



**Review of the**  
**Safety Program**  
**of the**  
**Boston Public Schools**

**October 2022**

The Boston Public Schools (BPS) requested that the Council of the Great City Schools (CGCS) provide a high-level management review of the District's student and staff safety operations. Specifically, it was requested that the Council<sup>1</sup> --

- Assess student and staff safety protocols at schools and make recommendations to ensure safe learning environments for all students across the District, including an evaluation of coordination and communication between BPS and the Boston Police Department (BPD).

In response to this request, CGCS assembled a Strategic Support Team (SST) of highly experienced former and current school Chiefs of Police and directors of safety and security in major city school districts to conduct the review. The team was composed of the following individuals. (Attachment A provides brief biographical sketches of the team members.)

Willie Burroughs  
Director, Management Services  
Council of the Great City Schools

Ronald Applin  
Chief of Police  
Atlanta Public Schools

Michael Eaton  
Chief, Department of Climate & Safety  
Denver Public Schools

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<sup>1</sup> The Council has conducted over 320 organizational, instructional, management, and operational reviews in over 65 big city school districts over the last 20 years. The reports generated by these reviews are often critical, but they also have been the foundation for improving the operations, organization, instruction, and management of many urban school systems nationally. In other cases, the reports are complimentary and form the basis for identifying "best practices" for other urban school systems to replicate. (Attachment E lists the reviews that the Council has conducted.)

## Review of the Office Safety Services of the Boston Public Schools

Wilfred “Fred” Wagstaff  
Executive Director of Safety & Security  
Buffalo Public Schools

The team reviewed documents, electronic student data provided by the district, and information from federal and state sources prior to a four-day site visit to Boston on October 2 – 5, 2022. The general schedule for the site visit is described below, and the complete working agenda for the site visit is presented in Attachment B.

The team met with Superintendent, Mary Skipper; Deputy Superintendent of Operations, Samuel DePina; and Assistant Superintendent, Data Strategy and Implementation, Monica Hogan during the evening of the first day of the site visit to discuss expectations and objectives for the review and make final adjustments to the work schedule. The team used the second and third days of the site visit to conduct interviews with key staff members (a list of individuals interviewed is included in Attachment C) and examine additional documents and data (a complete list of documents reviewed is included in Attachment D).<sup>2</sup>

The final day of the visit was devoted to synthesizing and refining the team’s findings and recommendations and providing Superintendent Mary Skipper; Deputy Superintendent of Operations Samuel DePina; and Assistant Superintendent, Data Strategy and Implementation Monica Hogan with a high-level overview.

The Council sent the draft of this document to the team members for their review to affirm the report’s accuracy and to obtain their concurrence with the final recommendations. This management letter contains the findings and recommendations that the team has designed to help the district improve its student and staff safety program.

### **Boston Public Schools**

Founded in 1657, the Boston Public Schools is the oldest public school system in America. Although BPS has experienced a declining enrollment of 18,000 students since 2010, BPS remains the largest school district in Massachusetts.<sup>3</sup> Since 2020, four BPS schools have closed.

BPS currently educates approximately 46,001 in 119 schools, including three attended solely by students with disabilities.<sup>4</sup> Like other large urban school districts, BPS has a diverse student population, which includes --

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<sup>2</sup> The Council’s reports are based on interviews with District staff and others, a review of documents, observations of operations, and professional judgment. The team conducting the interviews must rely on the willingness of those interviewed to be truthful and forthcoming but cannot always judge the accuracy of statements made by interviewees.

<sup>3</sup> Vaznis, James (November 18, 2021). "Boston Public Schools' enrollment drops below 50,000 students for the first time in decades". The Boston Globe.

Retrieved from <https://www.bostonglobe.com/2021/11/18/metro/boston-public-schools-enrollment-drops-below-50000-students-first-time/>.

<sup>4</sup> Students with disabilities who have individualized education programs (IEPs) are also referred to as students with IEPs. For this report, students with disabilities exclude those who are eligible for services under Section 504 of the Rehabilitation Act (Section 504), unless otherwise stated.

## Review of the Office Safety Services of the Boston Public Schools

- 43.8 percent of the students are Latinx, 28.4 percent are black, 15.1 percent are white, 8.7 percent are Asian, and 3.6 percent are multiracial (not Latinx);
- 31.9 percent of the students are English language learners;
- 69.8 percent of the students are economically disadvantaged; and
- 21.5 percent of the students receive special education services; 24 percent have Individualized Education Programs (IEP); 33.6 percent of all students with IEPs are English language learners; and 83 percent of all students with IEPs are economically disadvantaged.

