and \$45,000 annually, without sacrificing the quality of service to our students.
- The District leased Westview School to Bitterroot College for a term of five years. In lieu of rent, the College has already made \$500,000 worth of improvements to the facility and is paying utility and custodial costs, which saves the District \$30,000 in annual operating expenses.
- The District continues to support our community by maintaining the Performing Arts Center, by providing gym space for recreational activities, and by hosting tournaments that benefit local businesses.

Challenges Ahead

- Enrollment increased slightly during 2014-2015 but now appears in slight decline. This decline may be part of a larger demographic trend within the Bitterroot Valley. Declining enrollment can create significant budgetary and operational problems.
- Attraction and retention of high-quality teachers may become a problem in the near future if teacher compensation is not competitive with other Western Montana schools. By overhauling the teacher salary structure, and budgetary reform, we have already increased starting salaries and career earning potential however additional measure may be necessary to continue to be competitive.
- The District is presently developing a comprehensive facility plan, which is being designed to make significant improvements to buildings and grounds without requesting an increase in taxes.

District Mission and Vision

District Mission

Develop productive, well-rounded American citizens who are motivated, self-confident and ready to pursue mastery of their chosen vocations.

Educational Goals

Basic Literacy

Students will graduate with a sound foundation and strong capabilities in reading, writing, and mathematics.

Strategic Thinking and Reasoning

Students will demonstrate the capacity to solve complex problems.

Preparation for American Citizenship

Students will recognize their roles and responsibilities as active, ethical, and informed American citizens.

Readiness for Future Opportunities

Students will be provided multiple opportunities to prepare for college, advanced technical training, or direct entry into the workforce.



District Vision

Promote a culture of educational excellence through an unwavering dedication to the individual development of each child every day, without exception.

Operating Principles

Hire the best and make them better.

The District will recruit, evaluate, retain and continually develop high quality personnel to maximize student achievement.

Enhance and customize learning environments.

The District will continue to transform schools into dynamic learning environments supported through flexible planning and scheduling, repurposed facilities, and community collaboration.

Actively engage the community as an educational partner.

The District will engage with the community as vital partner providing necessary services, resources, and opportunities for our students.

Promote community ownership.

The District will strive to exercise, preserve, and when appropriate increase our community's local control over the operation of its schools.

Consistently ensure safe, civil, and productive learning environments.

The District will provide a safe and civil learning environment for staff and students.

Confront challenges together

The District expects all members of the team—trustees, administrators, and staff—to share accountability for achieving the District's goals.

2014 Levy Request

The passing levy in 2014 allowed the District to expand dual enrollment and career pathways, reinstate the 7-12 theater program, continue providing the full range of keystone after school programs, reduce student pay-to-play participation and facility rental fees, and partially address a backlog of deferred maintenance. All of these initiatives are a significant reason why the Hamilton School District is one of the most successful school Districts in the state.

<u>Career Pathways Program</u>	✓ (\$175,000)
<u>Performing Arts Program</u>	✓ (\$45,000)
<u>Keystone Program</u>	✓ (\$25,000)
<u>Community Facility Rentals Program</u>	✓ (\$40,000)
<u>HS and MS Fee Reduction</u>	✓ (\$40,000)
<u>Ongoing Costs</u>	✓ (\$160,000)

Special Acknowledgement

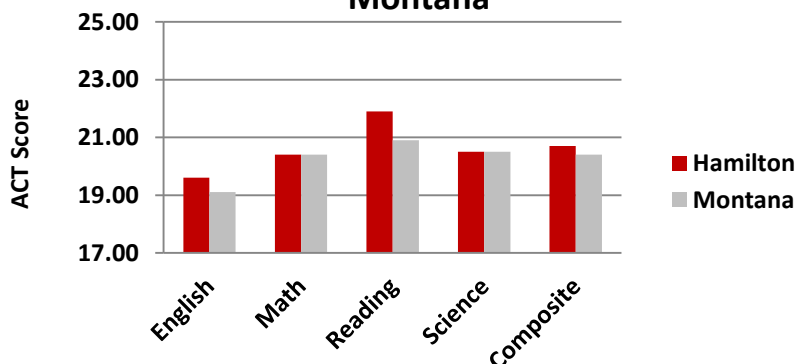
State and National Recognition

Top Five Montana High School

US News and World Report ranked the top high schools by state and in the Nation, and Hamilton High School was selected as a national Silver medalist. Hamilton was rated 5th out of 166 Montana schools and top 10% of high schools reviewed nationwide. Student advanced placement participation rate, college readiness, and state level assessments are the primary indicators used in determining rank. Hamilton's recognition as a top five high school in Montana was completed independently by US News and World Report with no school submission or input by respective school Districts.

