

**Gill-Montague Regional School District
FY 2021 Budget Information
February 26, 2020**

Chapter 70 State Aid

Chapter 70 Aid Components	Row Labels	FY18	FY19	FY20	FY21
Foundation Enrollment		1,078	1,099	1,072	1,074
Foundation Budget	A	11,605,184	12,227,503	12,729,673	13,375,838
Minimum Contribution	B	6,037,197	6,132,607	6,160,944	6,247,928
Chapter 70 Calculation	C = A-B	5,567,987	6,094,896	6,568,729	7,127,910
Hold Harmless Aid	D	617,027	123,088	0	0
Chapter 70 Actual Amount	E = C+D	6,185,014	6,217,984	6,568,729	7,135,439

Student Opportunities Act (SOA)

- Foundation budget is based upon student enrollment and DESE cost formulas.
- In FY20, foundation budget cost formulas changed, and the district received Chapter 70 aid above “Hold Harmless” levels for the first time in many years.
- In FY21, the Student Opportunities Act will take effect. We project its cost formula changes will increase our Ch. 70 aid by \$566,710 or 8.6%. The new formula provides significant increases related to the following costs: employee benefits, special education, economically disadvantaged students, and English language students.

Impact of Improved State Aid

Fiscal Year	Positions Cut or Added	Chapter 70 Aid Increase
2015	-7	\$27,450
2016	-10	\$27,225
2017	3	\$59,975
2018	-5	\$32,340
2019	-2.5	\$32,970
Avg.	-4.3	\$35,992
2020	5.4	\$350,745
2021	9	\$566,710

FY 21 Projected Revenues

REVENUES	FY17 Budget	FY18 Budget	FY19 Budget	FY20 Budget	FY21 Projected	CHANGE FROM PRIOR YEAR	
CHAPTER 70 STATE AID	6,114,489	6,177,674	6,211,590	6,441,443	7,135,439	693,996	11%
MEDICAID REIMBURSEMENT	500,000	530,000	200,000	200,000	150,000	(50,000)	-49%
MEDICAID CONTRA ACCOUNT					(47,000)	(47,000)	
INTEREST INCOME	3,300	3,300	4,000	4,500	6,000	1,500	33%
EXCESS AND DEFICIENCY	300,000	190,000	100,000	150,000	150,000	0	0%
ERVING TUITION	900,000	770,000	805,000	940,000	1,088,800	148,800	16%
CHARTER REIMBURSEMENT	200,000	200,000	121,659	54,183	159,379	105,196	194%
CHAPTER 71 TRANSP REIMB	300,000	316,100	301,765	270,000	349,600	79,600	29%
TOWNS' OPERATING ASSESSMENTS	10,293,621	10,772,099	11,232,240	11,669,848	12,256,156	586,308	5%
CAPITAL DEBT ASSESSMENT (HS)	151,515	147,053	142,538	137,970	133,350	(4,620)	-3%
CAPITAL DEBT ASSESSMENT (Shef)		68,145	66,552	64,914	63,276	(1,638)	-3%
GRANTS/REVOLVING ACCOUNTS	1,513,414	1,512,122	1,489,956	1,427,991	1,289,517	(138,474)	-10%
CIRCUIT BREAKER REVOLVING	176,426	177,494	248,238	306,500	304,370	(2,130)	-1%
SCHOOL CHOICE REVOLVING	705,332	763,950	825,152	875,523	656,881	(218,642)	-25%
TOTAL BUDGET	21,158,097	21,627,936	21,748,690	22,542,872	23,695,768	1,152,896	5.1%
Change from prior year	705,736	469,840	120,754	794,182	1,152,896		

FY 21 Revenue Assumptions

Chapter 70 increase of \$566,710 over FY20 actual and \$693,996 over FY20 budget. Due mostly to anticipated aid increases under the new Student Opportunities Act	\$ 693,996
Erving tuition increase based upon a projected enrollment increase from 67 to 71	\$ 148,800
The combined towns' operating assessment increase is 5%, informed by Montague's affordable assessment determination	\$ 586,308
Increased Chapter 71 reimbursement - We added a bus back to our routes in FY20	\$ 79,600
Increased Charter School reimbursement - due to projected increase in students attending charter schools	\$ 159,379
Decreased Medicaid reimbursement - due to legal changes in what constitute reimbursable expenses	\$ (97,000)
Decreased grants/revolving accounts available - Including a \$50,000 Title I grant decrease in FY20 and a Food Service revenue decline of \$70,000 in FY19	\$ (138,474)
A planned decrease use of school choice revolving funds due to a projected decline in choice enrollment and revenues	\$ (218,642)