### Department of Safety Services

The Chief of Safety reports to the Superintendent as one of nine direct reports through the Deputy Superintendent of Operations, who reports to the Superintendent. The department is a relatively flat organization consisting of a Deputy Chief of Safety (1), Senior Lead Safety Specialist (1 – currently vacant), Lead Safety Specialist (4), Senior Specialist (13), and Safety Specialist (40). In addition, there were 25 vacant full-time equivalents (FTE) positions in the department. The department’s mission is *Safety Services will serve as a valuable school community resource to students and staff with values committed to fostering positive relationships and developing strategies to engage problem solving, prevention and partnership.*

“Under the direction of the Chief of Safety Services, the Reimagined Department of Safety Services Specialists collaborate with school administrators, sit on designated safety teams to facilitate safety plans, and engage staff to provide a safe and welcoming environment for the school community. The Safety Specialists are a proactive link between students and school support staff and exercise appropriate safety and security procedures. Safety Specialists serve as liaisons for the Office of Safety Services (OSS) to school administration, the BPD, and/or other law enforcement agencies with specialty training to solve potential concerns and relay pertinent safety information in or around the school and to effect appropriate action. Safety Services has begun dismantling structural barriers to provide greater access to opportunities for BPS students. As a result of the impact on our students by the school-to-prison pipeline, we have instituted significant improvements.”<sup>5</sup>

### Background

A report<sup>6</sup> released by the Massachusetts Department of Elementary and Secondary Education (DESE) in March 2020 highlighted serious challenges and inefficiencies across a broad range of district functions, which included “poorly run operational functions.” The report indicated that

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<sup>5</sup> REIMAGINED BPS Safety Services School Committee Presentation January 12, 2022 - [https://drive.google.com/file/d/1rTOcDdfdNKnH7jmHmc3M3529kv\\_dEJVe/view?usp=share\\_link](https://drive.google.com/file/d/1rTOcDdfdNKnH7jmHmc3M3529kv_dEJVe/view?usp=share_link) page 7

<sup>6</sup> Source: [https://docs.google.com/document/d/1EEVxvpOkO9ruvdGKKEE0xHsASLdweCvz/edit?usp=share\\_link&ouid=100629812210175846543&rtpof=true&sd=true](https://docs.google.com/document/d/1EEVxvpOkO9ruvdGKKEE0xHsASLdweCvz/edit?usp=share_link&ouid=100629812210175846543&rtpof=true&sd=true)

## Review of the Office Safety Services of the Boston Public Schools

BPS was not meeting an acceptable minimum standard for basic district functioning and that failures in basic operations and safety protocols have increased in the past two years. The report, which was later updated in May 2022<sup>7</sup>, led to a Systemic Improvement Plan (SIP)<sup>8</sup> jointly signed by the Mayor of Boston, representatives from BPS and accepted by the Massachusetts Department of Elementary and Secondary Education (DESE) which outlined a series of initiatives to support the physical, social, and emotional well-being of students to ensure a safe school environment. The agreed upon activities included:<sup>9</sup>

- By August 15, begin using an improved, robust system for managing, responding to, and resolving complaints from parents and guardians.
- Respond promptly to complaints received from DESE’s Problem Resolution System (PRS), including allegations of bullying, as outlined in the Complaint Procedures Guide.<sup>10</sup>
- By August 15, 2022, commission an independent student and staff safety audit to assess safety protocols at schools and make recommendations to ensure safe learning environments for all students across the District, including an evaluation of coordination and communication between BPS and BPD. The audit will be conducted by an individual or entity mutually agreed upon between Boston/BPS and DESE.
- By September 8, 2022, hire a Coordinator of Problem Resolution who will ensure coordinated district and school investigation and response of all complaints received through the Problem Resolution System. This position will be dedicated to addressing PRS complaints and complaints BPS received.

On December 31, 2020, the Governor of Massachusetts signed into law “An Act Relative to Justice, Equity and Accountability in Law Enforcement in the Commonwealth” Bill S. 2963 (Police Reform Law). The Police Reform Law<sup>11</sup> impacted the authority of local police departments to issue police licenses to special police officers, such as Boston School Police Patrolmen and Superior Officers. The Police Reform Law went into effect on July 1, 2021. As a

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<sup>7</sup> Source: <https://www.doe.mass.edu/accountability/district-review/nolevel/2022-0035.pdf>

<sup>8</sup> Source:

<https://www.bostonpublicschools.org/cms/lib/MA01906464/Centricity/Domain/3031/BPSSIPSigned%20FINAL.pdf>, p.1.

<sup>9</sup> Source:

<https://www.bostonpublicschools.org/cms/lib/MA01906464/Centricity/Domain/3031/BPSSIPSigned%20FINAL.pdf>, p.3.