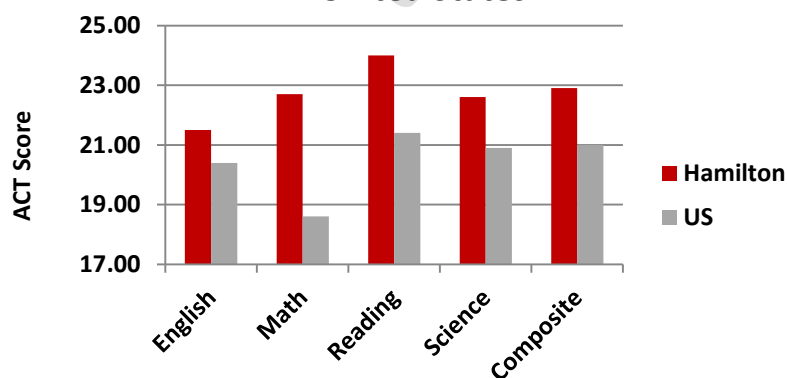


2015 All Junior ACT Comparison with Montana



Better in Montana: In 2015, Hamilton School District used a state grant to administer the ACT College Readiness test to all 11th graders, including those with learning disabilities. The District exceeded the state average in every subject area and was particularly strong in English and reading. A total of 9,489 Montana high school students participated in the ACT testing, with 119 from Hamilton.

2015 College-Bound ACT Comparison with United States



Better in the US: In 2015, Hamilton college bound students ACT scores exceeded the US average in all categories. Approximately 2 million College-bound students participated in the ACT testing with 60 from Hamilton. Hamilton students fair very well when compared to national averages.

Special Acknowledgement

Veterans Day Celebration

Veterans Day Celebration

The semi-annual Veteran's Day celebration has become a part of the Hamilton community's culture to show respect for the men and women in our armed services. The District is highly supportive of local veterans and appreciates all of their sacrifices for our country. The District also firmly believes that students of Hamilton Public Schools should be provided opportunities to better understand and recognize how these brave men and women have made our great country as successful as it is today.

Pictured is the 2015-2016 Veterans Day assembly at the High School and interaction between our students and veterans.



Initiatives

✓ Career Pathways

The programs listed below are largely due to the voter-approved levy in the spring of 2014. The High School is increasing the number of students participating in current programs and is aggressively pursuing additional programs during the 2015-2016 school year. Current additions to 2015-2016 are Writing 101 and Math 115 both are 3 credit required college courses. Child Development, Java Programming, CAPP 154 MS Word, CAPP MS Excel, BG 1055 Principles of Business and Carpentry/Manufacturing are being researched for the 2016-2017 school year.

Dual Enrollment: Hamilton High School has worked closely with Bitterroot College to provide dual-enrollment credits through the Montana University System, as well as industry-recognized credentials. Students who are successful enter the Montana University System with a significant cost savings by transferring credits earned in high school to the college setting. Students who focus on career and technical fields and earn industry-recognized credentials will be poised for immediate employment in high-demand, high-paying fields or will be positioned to significantly reduce the amount of post-secondary education required to meet their goals. Below is a table depicting the number of dual enrollment credits students have earned and the approximate in-state and out-of-state savings for 2014-15.

Dual Credits				\$ 300	\$ 1,250
Course	Credits	Number of Students	Total # of Credits	In-state Savings	Out-of-State Savings
Pre-Calculus	4	32	128	\$ 38,400	\$ 160,000
Solid Works	2	14	28	\$ 8,400	\$ 35,000
MasterCam	3	12	36	\$ 10,800	\$ 45,000
AutoCAD	3	7	21	\$ 6,300	\$ 26,250
Welding 187	4	13	52	\$ 15,600	\$ 65,000
Total Savings			265	\$ 79,500	\$ 331,250

Advanced Placement: Below is a table depicting the number of AP (Advanced Placement) credits students have earned and the approximate in-state and out-of-state savings for 2014-15.