Montague's Affordable Assessment Calculation

Net Tax Levy	19,483,503	
Less: Total Excluded Debt	<u>(1,165,193)</u>	
Available Levy	<u>18,318,310</u>	18,318,310
Net State Aid - Less Offsets		1,795,836
Local Receipts (excise, stickers, etc.)		1,429,876
Use of Free Cash		
Kearsarge for Operating		80,793
Sources Avail. for Operating Budgets		<u>21,624,815</u>
GMRSD Operations Allocation (48.5% of Sources Available)	10,488,035	
GMRSD share of Excluded Debt	123,615	
GMRSD Sheffield Window Debt	63,276	
Total Affordable Assessment	<u>10,674,926</u>	

Town Assessment Calculations

FY21 Assessments	Minimum contribution	Enrollment	Above Minimum	Transport. Assess.	Total Operating Assess.	Operating Assess. Increase	% Increase	Share of HS Debt	Debt Assess.	Total Operating & Debt Assessment
Montague	5,239,247	87.36%	4,887,151	361,637	10,488,035	452,214	4.51%	92.70%	186,891	10,674,926
Gill	1,008,681	12.64%	707,115	52,325	1,768,121	134,094	8.21%	7.30%	9,735	1,777,856
Total Assess.	6,247,928		5,594,266	413,962	12,256,156	586,308	5.02%		196,626	12,452,782

Historical Town Assessments

Montague	FY16 Assessment	FY17 Assessment	FY18 Assessment	FY19 Assessment	FY20 Assessment	FY21 Affordable Assessment	\$ Change	% Change
Operating	8,361,116	8,718,629	9,155,656	9,612,618	10,035,821	10,488,035	452,214	4.51%
Capital	137,227	133,485	200,904	198,542	193,916	186,891	(7,025)	
Total Assessment	8,498,343	8,852,113	9,356,560	9,811,160	10,229,737	10,674,926	445,189	
Assess. Change	2.59%	4.28%	5.01%	4.86%	4.27%	4.35%		
Gill	FY16 Assessment	FY17 Assessment	FY18 Assessment	FY19 Assessment	FY20 Assessment	Gill's FY21 Assessment	\$ Change	% Change
Operating	1,566,029	1,574,992	1,616,443	1,619,622	1,634,027	1,768,121	134,094	8.21%
Capital	18,908	18,030	14,294	10,548	8,968	9,735	767	
Total Assessment	1,584,937	1,593,023	1,630,737	1,630,170	1,642,995	1,777,856	134,861	
Assess. Change	8.65%	0.57%	2.63%	-0.03%	0.79%	8.21%		
Total Anticipated Operating Assessment Increase:							586,308	5.02%

Circuit Breaker Revolving Acct. Activity

Year	Beginning Balance	Revenue	Expense	Ending Balance
FY16	17,513	229,501	(153,095)	93,919
FY17	93,919	224,974	(202,711)	116,182
FY18	116,182	274,098	(221,425)	168,855
FY19	168,855	286,710	(172,511)	283,054
FY20 Projected	283,054	267,897	(306,500)	244,451
FY21 Projected	244,451	304,370	(304,370)	244,451

School Choice Revolving Acct. Activity

Year	Beginning Balance	Revenue	Expense	Ending Balance
FY16	471,799	803,098	(654,666)	620,231
FY17	620,231	909,984	(826,705)	703,510
FY18	703,510	900,570	(828,576)	775,504
FY19	775,504	817,104	(772,946)	819,662
FY20 Projected	819,662	666,821	(875,523)	610,960
FY21 Projected	610,960	656,881	(656,881)	610,960