<sup>10</sup> Source: <https://www.doe.mass.edu/prs/guide/default.html>

<sup>11</sup> Massachusetts General Laws, Chapter 71, Section 37P, governs the roles and responsibilities of police officers who are designated by both the Superintendent and Chief of Police (or Commissioner) as school resource officers. For purposes of this memorandum, the law governing the powers of school resource officers is not relevant as it does not limit the powers of police officers who are not school resource officers.

result of the law, there was a loss of police powers licensed by the BPD under Rule 400A<sup>12</sup> for BPS.

## Key Findings and Recommendations

The findings and recommendations in this Management Letter are limited to a set of overarching issues and should be the focus of the improvement efforts that, if appropriately addressed, could lead to improvements in the services provided by the BPS Department of Safety Services.

### Commendations

- The team heard from multiple sources that Succeed Boston Bullying Intervention Program<sup>13</sup> is a non-punitive program that is an effective tool for BPS (e.g., a bullying intervention specialist at each school).
- The Chief of Safety Services is heavily engaged with the BPS community and actively seeks feedback on safety-related issues.
- Safety Specialists appear to be dedicated to their work and have a passion for serving students in positive ways (e.g., Specialists attending court proceedings and advocating for students).
- The BPD Police Commissioner has expressed a desire to be a part of the school safety solution, a willingness to interact with students, and a commitment to handle issues through diversion instead of prosecution. He proposed a few initiatives that include, but are not limited to, Operation Home Front,<sup>14</sup> Antibullying, Rape Aggression Defense (R.A.D.),<sup>15</sup> and Drug Abuse Resistance Education (DARE).<sup>16</sup>

### LEADERSHIP & MANAGEMENT

- [REDACTED]
- [REDACTED]
- [REDACTED]

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<sup>12</sup> Source: Rule 400A - <https://static1.squarespace.com/static/5086f19ce4b0ad16ff15598d/t/52af61b5e4b0871946c07a11/1387225525612/Rule+400A.pdf>

<sup>13</sup> Source: Succeed Boston - <https://www.succeedboston.org/>

<sup>14</sup> Source: Operation Home Front - <https://bpdnews.com/operation-homefront>

<sup>15</sup> Source: RAD - [http://www.rad-systems.com/rad\\_programs.html](http://www.rad-systems.com/rad_programs.html)

<sup>16</sup> Source: DARE - <https://dare.org/>

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- [REDACTED]
- [REDACTED]
- [REDACTED].
- [REDACTED]
- [REDACTED].
- There was a lack of collaboration between IT and Facilities regarding [REDACTED]. For example, the team heard that --
  - Collaboration between the two entities lessened in the last couple of years;
  - [REDACTED]; and
  - [REDACTED].
- [REDACTED]

### ORGANIZATION

- [REDACTED]
- [REDACTED] For example --
  - [REDACTED].

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<sup>17</sup> The National Incident Management System (NIMS) was developed by the Department of Homeland Security so that responders from different jurisdictions and disciplines can work together to respond better to natural disasters and emergencies, including acts of terrorism. NIMS benefits include a unified approach to incident management; standard command and management structures; and emphasis on preparedness, mutual aid and resource management. In order to participate in Homeland Security grants, an agency must adopt NIMS.

<sup>18</sup> Source [REDACTED]

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- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

**OPERATIONS**

- [REDACTED]
- [REDACTED]
  - [REDACTED]
  - [REDACTED]
- The time to select and onboard candidates for security positions was too long. As a result, candidates found other opportunities while waiting for a hiring decision by BPS.
- [REDACTED]

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<sup>19</sup> The Boston Police School Unit under the BPD Bureau of Community Engagement has BPD officers assigned to work in partnership with BPS.

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- [REDACTED]
- [REDACTED]
- Campus staff reported having to spend more time addressing safety concerns in the school, which took away the time they spent in the classroom (e.g., the change in role from police officer to safety specialist).
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

### Recommendations

The CGCS Strategic Support Team developed the following recommendations<sup>20</sup> to improve the Department of Safety Services' strategic value to the district:

1. Encourage the Superintendent and BPD Commissioners to work collaboratively on developing and implementing a shared MOU/IGA that involves input from community stakeholders. At a minimum, the agreement should --
  - a. Define roles, responsibilities, authority, and procedural interactions (including notifications and communications protocols) between BPS and BPD;
  - b. Prioritize opportunities for police to build positive relationships with students; and
  - c. Design a process for sharing information.

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<sup>20</sup> Recommendations are not listed in any specific order or priority.

