Bridgeport Public Schools
Security and Facilities Assessment
(1/12/15)

Consultants
Bill Brautigam
Rick Kilbride
Pat Linskey

SW CT Regional Director
Deborah Brennan
Notes on the presentation

This presentation was made to Fran Rabinowitz, her senior staff, Bridgeport Mayor Bill Finch and his senior staff. The decision after this presentation was not to release the presentations and NESC’s final report until the plan for implementation the recommendations was agreed on along with timelines, etc. NESC was engaged to work with Fran and her team on laying out the plan, timeline, and to assist in hiring a project manager to implement the recommendations.
Project Objectives

Assess the delivery of the facilities and security services to the Bridgeport Public Schools, according to the “MOU” agreement with the City of Bridgeport.

Based on findings, make recommendations to improve effectiveness of service delivery.
Overall Conclusions

1. The “MOU” arrangement should be continued
   – Security service has significantly improved
   – Facilities maintenance service has not significantly changed
   – Facilities upgrades & capital improvements process has deteriorated
   – The net financial impact on the taxpayer is positive

2. It should be formalized, enhanced and strengthened
   – To ensure that services meet the needs of all the Schools
Financial Considerations

• The overall cost of the services to the taxpayer are arguably less than before the “MOU”
  – Leveraging of common processes, procedures, and resources
  – Security incidents where police are called to a school have been reduced

• If the “MOU” were terminated, at a minimum, the BOE would need to restore the managerial positions eliminated by the “MOU” at an annual cost of $541K
  – Facilities Administration
    • Exec Director, Building Operations and Facilities
    • Operations Supervisor
  – Safety / Security
    • Director, School Security
    • Supervisor, Security Guards
First Recommendation

1. Appoint an interim position, reporting to and co-located with the Superintendent, to work with the Manager of Security and the Manager of Facilities to agree to and document the following:

   • Explicit description of services
     – Roles, responsibilities, authorities, accountabilities
   • Service level metrics
     – Objective measures of service
     – Expected results
   • Communication protocols
     – Operational service reporting
     – Escalation protocols
     – Executive dashboard reporting
Second Recommendation

2. Create an “Infrastructure Management Team”
   – Purpose: to ensure that security and facilities services support the District’s educational requirements, and that they are understood, coordinated, and managed effectively across the District
   – Led by the Superintendent, consisting of:
     • Manager of Facilities
     • Manager of Security
     • Superintendent’s senior leadership team
Additional Recommendations

3. Include the Superintendent in the selection process of appointments of the School Facilities and Security Managers

4. Implement a monthly service/status reporting dashboard
   – Used in the Infrastructure Management Team meetings
   – Used by Superintendent to report to BOE

5. Implement a formal, transparent process between the City’s Schools Building Committee and School Administration to prioritize upgrades and capital improvements
Additional Recommendations

6. Implement a common work order management system for the City and School District
   – Eliminates duplicate and different systems
   – Provides common approach for operational management
   – Leverages investment in dashboard reporting

7. Implement a formal hiring and approval process for filling replacement or new openings in the School’s Security and Facilities workforce

8. Involve Principals in custodian hiring decisions
   – Currently in place for security guards

9. Obtain Principal input to performance appraisals for custodians
   – Currently in place for security guards