

Superintendent's Message

INTRODUCTION

It is my privilege to present the recommended 2003-2004 school budget for consideration of adoption by the Hanover County School Board and appropriation by the Hanover County Board of Supervisors. Consistent with the requirements of the *Code of Virginia*, this proposal is designed to reflect the current educational needs of one of the strongest public school systems in the Commonwealth. It has been developed following the collection of a substantial amount of data and input from a variety of sources, including:

- the school community's Mission Statement and Long-Range Plan goals and parameters;
- the adopted budget goals of the Hanover County School Board;
- the adopted budget goals of the Hanover County Board of Supervisors;
- the recommendations of the school system's principals and program managers;
- employee advisory committees;
- various community advisory committees; and
- input from public hearings.

Our nationally recognized public school district continues to emerge as one which is responsive to community needs and expectations. This responsiveness has been measured through the 2002 Family Survey in which 97% of parent respondents signaled their agreement that Hanover's schools offer the kind of education they want for their children. These results were validated, again, when the school district received for the fifth time the School Match "What Parents Want" recognition, a designation issued by a national realty clearinghouse which assists parents in making wise selections of their school communities. Additionally, the school district has received for three years the "Expansion Management Gold Award," reflecting a level of quality attractive to corporate interests. The proposals featured in this set of recommendations are designed to reflect continued responsiveness during a period of enrollment growth, heightening expectations, and controversial fiscal projections at the state level.

Hanover County's schools enjoy an excellent reputation for our offerings of safe, caring, and challenging educational experiences to children. Because of our record, our greatest challenges continue to be preserving and enhancing our measure of quality while we rise to meet the real and anticipated expectations for a modern school system facing a changing community during a growth era. As a public agency, we recognize that higher levels of service to children and the citizens are attainable. However, during periods of recession and state fiscal turmoil, local school districts like Hanover are compelled to focus only on the basic needs of a quality school district.

The task of preserving our quality takes on several forms. Maintaining acceptable class sizes, offering competitive compensation packages to well qualified and productive professional and support staffs, and remaining focused on the need to commit resources at the classroom level are just some of the important tasks that must be included in a budget proposal. Predicting the size of enrollment growth and managing its influences on the instructional program are two equally critical activities that have practical implications in this budget process. This budget supports the Board's goal of maintaining class sizes while accommodating a nearly 2.5% increase in enrollment.

A distinguishing feature of the recommended increase in this operating budget is that it returns to a time-tested practice of relying upon state revenue projections initiated by the Governor. In the too recent past, the state-level squabbling which resulted in a politically-tinged budget outcome has produced negative impacts upon local taxpayers, local governments, and schools. This recommendation presumes that Governor Warner's budget amendments will remain largely intact during the upcoming General Assembly session.

The political turmoil at the State level, driven largely by philosophical positioning on major shifts in state fiscal policy, has produced reductions in state aid. Clearly, this impact, compounded most heavily by a sour economy, has required an unprecedented level of budget scrutiny and self-imposed expenditure reductions. As a school district which already claims a cost per pupil which ranks as one of the lowest in the Commonwealth, one of Virginia's lowest drop-out rates, and one of the

highest student achievement rates in the state, Hanover relies heavily upon state revenue to support quality educational services.

As a state agency, the school system has a need for the Governor and the General Assembly to sustain or improve its level of fiscal support as it increases the requirements for children to learn. The locality should work to dissuade state leaders if serious moves develop to reduce further state funding in this climate, especially as school systems have yet to realize fully the impact of the state's requirements for graduating seniors beginning in 2004. Added to that uncertainty is the impact of the increased federal requirements under the No Child Left Behind Act. Against this backdrop, it is our local government which recognizes the value of our quality educational services most greatly as evidenced by the continued willingness of the Hanover County Board of Supervisors to sustain quality services. The local government, however, is not immune to the impact of the state level reductions nor can it ignore the effects of a sustained sour economy.

Since the school system relies most heavily upon local taxpayers for its fiscal support, the school system is in a position to share in the good economic times, and the bad economic times, as the county grapples annually with its budget forecasts. Unfortunately, there are significant local economic issues presently which create a negative outlook on the short-term fiscal condition of the County, generally, especially as we examine the ability of the County to meet its 2003-2004 targeted funding support for our growing school district. At the time that this budget message is being prepared, it is evident that certain expenditure reductions (approximately \$2 million) are necessary in order to stay within the constraints of the existing revenue assumptions. Some of those reductions are fortuitous (savings on long-term debt); others are undesirable (lower than preferred salary increases, freezing scheduled stipend increases). Others will require a rearrangement of service delivery (leadership position restructuring, training reductions). All of these reductions, however, are based on the best fiscal information the school system has available today and are additions to the \$2.8 million in reductions taken over the last two fiscal years. The current reduction proposals have been identified, too, with to the guidance of a group of school and community stakeholders called the Budget Advisory Focus Group.

Throughout the next few weeks, the school staff will work closely with the County staff to gauge further the impact of the emerging fiscal picture at both the County and the state levels. Further reductions could become necessary and could challenge the long-held assumptions about what we consider to be our core values.

The budget places strong, continued emphasis upon the state requirements for student achievement as outlined by the Virginia Standards of Learning Assessments, upon the continuation of recently restructured compensation plans, upon the next steps in the implementation of our vocational/technical/alternative program plans, and upon improvements to our school transportation services system as it has grown to be among the 100 largest in our nation. A major feature of this budget which addresses our recent enrollment growth challenges is the opening of Hanover High School, our fourth high school and the largest capital expenditure ever funded by Hanover taxpayers.

Hanover County is a community which expects that its schools, teachers, and students will be top performers, realizing their potential within the conditions that our County proudly supports. This proposal reflects that expectation.