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2. Create a focus group of appropriate stakeholders and administrators to consider if BPS should form an internal, sworn police department.
3. [REDACTED]
4. [REDACTED]
  - a. [REDACTED]
5. Require BPS Security Services to be more involved with the hiring process to help reduce the time it takes to select and onboard candidates.
6. Mandate that law enforcement records, as identified by FERPA, reside under the management and supervision of Safety Services.
  - a. [REDACTED]
  - b. [REDACTED]
7. Acquire an anonymous reporting system hotline or software product to encourage the reporting of inappropriate and anticipated dangerous behaviors.
8. [REDACTED]
9. [REDACTED]
10. Address low morale issues in the Safety Services department by encouraging team building, skip-level meetings, and professional development opportunities.
11. Prioritize roles and responsibilities in all department units to ensure that personnel focus on school-based safety and policing practices, not duties customarily associated with municipal or county policing functions. Recruit or promote mid-level management who will champion school-based policing approaches.

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<sup>21</sup> Source: [REDACTED]

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12. [REDACTED]

13. [REDACTED]

14. [REDACTED]

15. [REDACTED]

a. [REDACTED]

b. [REDACTED]

16. [REDACTED]

17. Partner with the Human Resources to --

a. Monitor turnover rates, establish exit interview protocols for department employees who voluntarily separate from BPS, and identify and track the causes for leaving to identify opportunities to make or recommend changes in policy;

b. Revisit, rewrite, update, and distribute job descriptions to reflect current roles and responsibilities to ensure accountability and performance;

c. Invite the Communications and Human Resources Departments to plan and staff ongoing recruitment opportunities and leverage mass communication and social media approaches so the district can successfully fill current vacancies; and

d. [REDACTED]

## **ATTACHMENT A. STRATEGIC SUPPORT TEAM**

### **Willie Burroughs**

Willie Burroughs, a veteran school business official, was recently named Director of Management Services for the Council of the Great City Schools. In this position, he will conduct strategic support teams and manage operational reviews for superintendents and senior managers; convene annual meetings of chief financial officers, chief operating officers, human resources directors, chief information officers and technology directors; and field requests for management information. Prior to joining the Council, Burroughs served as the COO for the San Antonio Independent School District, heading the operations services division with more than 1,600 employees. He also served in the Dallas Independent School District as executive director with responsibilities for maintenance, HVAC, grounds, environmental services, custodial, capital improvement, and energy management. In addition, Burroughs held a number of positions with the Houston Independent School District for nearly 11 years, including general manager of construction services (bond), senior manager of contract administration, and senior manager of special projects. Burroughs holds a Bachelor of Science degree in industrial engineering and an MBA from Clemson University. He was commissioned as an officer in the United States Army Signal Corps.

### **Ronald Applin**

Ronald Applin has over 32 years of law enforcement experience. After completing boot camp for the United States Marine Corps, he served in the Marine Corps Reserves for 6 years. He simultaneously began his career with the Fulton County Sheriff's Office in 1989 and retired in 2010 at the rank Captain. During his tenure at the Fulton County Sheriff's Office, he commanded the day-to-day operations of the Law Enforcement Division, SWAT Team, oversaw the implementation of 911 services for the City of Chattahoochee Hills and served as the Venue Commander for the 2008 Brian Nichols Trial. In 2011, he became a faculty member with Reinhardt University Public Safety Institute, where he continues to serve, teaching undergraduate and graduate level criminal justice courses. He also taught in the Law and Justice Program at Creekside High School. His love for public safety led him to accept an offer to serve as the Director of Security at Landmark Christian School in 2013. The experiences gained in this position prepared him for the highlight of his law enforcement career—being selected as the Chief of Police for the newly created Atlanta Public Schools Police Department. As a product of the Atlanta Public School System, Charles Lincoln Harper High School 1986 graduating class, this was a full circle moment for him. Chief Applin earned a Bachelor of Science Social Science in Criminal Justice from Mercer University, Master of Public Administration from Troy University, and has completed all coursework, with the exception of a dissertation, for his PhD in Criminal Justice from Capella University. He is also a graduate of the FBI National Academy 220th Session and a graduate of the inaugural class of Mercer University's Public Safety Leadership Institute. Chief Applin's leadership and professionalism extend beyond the halls of the schools he serves. He is an active member of the Georgia Association of Chiefs of Police (GACP), International Association of Chiefs of Police (IACP), Georgia Alliance of School Resource Officers and Educators (GASROE) Board of Directors, National Center for School Safety Advisory Board, Landmark Christian School Board of Directors and Atlanta Technical College Criminal Justice Program Advisory Committee, Graduate of the United Way VIP 2021.