Excess and Deficiency Activity

Certified E&D		E&D Annual Contribution		E&D used to reduce assessments	
7/1/2014	\$741,221	FY15	\$227,530	FY16	\$400,000
7/1/2015	\$568,751	FY16	\$121,733	FY17	\$300,000
7/1/2016	\$390,484	FY17	\$134,420	FY18	\$190,000
7/1/2017	\$334,904	FY18	\$3,479	FY19	\$100,000
7/1/2018	\$238,383	FY19	\$334,051	FY20	\$150,000
7/1/2019	\$557,434	FY20	\$180,000 <i>(projected)</i>	FY21	\$150,000 <i>(proposed)</i>
7/1/2020	\$587,434 <i>(projected)</i>	FY21			

FY21 Budget Priorities

Considerations for use of Additional Resources

1. Increase instructional and support services to students with learning differences (special education, counseling, and academic support)
2. Bring back previously reduced programs/positions
3. Add new programs/positions to improve and compete

Support the district strategy and improvement plans

District Improvement Plan – Initiative Areas

1. Instructional Practice
2. Social and Emotional Learning
3. Teaching for Diversity
4. Curriculum Development
5. Community Engagement

Leading Initiative --

Concentrate resources and training in developing students' social and emotional skills, by all staff, through relationship building, curriculum design, and instructional strategies.

FY 21 Projected Expenditures

BUDGET SUMMARY (all funds)						
EXPENDITURE ESTIMATES	FY18	FY19	FY20	FY21	Change	
	Approved	Approved	Approved	Proposed	\$	%
ADMINISTRATION (1000)	648,044	669,519	628,654	642,851	14,197	2.3%
INSTRUCTIONAL (2000)	9,681,722	9,649,841	10,018,059	10,678,126	660,067	6.6%
STUDENT SERVICES (3000)	1,891,933	2,031,384	2,076,500	1,978,465	(98,035)	-4.7%
OPERATIONS (4000)	1,612,391	1,522,121	1,703,903	1,781,054	77,151	4.5%
BENEFITS & INSURANCE (5000)	4,395,157	4,357,053	4,395,372	4,864,424	469,052	10.7%
COMMUNITY PROGRAM (6000)	0	0	0	25,563	25,563	--
CAPITAL DEBT (8000)	215,197	209,090	202,884	196,626	(6,258)	-3.1%
TUITION (9000)	3,183,493	3,309,681	3,517,500	3,528,659	11,159	0.3%
Total Budget	21,627,937	21,748,689	22,542,872	23,695,768	1,152,896	5.1%
Total projected increase	469,840	120,752	794,183	1,152,896		

FY 21 Large Expenditure Changes

Benefits and Insurance	Assumes health insurance premium increase of 3% and 5 additional retirees/staff. Insurance estimates are based on plan enrollments at November, 2019. Associated increases of \$134,000.
Benefits and Insurance	Property and liability insurance: 18% increase based on a few large claims (Gill flood). Associated increases of \$21,000
Benefits and Insurance	Workers Comp: 10% increase based on insurance company estimates due to recent claim history. Increase of \$12,000.
Benefits and Insurance	All units, with the exception of the custodians, had contracts expire on June 30, 2019. The estimated cost of negotiated salary increases for all bargaining units and administrators is \$220,000 for FY21.
Benefits and Insurance	Town retirement assessment increased by 7% for FY21. Typically this is approximately 24% -25% of total salaries. This year it is equal to approximately 27.2% of salaries (non-Teacher Retirement employees) with an increase of \$43,474
Benefits and Insurance	Potential Retirements: An increase of \$38,000 in retirement payouts.

FY 21 Large Expenditure Changes

Administration	Shift of \$5,500 for software from other budget lines. Salary increases in central office.
Instructional	New positions: \$380,000 for 9 new positions: reading teacher, counselor, special ed. teacher, 1st grade paras, phys e.d./health teacher and music/theater teacher.
Instructional	Adjustment counselor increases of 0.4 FTE at Hillcrest and 0.6 FTE at secondary level were added after the FY20 budget was approved. Associated cost of \$64,000.
Instructional	Postpone new elementary ELA curriculum. Reduce textbook expenditures by \$22,094 from FY2020 (when we purchased elementary math curriculum).
Student Services	Food Services and Athletics budgets need to be decreased to reflect recent actual expenditures
Operations	Utilities increases of \$20,000. Addition of custodial hours and staffing changes \$36,000. Increase of \$20,000 in payments to outside vendors for work on buildings and grounds.
Community Program	Community engagement coordinator position was added after the FY20 budget was approved at a cost of \$23,463
Tuition	School choice tuitions decrease of \$100,000 due to a projected decrease in students choicing out. Special education tuitions increase of \$26,000 and Charter tuition increase of \$20,000