STATE OF THE SCHOOL DISTRICT

As a school district responsive to the children and citizens of Hanover County, ours continues to be one which is noted for its individual and systemwide accomplishments. Following is a comprehensive sampling of our distinctive record:

- 1. Student achievement in Hanover County continues to position the school district as a national and state leader.**
 - Hanover's schools are positioned in the top 5% in Virginia on measures of student achievement.
 - Seven schools have earned the U.S. Department of Education Blue Ribbon of Excellence designation.
 - The school district's drop-out rate is receiving increased statewide attention. Claiming one of the lowest drop-out rates in the state (0.45%), Hanover's educators provide leadership to other districts in creating intervention strategies for at-risk students.
 - Well in advance of the 2006 time line, 100% of Hanover's schools have earned full state accreditation. Among Virginia school districts with enrollments above 15,000 students, Hanover is one of only two in the state with 100% of schools meeting full accreditation criteria. Hanover leads the Richmond metro area on this measure.

2. More students were honored for their participation in several significant academic and forensic experiences.

- One hundred forty-one students were inducted into the National Honor Society this year.
- Fifty-one student teams from Hanover participated in the Regional Odyssey of the Mind competition. Two teams from Rural Point Elementary School attended the 2002 World Finals. One team from Rural Point – The Ostrich Factor – placed first in their division in the Odyssey of the Mind 2002 World Finals – May 22-26 at the University of Colorado in Boulder.
- Norris Guncheon, a fourth grader at Cool Spring Elementary School, was a national winner in the Mutual of Omaha Wild Kingdom essay contest.
- Alexandra Gray, a seventh grade student at Chickahominy Middle School, earned a perfect score in the very difficult Gold Division of WordMasters. Other students from Chickahominy achieved outstanding results.
- Kristin Billingsley, Grade 9, Patrick Henry High School, received 1st place in the 2002 Virginia School Board Association Art Competition.
- Eight Atlee High School students were recognized by the National Merit Scholarship Program. Six received Letters of Commendation; one received an Outstanding Participant Certificate, and one was recognized as a National Merit Semi-Finalist.
- Four students from each high school participated in the Youth Forum at the State Capitol, an event sponsored by Virginia Youth Mock Election.
- Fifty students presented papers in the Virginia Junior Academy of Science. Hanover students received four first-place awards, one second-place award, one third-place award, seven honorable mention awards, and four special awards, including:
 - Virginia Psychological Foundation Meritorious Research Award
 - Gamma Sigma Delta Award (Agriculture)
 - American Association for the Advancement of Science Honorary Membership
 - Trip to American Junior Academy of Science
- Fifty students presented papers in the Metro Richmond Science Fair. Hanover students received seven first-place awards, four second-place awards, seven third-place awards, and seven special awards. Three students were nominated for the state International Science & Engineering Fair.
- Six hundred students participated in the Virginia Mathematics League competition.
- Seventy students participated in the American High School Mathematics Exam contest.
- Atlee High School's three-person team placed first in the Annual Piedmont High School Mathematics Competition at Longwood University. Patrick Henry High School's team placed fifth.
- Carmen Solari, an eighth grader at Liberty Middle School, received first place in a statewide essay contest during the Youth Mock Elections 2002.
- Chickahominy Middle School hosted the nineteenth annual Hanover County forensics competition in December 2002. Forty students in grades six through eight competed for honors in the following categories: Serious Poetry, Humorous Poetry, Original Oratory, Storytelling/Oral Interpretation, and Impromptu Speech.
- Two hundred fifty-nine students are participating in the Reading Olympian Program at the middle level.
- Three hundred seventy-eight students were inducted into the National Junior Beta Club at the middle level.
- Lindsey Andrew, Stonewall Jackson Middle School, received first place in the U.S. Department of Interior Fish and Wildlife Service, Federal Junior Duck Stamp Contest.
- Six students received a state award, and sixteen received Certificates of Distinction for outstanding scores on the SAT in the Johns Hopkins University Talent Search.
- Six students were selected for the Summer Residential Governor's School for Academic, Mentorship, and Visual Performing Arts (two Math/Science, one Agriculture, one Humanities, one Arts, and one Medicine).
- Eight students were selected for the Summer Residential Governor's School for Foreign Language Academies.
- Fifteen rising ninth graders were selected to attend the Maggie L. Walker Governor's School for Government and International Studies. A total of 44 students attended Governor's School.
- Thirteen students were selected to attend the Regional Governor's School for the Gifted at the Mathematics and Science Center.
- Dawn Goodall from Patrick Henry High School received the Shenandoah Performing Arts Camp Scholarship from both Shenandoah University and Patrick Henry High School.

