

To: Board of Education

From: Marcel Harmon, president, Board of Education
Shannon Kimball, vice president, Board of Education

Re: Approval of Chief Operations Officer Position & Contract

Date: May 18, 2017

Background:

On May 2, 2017, Lawrence voters approved an \$87.5 million bond issue for improvements to the district's six secondary schools.

During the implementation phase of the 2013 \$92.5 million bond issue, the district added administrative leadership and facilities and operations staff to assist in the successful implementation and completion of the facilities work approved as part of that bond issue.

Rationale:

In 2013, when voters passed the bond issue, the district immediately recognized the need for staff dedicated to overseeing the successful implementation of those plans. Between 2013 and 2015, during which time the district hired construction managers at risk, architects, engineers and other members of the design teams, completed design work and construction documents, and bid projects, the district had three (3) positions overseeing that work – an Assistant Superintendent of Business and Operations (which is formally known as the COO), a Bond Construction Manager (the district hired this person from outside the district to be the district's representative regarding all things bond-construction related), and the Director of Facilities and Operations.

In the 2015-16 timeframe, the bond construction manager left. The district shifted the remaining oversight and implementation work to the Assistant Superintendent of Business and Operations, the Director of Facilities and Operations, and the Supervisor of Facility Maintenance and Construction.

This school year, 2016-17, as the district has been wrapping up the last projects, these duties were being handled by the Executive Director of Facilities and Operations and the Supervisor of Facility Maintenance and Construction.

The Executive Director of Facilities and Operations is responsible for overseeing all district maintenance, grounds, equipment, vehicles, and operations. He manages the district's capital improvements plan, ensures the district's buildings are being maintained and repaired as appropriate, oversees all facilities and operations staff and outside contractors, and manages over 100 employees at 23+ facilities. Although the Executive Director of Facilities and Operations is currently managing the final phases of the 2013 bond issue, the responsibilities of that position are such that adding oversight of the entire 2017 bond issue to the position's duties is neither feasible nor likely to result in a successful implementation phase without significant negative impact on those existing responsibilities and/or implementation of the bond.

Consequently, the recommendation to the board is to establish the position of Chief Operations Officer, and to give that position the duties that had previously been handled by two positions during implementation of the 2013 bond issue – the Assistant Superintendent for Business and Operations and the Bond Construction Manager. The proposed duties, which encompass the extensive work necessary to successfully complete the 2017 bond work, in addition to moving and consolidating the district's facilities and operations staff, warehouse, and transportation services to the recently acquired site at 23rd and Haskell, and general oversight of enrollment and boundary issues, are set out in the attached summary of job duties.

In sum, the district lacks the capacity in the facilities and operations department, *as it is currently staffed*, to effectively manage implementation of the 2017 bond. The duties of the Facilities and Operations Director and the Chief Operations Officer are not duplicative, but rather complementary. By taking on oversight of bond implementation, the Chief Operations Officer will support the abilities of the Facilities and Operations Director to effectively and efficiently manage Facilities and Operations staff throughout bond implementation and consolidation of the facilities and operations sites. The plan is not an addition to administrative staff, but rather a reordering of existing staff and positions to meet the district's current needs. The district must robustly support the bond issue implementation to meet the goals and expectations that gained the community's support.

Mr. Hayden has a demonstrated record of success in his previous position as Assistant Superintendent of Business and Operations throughout 2013 to mid-2016 bond implementation. He brings a unique set of skills to the position, given his experience in construction, business and facilities management, and teaching and learning.

Recommendation:

Reinstatement of a position to manage the implementation of the 2017 bond projects is necessary to successfully meet the scope of the projects approved by the voters. The board's decision to move in this direction reflects careful consideration of the needs that the district has, and how the district can best meet those needs using the district's existing resources and personnel. Mr. Hayden's previous experience in this area, coupled with his teaching and learning background, make him ideally suited to successfully manage this work for the district. It is therefore recommended that the board approve Mr. Hayden's transfer from his current position to the position of Chief Operations Officer, effective July 1, 2017.

Motion:

"I move the Board of Education approve the transfer of Kyle Hayden to the position of Chief Operations Officer and related contract, effective July 1, 2017."

CHIEF OPERATIONS OFFICER (COO)

Duties

The COO will have primary responsibility for all bond construction projects and the general oversight of the Facilities and Operations Department. The duties and responsibilities specific to the bond projects are as follow:

- a. Serve as the project representative coordinating communication and activities among the district, architects, and contractors;
- b. Act as liaison between contractors and district staff to minimize disruptions of building activities;
- c. Development of RFQs and RFPs as needed;
- d. Monitor construction schedules and alert architect and contractor of conditions that may lead to delays of work completion;
- e. Review the project documents from architects prior to submitting documents for bidding purposes;
- f. Conduct pre-bid meetings and respond to questions from bidding contractors;
- g. Review and confirm bids and submittals with architect and owner's administration;
- h. Review all change orders and requests for time extensions, and submit findings and recommendation(s) to owner prior to presentation for final approval;
- i. Visit projects on a regular basis observing progress, assessing quality of current activities and addressing any deficiencies observed with the architect/engineer and contractor;
- j. Ensure contractors follow all details and specifications per building plans;
- k. Review tests required by the project contract documents;
- l. Communicate project needs with architects and contractors;
- m. Maintain records of specific correspondence as related to the project;
- n. Review project contract documents, change orders, reports of project progression, inspections, shop drawings, requests for payments and contract information related to the project;
- o. Assure safety and security programs are in place for all projects;
- p. Monitor the preparation of punch lists, corrections and completion of punch list items;
- q. Establish substantial completion and final completion checklists and ensure all projects meet prescribed criteria;
- r. Review and verify for completeness post-project submittals by the contractor including as-built drawings, operations and maintenance manuals, warranty documents and other project records and documents;
- s. Assist in individual post-project evaluations of architects', engineers' and contractors'/subcontractors' performance to inform the use of individual architects/engineers and/or contractors in future projects;
- t. Attend all necessary project meetings;
- u. Coordinate as needed with the city officials;
- v. Provide support for urgent matters on project sites; and,

- w. Ensure architects' or contractors' authority pursuant to agreements are not exceeded.

The specific duties pertaining to the Facilities and Operations Department are as follow:

- a. General supervision and evaluation of the Executive Director of Facilities and Operations;
- b. District property management;
- c. Maintenance of all district facilities;
- d. School safety and security;
- e. Transportation services; and,
- f. Enrollment projections and boundary analysis and change process pursuant to Board Policy.

LAWRENCE PUBLIC SCHOOLS

2017-18 District Leadership

Engaging our Community in Supporting Student & Staff Success

