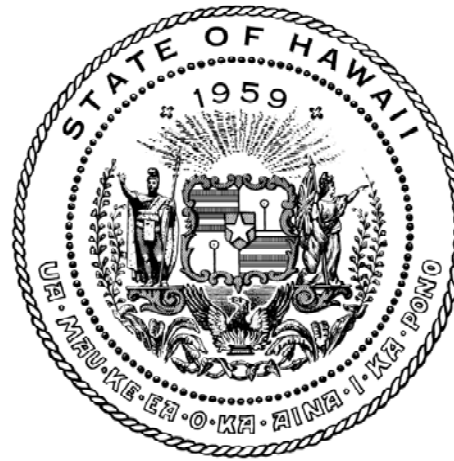


Plan of Organization

Updated as of June 30, 2010



Department of Education State of Hawaii

Office of Human Resources/Management Support Services Section ~ Department of Education ~ State of Hawaii ~ Revised June 30, 2010



**The Honorable Linda Lingle
Governor, State of Hawaii**

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FOREWORD

The Department of Education (DOE) *Plan of Organization* documents the official organization of state and complex area offices of the department, as approved by the Superintendent of Education pursuant to Section 302A-1111, Hawaii Revised Statutes. The *Plan of Organization* describes the organizational structure, supervisory relationships among established positions, and the functions of each state and complex area office in the department. This edition supersedes all previous editions of the DOE *Plan of Organization*.

Any change to the organizational structure, supervisory relationships among established positions, or functional responsibilities described herein must be submitted for approval. Organizational change requests may be initiated at any time by the designated head of the office affected. Offices contemplating an organizational change should inform the Office of Human Resources (OHR), Management Support Services Section.

The *Plan of Organization* shall be updated annually to reflect routine changes in the titles, numbers, and salary ranges of established positions. OHR will coordinate the annual update. OHR shall maintain the *Plan of Organization* and distribute the annual update and any intervening approved organizational changes to all holders of the *Plan*.



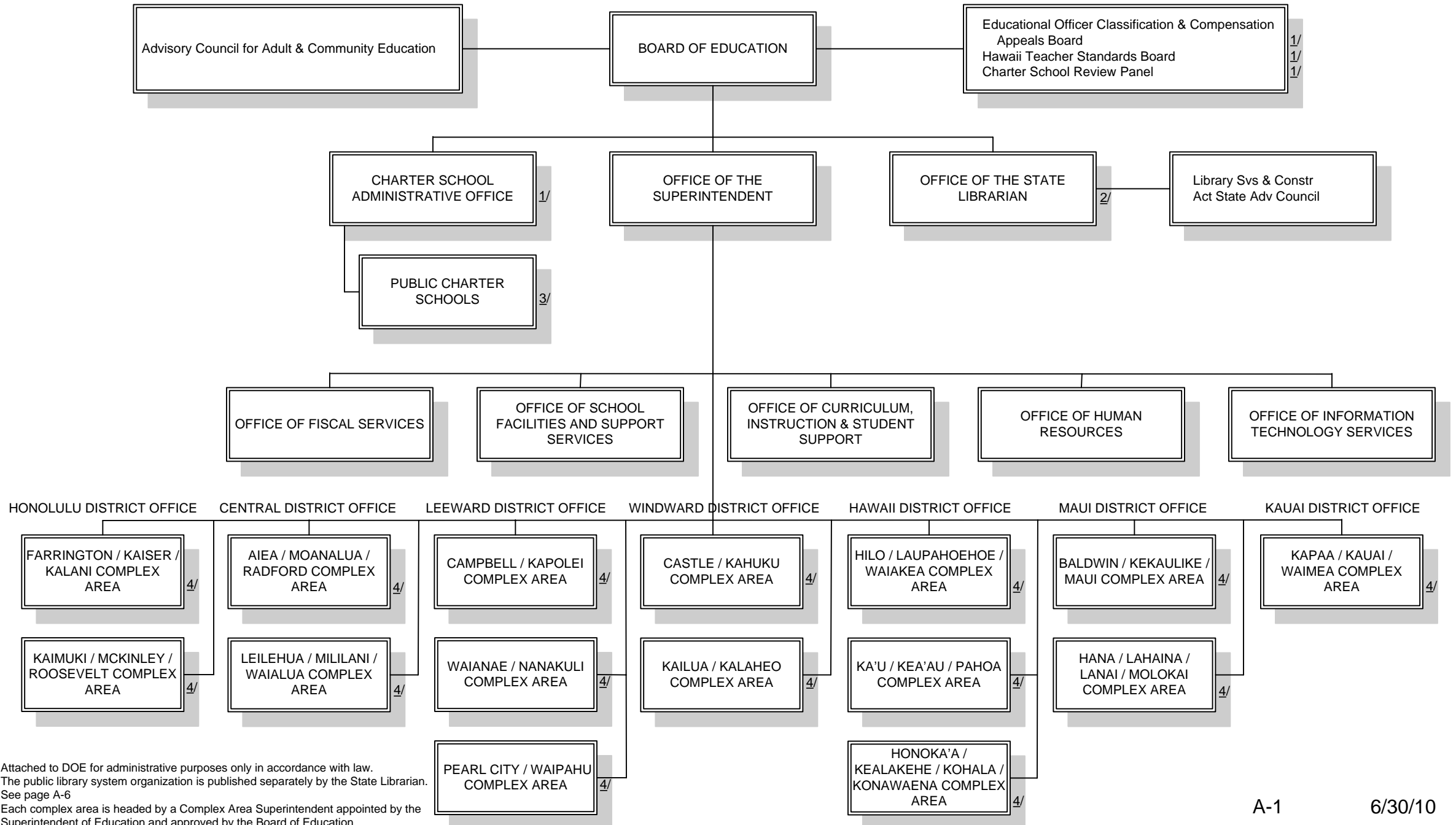
Kathryn S. Matayoshi
Interim Superintendent of Education

June 30, 2010

OVERVIEW OF DEPARTMENT OF EDUCATION

- Organization Chart
- Complex Area Schools
- Public Charter Schools
- Functional Statement

STATE OF HAWAII
DEPARTMENT OF EDUCATION
ORGANIZATION CHART



1/ Attached to DOE for administrative purposes only in accordance with law.
 2/ The public library system organization is published separately by the State Librarian.
 3/ See page A-6
 4/ Each complex area is headed by a Complex Area Superintendent appointed by the Superintendent of Education and approved by the Board of Education.