Advanced Placement Credits				\$ 300	\$ 1,250
Course	Credits	Number of Students	Total # of Credits	In-state Savings	Out-of-State Savings
Literature	6	19	114	\$ 34,200	\$ 142,500
Composition	3	20	60	\$ 18,000	\$ 75,000
US History	8	15	120	\$ 36,000	\$ 150,000
Calculus AB	4	16	64	\$ 19,200	\$ 80,000
Chemistry	4	6	24	\$ 7,200	\$ 30,000
German	6	1	6	\$ 1,800	\$ 7,500
Total Savings			388	\$ 116,400	\$ 485,000

Initiatives

✓ Performing Arts

Performing Arts –

Another initiative supported by the voter-approved levy is a grade 6-12 Theatre program. Listed below are performances and pictures from the program.

HHS Theatre Arts

2014/2015

- Winter: Reader's Theater Production of Ray Bradbury's *Dandelion Wine* (drama)
- Spring: *Bits & Pieces*- Public Performance of Original Scenes and Monologues Written by the Students (drama & comedy)

2015/2016

- Fall: Public Performance of *The Dining Room* (drama/comedy)
- Scheduled for May 19th: Spring Workshop Public
- *Charley's Aunt* Scheduled for March 17th & 18th: Public Performances of the Farce/Comedy
- Note: *Charley's Aunt* will be a fully staged production including a full set, costumes, light design.



HMS 7th & 8th Grade

2014/2015 Workshop In-Class

Performances with Invited Audiences

- Quarter One: *Fairy Tales*
- Quarter Two: *The Actor Games* (comedy)
- Quarter Three: *The Struggles* (drama)
- Quarter Four: *The Little Red School House* (comedy)

2015/2016 Workshop In-Class

Performances with Invited Audiences

- Quarter One: *Super Heroes* (comedy)
- Quarter Two: *How To Survive The Zombie Apocalypse* (comedy)
- Spring Semester-May Public Production: Fully mounted production of *Sprouts* (a historic play about the Bitterroot Valley in cooperation with the Bitterroot Valley Historical Society)



HMS 6th Grade

2014/2015 Workshop In-Class

Performances with Invited Audiences

- Quarter One: *One Act-Sleeping Walter* (comedy)
- Quarter Two: *Fairy Tales* (comedy)
- Quarter Three: *The Wager & Sunlight and Moonlight* (folk tales)
- Quarter Four: *Downtown Abbey* (comedy)

2015/2016 Workshop In-Class

Performances with Invited Audiences

- Quarter One: *A Kidnapped Santa Claus* (a performance for the HMS pre-school children)
- Quarter Two: *Apple Dumpling, A Donkey To Market, Calabash Kids* (folktales)
- Quarter Three: *This Is A Test*
- Quarter Four: TBA

Initiatives

✓ Keystone

Keystone

The **Keystone program**, funded by the **voter-approved levy** and grants is an after school program for all students K-12 during the regular school week. Fundamentally, the program provides academic support, enrichment, and a variety of fun activities for students in a safe and enjoyable environment. Activities offered aim to prepare students to meet the technological complexity of our world, building confidence in their ability to address the multifaceted challenges ever evolving societies demand. The program aims to nurture and support students academically, socially, and creatively while assisting them in the discovery of their unique passions and gifts in preparation for college, career and life.



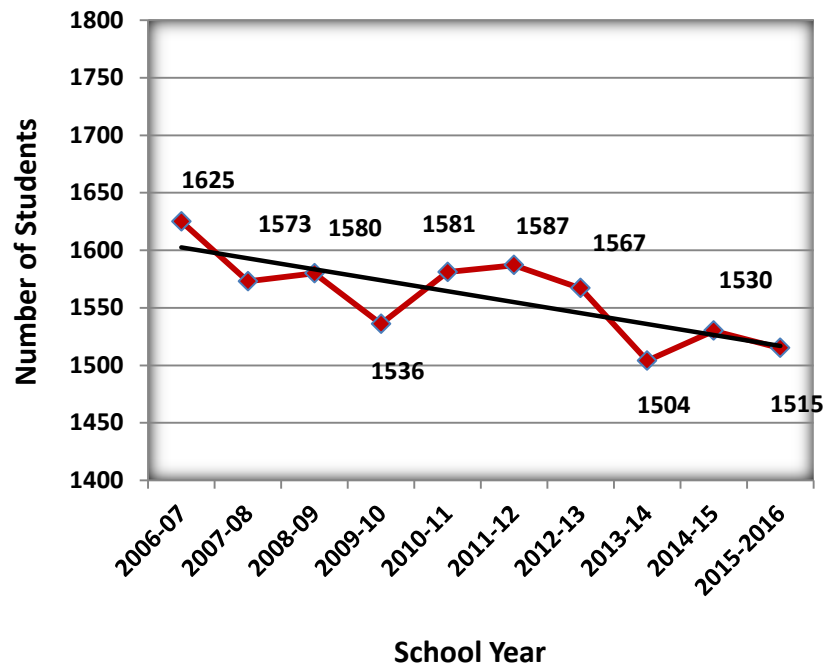
District expectations are improved student homework completion, better grades, well-prepared and college/career ready graduates, and happier students participating in activities they help design. Summer enrichment camps will be offered for four weeks, two of those being an 8th grade JumpStart to high school program that includes an academic refresher and introduction to high school. We also plan to host summer athletic opportunities by providing structured gym and weight time for all students, regardless of athletic team participation.