- Mary Ambler, Patrick Henry High School, was accepted into the Southcentral Senior Regional Orchestra.
- The artwork of Naomi Froelich, Elmont Elementary School, grade 3, was selected by First Virginia Bank for its calendar art in January 2003.
- At the 79th National Scholastic Art Awards 2002 (New York), Drew Brown, Patrick Henry High School, received a Silver Key Award for Computer Graphics.
- Greg Durbin, Atlee High School, was selected as an Art Portfolio Winner in the 2002 Regional Scholastic Art Competition held at the James Center in Richmond.
- Angel Simms, Kenneth Hobbs, and Jennifer Hinerman, all seniors at Lee-Davis High School, received Gold Key Awards in the 2002 Regional Scholastic Art Competition held at the James Center in Richmond, VA.
- Kristi Jackson, Patrick Henry High School, received the American Visions Award for her acrylic painting, Havin Church.
- Treist Van Leeuwen, Atlee High School, received a variety of awards for art during the year, including 1st place at the Teen Art Show in Richmond, 1st place in the Patriotic Art Arts Contest sponsored by the VFW, and 1st place award in the PTSA Arts Night for photography.
- The following middle school students were selected as county-level winners in the Atlantic Rural Exposition Middle School Scholarship Program:
 - Kristen Bruce, 1st Place, Grade 8, Chickahominy Middle School
 - Melissa Drew, 2nd Place, Grade 8, Liberty Middle School
 - Zander Fekete, 3rd Place, Grade 7, Stonewall Jackson Middle School
- Seventy-three students won awards in the National Latin Exam competition.
- Six hundred fourteen students took Advanced Placement or International Baccalaureate exams in the spring of 2002.
- Colin Wright, Patrick Henry High School, scored a perfect score on the SAT Math test.
- Johnathan Green, Patrick Henry High School, scored a perfect score on the SAT Writing test.
- Thomas Reppert, Atlee High School, was a statewide finalist in the America's First Freedom Student Competition.
- Thomas Reppert, Vanessa Macoy, and Jena Maxfield, Atlee High School, are the 2003 Voice of Democracy Audio Essay Contest Winners.
- Candace Jacobsen, Atlee High School, was named a National Beta Scholar.
- Hillary Heim, Atlee High School, was named a Bridgestone/Firestone Scholar.
- Matt Creasy and Meredith Roberson, Atlee High School, were selected to the 2002 High School Leadership Academy.
- Daniel Williams, Atlee High School, was selected to attend the High School Diplomats Program at Princeton University.
- Patrick Henry High School had several winners in the 2002 Reflection Contest in the areas of Visual Arts, Literature, Music, and Photography.

3. Athletic and extra-curricula records continued to spotlight Hanover's strong performances and leadership.

- The Atlee High School Softball Team won the 2002 Virginia AAA State Championship.
- The Hanover All-County Marching Band participated in the Target Thanksgiving Parade in Chicago, on Thanksgiving Day 2002. Two hundred fifty students and 50 chaperones representing all three high schools attended.
- Kira Barcus, Atlee High School, won the State Pole Vault championship for the second consecutive year.
- David Atkins a student at Lee-Davis High School was the State Wrestling Champion for 2002.
- The Atlee High School newspaper, The Shield, and the yearbook, The Legend, were both awarded the Columbia Scholastic Press Association's Gold Medalist Certificate.
- The Atlee Literary Magazine was awarded the Columbia Scholastic Press Association's Silver Medalist Certificate and the Charles E. Savedge Award for Sustained Excellence in Scholastic Journalism
- The 2002 Girls Volleyball Team at Lee-Davis High School were Co-Capital District Champions.
- The Lee-Davis High School Wrestling Team was the 2002 Central Region Champions and Capital District Champions.
- The Lee-Davis High School Football Team won the 2002 A.J. Morris Regional First Team and All-Metro Team.

- Lee-Davis High School Track Team member Daniel Cancro was the state award finalist in the Wendy's Heisman competition.
- Lee-Davis High School Baseball Team won the 2002 Capital District Championship.
- Zach Stout, Ben Crider, and Neal Metzger, Lee-Davis High School, were selected as 2002 Lexus Scholars in the Lexus Pursuit of Perfection Leadership Awards Program.
- Zach Stout of Lee-Davis High School was a top-ten finalist in the 2002 Sports Backers Scholar Athlete competition.
- The Patrick Henry High School football team was the regional champion for 2002.
- Several Patrick Henry High School football team members were selected for the All-Regional and All-Metro Teams:
 - John Burley – All Metro Team; All Regional Team
 - Jeff Thompson – All Metro Team; All Regional Team
 - Chris Silk – Second Team All Regional
- Stonewall Jackson Middle School had undefeated seasons in Wrestling, Gymnastics and Girls Track.
- Thirteen students held fourteen slots in the All-Virginia Band, Orchestra and Chorus in 2002.
- Student musicians from Rural Point Elementary School, Washington Henry Elementary School, and Oak Knoll Middle School have been featured performers with the Richmond Symphony Orchestra.
- On January 26, 2003, nine students from Hanover will appear in concert with the Richmond Symphony Youth Orchestra:
 - Matt Richardson – Atlee High School – Concert Master
 - Alan Richardson – Atlee High School – Principal Cellist
 - Lauren Spencer – Atlee High School – Principal Oboist
 - Max Shea – Patrick Henry High School – Principal Bassoon
 - Lorie Hennessy – Atlee High School – Cellist
 - Cayla Neidlinger – Atlee High School – Cellist
 - Dawn Marie Goodall-Abaire – Patrick Henry High School – Violinist
 - Elizabeth Parrott – Lee-Davis High School – Violinist
 - Miranda Longaker – Patrick Henry High School – Flutist
- Patrick Henry High School Marching Band received a superior rating at the VBODA marching competition.
- Liberty Middle School Strings Orchestra received superior ratings at the District Festival.
- The Atlee High School and Hanover High School Marching Band has been invited to perform in the 2003-2004 London New Year's Parade.
- Lee-Davis High School MadriJazz, were 2002 Grand Champions at Music Fest.
- Justin Hare, Atlee High School, won the advanced class leadership award at the FFA Leadership Conference held in July 2002.
- Chip Diacont, Atlee High School, won the FFA Small Engine Repair Contest.
- For the second consecutive year, two teams from Pearson's Corner Elementary School received awards at the regional Lego League Competition.
- Lee-Davis High School literary magazine, PenPoint, received the VHSL Trophy for Excellence.
- Lee-Davis High School yearbook, The Confederate, received national recognition:
 - Gold Medalist Winner, Columbia University Scholastic Press Association
 - First place award and Best Academics Section award from the American Scholastic Press Association
- Patrick Henry High School literary magazine, Orator, won Trophy Class in the VHSL State contest and superior ratings in all areas of production.
- Patrick Henry High School yearbook, The Voice, and the newspaper, The Spark, both won first place recognition in the VHSL competition.
- Luke Davis, Patrick Henry High School, won the DAR Good Citizenship award.
- Atlee High School coaches received Coach of the Year Awards.
 - Becky Levy – Softball - District
 - Erik Leise – Field Hockey – District
 - Paul Rice – Golf – District
 - Kim Dragum – Tennis – District
 - Jim Treimplar – Indoor & Outdoor Track – Region
- Kenny Lewis, Lee-Davis High School, was named State 2002 VHSL Baseball Coach of the Year.