**Michael Eaton**

Michael Eaton is the Chief of Safety & Security for Denver Public Schools (DPS). The DPS is the second largest school district in Colorado servicing over 82,000 students, 13,000 employees and 160 schools. Mr. Eaton’s responsibilities include overseeing approximately 160 staff that provide 24/7 safety and security services to the district. This includes armed and unarmed patrol staff, campus based security, communications dispatch center, fingerprinting and badging, emergency preparedness, crossing guards, and investigations. Prior to joining DPS, Mr. Eaton was the Director of Safety and Security at Johnson & Wales University where he was responsible for safety and security operations, parking and emergency management. He currently holds a Master of Public Administration (MPA) degree from the University of Colorado; and a B.S. in Criminal Justice from Johnson & Wales University. He is a graduate of the Aurora Community College Police Academy and previously held a Peace Officer Standards and Training Certification for the State of Colorado.

**Wilfred “Fred” Wagstaff**

Wilfred Wagstaff, affectionately known to the community as “Fred”, has over 25 years of law enforcement and public safety experience. After serving as a police officer for the Buffalo Police department, he transitioned from law enforcement to security with the Buffalo Public School District (BPS). From 1998 to 2007 he worked diligently as a Security Officer for the BPS. During Fred’s 10 years as a security officer, his work ethic and passion for safety of students and staff, lead to his promotion to the Superintendent’s office. Fred was named in 2007, as the Lead Security officer for the Superintendent, where he ensured the safety and security of the Superintendent and Board of Education Members. During his tenure in the Superintendent’s Office, Fred assessed the 65 Buffalo Public Schools for safety protocols and developed appropriate strategies. In 2017, Fred was promoted to Executive Director of Safety and Security with a team of 80 plus security officers. As the Executive Director he created a districtwide school safety team which consisted of teachers, administrators, board of education members, parents, students, and school safety personnel. An example of a strategy in action was the implementation of the metal detection process throughout the district in 2018. This process resulted in less weapons entering the schools. Fred also devised procedures that coordinated with other agencies to protect students and staff in cases involving active shooters, fires, and other possible safety concerns within the BPS. Fred’s commitment and reputation is not just recognized in the school district, but also in the Buffalo community at large. Being a product of the Buffalo Public School system, Wilfred “Fred” Wagstaff is honored to give back to the community in which he lives. Knowing that he can aid in the safety of the students and staff throughout the district is truly the fruits of his labor.

**ATTACHMENT B. WORKING AGENDA**

**Strategic Support/Technical Assistance Team  
Student and Staff Safety**

October 2-5, 2022

**Contacts:**

**Chief Neva Coakley**

Email: [ncoakley@bostonpublicschools.org](mailto:ncoakley@bostonpublicschools.org)

6:15

**Team to Meet in Hotel Lobby**

6:30 p.m.

**Dinner Meeting**

Bar Mezzana  
360 Harrison Avenue  
Boston, MA 02118  
617-530-1770  
<https://www.barmezzana.com/>

**Mary Skipper**

Superintendent

**Dr. Sam DePina**

Deputy Superintendent of Ops

**Monica Hogan**

Assistant Superintendent

**Monday, October 3**

7:00 - 7:45 a.m.

Team Continental Breakfast & Working Session

8:00 - 9:00 a.m.

Team Interview

**Dr. Sam DePina**

Deputy Superintendent of Operations

9:15 - 10:15 a.m.

Team Interview

**Neva Coakley**

Chief, Safety Services

**Fran Johnson**

Deputy Chief, Safety Services

10:30 - 11:00 a.m.

Team Interview

**Megan Costello**

Senior Advisor

11:15am - 12:00 p.m.

Team Interviews

**Drew Echelson**

Chief of Schools and

Accountability

**Charles Grandson**

Chief of Equity and Strategy

12:00 - 1:00 p.m.

Working Luncheon

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1:00 - 2:00 p.m. Team Interview **Lisa Maki**  
Office of Legal Advisor

2:00 – 5:00 p.m. School Visit [REDACTED]

Team Discussion of Work Plan for Balance of Site Visit

**Tuesday, October 4**

7:30 - 8:15 a.m. Continental Breakfast

8:30 - 9:30 a.m. Team Interview **Michael Cox**  
BPD Commissioner

9:45 - 10:30 a.m. Team Interview **Mark Murphy**  
**Laura Cirino**  
Lead Safety Specialists

10:45 – 11:30 a.m. Team Interview **Kenny Badgett**  
**Julio Torres**  
**Pablo Aponte**  
Senior Safety Specialists  
Day & Night Dispatchers

11:45 - 12:15 p.m. Team Interview **Nick Sacramona**  
**Brian Forde**  
**Rick Deraney**

