

Cove Davis

1. Educational program: I would like to prioritize teaching and learning. I would prioritize appropriate class size and use of data supported intervention. I would like to ensure that new programs (ie the new literacy program) are supported with teacher training and support.
2. Operational infrastructure: Maintenance and improvements to the building and the technology infrastructure are essential.
3. Student Services: The district needs to continue to provide essential high quality programming for EL and Special needs students. The goal should be when possible to keep these students in-district even if that means investing in in house programming.
4. High Quality Varied Programming for students: We want to continue to offer a wide variety of programming for our students.

## Budget Guidelines thoughts:

1. Class sizes – While there may be opportunities to reduce classrooms in some elementary schools because of enrollment declines, I believe we should not be increasing average class sizes where they are now, especially in the elementary grades. This year, average class sizes are positive overall, but there are several problem classrooms throughout the district. As we have done in past years, we will likely need to watch expected enrollments very closely through the summer so that we can make sure we have the budget capacity to preserve existing class sizes. Class size is a very significant factor in giving classroom teachers the ability to meet each student's needs and to provide extra support to those who need it as well as extension opportunities to students who need more challenge.
2. Breadth of programming – Especially at the high school level, one of our district's major advantages is the wide range of core academic classes, classes in the fine arts and applied sciences, career and technology educational programs, and clubs, athletic and extracurricular activities supported by faculty, staff and coaches. Preserving this broad range of programs, including a diversity of multilevel, honors, and AP classes, should be a focus of our budget. It takes sufficient staff to be able to provide all of those programs both during and after the official school day.
3. Mental health supports – We hear constantly about the increasing mental health and social and emotional needs of our students. Preserving supports that we currently provide and adding strategic supports in particular areas of need should be a focus of our budget planning. If our students are dealing with mental health struggles, they will not be able to learn optimally.

- Overall
  - Use the NPS system-wide goals to guide proposed budget changes
  - Provide an estimate of what the budget would be if there were no changes made other than to address shifts in enrollment
  - Include a summary that shows proposed changes (both adds and cuts) from the previous school year, and the thinking behind them; update with each iteration of the budget
- Educational Infrastructure
  - Ensure that investments in professional development, new math or reading programs, etc. are focused on rigorous programs with demonstrated results
  - Look for opportunities to support and restore resources for the development of foundational math and reading skills
  - Identify academic programs and supports that would mitigate the learning loss from the pandemic, both funded and unfunded, as an addendum; the School Committee can help with advocating for funding
  - Include the team's best thinking on ways to enhance educational excellence as an addendum; even if the proposed budget wouldn't immediately fund them, the School Committee can help think of ways to move them forward
- Operational Infrastructure
  - Include a reasonably comprehensive list of expenditures likely to be required to maintain our physical plant as an addendum; the School Committee can weigh in on prioritization and advocate for additional funding
  - Include investments that will help make technology a foundational element of learning (devices, building infrastructure, applications, etc.)
- Class Sizes
  - Highlight projected increases and decreases in class sizes, as well as the number of teams at each middle school; indicate where there are significant deviations from the NPS average
- Breadth of programs
  - Consider opportunities to consolidate programs rather than cutting them entirely
- Student Services
  - Maintain or strengthen SEL and counselling supports across all levels
  - Explore opportunities to partner with mental health providers in the community to address currently unmet student needs
  - Develop a multi-year plan for city-wide special education programs that will serve our students and also address the needs of students currently in out-of-district placements