- Carole Anderson, Lee-Davis High School, was named VHSL District Athletic Director of the year.
- Teresa Clemons, Lee-Davis High School, was name Capital District Girl's Volleyball Coach of the Year for 2002.

4. In recognition of their innovation and resourcefulness, individuals and schools have received direct grants to build on their individual strengths, including:

- SOL Grant funds from the Virginia Department of Education made it possible for teachers to receive 3 days of assessment training in K-5 language arts and K-11 social studies. Products were distributed to all teachers in Fall 2002.
- The Exxon Mobil Education Foundation awarded Hanover County Public Schools a K-5 Mathematics Specialist grant totaling \$25,180. This grant provided training funds for Hanover County's mathematics-teacher leaders. Hanover also participated in three Exxon Mobil networking grants worth \$12,000. This allowed teachers to share their work with teachers throughout the United States.
- The Hanover Education Foundation awarded \$15,000 to teachers through Creative Instructional Grants. More than 10,000 students have benefited from this business community support.
- The alumni Phone-A-Thon, with the support of over eighty volunteers, raised \$26,700 to support student scholarships and professional development through the Hanover Education Foundation.
- The Hanover Education Foundation exceeded its goal of raising \$250,000 for 2001-2002.
- The Hanover County Public Schools Head Start Program was awarded a \$100,000 expansion grant. As a result, our Head Start Program operates seven classrooms, serving 123 children.
- Oak Knoll Middle School received a \$9,000 grant from the Partners in the Art Program.
- Chickahominy and Oak Knoll Middle School each received a \$500 grant from Exxon Mobil.
- Washington Henry Elementary School received a \$1,000 grant for reading activities and materials from the Wal-Mart Company.
- Pearson's Corner Elementary School received a grant from the Chesapeake Bay Foundation which provides in-service support for teachers, field trips for students, and direct financial support for instructional programs.
- Kathy Morrison, Lead Teacher Specialist for Social Studies, received a \$40,000 grant from Hanover Education Foundation and Service Partners, Inc. to create collections of trade books for elementary school Social Studies.

5. More schools received recognition for their outstanding school-wide programs.

- John M. Gandy Elementary School and Henry Clay Elementary School were named PASS initiative schools by Governor Warner for the 2002-2003 school year.
- Patrick Henry High School received a superior rating during a recent site visit by the High Schools That Work network.
- Atlee High School welcomed the addition of the Air Force Junior ROTC Program in 2002-2003.
- Julie Martin and Jennifer Puleo from Chickahominy received the first-place award from The Virginia Council on Economic Education and the second-place award for the region.
- The six Head Start classrooms were accredited by the National Association for the Education of Young Children in spring 2002.
- Pole Green Elementary School PTA was the winner of Educational Alliance Award of \$500 for Roots and Shoots Program.
- Pole Green Elementary School collected over \$15,000 for the American Heart Association. This was the 7th largest amount collected in the state of Virginia.
- Elmont Elementary School's "Count On Us" Math Bag Program received a "Programs That Work" Award from the Virginia Math and Science Coalition.

6. Individual staff members received awards of distinction, including:

- Sue Forbes Watson, Hanover County School Board member, was inducted into the Virginia School Boards Association's Quarter Century Club.
- Pat Bossler, Elmont Elementary School, was named Hanover County's Teacher of the Year and Richmond Area Reading Teacher of the Year.

- William Flaherty, Director of Technology, was selected for the Region I 2002 Education Technology Leadership Award.
- Vandi Hodges, Lead Teacher Specialist – Mathematics, serves as the President-Elect of the Virginia Council of Teachers of Mathematics.
- Celeste Hall, Atlee High School, was named 2002 Virginia Secondary Counselor of the Year.
- Julie Tate, Atlee High School, was named 2002 School Library Media Specialist of the Year by the Virginia Media Association.
- Julie Martin and Jennifer Puleo, Chickahominy Middle School, won the Regional Level general category of Economic Education, second place, and The State Level in “Money Management” for middle schools, first place.
- Nancy Cozart, art lead teacher specialist, received the BAC Leadership Award for her grant proposal “New challenges in the Visual Arts: The Role of Technology in Graphic Arts and Photography”.
- Linda Stagg, principal at Cool Spring Elementary School, received the BAC Leadership Award for her grant proposal “Attuned to Learning.”
- Sue Richardson, principal at Oak Knoll Middle School, received the BAC Leadership Award for her grant proposal “using the Baldrige Criteria to Ensure that No Middle School Child is Left Behind.”
- Earl J. Hunter, Jr., Hanover County School Board member, served as President of the Virginia School Boards Association.
- Stewart D. Roberson serves as President of the Virginia Association of School Superintendents.
- Shay Makela, Chickahominy Middle School, Tamra Gregory, Beaverdam Elementary School, and Adam Lumish, Atlee High School, received National Board Certification. Mr. Lumish is only one of five Social Studies teachers in the state of Virginia to earn this status.
- Math teacher Carolyn Williamson, Lee-Davis High School, was selected by the Virginia Council of Teachers of Mathematics as the Outstanding High School Teacher of the Year.
- 2002-2003 Teachers of the Year are:
 - George A. Pavelis, Atlee High School
 - Maria H. Bakeman, Battlefield Park Elementary School
 - Mary Sue McKenna, Beaverdam Elementary School
 - Lynn A. Semones, Chickahominy Middle School
 - Susan F. Winters, Cold Harbor Elementary School
 - Jennifer G. Stackpole, Cool Spring Elementary School
 - Patricia Bossler, Elmont Elementary School
 - Michael A. Mudd, Henry Clay Elementary School
 - Gail W. Anderson, John M. Gandy Elementary School
 - Michelle Roberts, Lee-Davis High School
 - Terry Williams, Liberty Middle School
 - Pamela Arkesteyn, Mechanicsville Elementary School
 - George Sadler, Oak Knoll Middle School
 - Peggy Whitlock, Patrick Henry High School
 - Catherine Shepherd, Pearson’s Corner Elementary School
 - Jennifer Lahtinen, Pole Green Elementary School
 - Robin Timmons, Rural Point Elementary School
 - Tami Reeping, South Anna Elementary School
 - Joy DeNoon, Stonewall Jackson Middle School
 - Kristin Coyle, Washington Henry Elementary School
- Teachers from Hanover County presented sessions at the 38th Conference of Virginia Social Studies Educators:
 - Tami Reeping, South Anna Elementary, Tracy Magner, Mechanicsville Elementary, and Angie Hoggan, Pole Green Elementary – “Social Studies and Literacy – Performance Based Assessment”