12:15 - 1:00 p.m. Working Luncheon

1 – 1:30pm Team Interview **Mark Racine**  
Chief Information Officer

1:45 - 4:15 School Visit [REDACTED]

4:15 - 5:00 p.m. Students [REDACTED]

Team Discussion of Work Plan for Balance of Site Visit

**Wednesday, October 5**

7:00 - 7:45 a.m. Team Continental Breakfast

Review of the Office Safety Services of the Boston Public Schools

8:00 – 12:00 Noon.	Team Working Meeting	<b>Synthesis of Findings &amp; Recommendations</b>
12:00 - 1:00 p.m.	<b>Team Working Luncheon &amp; Debriefing</b>	<b><u>Mary Skipper</u></b> Superintendent <b><u>Dr. Sam DePina</u></b> Deputy Superintendent of Operations <b><u>Monica Hogan</u></b> Assistant Superintendent



1:00 p.m.                      **Adjournment & Departures**

**ATTACHMENT C. DISTRICT PERSONNEL INTERVIEWED**

Mary Skipper, Superintendent  
Dr. Drew Echelson, Chief of Schools and Accountability  
Monica Hogan, Assistant Superintendent, Data Strategy & Implementation  
Dr. Sam DePina, Deputy Superintendent, Operations  
Neva Coakley, Chief, Safety Services  
Fran Johnson, Deputy Chief, Safety Services  
Megan Costello, Senior Advisor  
Charles Grandson, Chief of Equity and Strategy  
Lisa Maki, Office of Legal Advisor  
Michael Cox, BPD Commissioner  
James Chin, Superintendent, BPD  
Larry Ellison, BPD  
Mark Murphy, Lead Safety Specialists  
Laura Cirino, Lead Safety Specialists  
Kenny Badgett, Senior Safety Specialists  
Julio Torres, Senior Safety Specialists  
Pablo Aponte, Senior Safety Specialists  
Nick Sacramona, Sr. Supervisor Electrical/Security  
Brian Forde, Executive Director of Facilities Management  
Rick Deraney, Director Fire Safety/Emergency Preparedness  
Mark Racine, Chief Information Officer



**ATTACHMENT E. COUNCIL REVIEWS**

The Council of the Great City Schools is a coalition of 70 of the nation’s largest urban public-school systems. 105 The organization’s Board of Directors is composed of the superintendent, CEO, or chancellor of schools and one school board member from each member city. An executive committee of 24 individuals, equally divided in number between superintendents and school board members, provides regular oversight of the 501(c)(3) organization. The composition of the organization makes it the only independent national group representing the governing and administrative leadership of urban education and the only association whose sole purpose revolves around urban schooling.

The mission of the Council is to advocate for urban public education and to assist its members in to improve and reform. The Council provides services to its members in the areas of legislation, research, communications, curriculum and instruction, and management. The group also convenes two major conferences each year; conducts studies of urban school conditions and trends; and operates ongoing networks of senior school district managers with responsibilities for areas such as federal programs, operations, finance, personnel, communications, instruction, research, and technology. Finally, the organization informs the nation’s policymakers, the media, and the public of the successes and challenges of schools in the nation’s Great Cities. Urban school leaders from across the country use the organization as a source of information and an umbrella for their joint activities and concerns.

The Council was founded in 1956 and incorporated in 1961 and has its headquarters in Washington, DC. Since the organization’s founding, geographic, ethnic, language, and cultural diversity has typified the Council’s membership and staff.

City	Area	Year
Albuquerque	Facilities and Roofing	2003
	Human Resources	2003
	Information Technology	2003
	Special Education	2005 & 2018
	Legal Services	2005
	Safety and Security	2007
	Research	2013
	Human Resources	2016
	Special Education	2018
	Anchorage	Finance
Communications		2008
Math Instruction		2010
Food Services		2011
Organizational Structure		2012
Facilities Operations		2015

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	Special Education	2015
	Human Resources	2016
Atlanta		
	Facilities	2009
	Transportation	2010
	Classified Staffing	2019
	Teaching and Learning	2020
	Student Support Services	2021
Aurora		
	Information Technology	2019
Austin		
	Special Education	2010
Baltimore		
	Information Technology	2011
Birmingham		
	Organizational Structure	2007
	Operations	2008
	Facilities	2010
	Human Resources	2014
	Financial Operations	2015
Boston		
	Special Education	2009
	Curriculum & Instruction	2014
	Food Service	2014
	Facilities	2016
	Special Education	2022
	Safety and Security	2022
	Transportation	2022
Bridgeport		
	Transportation	2012
Broward County (FL)		
	Information Technology	2000
	Food Services	2009
	Transportation	2009
	Information Technology	2012
	Information Technology	2018
	Facilities Operations	2019