COMPLEX AREA SCHOOLS

HONOLULU DISTRICT

Farrington/Kaiser/Kalani Complex Area

Farrington Complex

Farrington High
Dole Middle
Kalakaua Middle
Fern Elementary
Kaewai Elementary
Kalihi Elementary
Kalihi-kai Elementary
Kalihi-uka Elementary
Kalihi-waena Elementary
Kapalama Elementary
Linapuni Elementary
Puuhale Elementary

Kaiser Complex

Kaiser High
Niu Valley Middle
Aina Haina Elementary
Hahaione Elementary
Kamiloiki Elementary
Koko Head Elementary

Kalani Complex

Kalani High
Kaimuki Middle
Kahala Elementary
Liholiho Elementary
Liliuokalani Elementary
Waikiki Elementary
Wilson Elementary

Community School for Adults

Farrington Community School

Kaimuki/McKinley/Roosevelt Complex Area

Kaimuki Complex

Kaimuki High
Jarrett Middle
Washington Middle
Ala Wai Elementary
Aliiolani Elementary
Hokulani Elementary
Jefferson Elementary
Kuhio Elementary
Lunalilo Elementary
Palolo Elementary

McKinley Complex

McKinley High
Central Middle
Kaahumanu Elementary
Kaiulani Elementary
Kauluwela Elementary
Lanakila Elementary
Likelike Elementary
Royal Elementary

Roosevelt Complex

Roosevelt High
Kawanakoa Middle
Stevenson Middle
Lincoln Elementary
Maemae Elementary
Manoa Elementary
Noelani Elementary
Nuuanu Elementary
Pauoa Elementary
Anuenue Elementary & High

Community School for Adults

Kaimuki Community School

Community School for Adults

McKinley Community School

Special Schools

Hawaii School for the Deaf & the Blind
Jefferson Orthopedic Unit

CENTRAL DISTRICT

Aiea/Moanalua Radford Complex Area

Aiea Complex

Aiea High
Aiea Intermediate
Aiea Elementary
Pearl Ridge Elementary
Scott Elementary
Waimalu Elementary
Webbing Elementary

Moanalua Complex

Moanalua High
Moanalua Middle
Moanalua Elementary
Red Hill Elementary
Salt Lake Elementary
Shafter Elementary

Radford Complex

Radford High
Aliamanu Middle
Aliamanu Elementary
Hickam Elementary
Makalapa Elementary
Mokulele Elementary
Nimitz Elementary
Pearl Harbor Elementary
Pearl Harbor Kai Elementary

Community School for Adults

Moanalua/Aiea Community School

Leilehua/Mililani/Waialua Complex Area

Leilehua Complex

Leilehua High
Wahiawa Middle
Wheeler Middle
Hale Kula Elementary
Helemano Elementary
Iliahi Elementary
Kaala Elementary
Solomon Elementary
Wahiawa Elementary
Wheeler Elementary

Mililani Complex

Mililani High
Mililani Middle
Kipapa Elementary
Mililani 'Ike Elementary
Mililani Mauka Elementary
Mililani Uka Elementary
Mililani Waena Elementary

Waialua Complex

Waialua High & Intermediate
Haleiwa Elementary
Waialua Elementary

Community School for Adults

Wahiawa Community School

COMPLEX AREA SCHOOLS

LEEWARD DISTRICT

Campbell/Kapolei Complex Area

Campbell Complex

Campbell High
 Ilima Intermediate
 Ewa Elementary
 Ewa Beach Elementary
 Holomua Elementary
 Iroquois Point Elementary
 Kaimiloa Elementary
 Keoneula Elementary
 Pohakea Elementary

Kapolei Complex

Kapolei High
 Kapolei Middle
 Barbers Point Elementary
 Kapolei Elementary
 Makakilo Elementary
 Mauka Lani Elementary

Waianae/Nanakuli Complex Area

Waianae Complex

Waianae High
 Waianae Intermediate
 Leihoku Elementary
 Maili Elementary
 Makaha Elementary
 Waianae Elementary

Nanakuli Complex

Nanakuli High & Intermediate
 Nanaikapono Elementary
 Nanakuli Elementary

Pearl City/Waipahu Complex Area

Pearl City Complex

Pearl City High
 Highlands Intermediate
 Kanoelani Elementary
 Lehua Elementary
 Manana Elementary
 Momilani Elementary
 Palisades Elementary
 Pearl City Elementary
 Pearl City Highlands Elementary
 Waiau Elementary

Waipahu Complex

Waipahu High
 Waipahu Intermediate
 August Ahrens Elementary
 Honowai Elementary
 Kaleiopuu Elementary
 Waikele Elementary
 Waipahu Elementary

Community School for Adults

Waipahu Community School

WINDWARD DISTRICT

Castle/Kahuku Complex Area

Castle Complex

Castle High
 King Intermediate
 Ahuimanu Elementary
 Heeia Elementary
 Kahaluu Elementary
 Kaneohe Elementary
 Kapunahala Elementary
 Parker Elementary
 Puohala Elementary
 Waiahole Elementary

Kahuku Complex

Kahuku High & Intermediate
 Hauula Elementary
 Kaaawa Elementary
 Kahuku Elementary
 Laie Elementary
 Sunset Beach Elementary

Kailua/Kalaheo Complex Area

Kailua Complex

Kailua High
 Enchanted Lake Elementary
 Kaelepulu Elementary
 Keolu Elementary
 Maunawili Elementary
 Pope Elementary
 Waimanalo Elem & Intermediate
 Olomana School

Kalaheo Complex

Kalaheo High
 Kailua Intermediate
 Aikahi Elementary
 Kailua Elementary
 Kainalu Elementary
 Mokapu Elementary

Community School for Adults

Windward School for Adults

COMPLEX AREA SCHOOLS

HAWAII DISTRICT

Hilo/Laupahoehoe/Waiakea Complex Area

Hilo Complex

Hilo High
 Hilo Intermediate
 Kalaniana'ole Elem & Intermediate
 DeSilva Elementary
 Haaheo Elementary
 Hilo Union Elementary
 Kapiolani Elementary
 Kaumana Elementary
 Keaukaha Elementary

Laupahoehoe Complex

Laupahoehoe High & Elementary

Waiakea Complex

Waiakea High
 Waiakea Intermediate
 Waiakea Elementary
 Waiakeawaena Elementary

Community School for Adults

Hilo Community School

Ka'u/Keaau/Pahoa Complex Area

Ka'u Complex

Ka'u High & Pahala Elementary
 Naalehu Elementary & Intermediate

Keaau Complex

Keaau High
 Keaau Middle
 Keaau Elementary
 Mountain View Elementary

Pahoa Complex

Pahoa High & Intermediate
 Keonepoko Elementary
 Pahoa Elementary

Honokaa/Kealakehe/Kohala/Konawaena Complex Area

Honokaa Complex

Honokaa High & Intermediate
 Paauilo Elementary & Intermediate
 Honokaa Elementary
 Waimea Elementary

Kealakehe Complex

Kealakehe High
 Kealakehe Intermediate
 Holualoa Elementary
 Kahakai Elementary
 Kealakehe Elementary
 Waikoloa Elementary & Middle

Kohala Complex

Kohala High
 Kohala Middle
 Kohala Elementary

Konawaena Complex

Konawaena High
 Konawaena Middle
 Konawaena Elementary
 Honaunau Elementary
 Hookena Elementary
 Ke Kula O Ehunuikaimalino High & EI

Community School for Adults

Kona Community School

MAUI DISTRICT

Baldwin/Kekaulike/Maui Complex Area

Baldwin Complex

Baldwin High
 Iao Intermediate
 Waihee Elementary
 Wailuku Elementary

Kekaulike Complex

Kekaulike High
 Kalama Intermediate
 Haiku Elementary
 Kula Elementary
 Makawao Elementary
 Paia Elementary
 Pukalani Elementary