FY21 New Position Requests

Position Requested	FTE	Cost Estimate	School	Rationale
Reading Teacher	1.0	\$60,000	Gill, Hillcrest, Sheffield	Gill: Increase reading teacher position from two days a week (0.4 FTE) to full time (1.0 FTE). Hill/Shef: Increase reading teacher FTEs from 3.6 to 4.0. These increases will allow more students to receive intensive reading instruction. We anticipate that this increase will also reduce some special education service needs.
Special Education Teacher	1.0	\$60,000	Sheffield	Provide pull-out academic instruction to some students in the therapeutic program. We have been trying to fill this position in current year. (This move will also enable a shift of a second para professional to support grade 2/3 IEP students.)
Adjustment Counselor	1.0	\$60,000	Gill, Sheffield	Gill: Increase counseling from 2 to 5 days per week. This person will be present at Gill 5 days a week (a 0.6 FTE addition). Sheffield: Increase counseling from 3 to 4 days a week for the second counselor. This person will be present at Sheffield 5 days week (a 0.4 FTE addition).
First Grade Para-professionals	4.0	\$80,000	Hillcrest and Gill	Provide additional instruction, especially when the classroom teacher works with small groups, and also support the development of students' social and emotional learning skills.
Secondary Music/Theater teacher	1.0	\$60,000	Middle/ High School	Provide music education to all middle school students, expand band and chorus across secondary grades, provide theater education course(s). (Will also allow middle school reading and math support teachers to work with smaller numbers of high need students.)
High School P.E./Health Teacher	1.0	60,000	High School	Provide additional sections of physical education and health at the high school, including a health course tailored to meet the needs of a new Innovations Pathway Program.
Total	9.0	\$380,000		

Staffing Gaps Beyond FY21

- Math support teachers; elementary and secondary level
- Reading support teachers; secondary
- Special education teachers; elementary and specialized programs
- English language teacher
- Autism spectrum specialist teacher
- Physical education teacher; elementary
- 6th grade social studies teacher
- At least part-time increases in core subject high school teachers
- District data specialist
- Family engagement coordinator: increase to full time