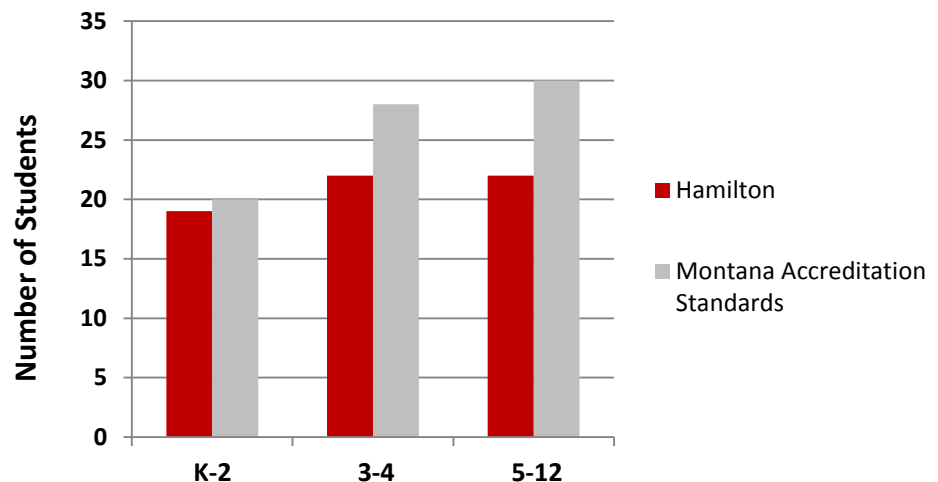
Enrollment increased in 2014-15 and slightly decreased in 2015-16. Demographic studies for Ravalli County predict a continued slight decline of under 20 year-olds and a continued incline of population for 60 and older. The decline is approximately 1% per year over the last 10 years. The District is closely monitoring enrollment changes to better meet the needs of students while exercising fiscal responsibility.

Optimal class sizes prevail throughout the district and exceed state standards. Class size optimization for HSD#3 has occurred through thoughtful management of staffing in response to enrollment changes and effective internal allocation of resources.

Enrollment



Hamilton Average Class Sizes 2015-2016



Budget

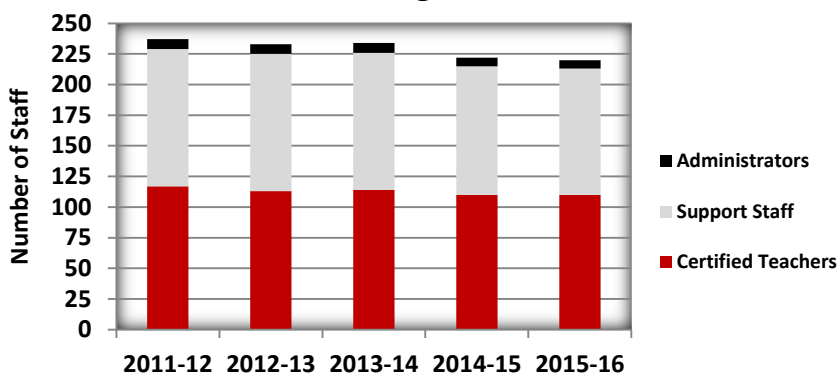
Teacher quality is the most important single contributor to the quality of a child's education. Hamilton's teachers are dedicated professionals who selflessly provide our students an excellent education. But with many of our teachers nearing retirement, attracting and retaining a high-quality staff is becoming one of the critical challenges facing the District. Solving this problem will not be easy. The District's near-term strategy is to manage the staff's size to free funds for salary increases.