Maui Complex

Maui High
 Lokelani Intermediate
 Maui Waena Intermediate
 Kahului Elementary
 Kamalii Elementary
 Kihei Elementary
 Lihikai Elementary
 Pomaikai Elementary

Community School for Adults

Maui Community School

Hana/Lahaina/Lanai/Molokai Complex Area

Hana Complex

Hana High & Elementary

Lahaina Complex

Lahainaluna High
 Lahaina Intermediate
 Kamehameha III Elementary
 Nahienaena Elementary

Lanai Complex

Lanai High & Elementary

Molokai Complex

Molokai High
 Molokai Middle
 Kaunakakai Elementary
 Kilohana Elementary
 Maunaloa Elementary

COMPLEX AREA SCHOOLS

KAUAI DISTRICT

Kapaa/Kauai/Waimea Complex Area

Kapaa Complex

Kapaa High
Kapaa Middle
Hanalei Elementary
Kapaa Elementary
Kilauea Elementary

Kauai Complex

Kauai High
Kamakahahei Middle
Kaumualii Elementary
Koloa Elementary
Wilcox Elementary

Waimea Complex

Waimea High
Waimea Canyon Middle
Eleele Elementary
Kalaheo Elementary
Kekaha Elementary
Niihau High & Elementary

Community School for Adults

Kauai Community School

PUBLIC CHARTER SCHOOLS
Act 298, Session Laws of Hawaii 2006

“SECTION 1. The charter school system is an important complement to the department of education’s school system, one that empowers local school boards and their charter schools by allowing more autonomy and flexibility and placing greater responsibility at the school level. The charter school system is made up of the board of education, the charter school administrative office, the charter school review panel, and individual charter schools with differing visions, missions, and approaches to meeting the various needs and desires of Hawaii’s communities.

The purposes of the charter school system include: 1) providing administrators, parents, students, and teachers with expanded alternative public school choices in the types of schools, educational programs, opportunities, and settings, including services for underserved populations, geographical areas, and communities; and 2) encouraging and, when resources and support are provided, serving as a research venue for the development, use, and dissemination of alternative and innovate approaches to educational governance, financing, administration, curricula, technology, and teaching strategies.

The purpose of the Act is to improve Hawaii’s charter school system by adopting many of the priority proposals developed by the task force on charter school governance established by Act 87, SLH 2005.”

Charter School Administrative Office

Pursuant to Section 302B-8, Hawaii Revised Statutes, there is established a Charter School Administrative Office headed by an Executive Director appointed by the Charter School Review Panel based upon the recommendations of an organization of charter schools operating within the State or from a list of nominees submitted by the charter schools. The Charter School Administrative Office is attached to the Department of Education for administrative purposes only. The Executive Director is responsible for the internal organization, operation, and management of the charter school system, including:

- 1) preparing and executing the budget for the charter schools, including submission of the budget request to the Board, Governor, and the Legislature;
- 2) allocating annual appropriations to the charter schools and distributing federal funds to charter schools;
- 3) complying with applicable state laws related to the administration of the charter schools;
- 4) preparing contracts between the charter schools and the Department of Education for centralized services to be provided by the department;
- 5) preparing contracts between the charter schools and other state agencies for financial or personnel services to be provided by the agencies to the charter schools;
- 6) providing independent analysis and recommendations on charter school issues;
- 7) representing charter schools and the charter school system in communications with the Board, the Governor, and the Legislature;
- 8) providing advocacy, assistance, and support for the development, growth, progress, and success of charter schools and the charter school system;
- 9) providing guidance and assistance to charter applicants

and charter schools to enhance the completeness and accuracy of information for panel review; 10) assisting charter applicants and charter schools in coordinating their interactions with the Panel as needed; 11) assisting the Panel to coordinate with charter schools in panel investigations and evaluations of charter schools; 12) serving as the conduit to disseminate communications from the Panel, Board, and the Department to all charter schools; 13) determining the charter school system needs and communicating those needs to the Panel, the Board, and the Department; 14) establishing a dispute resolution and mediation process; and 15) upon request by one or more charter schools, assisting in the negotiation of a collective bargaining agreement with the exclusive representative of its employees.

Public Charter Schools

Honolulu District

Education Laboratory (K-12)
Halau Ku Mana (6-12)
Halau Lokahi (K-12)
Myron B. Thompson Academy (K-12)
Voyager (K-8)
Waialae Elementary (K-5)

Leeward District

Hawaii Technology Academy (K-12)
Ka Waihona 'o ka Na'auao (K-8)
Kamaile Academy (K-9)

Windward District

Hakipu'u Learning Center (4-12)
Ke Kula 'o Samuel M. Kamakau Laboratory (K-12)
Lanikai Elementary (K-6)

Hawaii District

Connections (K-12)
Hawaii Academy of Arts and Science (K-12)
Innovations (1-8)
Ka 'Umeke Ka'eo (K-9)
Ke Ana La'ahana (7-12)
Ke Kula 'o Nawahiokalani'opu'u Iki Laboratory (K-8)
Kona Pacific (K-6)
Kanu 'o ka 'Aina (K-12)
Kua 'o Ka La (K-3; 6-12)
Volcano School of Arts and Sciences (K-8)
Waters of Life (K-6)
Waimea Middle (6-8)
West Hawaii Explorations Academy (6-12)

Maui District

Kihei (K-12)
Kualapu'u Elementary (K-6)

Kauai District

Kanuikapono (K-10)
Kawaikini (K-11)
Ke Kula Ni'ihau O Kekaha Learning Center (K-12)
Kula Aupuni Ni'ihau A Kahelelani Aloha (K-12)

DEPARTMENT OF EDUCATION

FUNCTIONAL STATEMENT

The Department of Education (DOE) is a department in the executive branch of the state government. The department manages the statewide systems of public schools and public libraries. The legislative appropriations of state general funds and special funds, and federal funds and grants received to support public school and public library programs, are administered by the DOE on a statewide basis and subject to executive branch expenditure restrictions.

As provided by law, the DOE is subject to executive branch policies and controls relating to state education functional planning, financial administration, administrative rulemaking, collective bargaining negotiations, and acquisition and disposition of school land.

The DOE is also dependent on other executive branch agencies which function as state central service agencies for certain systems support services, such as legal services (Department of the Attorney General), main frame computers (Department of Accounting and General Services), and school employee housing (Department of Human Services – Hawaii Public Housing Authority).

The head of the DOE is the Board of Education (BOE). The BOE is a policy-making board consisting of 13 members elected on a non-partisan basis, and a public high school student who is selected by the Hawaii State Student Council and serves as a non-voting member. The BOE formulates statewide educational policy, adopts student performance standards and assessment models, monitors school success, and appoints the Superintendent of Education as the chief executive officer of the public school system, and the State Librarian as the chief executive officer of the public library system.