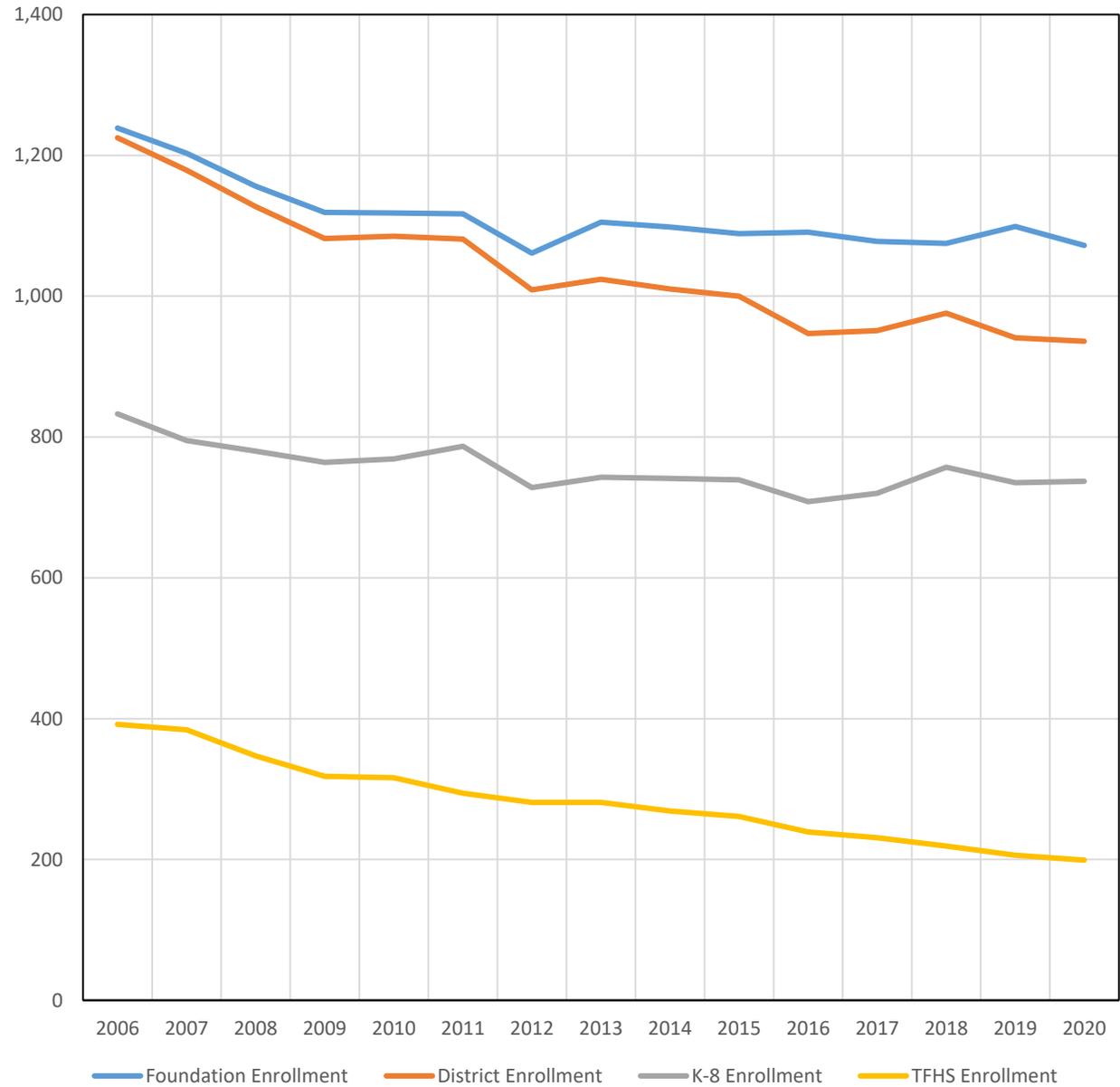
District Enrollment Trends & Associated Revenues and Expenses

GMRSD Enrollment Trends (2020-2-23)	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Resident students (1)	1,282	1,269	1,223	1,224	1,287	1,279	1,294
Resident students attending private or homeschools (2)	77	81	65	76	97	104	108
Resident students attending Franklin County Technical H.S. (2)	75	71	65	66	82	96	100
Resident students who choiced-out (3)	195	225	239	221	234	246	237
Resident students to charter schools (3)	63	66	69	68	62	57	64
Resident students enrolled in district (4)	872	826	785	793	812	776	785
Tuition students from Erving (5)	58	68	67	54	56	63	69
School choice-in students (3)	80	106	95	104	110	102	82
Total students enrolled in district (5)	1,010	1,000	947	951	978	941	936
Associated Revenues and Expenses	FY14 (6)	FY15 (6)	FY16 (6)	FY17 (6)	FY18 (6)	FY19 (6)	FY20 (7)
Cost to district of Choice-Out Students	1,104,471	1,398,346	1,502,528	1,505,078	1,712,180	1,484,323	
Cost to district of Charter-Out Students (net reimbursement)	838,929	727,827	858,611	895,771	830,755	812,241	
Cost to district of Choice-Out and Charter-Out students	1,943,400	2,126,173	2,361,139	2,400,849	2,542,935	2,296,564	
Revenue gained by Choice-In students	573,815	732,335	803,098	916,527	909,136	817,104	
	1,369,585	1,393,838	1,558,041	1,484,322	1,633,799	1,479,460	

District Enrollment Trends

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Foundation Enrollment	1,239	1,203	1,156	1,119	1,118	1,117	1,061	1,105	1,098	1,089	1,091	1,078	1,075	1,099	1072
District Enrollment	1,225	1,179	1,127	1,082	1,085	1,081	1,009	1,024	1,010	1,000	947	951	976	941	936
K-8 Enrollment	833	795	780	764	769	787	728	743	741	739	708	720	757	735	737
TFHS Enrollment	392	384	347	318	316	294	281	281	269	261	239	231	219	206	199

GMRSD Enrollment History



Enrollment Trends

- Franklin County's student aged population is declining at a rate of about 180 students per year.
- The foundation enrollment for Gill and Montague has declined by 13% since 2006 but only 1.5% since 2015.
- Student enrollment has declined by 24% since 2006