Staffing Level – The District continuously seeks efficiencies to reduce operating costs while maintaining a high-quality education for its students. Over the past five years, staffing levels have been trending downward, freeing up funds for other District priorities.

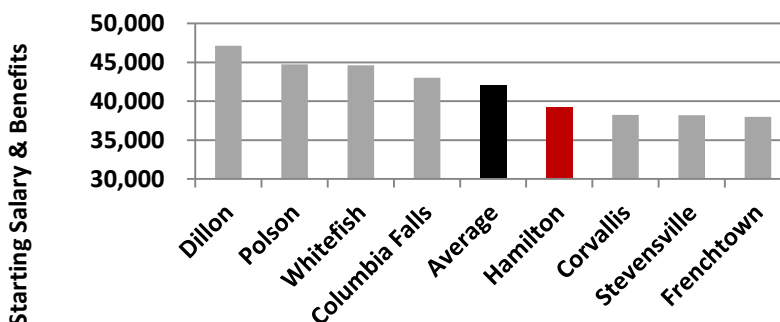
Starting Teacher Salaries – Funds to improve starting teacher salaries were made available through fiscal management and managing staff size. Hamilton now ahead of the three nearest Western A Districts for starting teacher salaries where it had been last for several years.

Career Earning Potential - In terms of career earning potential, i.e., aggregate salary plus benefits over a standard 26-year career, Hamilton has improved by approximately \$50,000 from 2014-2015

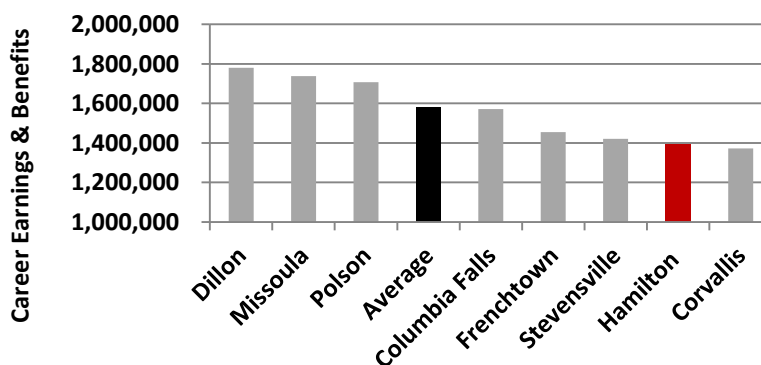
Staffing Levels



Teacher Starting Salary and Benefits



Teacher Career Earning Potential



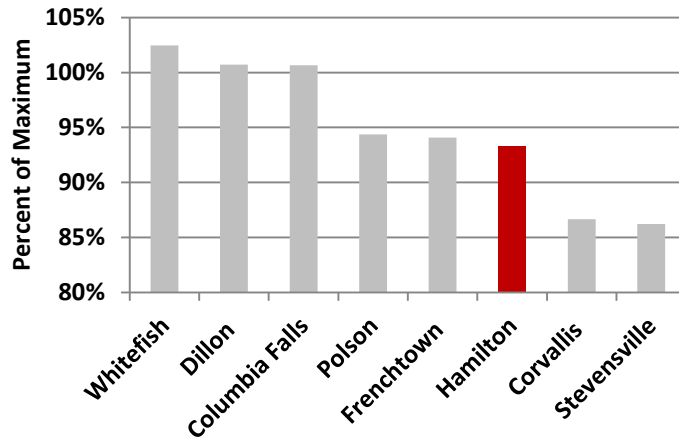
Budget

The General Fund is the primary source of a district's operating funds. The graph below compares the level of support provided to General Fund budgets for Western Class A school systems in 2014-2015. In May of 2014, voters approved a \$485,000 General Fund Levy. This levy increased the total voter approved support to the General Fund to a total of \$1,213,000. Presently, the District's General Fund is at 93% of the state-determined maximum. This has moved Hamilton from last to the current status depicted by the graph.