Public School System

The Superintendent of Education is assisted by five division-level staff offices, each headed by an assistant superintendent, in providing system-wide administrative, professional and technical support services and programs to the public schools:

- The Office of School Facilities and Support Services provides technical staff oversight of business, construction and maintenance of facilities, food services, and transportation support for the public school system.
- The Office of Curriculum, Instruction and Student Support provides system-wide leadership in standards-based curriculum and instruction, educational accountability, and student support systems.
- The Office of Fiscal Services provides system-wide accounting, budget, and procurement services and programs.
- The Office of Human Resources provides system-wide employment and personnel management, assistance, and development services and programs.
- The Office of Information Technology Services provides system-wide information and telecommunication systems, facilities, and support services.

Public schools are under the field supervision of 15 regional administrative units called Complex Areas, each supervised by a complex area superintendent. A Complex Area consists of one or more school complexes, each school complex consisting of a high school and its feeder middle and elementary schools. Complex Learning Support Centers are established to provide shared instructional and student support services to each school. The schools of each complex collaboratively manage their Complex Learning Support Center.

The scope of educational programs and services of the public schools regularly encompasses grades kindergarten through 12 (K-12), and such pre-school programs and community/adult education programs as may be established by law. In addition to regular programs of instruction and support services, public schools offer special programs and services for qualified students with disability, gifted and talented students, students with limited English language proficiency, and students who are economically and culturally disadvantaged, school-alienated, or instructionally confined.

Other public education service programs administered by the public school system include regulation of private trade, vocational, and technical schools; public summer schools; Western Association for Schools and Colleges (WASC) accreditation program for public secondary and adult education schools, and private secondary schools in Hawaii; the A+ Program for after-school care of "latchkey" children; and various programs and services funded by the federal government, trusts, and private agencies that may benefit eligible persons in the general public as well as public school students.

Public Library System

The public library system is administered by the State Librarian. The public library system operated the Hawaii State Library, the Library for the Blind and Physically Handicapped, public libraries, community public and school libraries, and bookmobile services.

Special library services, including interlibrary loans, federal documents depository and inter-agency (municipal, state, and federal) exchange, are provided by the Hawaii State Library. The Library for the Blind and Physically Handicapped provides transcribing services to the blind; produces, maintains, and makes available specialized collections and services to the blind and physically handicapped; and assists state-supported residential, medical, educational, and correctional institutions in their library development and operations. Materials selection, ordering, cataloging, preparation, and binder services for all libraries are centrally administered.

Agencies Attached to the Department of Education

The following agencies are attached to the Department of Education for administrative purposes only:

- Classification/Compensation Appeals Board (as established by Section 302A-620, Hawaii Revised Statutes): Serves as an appellate body on matters of educational officer classification and compensation; adopts policies and standards relative to classification and compensation for education officers; and adopts rules pursuant to Chapter 91, HRS, *Administrative Procedure*, for the conduct of appeal hearings.
- Hawaii Teacher Standards Board (as established by Section 302A-801 to 803, HRS): Establishes standards for the issuance of public school teacher licenses and credentials; adopts policies and standards, including

fees, for teacher licensing and credentialing; and adopts rules pursuant to Chapter 91, HRS.

- Establishes standards that govern teacher licensing and re-licensing in the State of Hawaii.
 - Sets and administers its own budget.
 - Adopts, amends, repeals or suspends the policies, standards, or rules of the board in accordance with Chapter 91, HRS.
 - Conducts a cyclical review of standards and makes revisions for improvement.
 - Establishes licensing and related fees.
 - Establishes penalties.
 - Submits an annual report to the governor and legislature on the board's operations.
 - Receives grants or donations from private foundations, and state and federal funds.
 - Issues, renews, revokes, suspends, and reinstates licenses.
 - Reviews reports from the department of individuals hired on an emergency basis.
 - Applies licensing standards on a case-by-case basis and conducts licensing evaluations.
 - Prepares and disseminates teacher licensing information to schools and operational personnel.
 - Approves teacher preparation programs.
 - Administers reciprocity agreements with other states relative to licensing.
 - Conducts research and development on teacher licensure systems, beginning teacher programs, the assessment of teaching skills, and other related topics.
 - Participates in efforts relating to teacher quality issues, conducts professional development related to the board's standards, and promotes high teacher standards and accomplished teaching.
 - Adopts applicable rules and procedures.
- Charter School Review Panel (as established by Section 302B-3, HRS): Appoints and evaluates the executive director and approves staff and salary levels for the Charter School Administrative Office; reviews, approves, or denies charter applications for new charter schools; reviews, approves, or denies significant amendments to detailed implementation plans to maximize the charter school's financial and academic success, long-term organizational viability, and accountability; adopts reporting requirements for charter schools; reviews annual self-evaluation reports

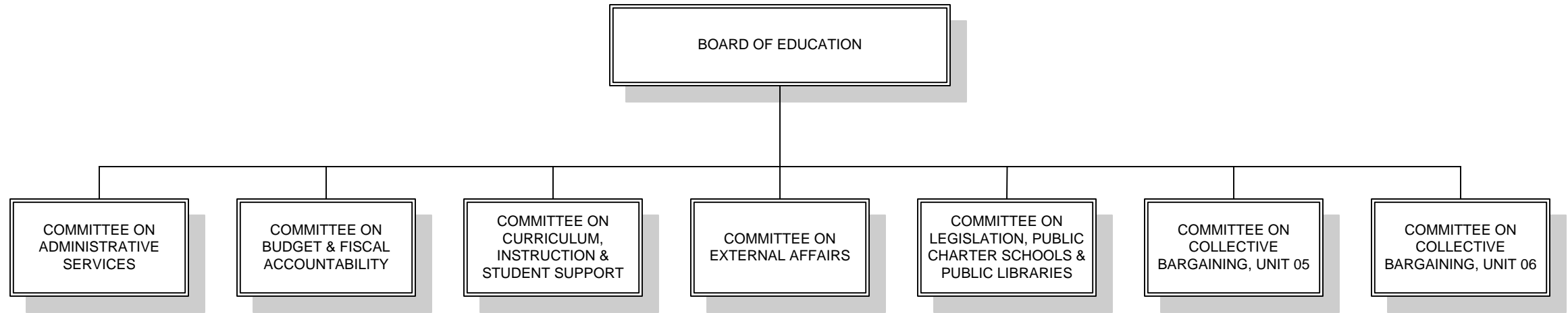
from charter schools and takes appropriate action; periodically adopt improvements in the panel's monitoring and oversight of charter schools; and periodically adopt improvements in the Charter School Administrative Office's support of charter schools and management of the charter school system.

- Charter School Administrative Office (as established by Section 302B-8, HRS): Serves as the conduit to disseminate communications from the Charter School Review Panel, BOE, and DOE to all charter schools; provides advocacy, assistance, and support for the development, growth, progress, and success of charter schools and the charter school system; provides independent analyses and recommendations on charter school issues; and is responsible for the internal organization, operation, and management of the charter school system, including the preparation and execution of budgets, allocating annual appropriations and distributing federal funds, complying with applicable state laws related to the administration of charter schools, and preparing contracts between charter schools and the DOE and other state departments.