Where Resident Students Go

January 2020 - School Attending Report								
	GMRSD	Tech	Charter	Choice Out (and OOD)	Home School	Private	Total	% Attend GMRSD
Gill								
K-6	76	0	0	5	4	3	88	86%
7-8	10	0	3	3	2	0	18	56%
9-12	10	12	6	6	0	24	58	17%
Total	96	12	9	14	6	27	164	58%
Montague								
K-5	347	0	8	111	12	18	496	70%
6-8	161	0	14	54	9	16	254	63%
9-12	140	100	30	68	11	9	358	39%
Total	648	100	52	233	32	43	1,108	58%
Combined								
Prek-5	423	0	8	116	16	21	584	72%
6-8	171	0	17	57	11	16	272	63%
9-12	150	112	36	74	11	33	416	36%
Grand Total	744	112	61	247	38	70	1,272	58%

Where Resident Students Go

Choice	
Greenfield	55
Frontier	41
Sunderland	23
Amherst/Pelham	19
Deerfield Elementary	16
Whately	16
Leverett	15
Pioneer	12
Hatfield	12
Conway Elementary	8
Shutesbury	7
Erving Elementary	4
Hadley	4
Granby	1
Mohawk	1
Total	235

Charters		
Four Rivers	42	
PVCIC	15	
PVPA	4	61
Private		
Northfield Mount Hermon	22	
Greenfield Center School	16	
Bement	15	
Four Winds	4	
Dfld Academy	3	
Stonleigh Burnam	3	
Eaglebrook	2	
Village School	1	66
Franklin Tech		112
Virtual Schools		10

High School Student Information

- 200 students enrolled
- 38 students with “internships” in fall semester
- 25 students taking classes at GCC
- 6 students returned from Tech (8 last year)

On Average:

- 38% go to 4-year college upon graduation
- 32% go to GCC upon graduation
- 26% go to work or military upon graduation

TFHS Students

TFHS ENROLLMENT JAN 2019	9TH GRADE	RPT	10TH GRADE	RPT	11TH GRADE	RPT	12TH GRADE	RPT	TOTALS	%
IEP STUDENTS	9		12		14		17		52	25%
ELL STUDENTS	4	1	1		4	1	2		11	5%
ECONOMICALLY DISADVANTAGED	22	5	20	5	11	3	15	7	68	33%
NONE OF THE ABOVE	12	6	31	5	27	4	25	7	95	47%
TOTAL ENROLLMENT	41		59		52		52		204	

Student Comparisons – 2020 Data

	TFHS	Tech	Four Rivers	Frontier
ELL Students	5%	0	0	1%
IEP Students	25%	32%	13%	18%
Econ. Disadvantaged	43%	37%	24%	19%

Why High School Students Go Elsewhere

- Perception that curriculum lacks challenge, sufficient advanced courses, or range of courses
- Perception that they would not like their classmates or teachers
- Perception that the culture is not welcoming/inclusive
- Perception of more athletic opportunities elsewhere
- Perception that Tech offers college preparatory program as well as option to be prepared for a trade/workforce

TFHS Structural Challenges

- Very diverse student body with a range of complex needs
- Broad mission -- from preparation for independent living, to English language acquisition, to launching a career, to preparation for highly selective colleges, to providing a full range of experiences in the arts and athletics.
- Low enrollment does not diminish the mission. And the mission requires a full range of resources.
- High school is a social place: Having plenty of like-minded peers around is important to students.

High School Core Teachers

- ELA Teachers – 2
- Math Teachers – 2.5
- Science Teachers – 2.5
- Social Studies - 2
- World Language Teachers – 1.5
- Physical Education and Health – 1
- Art – 1
- Graphic Arts – 1
- Filmmaking/photography – 1
- Technology – 0.5
- Music - 0

Additional Secondary Staffing

FY 20

- Second dean of students
- Second full-time adjustment counselor
- Board Certified Behavior Analyst (district-wide)

FY 21

- Health and physical education teacher
- Music/Theater Teacher

Improving School Climate

- New positions and new staff in key roles
- Capacity to operate a progressive and nuanced disciplinary system
- Substantial training and collaboration on responding to civil rights violations and in creating a welcoming school culture

Evidence of change:

- Highly improved results of student school climate surveys taken in spring 2019 and fall 2020.
- Anecdotal evidence from administrators that # of civil rights related infractions, and infractions of all kinds are way down.
- 7 of 35 suspensions at secondary level for students identified as other than only white (preliminary data only)

Fall 2019 Internal Survey Highlights - GFMS

Improved

- Significant improvement on almost every indicator
- *School staff are consistent when enforcing school rules (from 64% to 90%)*
- *Students from different backgrounds respect each other in our school regardless of their race, culture, family income, religion, sex, or sexual orientation (from 63% to 83%)*

Not There Yet

- *If I am sad or angry there is a teacher or staff member I would feel comfortable talking to (57% Always or Mostly True)*
- *Students at this school are respectful of each other (71% Always or Mostly True)*
- *Students have the skills to resolve conflicts themselves and often do so (73% Always or Mostly True)*

Fall 2019 Internal Survey Highlights - TFHS

Improved

- Significant improvement on almost every indicator
- *School staff are consistent when enforcing school rules (from 43% to 83%)*
- *Students from different backgrounds respect each other in our school regardless of their race, culture, family income, religion, sex, or sexual orientation (from 42% to 81%)*

Not There Yet

- *If I am sad or angry there is a teacher or staff member I would feel comfortable talking to (68% Always or Mostly True)*
- *Students have the skills to resolve conflicts themselves and often do so (69% Always or Mostly True)*
- *My assignments are often too easy (33% Always or Mostly True)*

Future High School Programming

- Innovations Pathway Designation – Multi-year program to teach students about, and provide direction towards, high demand careers in region.
- First pathway will be to prepare students for health care and social assistance careers and post-secondary education, through coursework and employer internships.
- A second pathway could follow, such as advanced manufacturing.

Future High School Programming (continued):

- Return of additional Advanced Placement Courses (only 2 this year)
- Additional related arts courses of high interest and/or high relevance

Capital Projects

PROJECT	Building	FY21	Notes	Montague	Gill
Tractor	District	\$48,000	87.36% Montague 12.64% Gill	\$41,933	\$6,067
Roof Replacement Feasibility Study	Gill	\$20,000			\$20,000
Façade Building Envelope (brick, sills, windows, roof)	Hillcrest	\$70,000	brick corners, window sills, environmental sealing around windows, roof repair	\$70,000	
Remove/replace Floor tiles and install VCT	Gill	\$70,000			\$70,000
Brick Pointing/ Concrete Repair/Entry Canopy Repairs	Admin	\$50,000		\$50,000	
Build wall in Library	Sheffield	\$20,000		\$20,000	
Resurface Tennis Courts	Secondary	\$60,000	92.7% Montague 7.3% Gill	\$55,620	\$4,380
Update Bathroom plumbing fixtures & stalls	Hillcrest	\$50,000		\$50,000	
Building Condition Assessments	Sheffield	\$7,500		\$7,500	
	Hillcrest	\$7,500		\$7,500	
	Gill	\$7,500			\$7,500
	Secondary	\$7,500	92.7% Montague 7.3% Gill	\$6,953	\$548
		\$418,000		\$309,505	\$108,495

School Resource Officer Info

- MOU may be terminated by mutual agreement of MPD and GMRSD
- GMRSD annual contribution of \$50,250 towards SRO's salary. Was negotiated based-upon proportion of work year at schools.

Training attended as SRO:

- ✓ Equity Training (8 hrs.)
- ✓ Restorative Practice Training (16 hrs.)
- ✓ Juvenile Law Training (8 hrs.)
- ✓ Cultural Diversity Training (8hrs.)
- ✓ School Resource Officer School Training (40 hrs.)
- ✓ District Attorney Training (16 hrs.)
- ✓ Crisis Intervention Training (40 hrs.)
- ✓ Crisis Intervention Training for SRO's (8 hrs.)
- ✓ Trauma Informed School Training (8 hrs.)
- ✓ Fostering Positive Family Relationship Training (8 hrs.)
- ✓ Positive Youth Development Training (8 hrs.)
- ✓ DCF Training (8 hrs.)
- ✓ Youth Violence (8 hrs.)
- ✓ Thinking through the unthinkable (8 hrs.)
- ✓ Massachusetts Juvenile Police Officers Conference (16 hrs.)