- Teresa McNeely, Elmont Elementary – “Integrating Technology Into Social Studies Assessments”
- Shay Makela and Julie Sions – Chickahominy Middle – “Using Performance Based Assessment In A Content Driven Area”
- Susan Upshaw, Scott Gilbert, and Sandy Cario – Pole Green Elementary – “Gators R Us: A Third Grade Marketplace”
- Julie Tate, Wendy Edelman, Ann Marie Seely, and Bette Harmon of Atlee High School recently presented their workshop on combating e-plagiarism, “Point. Click. Cheat,” at the Department of Education Technology Leadership Conference and at the VATE and VEMA State conferences.
- Lynn Nuckols of Beaverdam Elementary School was selected as Support Employee of the Year.
- Donna Kouri of Beaverdam Elementary School is now a certified facilitator with the Davis Dyslexia Institute.
- Sandra Nye of Cold Harbor Elementary School was awarded the Superintendent’s Professional Development Scholarship.
- Parent Laurie Bishop, nominated by Cold Harbor Elementary School, was named Hanover County Volunteer of the Year.
- Tia Campbell, School Nurse at Pole Green Elementary School, was elected President of the Virginia Association of School Nurses.
- R.E.B. winners received recognition and financial awards.
 - Kevin Trent, Social Studies teacher at Patrick Henry High School.
 - Paul Bakeman, Rural Point Elementary School, Teaching Excellence Award .
 - Martha Anderson, Reading Specialist at Cool Spring Elementary School .
 - Kim Dye, fifth grade teacher at Beaverdam Elementary School.
 - Jeff Livingston, first grade teacher at Pole Green Elementary School.
 - Pam Arkesteyn, second grade teacher at Mechanicsville Elementary School.
 - Tamra Gregory, fifth grade teacher at Beaverdam Elementary School.
 - Kim Sower, John M. Gandy Elementary School.
 - Hanover’s winners received a total of \$21,400 in professional development scholarships. From its conception, Hanover teachers have earned a total of \$213,000 in educational grants.
- Twenty-four educators received more than \$14,770 in grants from the Hanover Education Foundation to fund educational proposals:
 - Julie Martin and Jennifer Puleo, Chickahominy Middle School, “Banking on Math: A Seventh Grade Consumer Simulation”
 - Judy Crenshaw, Cold Harbor Elementary School, and Debra Buck, Henry Clay Elementary School, “Lunch and Learn”
 - Gail Anderson and Gayle Francis, John M. Gandy Elementary School, “It’s a Piece of Cake”
 - Brenda Loftis and Dale Waldrop, Liberty Middle School, “Get the Power”
 - Dean Lewis, Oak Knoll Middle School, “Mission Possible: Blockbuster Math”
 - Mary Sue Oehler, Oak Knoll Middle School, “Researching with the Big Six”
 - Rebecca Bray, Rural Point Elementary School, “Grab a Hold Onto Math”
 - Nancy Young, South Anna Elementary School, “HELP: Home Emergent Learning Program”
 - Helen Barrett and Margaret Porter-Daniels, Washington Henry Elementary School, “Reading, Writing, and Art with Alpha Teams: Making Our Own Guided Readers”
 - Kendra Anderson, Kim Forquer, Cammie Gemmill, Angie Hogan, Laina Jones, Cindy Murray, and Kellie Vaughan, Pole Green Elementary School, Share Compare, and Encourage, a plan for continuous improvement base on the Malcolm Baldrige Model.
 - Judith Goolsby, Carmen Todd, and Kala Values, Rural Point Elementary School, The Human Paragraph, a plan to improve writing skills
- Sarah Taylor, Atlee High School, was awarded a Fulbright Teacher Exchange scholarship to teach in Argentina for a semester.
- Sherry Easter, Kori-Katherine Smith, and Karen Kannapel received the Hanover Beginning Teacher of the Year Awards for high, middle, and elementary levels respectively.
- Julie Tate, Atlee High School, was named the 2002 School Library Media Specialist of the Year by the Virginia Media Association.