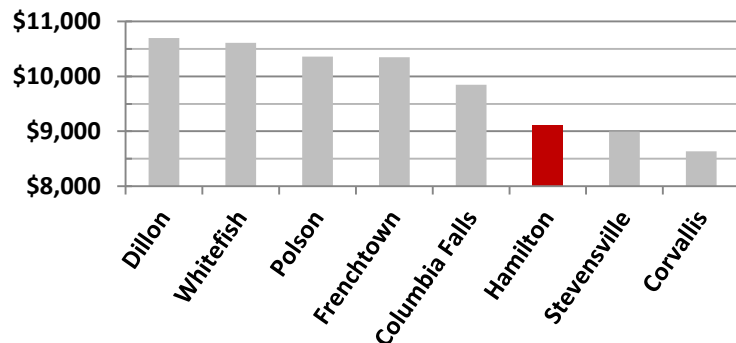
Hamilton's funding per student, as tabulated by the State Office of Public Instruction, increased this year due in large part to the voters' recent approval of an increase in the District Tax Levy. This has improved the District's position relative to other Western Division Class A districts.

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 state law, but District voters can augment this amount by approving additional levies or bonds. Note that the bond for the high school will be paid off in 2018.

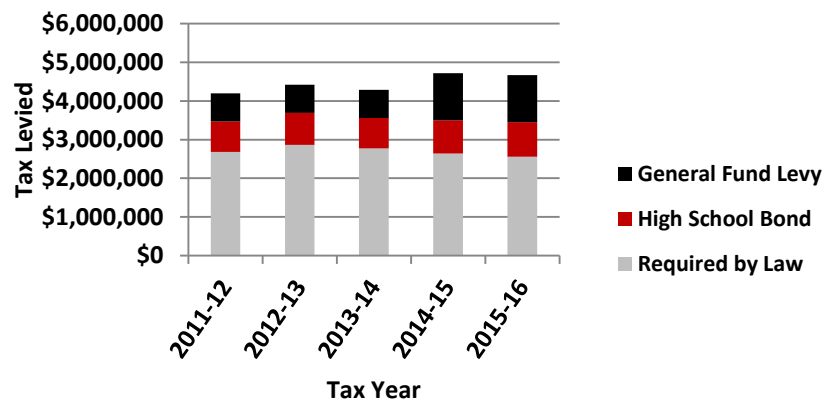
Western Class A Funding Levels (2015-2016)



Per Student Funding (2015-2016)



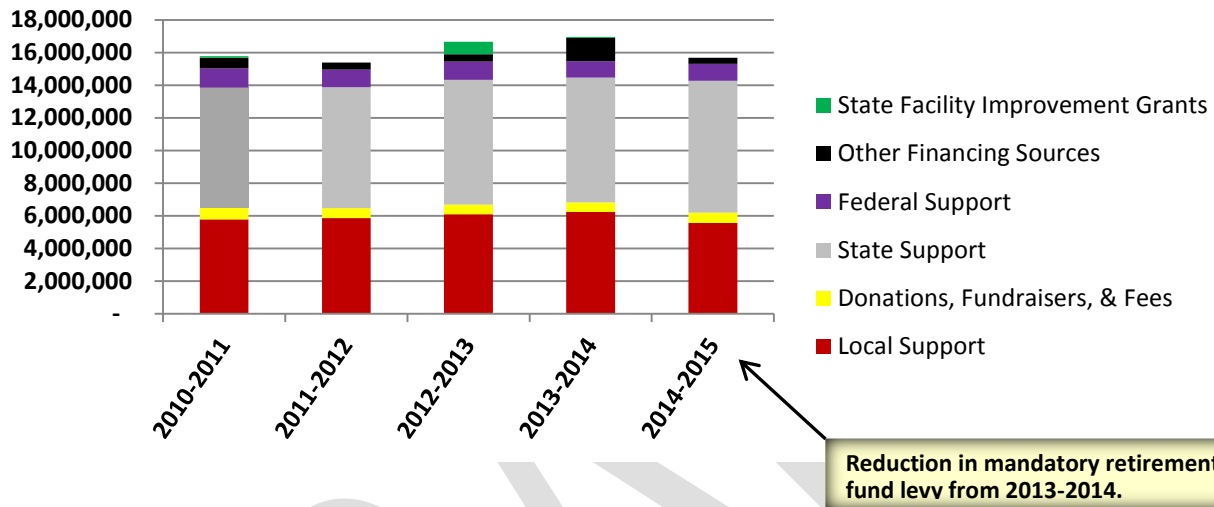
District School Levy



Budget Revenue

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 completed school years. (These figures are not adjusted for inflation.)