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City	Area	Year
	Information Technology	2022
Buffalo		
	Superintendent Support	2000
	Organizational Structure	2000
	Curriculum and Instruction	2000
	Personnel	2000
	Facilities and Operations	2000
	Communications	2000
	Finance	2000
	Finance II	2003
	Bilingual Education	2009
	Special Education	2014
	Facilities Operations	2019
Caddo Parish (LA)		
	Facilities	2004
Charleston		
	Special Education	2005
	Transportation	2014
	Finance	2019
Charlotte-Mecklenburg		
	Human Resources	2007
	Organizational Structure	2012
	Transportation	2013
	Information Technology	2022
Cincinnati		
	Curriculum and Instruction	2004
	Curriculum and Instruction	2009
	Special Education	2013
Chicago		
	Warehouse Operations	2010
	Special Education I	2011
	Special Education II	2012
	Bilingual Education	2014
Christina (DE)		
	Curriculum and Instruction	2007
Clark County		
	Operations	2019
	Special Education	2019

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City	Area	Year
Cleveland		
	Student Assignments	1999, 2000
	Transportation	2000
	Safety and Security	2000
	Facilities Financing	2000
	Facilities Operations	2000
	Transportation	2004
	Curriculum and Instruction	2005
	Safety and Security	2007
	Safety and Security	2008
	Theme Schools	2009
	Special Education	2017
Columbus		
	Superintendent Support	2001
	Human Resources	2001
	Facilities Financing	2002
	Finance and Treasury	2003
	Budget	2003
	Curriculum and Instruction	2005
	Information Technology	2007
	Food Services	2007
	Human Resources	2020
	Transportation	2020
Dallas		
	Procurement	2007
	Staffing Levels	2009
	Staffing Levels	2016
Dayton		
	Superintendent Support	2001
	Curriculum and Instruction	2001
	Finance	2001
	Communications	2002
	Curriculum and Instruction	2005
	Budget	2005
	Curriculum and Instruction	2008
	Organizational Structure	2017
Denver		
	Superintendent Support	2001

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City	Area	Year
	Personnel	2001
	Curriculum and Instruction	2005
	Bilingual Education	2006
	Curriculum and Instruction	2008
	Common Core Implementation	2014
Des Moines		
	Budget and Finance	2003
	Staffing Levels	2012
	Human Resources	2012
	Special Education	2015
	Bilingual Education	2015
Detroit		
	Curriculum and Instruction	2002
	Assessment	2002
	Communications	2002
	Curriculum and Assessment	2003
	Communications	2003
	Textbook Procurement	2004
	Food Services	2007
	Curriculum and Instruction	2008
	Facilities	2008
	Finance and Budget	2008
	Information Technology	2008
	Stimulus planning	2009
	Human Resources	2009
	Special Education	2018
East Baton Rouge		
	Human Resources	2021
	Special Education	2022
	Bilingual Education	2022
El Paso		
	Information Technology	2019
Fresno		
	Curriculum and Instruction	2012
	Special Education	2018
Guilford County		
	Bilingual Education	2002
	Information Technology	2003

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City	Area	Year
	Special Education	2003
	Facilities	2004
	Human Resources	2007
	Transportation	2017
Hawaii		
	Financial Operations	2019
Hillsborough County		
	Transportation	2005
	Procurement	2005
	Special Education	2012
	Transportation	2015
Houston		
	Facilities Operations	2010
	Capitol Program	2010
	Information Technology	2011
	Procurement	2011
	Finance	2021
Indianapolis		
	Transportation	2007
	Information Technology	2010
	Finance and Budget	2013
	Finance	2018
Jackson (MS)		
	Bond Referendum	2006
	Communications	2009
	Curriculum and Instruction	2017
Jacksonville		
	Organization and Management	2002
	Operations	2002
	Human Resources	2002
	Finance	2002
	Information Technology	2002
	Finance	2006
	Facilities operations	2015
	Budget and finance	2015
Kansas City		
	Human Resources	2005
	Information Technology	2005

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City	Area	Year
	Finance	2005
	Operations	2005
	Purchasing	2006
	Curriculum and Instruction	2006
	Program Implementation	2007
	Stimulus Planning	2009
	Human Resources	2016
	Transportation	2016
	Finance	2016
	Facilities	2016
	Curriculum and Instruction	2016
	Information Technology	2022
Little Rock		
	Curriculum and Instruction	2010
Los Angeles		
	Budget and Finance	2002
	Organizational Structure	2005
	Finance	2005
	Information Technology	2005
	Human Resources	2005
	Business Services	2005
Louisville		
	Management Information	2005
	Staffing Levels	2009
	Organizational Structure	2018
Memphis		
	Information Technology	2007
	Special Education	2015
	Food Services	2016
	Procurement	2016
Miami-Dade County		
	Construction Management	2003
	Food Services	2009
	Transportation	2009
	Maintenance & Operations	2009
	Capital Projects	2009
	Information Technology	2013
Milwaukee		