- Julie Martin and Jennifer Puleo, Chickahominy Middle School, won the Regional Level general category of Economic Education (second place) and The State Level in “Money Management” for middle schools (first place).
- Greater Richmond Council of Teachers of Math presented James Bagby, Assessment Specialist for Hanover County Public Schools, the 2002 Lucien T. Hall District Service Award in Mathematics Education.
- Gayle Francis, John M. Gandy Elementary School, was presented The Hanover Association of Retarded Citizens Raby Special Educator award.
- Jay BeVille, Lead Teacher Specialist for Performing Arts, was named artistic director and conductor of the Williamsburg Choral Guild. The Williamsburg Choral Guild is an 80-voice community chorus currently presenting its 27th season.
- Three of Hanover’s foreign language teachers delivered formal presentations at the conference of Foreign Language Teachers of Virginia (FLAVA).
- Chip Joseph, first grade teacher at South Anna Elementary School, provided entertainment at the opening meeting of the Southern Association of Colleges and Schools in San Antonio, TX.
- Cathy Young, Atlee High School, was recognized by the Mathematics and Science Center as a Teacher Assistant for the summer 2002 program.
- Patrick Wright, Atlee High School, received high commendations from the Junior Classical League for his quality work and dedication during the National Junior Classical League’s 49th National Convention, 2002.
- Twelve Atlee teachers were recognized for their educational excellence in Who’s Who Among America’s Teachers for 2002.
- Marc Moran, Turf Management teacher at Atlee High School, has been invited to serve on a state committee to plan the 2003 summer professional-development institute sponsored by the Office of Career and Technical Education Services.
- Vickie Keeler, kindergarten teacher at Washington Henry Elementary School, received a Community Service Recognition Award from the Modern Woodmen of America.
- Carolyn Williamson, Lee-Davis High School, was named State VCTM Outstanding Teacher of Mathematics.
- Gene Matthews, Patrick Henry High School, served on the Virginia Department of Education SOL Review Panel.
- 2002 Support Employees of the Year are:
 - Lynn Nuckols, Secretary, Beaverdam Elementary School
 - Charlene Sanford, Cafeteria Manager, Atlee High School
 - Sue Previs, Special Education Aide, Battlefield Park Elementary School
 - Cathy Danner, Secretary, Chickahominy Middle School
 - Cheryl Wilson, Secretary, Cold Harbor Elementary School
 - Tammy Jones, Special Education Aide, Cool Spring Elementary School
 - Phyllis Rush, Secretary, Elmont Elementary School
 - Tonda Pasowicz, Cafeteria Manager, Henry Clay Elementary School
 - Alicia Arbaugh, Clerical Aide, John M. Gandy Elementary School
 - Janice Barnette, Secretary, Lee-Davis High School
 - Gary King, Head Custodian, Liberty Middle School
 - Lisa Minor, Nurse, Mechanicsville Elementary School
 - Ann Loving, Library Secretary, Oak Knoll Middle School
 - Marie McAllister, Financial Secretary, Patrick Henry High School
 - Susan Williford, Nurse, Pearson’s Corner Elementary School
 - Tyrees Dandridge, Custodian, Pole Green Elementary School
 - Connie Roberson, Instructional Aide, Rural Point Elementary School
 - Kevin Derricott, Head Custodian, South Anna Elementary School
 - Judy Briley, Guidance Secretary, Stonewall Jackson Middle School
 - Rhonda Gamble, Clinic Attendant, Washington Henry Elementary School
 - Jean Rada, Secretary, Transportation Department
 - Barbara Carr, Secretary, Central Services
- Twenty-four district educators completed the 2002 Leadership Academy. Since 1998, 25 percent of the Leadership Academy graduates have assumed leadership positions.

7. **Business relationships and support were strengthened within the school community.**
- In 2002, there were 175 Business Partnerships in Hanover County Public Schools.
 - Students received Festival of Trees scholarships as a result of the partnership between Richmond Memorial Hospital Auxiliary, Hanover Medical Park, and Hanover County Public Schools.
 - The business community continued to support the Living and Working Successfully (LAWS) classes at each high school by providing mentorships, serving on curriculum development committees, speaking to the LAWS classes, and providing materials for students' use.
 - Business representatives serve as members of all curriculum development committees as stipulated in the Five-Phase Curriculum Development Plan.
 - The Hanover Education Foundation sponsored the fourth **Celebration of Excellence in Education** to recognize Hanover's award-winning teachers and to focus on the cooperative spirit our business and civic communities foster in inspiring educational excellence at every level. Approximately 400 community leaders and educators participated in this festive event held in October at the Richmond Omni.
 - Support initiated by the Hanover Education Foundation to provide teachers \$750 per year in tuition reimbursement for professional development activities continued, and teachers completed courses and other training with this financial assistance.
 - The business community continues to provide career-related classroom instruction to high school students through the Effective Communication for Employment (ECFE) program.
8. New and renovated spaces opened at Liberty Middle School in fall 2002. The new facilities increased building capacity to 1300 students and provided six new science classrooms along with the renovation of eight existing classrooms.
9. Oak Knoll Middle School completed its configuration by having three grades (6,7,8) in its second year of operation. Construction is well under way at Hanover High School, our fourth comprehensive high school and the only high school offering curricula in Electronics, Engineering, Scientific Technology, and Health, Human and Public services. Students, parents, and school staffs are receiving information on the new high school relevant to students' course selections for 2003-2004.
10. The volunteer program continues to provide Hanover County Public Schools an outstanding level of support and service. In 2001-2002, more than 4000 volunteers contributed approximately 109,256 hours of service to the schools and other support areas in the school district. The hours of service equated to the hourly minimum wage rate (\$5.25) totaled in-kind donations of \$573,594.
11. More than 1000 parent and community volunteers assisted our law enforcement partners, administrators, and teachers when schools reopened under emergency precautions following the sniper shooting in Ashland in October. This measure of confidence gave assurances to the 90%+ families who chose to have their children resume school activities the day that schools reopened.
12. The average cost to educate a pupil in Hanover is ranked nearly the lowest in Virginia.