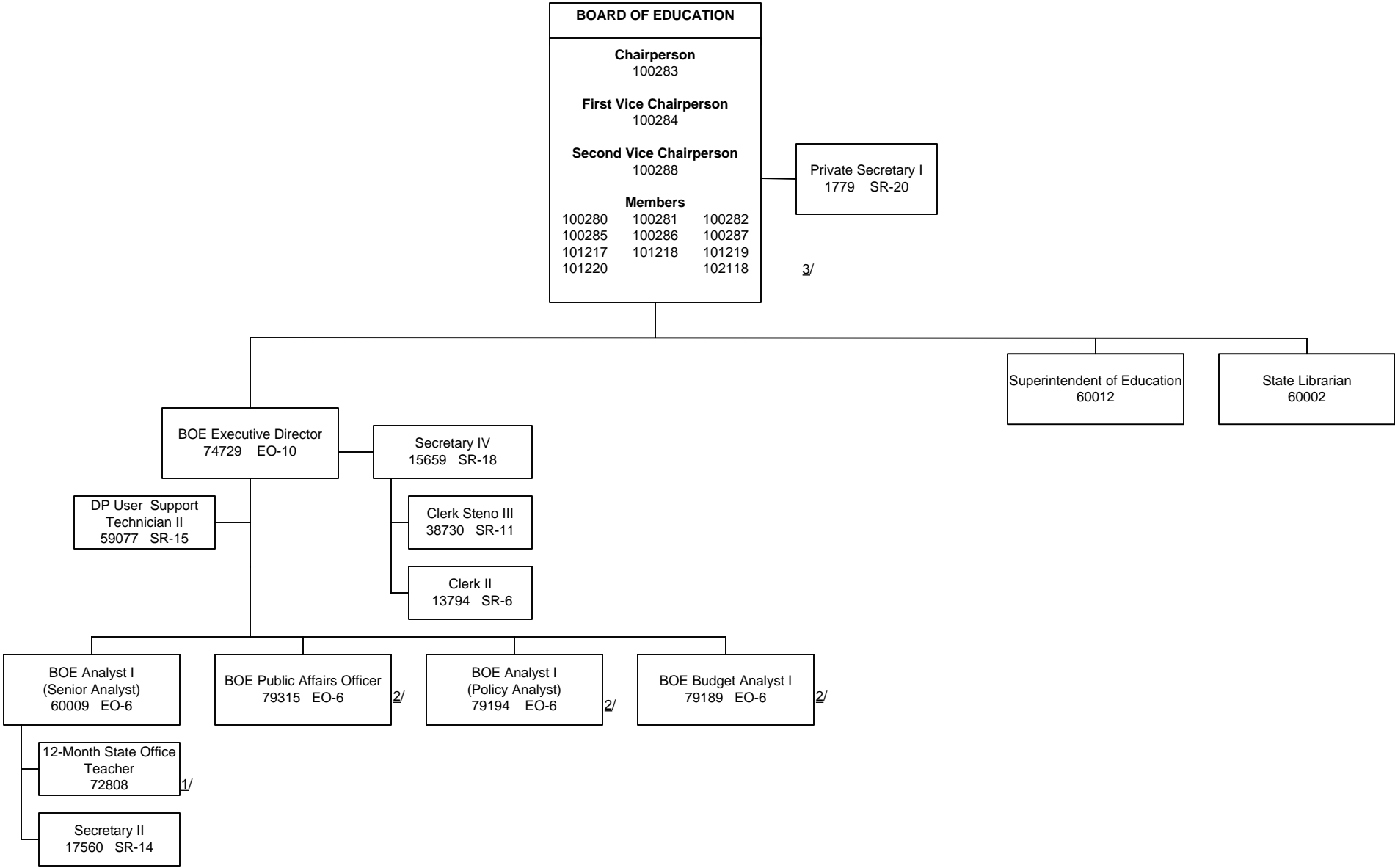
BOARD OF EDUCATION

- Organization Chart
- Position Organization Chart
- Functional Statement

STATE OF HAWAII
DEPARTMENT OF EDUCATION
BOARD OF EDUCATION
ORGANIZATION CHART



STATE OF HAWAII
 DEPARTMENT OF EDUCATION
 BOARD OF EDUCATION
 POSITION ORGANIZATION CHART



1/ Temporary position, General funds
 2/ Temporary position, Federal funds
 3/ Non-voting student member selected by Hawaii State Student Council per Art. X, Sec. 2, as amended 1988, Hawaii Constitution

BOARD OF EDUCATION

FUNCTIONAL STATEMENT

The Board of Education (Board) heads the Department of Education, as provided by Section 26-12, Hawaii Revised Statutes (HRS). The Board appoints the Superintendent of Education (Article X, Section 3 of the Constitution of the State of Hawaii, and Section 302A-1101, HRS).

The Board formulates statewide educational policy, adopts student performance standards and assessment models, monitors school success, and appoints the Superintendent of Education as the chief executive officer of the public school system, as provided by law (Section 302A-1101, HRS).

The Board formulates policy and appoints the State Librarian as the chief executive officer of the public library system, as provided by law (Section 312-2, HRS).

The Board, through the State Librarian, has direct control of the public library system, excluding school libraries (Section 302A-1120, HRS).

The Board appoints the members of the Charter School Review Panel, which serves as the charter authorizer for charter schools, with the power and duty to issue charters, oversee and monitor charter schools, hold charter schools accountable for their performance, and revoke charters (Section 302A-1102, HRS).

BOARD OF EDUCATION

The Board:

- Appoints and delegates administrative authority to its appointed executive officers, the Superintendent of Education and the State Librarian, to administer programs of public education and public library services, as provided by law and in accordance with Board-adopted policies, rules, regulations, and program and financial plans; and annually reviews and evaluates the performance of the Superintendent of Education and the State Librarian in meeting the Board's expectations and priority directions.
- Adopts rules of general or particular applicability and future effect that implement, interpret, or prescribe law or policy, or the procedure or practice requirements of the Department of Education that affect the private rights of, or procedures available to, the public.
- Conducts public meetings on the first and third Thursdays of each month, except in July and December, and special meetings as required, for the purpose of transacting official board business; receives requests and petitions from the public; receives reports from the Superintendent of Education, the State Librarian, Board committees, advisory councils, commissions, student representatives, and other statutorily-established organizations; and expresses Board concerns.
- Provides policy direction and review for the development of the Department of Education's proposed sections of state strategic plans, such as the Hawaii State Plan and the State Education Functional Plan

as provided by Chapter 226, HRS; provides leadership and direction in the development of Department of Education-initiated strategic plans.

- Establishes goals and priorities for the development and implementation of the Department of Education's program and financial plans as provided by Chapter 37, HRS; approves the Department of Education's budget requests.
- Adopts a staffing and personnel management plan for the Department of Education as provided by Chapters 26, 76, and 78, HRS, and other applicable provisions of the HRS.
- Adopts policies relating to the statewide systems of public schools and public libraries.
- Adopts student performance standards and assessment models, and monitors school success.
- On its own motion or pursuant to a petition, conducts hearings and other proceedings for the purpose of obtaining information necessary or helpful in the determination of its policies, the carrying out of its duties, and the formulation of its rules.
- On petition of an interested person, issues a declaratory order as to the applicability of any statutory provision or of any rule or order of the Board.
- Conducts a public affairs program to inform the public about major accomplishments and to communicate the Board's position on public policy issues pertaining to the public school and public library systems.
- Designates not more than two Board members to serve on the State's team for negotiating collective bargaining agreements with agents of Bargaining Units 05 of the Hawaii State Teachers Association and 06 of the Hawaii Government Employees Association, in accordance with Chapter 89, HRS, Collective Bargaining in Public Employment.
- Accepts gifts and donations to the public school and public library systems.
- Maintains liaison with the Governor and the Legislature on matters affecting governance of public education.
- Maintains liaison with other state-level and national-level agencies that share a common interest in furthering public education in America.