Five-Year Revenue History

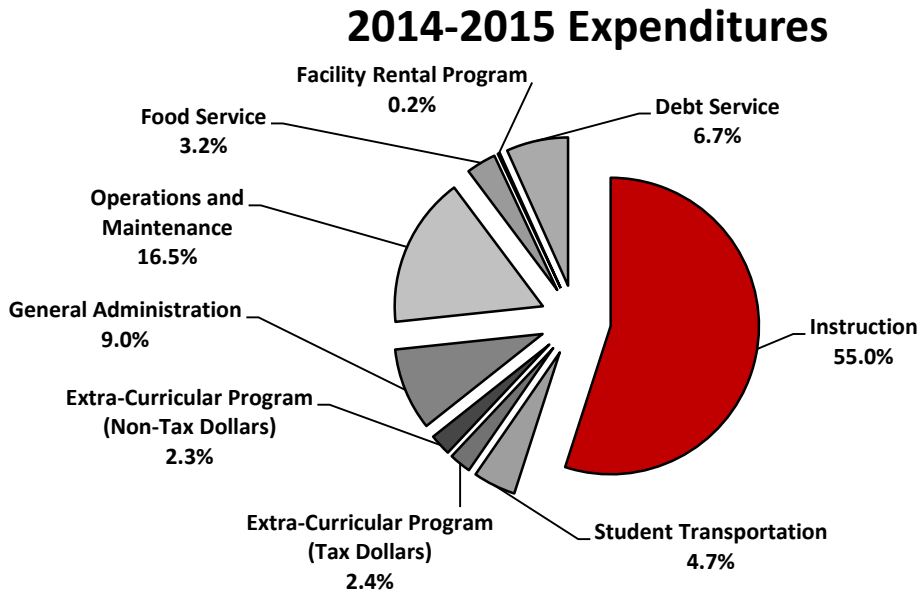


Revenue Source	Description Federal, State, Local order	2014-2015 Percent	Amount
State Facility Improvement Grants	one time money gained through a state competitive grant for the Daly bathroom remodel in 2013-2014	0.0%	\$ 0
Other Financing Sources	sale of bonds, disposal of school property, operating transfers, resources transferred to other districts or cooperatives, and funds carried over from the previous school year	2.3%	\$ 365,501
Federal Support	revenues received directly from the federal government, primarily special education, Title I, and food service	6.7%	\$ 1,055,950
State Support	revenues distributed by the county and the state to the school district primarily driven by student enrollment	51.4%	\$ 8,064,065
Donations, Fundraisers & Fees	revenues raised locally from donations, fundraisers, student activity fees, ticket sales, and pay-to-play fees	4.0%	\$ 629,692
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.	35.5%	\$ 5,563,670
Total Revenue (2014-2015)		100%	\$ 15,678,878

Budget

Expenditures

The chart below shows how revenue was expended during 2014-15, the last completed school year. When comparing 2013-2014 to 2014-2015, it will be noted that food service is up .04% due to replacing and repairing equipment, IT was added to general administration for accounting purposes, non-tax dollar expenditures were subsidized by tax dollar support in extra-curricular due to a passing levy, a reduction of the mandatory retirement contribution while simultaneously adding teaching staff for levied initiatives accounts of the change in instruction, and 1.3% of transportation money was transferred to maintenance and operation to address deferred maintenance.



Expenditure	Description	Percent	Amount
Instruction	classroom teachers, counselors, librarians, school nurse, paraprofessionals, technology, and instructional materials	55.0%	\$ 9,184,181
Student Transportation	contracted bus services, bus drivers, extra-curricular travel, and field trips	4.7%	\$ 777,098
Extra curricular Program (Tax Dollars)	extra-curricular activities paid for by tax payer dollars	2.4%	\$ 397,772
Extra-curricular Program (Non-Tax Dollars)	extra-curricular activities paid for by pay-to-play fees, fundraisers, and other donations	2.3%	\$ 390,270
General Administration	superintendent, principals, assistant principals, business office staff, secretaries, IT, auditing services, legal services, and office supplies	9.0%	\$ 1,501,034
Operations and Maintenance	maintenance staff, custodians, contracted services, utilities, and supplies	16.5%	\$ 2,750,447
Food Service	kitchen staff, food, and supplies (breakfast and lunch)	3.2%	\$ 542,659
Facility Rental Program	staff directly related to processing and supervising community facility usage	0.2%	\$ 39,021
Debt Service	long-term debt obligations in excess of one year (High School Bond and Kurtz Lane SID)	6.7%	\$ 1,125,575
Total Expenditures (2014-2015)		100%	100%

Note: Expenditures do not exactly equal revenue due to carryovers from one fiscal year to another.