These accomplishments are a sampling of the many activities featured by our school district. In addition to this record, the school district's employees and patrons foster a variety of effective partnerships and relationships. Especially, the involvement of the business community in school program planning and the vital assistance and leadership of the county government combine to enhance our schools' measure of quality. Of particular note in this proposal is the value of the support and cooperation demonstrated by Richard Johnson, our County Administrator. Mr. Johnson and members of his staff have worked closely with the School Board staff in examining the County's methodology for funding local schools and have signaled their commitment to sharing the best information available regarding the amount of fiscal support which can be recommended for the 2003-2004 school year.

FINANCING THE PROPOSAL

The request to fund a total budget increase of 6.52% reflects projections of available revenue from the County and State.

This proposal assumes that nearly 436 new students, a 2.5% increase, will join our school system in the next school year, added to the nearly 400 new students who arrived in September 2002. More than 200 preschool-aged children attend our schools daily, in addition to the 17,952 students in grades K-12 projected for next year.

This proposal reflects, too, a small increase in debt service payments (\$59,436). Just weeks before this proposal was developed, we were anticipating an increase of nearly \$700,000 in debt service payments. Thanks to the County's strong fiscal footing and favorable climate for lending which currently exists, taxpayers have been saved a substantial amount of money.

The proposal reflects a state revenue increase of 4.9% and a local fund increase of 7.24%. In order to preserve the school district's core values, 3 years of internal reductions to the operating budget have occurred, totaling nearly \$4.5 million.

The total request for County funds is \$72,147,781, or \$4,873,188 more than the current fiscal year. After close consultation with the County administration, it becomes apparent that the requested increase in local revenues can be included in this recommendation and that more fiscal information may necessitate a change in the school system's funding level for 2003-2004.

THE 2003-2004 SCHOOL BUDGET

The total budget is projected to be \$131,829,942, an increase of approximately 6.52%. Total new revenue in the amount of \$8,073,606 is needed to fund the proposal.

Program highlights of this budget proposal include the following:

1. **Personnel.** This plan includes 102.4 additional positions. The additional positions are necessary to meet accreditation standards, to maintain average class sizes systemwide, to address reorganizational needs of our transportation services, and to plan for the opening of the new high school.

Many of our patrons have requested that we continue to provide acceptable student-to-teacher ratios. A majority of teachers surveyed said they would favor smaller class sizes over additional classroom assistance. The annual Gallup/Phi Delta Kappa poll demonstrates that small class size is a strongly held value of parents in assessing their school's effectiveness. The business community notes student to teacher ratios as an indicator of a locality's commitment to quality education. As a large and growing school district, we can demonstrate effectively that we are managing growth influences by funneling our resources to this need.

Additional staff to meet standards and to provide support to a growing system include 25.4 regular education teachers, 14 special education teachers, 11 special education assistants, 2 elementary diagnosticians, 1 school psychologist, 1 social worker, 1 senior teacher, 3 guidance counselors, 1 media specialist, 2 assistant principals, 1 athletic director, 1 school nurse, 8 custodians, 6 secretaries, 13 bus drivers, 2 bus aides, 1 ISS assistant, 2 technology assistants, 1 parking lot attendant, 1 traffic guard, 3 lead driver specialists, 1 maintenance worker, and 1 network specialist.

2. **Technology.** Next year's technology budget remains at a greatly reduced level due to revenue constraints. In light of the discretionary nature of these funds and to ensure that progress is being made to address the technology needs of the district, the Superintendent charged a committee last year with the responsibility of formulating a new long-range technology plan.

The committee developed a new six-year technology plan, utilizing a far-reaching, thorough planning approach. Input was received from School Board members, administrative staff, teachers, parents and the community. The result is a comprehensive plan for charting the course of technology utilization and support.

Some of the key components of this plan include:

- Increased technology training for teachers
- Increased quantity and quality of technology equipment
- Updated infrastructure and operating systems within the schools
- Improved speed of and access to the wide-area network and Internet services
- Providing parents and students access to grades, attendance and discipline records from their home computers
- Providing better home-school communication by:

- Increasing the number of schools' telephone lines
- Placing telephones on each teacher's desk

The following represents the priority recommendations:

1. Replacement/upgrade of 3 (at each school) high school computer labs.
 2. Replacement/upgrade of 1 (each) middle school computer lab.
 3. Replacement of the network infrastructure at Battlefield Park, Rural Point, and South Anna elementary schools.
 4. Replacement of network servers and systems software at Pearson's Corner and South Anna schools.
 5. Replacement of K-1 computers and printers at Pearson's Corner and K-2 computers and printers at South Anna.
 6. Replacement of PC 360 in any room where it is the newest machine.
 7. Replacement of 2 computers in each elementary library and 5 in each secondary library.
 8. Addition of 2 additional administrative computers for each secondary school and 1 for each elementary school.
3. **Materials, Equipment, and Supplies.** All materials, equipment and supply accounts were held at the 2002-03 budget level. Any increase in these accounts is attributable to enrollment growth.
 4. **Salaries.** During the 2002-2003 school year, the Compensation Committee has reviewed volumes of data to form recommendations about how this budget's compensation proposals can be most responsive to school district and employees' needs. The committee is comprised of teachers, classified employees, and School Board representatives. The following committee recommendations are among those incorporated in this proposal.

2003-2004 salaries are recommended to be increased an average of 3.0 percent for employees. The increases are for a performance step increase and an adjustment to the salary scale. Further, it is recommended that the final step be taken to eliminate the teacher salary scale phenomenon called "lumping." All individual employee increases will be contingent upon performance evaluations. Selected employee categories which are significantly below the market average salary will receive an additional 3.0% through our benchmarking strategy. In order to maintain our competitive position, it is important to view any additional revenue which is identified as a strategy to improve employee salaries further.