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City	Area	Year
	Research and Testing	1999
	Safety and Security	2000
	School Board Support	1999
	Curriculum and Instruction	2006
	Alternative Education	2007
	Human Resources	2009
	Human Resources	2013
	Information Technology	2013
Minneapolis		
	Curriculum and Instruction	2004
	Finance	2004
	Federal Programs	2004
	Transportation	2016
	Organizational Structure	2016
Nashville		
	Food Service	2010
	Bilingual Education	2014
	Curriculum and Instruction	2016
Newark		
	Curriculum and Instruction	2007
	Food Service	2008
New Orleans		
	Personnel	2001
	Transportation	2002
	Information Technology	2003
	Hurricane Damage Assessment	2005
	Curriculum and Instruction	2006
New York City		
	Special Education	2008
Norfolk		
	Testing and Assessment	2003
	Curriculum and Instruction	2012
	Transportation	2018
	Finance	2018
	Facilities Operations	2018
Omaha		
	Buildings and Grounds Operations	2015
	Transportation	2016

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City	Area	Year
Orange County		
	Information Technology	2010
Palm Beach County		
	Transportation	2015
	Safety & Security	2018
Philadelphia		
	Curriculum and Instruction	2003
	Federal Programs	2003
	Food Service	2003
	Facilities	2003
	Transportation	2003
	Human Resources	2004
	Budget	2008
	Human Resource	2009
	Special Education	2009
	Transportation	2014
	Curriculum and Instruction	2019
Pittsburgh		
	Curriculum and Instruction	2005
	Technology	2006
	Finance	2006
	Special Education	2009
	Organizational Structure	2016
	Business Services and Finance	2016
	Curriculum and Instruction	2016
	Research	2016
	Human Resources	2018
	Information Technology	2018
	Facilities Operations	2018
Portland		
	Finance and Budget	2010
	Procurement	2010
	Operations	2010
Prince George's County		
	Transportation	2012
Providence		
	Business Operations	2001
	MIS and Technology	2001

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City	Area	Year
	Personnel	2001
	Human Resources	2007
	Special Education	2011
	Bilingual Education	2011
	Bilingual Education	2019
Puerto Rico		
	Hurricane Damage Assessment	2017
	Bilingual Education	2019
Reno		
	Facilities Management	2013
	Food Services	2013
	Purchasing	2013
	School Police	2013
	Transportation	2013
	Information Technology	2013
Richmond		
	Transportation	2003
	Curriculum and Instruction	2003
	Federal Programs	2003
	Special Education	2003
	Human Resources	2014
	Financial Operations	2018
Rochester		
	Finance and Technology	2003
	Transportation	2004
	Food Services	2004
	Special Education	2008
	Human Resources	2022
	Operations	2022
Sacramento		
	Special Education	2016
San Antonio		
	Facilities Operations	2017
	IT Operations	2017
	Transportation	2017
	Food Services	2017
	Human Resource	2018
San Diego		

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City	Area	Year
	Finance	2006
	Food Service	2006
	Transportation	2007
	Procurement	2007
San Francisco		
	Technology	2001
St. Louis		
	Special Education	2003
	Curriculum and Instruction	2004
	Federal Programs	2004
	Textbook Procurement	2004
	Human Resources	2005
St. Paul		
	Special Education	2011
	Transportation	2011
	Organizational Structure	2017
Seattle		
	Human Resources	2008
	Budget and Finance	2008
	Information Technology	2008
	Bilingual Education	2008
	Transportation	2008
	Capital Projects	2008
	Maintenance and Operations	2008
	Procurement	2008
	Food Services	2008
	Capital Projects	2013
	Transportation	2019
Stockton		
	Special Education	2019
Toledo		
	Curriculum and Instruction	2005
Washington, D.C.		
	Finance and Procurement	1998
	Personnel	1998
	Communications	1998
	Transportation	1998
	Facilities Management	1998

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City	Area	Year
	Special Education	1998
	Legal and General Counsel	1998
	MIS and Technology	1998
	Curriculum and Instruction	2003
	Budget and Finance	2005
	Transportation	2005
	Curriculum and Instruction	2007
	Common Core Implementation	2011
Wichita		
	Transportation	2009
	Information Technology	2017