BOARD STANDING COMMITTEES

The functions of Board standing committees are to formulate policies and standards, and to monitor the Department of Education's and the Hawaii State Public Library System's implementation of Board-adopted goals, objectives, and standards; to assess the efficiency and effectiveness of public school and public library systems; to review the operating budgets; to recommend, review, and monitor proposed legislation; and to recommend issues to the Board for inclusion in collective bargaining negotiation packages pertaining to their respective subject areas. The Board standing committees are:

- Committee on Administrative Services
(School Facilities; Human Resources; Personnel Appointments;
Safety; Food Services; Student Transportation)
- Committee on Budget & Fiscal Accountability
(Budget; Audit; Program Evaluation)
- Committee on Curriculum, Instruction & Student Support
(Early Childhood to Adult Education; Special Education & Related
Services; Hawaiian Education; Academic Assessment &
Accountability; Guidance & Counseling; Student Discipline; Student
Activities & Support Services)
- Committee on External Affairs
- Committee on Legislation, Public Charter Schools & Public Libraries
- Committee on Collective Bargaining, Unit 05
- Committee on Collective Bargaining, Unit 06

ADVISORY COUNCILS, COMMISSIONS, AND OTHER ORGANIZATIONS

State Adult and Community Education Advisory Council

As provided by Section 302A-434, HRS, the Board shall appoint an advisory council for adult and community education to advise the Board on matters concerning adult and community education. The council shall consist of fifteen (15) or more representatives of industry, labor, civic organizations, and education.

Charter School Review Panel

As provided by Section 302A-1101, HRS, the Board shall appoint the Charter School Review Panel, which shall serve as the charter authorizer for charter schools, with the power and duty to issue charters, oversee and monitor charter schools, hold charter schools accountable for their performance, and revoke charters.

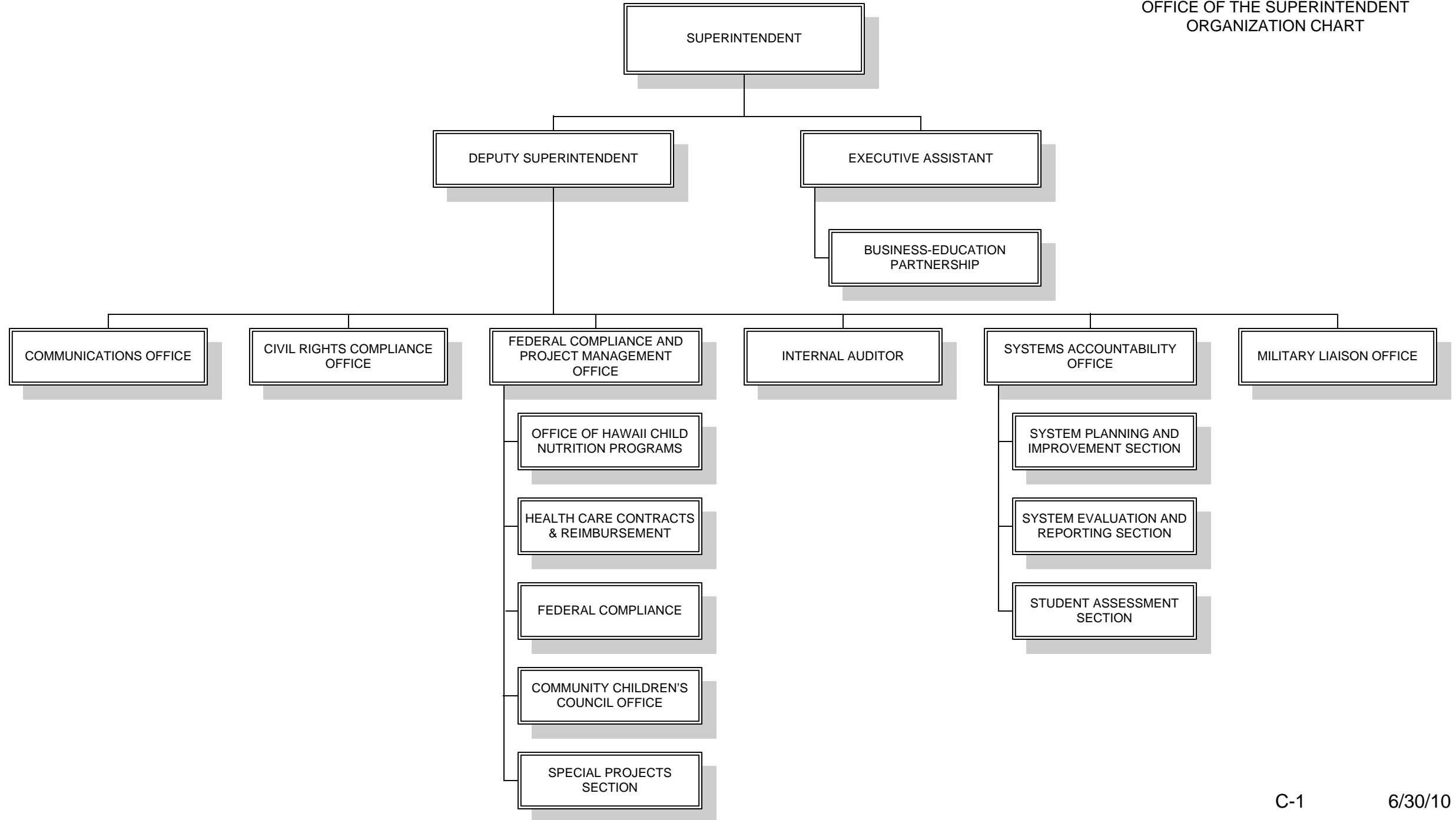
Committee on Weights

As provided by Section 302A-1303.5, HRS, the Board shall determine the composition of the Committee on Weights based on recommendations from the Superintendent of Education and the Dean of the University of Hawaii at Manoa College of Education and shall include principals, teachers, and other members with the appropriate professional skills, experiences, and qualifications needed to facilitate the work of the committee. The Committee on Weights is responsible for developing a Weighted Student Formula for the allocation of moneys to public schools that takes into account the educational needs of each student.

