

**Caroline County Public Schools  
Bowling Green, Virginia**

**Superintendent's Message**

At the core of Caroline County Public Schools' planning are the School Board's mission, vision, goals, and guiding principles which directed the development of this budget. Again this year, recruiting and retaining highly qualified teachers and staffs are key to ensuring that every child learns. About forty percent of proposed new expenditures for this budget are dedicated to providing market competitive salary increases and improving budget packages for all employees.

As always, mandates affecting our school division must be addressed. About one half of the new expenditures are dedicated to meeting state, federal and local requirements such as the Standards of Quality, employee benefits, special education, and the continued operation of our buildings and buses. The proposed budget includes funding for unavoidable increases due to such expenses as rising Virginia Retirement System rates, increasing health insurance premiums, the escalating cost of heating fuel and gasoline, the state's reinstated group life insurance premiums and increasing cost for supplies, equipment and contracted services. Most importantly, funds are included for the anticipated increase of 185 new students over last year's projection.

The proposed budget is again focused on student learning. It supports our teachers, administrators and support staffs in the important work they do on behalf of our students. Our vision for the future is a dynamic educational environment that stimulates citizens to trust, invest and benefit from public education. We believe it is our responsibility to ensure that every student is prepared for the 21<sup>st</sup> century.

We must remember that there is no final height when it comes to student achievement. If improvement is to be continual, then change must be continual. With the support of our community, we can move beyond competence to excellence as we "Reach New Heights Together."

Stanley O. Jones  
Superintendent