Other recommendations include:

- a) Distribute "benchmarked" adjustments up to 3.0 % above the proposed salary base of 3.0% for employee groups identified 15%-20% or more below composite market average. Qualifying groups include couriers, food service assistants, clinic assistants, special education assistants, custodial team leaders, secretary I, account clerk II, pupil transportation trainer, accounting specialists, and school nurses. Adjustments for individuals in groups that do not collectively qualify for "benchmarking" will be made based on performance.
 - b) Adjust the teacher salary scale to keep Hanover competitive in its ability to retain and attract high quality teachers. Improve the scale by an average of 3.0% by fully eliminating lumping, providing for step movement and increasing the starting salary to \$32,558.
 - c) Increase the employer's contribution to health insurance premiums by 4%.
5. **Instructional Program.**

As all of our schools march toward full accreditation by 2006, results of the May 2002 Standards of Learning Assessments found all of Hanover's schools fully accredited. Hanover's students performed at the highest level among school districts with 15,000 or more students. The school district was the top performer among Richmond area localities. Hanover is also one of only 12 districts in the state with no schools accredited with warning. This proposal assumes continued progress on this measure.

The vocational/technical/alternative education study, completed by a school-community task force in 1998, produced recommendations which guide the County through four phases of activity, including a) curriculum development, b) expansion of vo-tech facilities at each high school, c) renovations of vo-tech facilities at

each high school, and d) the construction of a stand-alone facility serving the needs of our school system and community. This budget plan contains the next steps in the School Board's efforts to promote an academic and technical educational experience for all children while being responsive, too, to the community's need for leadership from the school district in technical and career development and economic development. The 2003-2004 budget plan continues this program emphasis with the opening of Hanover High School

Specific Instructional Program Highlights Featured in the Budget:

- Allocation of resources for the implementation phase for curriculum development in Social Studies, Information Technology and Communications; Electronics/Engineering/Scientific Technology; Health/ Human/Public Services; Alternative Education, and Guidance.
- Continuation of SOL resources for schools includes expansion of curriculum development, purchasing of additional instructional materials, implementation of tutorials at each school, and staff development.
- Implementation of the Teacher Cadet program at Lee-Davis, Atlee, and Patrick Henry.
- Implementation of new academic/technical courses: Entrepreneurship, Electronics I, II, III, IV; Computer Electronics I, II; Computer Systems Technology: Service and Repair; Computer Networking and Hardware Operations I, II; Introduction to Engineering; Automotive Systems; Automotive Electronics; Automotive Diagnosis; Automated Manufacturing I, II; Nursing Skills I, II; Dental Anatomy and Physiology; Dental Laboratory Materials; Principles of Occlusion; Prosthodontics Laboratory Technique; Introduction to Medical Laboratory Technology; Clinical Chemistry and Laboratory Instrumentation; Clinical Laboratory Techniques; Introduction to Laboratory Communication and Support Services; Phlebotomy.
- Teacher training in the following areas:
 - curriculum development
 - assessment
 - technical education
 - differentiation
 - word study
 - quality tools for effective teaching and learning
 - analysis of SOL data
 - International Baccalaureate
- Purchase of software and other instructional materials, including textbooks, to support the implementation of SOLs and locally developed curriculum.

6. Textbook Fund

This budget reflects improvement in the textbook fund from \$1,310,294 in the previous budget to \$1,371,513 in this submission. This increased level of funding reflects the addition of \$18,564 in local funds, \$17,230 in state funds and the application of \$25,425 of fund balance.

7. Debt Services Expenditures

Debt service requirements will experience a net increase from FY2003 of \$59,436 to a total requirement of \$13,850,386. Debt service is projected to be \$621,431 less than the amount previously anticipated in the 5-year funding plan due to favorable bond issuances during the past 2 years.

8. Major Supplemental Fund

A major supplemental fund not included in the combined total operating and debt service budgets includes the Food Service fund. This fund is sustained by state and federal revenue as well as individual lunch receipts. As a self-sustaining fund, it provides for all food service program expenses without a local taxpayer contribution. The food service budget is based on continued participation of elementary and middle schools in both the National School Breakfast and Lunch programs with the appropriate sales revenue and Federal and State funding based upon the anticipated participation levels for free, reduced, and paid meals. High schools will continue to operate with a la carte food service programs. Lunch meal revenue is based on an increase of 5 cents to \$1.60 at both the elementary and middle school levels and an increase of 5 cents for breakfast to \$1.05. Adult meals, which are not subsidized with Federal, State, or local funding, will also

increase by 10 and 5 cents, respectively, to \$2.45 for lunch and \$1.45 for breakfast. The pricing for a la carte entrees, side dishes, desserts and snacks will be evaluated as food costs are quantified during the bidding process for the 2003-2004 school year.

Salaries and benefits for contracted employees are based on the uniform scale, with salary increases based upon the overall 3.0% increase for food service managers, assistant managers, and cafeteria monitors, with a 6.0% benchmark increase for food service assistants. An additional 10 food service positions are included to accommodate the staffing needs of Hanover High, opening in September 2003.

Overall, the increase in the budget is projected at 17.61% for revenues and expenditures, compared to an increase of 7.24% during the 2002-2003 budget year.

The implementation of the proposed 2003-2004 school budget is contingent upon the estimated state and local revenues. It is expected that quality educational services will continue to be sustained and provided through this budget and through the commitment to its goals by the entire community.

Again, it is my honor to deliver this financial plan to the Hanover County School Board. The Board can be assured that the proposal has been thoroughly considered and reviewed by dozens of committed educational leaders and professionals. I stand ready to assist the Board in any way as it conducts its own review prior to the approval of a plan to be forwarded to the Hanover County Board of Supervisors.

Sincerely,

Stewart D. Roberson
Superintendent of Schools
April 9, 2003