Facilities

Hamilton School District operates on five campuses providing educational opportunities to students from Pre-Kindergarten to 12th grade. In addition, HSD #3 provides availability of these facilities to the community and to a variety of sports leagues. Facility operation and maintenance expenses are paid from the General Fund. When available, the District seeks outside grants to fund major facility upgrades and repairs.

In the spring of 2015, the Hamilton school board approved a five-year lease agreement between Hamilton School District and the Bitterroot College for the use of Westview. The college has provided \$500,000 of general building upgrades in lieu of rent. The college is responsible for utilities and general custodial services.

Our current facilities have adequate capacity to support our student enrollment. However, the cost of maintaining facilities increases as our buildings age, which can place 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	3960	4,702	15,000	Tournament sized
Acreage	2	12.63	20.5	3	36
Ancillary Facilities	Playground	Football Field Practice Field Track Tennis Courts	Soccer Fields Playground District Office T-Ball Field		Performing Arts Center Soccer Field Football Practice Field Softball Fields Bitterroot Aquatic Center Head Start Office
Current Use	Kindergarten 1 st grade	Bitterroot College Alternative 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
Community Services	Keystone	Quilting Club	Adult Ed Youth Sports Boy Scouts	Adult Ed Youth Sports Keystone	Adult Ed Performing Arts Series Local Dance, Theatre, and Vocal Organizations Tournaments
Major Repairs/Upgrades		\$500,000 of general building upgrades	food service freezer repair and replacement		\$100,000 cooling tower replacement

Action Plan 2015-16 Implemented

Objective	Initiative	Resource Requirement	Funding Source
Basic Literacy	Transition from contracted services for special education to direct oversight by the District of administrative and certified staff and provide efficient and effective programming for students of need.	Director of Student Services and a team of specialists	none required (expect an annual savings of \$15,000 to \$45,000)
Basic Literacy	Strengthen the high school mathematics program by requiring all students (starting with the Class of 2017) to complete Algebra I, Geometry, and a third year-long math course. This requirement exceeds Montana accreditation standards, which only require two unspecified years of math.	none required	none required
Preparation for American Citizenship	Add completion of a personal finance course as a graduation requirement, starting with the Class of 2017. This requirement exceeds Montana accreditation standards.	none required	none required
Preparation for American Citizenship	Strengthen the tie between middle school civics courses and the high school curriculum.	none required	none required
Readiness for Future Opportunities	Continue partnering with Bitterroot College to increase dual enrollment opportunities and to seek out opportunities to share current facilities.	no requirement identified at this time; possibility of annual savings or increased revenue	none required
Readiness for Future Opportunities	Complete implementation of Information Technology by the start of school year 2015-2016.	additional faculty specialized instructional materials	funded by May 2014 levy
Attract and Retain a High-Quality Teaching Staff	Increase teacher compensation from the lowest in Western Class A to at least the Western Class A average.	price tag is being determined	internal reorganization future mill levy

Action Plan In Progress

Below are major initiatives that are currently underway. Work on many of these will extend into next year and beyond.

2015-2016 Initiatives				
Goals	Initiative	Resource Requirement	Funding Source	Date
Basic Literacy	Track 3rd grade sped referrals and Tier 3 title one referrals	none	none	May 2016
	District-wide training and common writing rubrics	\$15,000 for Professional development	Title I Professional Development funding	2015-2016
	Special Education transition from cooperative	none	none	current
Readiness for Future Opportunities	Increase of post-secondary credits and certificates earned	none	none required	May 2016
American Citizenship	Veterans Day Community Celebration move to implemented	none	none	Fall of 2015
	Curricular Review	unknown	unknown	March 2016
Systemization	AdvancED Accreditation	\$6,000 for future system review by AdvancEd Team	reorganization of funds	October 24,25,26 of 2016
	Improve staff evaluation procedures	none	none	2015-2016
	Develop curricular review procedure.	none	none	Spring of 2016
	Review and revise current policy and procedures	none required	none required	2015-2016
Develop comprehensive facilities plan	1. Neutral taxes 2. Resourceful use of existing facilities 3. Optimal benefit to school and community	TBA	TBA	Fall of 2016