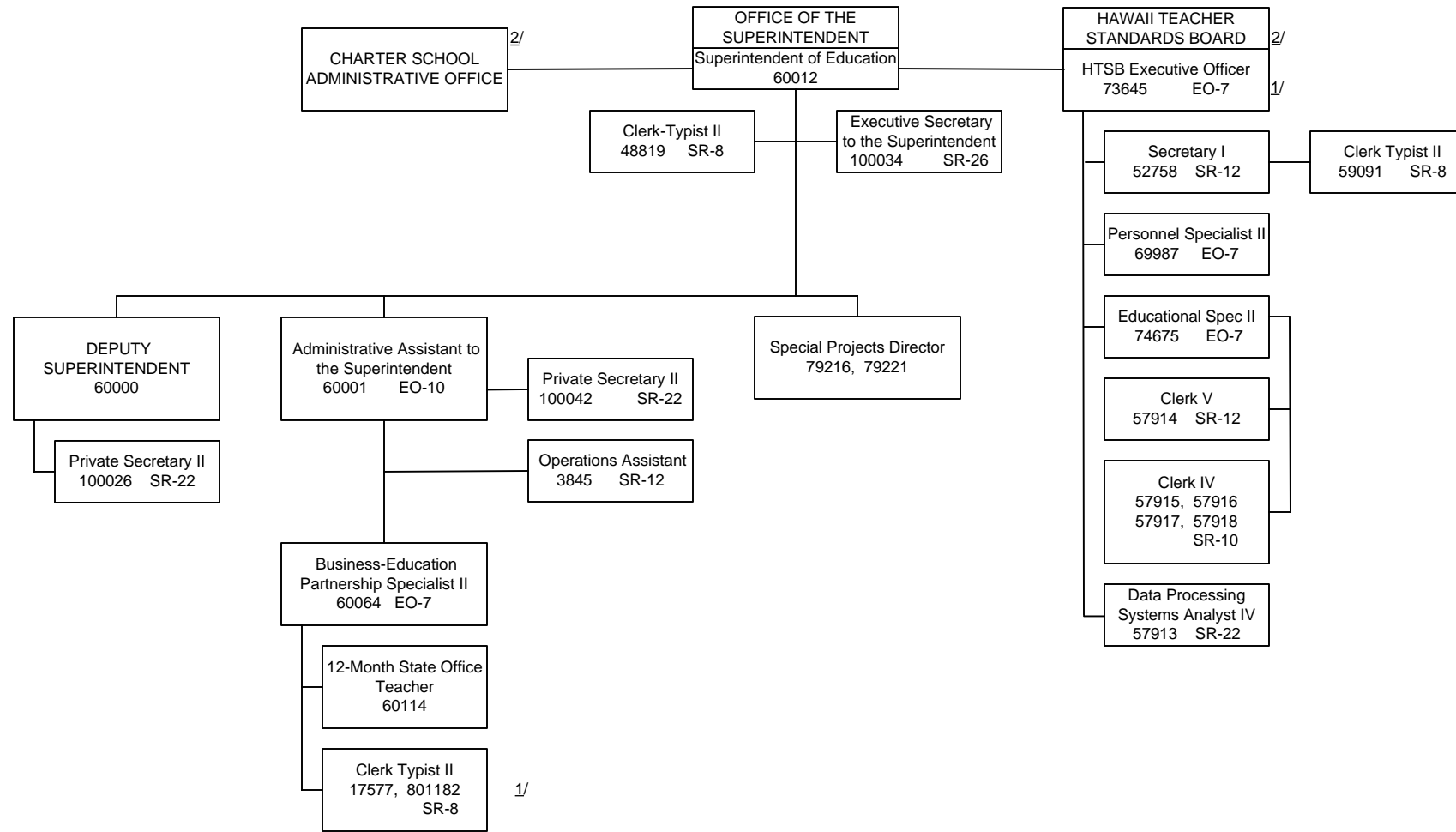
OFFICE OF THE SUPERINTENDENT

- Organization Chart
- Position Organization Chart
- Functional Statement

STATE OF HAWAII
DEPARTMENT OF EDUCATION
OFFICE OF THE SUPERINTENDENT
ORGANIZATION CHART

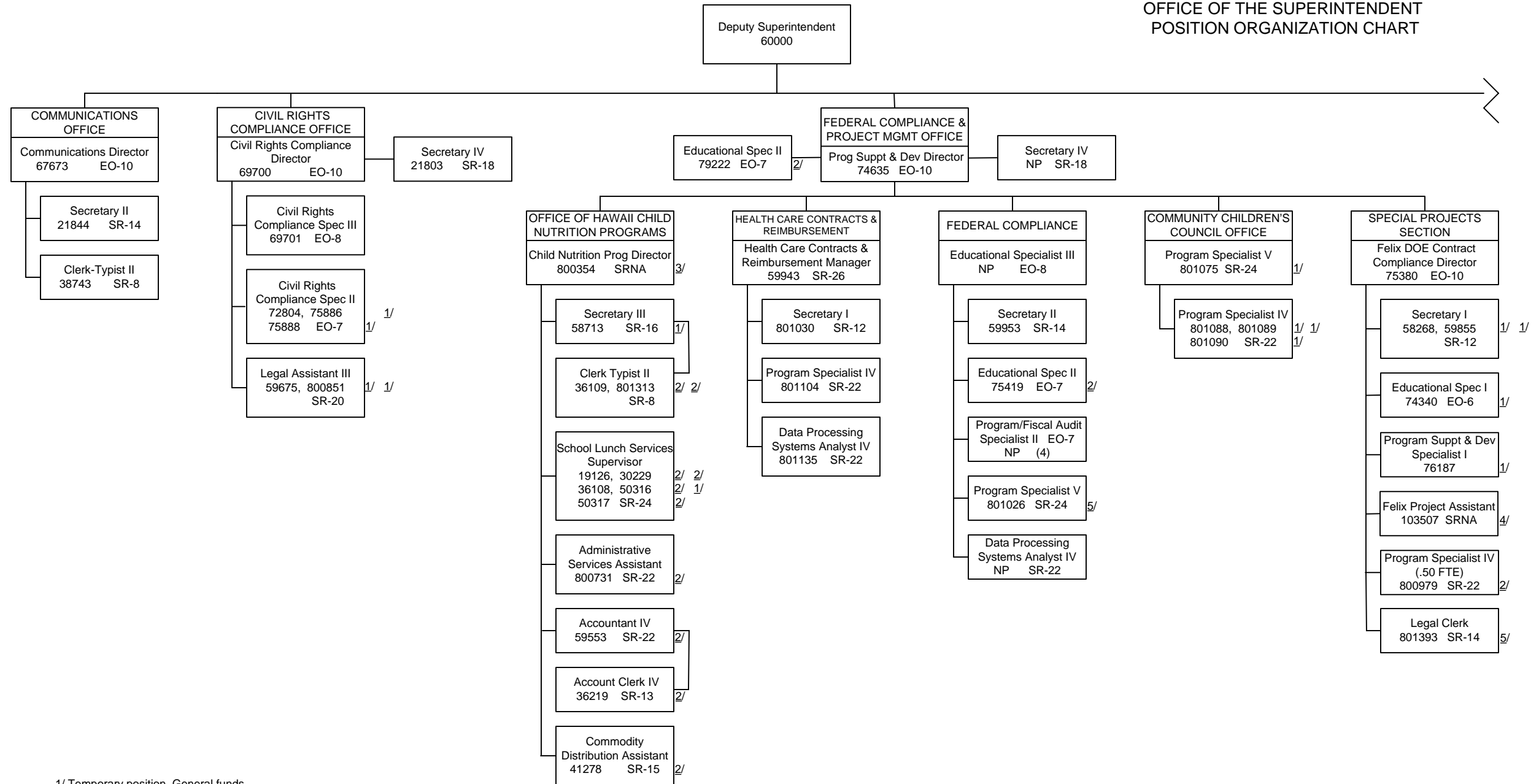


STATE OF HAWAII
 DEPARTMENT OF EDUCATION
 OFFICE OF THE SUPERINTENDENT
 POSITION ORGANIZATION CHART



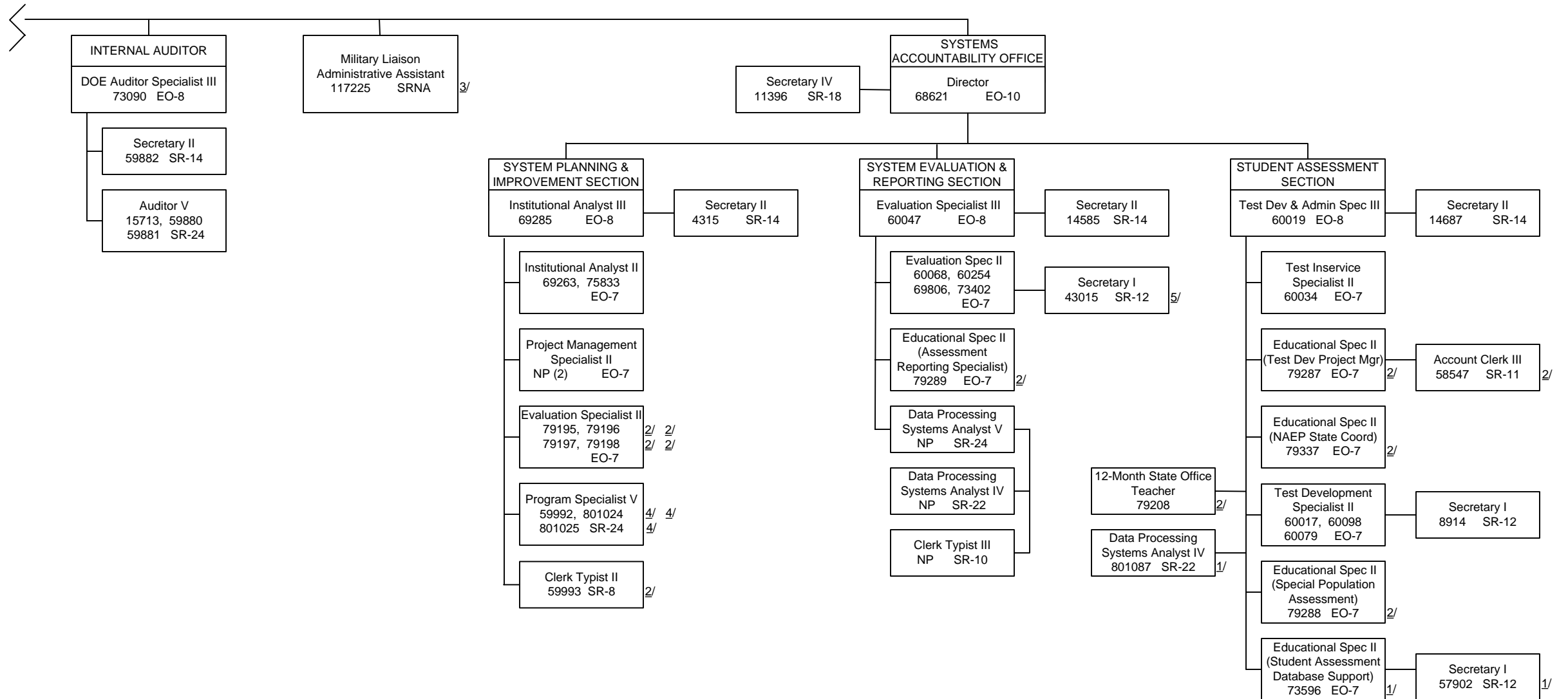
1/ Temporary position, Federal funds
 2/ Attached to the DOE for administrative purposes only

STATE OF HAWAII
DEPARTMENT OF EDUCATION
OFFICE OF THE SUPERINTENDENT
POSITION ORGANIZATION CHART



- 1/ Temporary position, General funds
- 2/ Temporary position, Federal funds
- 3/ Temporary Exempt position, General funds
- 4/ Temporary Exempt position, Federal funds
- 5/ Temporary position, Revolving funds

STATE OF HAWAII
DEPARTMENT OF EDUCATION
OFFICE OF THE SUPERINTENDENT
POSITION ORGANIZATION CHART



- 1/ Temporary position, General funds
- 2/ Temporary position, Federal funds
- 3/ Temporary Exempt position, Federal funds
- 4/ Temporary position, Revolving funds
- 5/ Secretary I, position no. 43015 receives technical supervision from Evaluation Specialist II, position no. 60068

DEPARTMENT OF EDUCATION
OFFICE OF THE SUPERINTENDENT
FUNCTIONAL STATEMENT

SUPERINTENDENT OF EDUCATION

As the Board of Education's chief executive officer for the public school system, the Superintendent of Education is responsible for efficiently and effectively administering the public school system in accordance with law and educational policies adopted by the Board of Education.

- Executes Board policies.
- Recommends to the Board the public school system's program goals, objectives and plans, performance standards, capital improvement plans, and budgets.
- Develops and establishes with the approval of the Board a comprehensive accountability and assessment program for the public school system.
- Presents concise reports periodically at board meetings covering, but not limited to, the following:
 - Public school system's goals, objectives, plans and progress toward them.
 - Major program developments.
 - Enrollment developments and projections.
 - Personnel developments.
 - Budget status, current fiscal year and plans for the next fiscal year.
 - Major accomplishments and problems.
 - Outlook for the future.
- Assists the Board chairperson and the respective Board of Education committee chairpersons in strengthening the roles of Board of Education committees.
- Provides administrative leadership in collective bargaining and maintenance of relationships with professional organizations and unions.
- Provides administrative support to the Board of Education, committees, advisory councils and commissions.
- Maintains liaison on behalf of the Board of Education with the State Legislature, governor, the various state departments and the people of the State of Hawaii on matters pertaining to the administration of the public school system.
- Presents for Board approval nominations and appointments of all assistant and complex area superintendents.

- Promotes partnerships between the public school system and various sectors of the community: business, trusts and foundations, and other government agencies.

The deputy superintendent assists the Superintendent of Education in executing duties and responsibilities of the office, and is delegated authority to act for the Superintendent of Education. The deputy superintendent oversees the department's Communications, Civil Rights Compliance, Federal Compliance and Project Management, Systems Accountability, Internal Audit, and Military Liaison offices. Additionally, the deputy superintendent oversees the department's involvement in statewide safety issues.

The executive assistant to the Superintendent of Education provides staff support to the Superintendent of Education by coordinating the department's response to requests for administrative information and action from the Board of Education, legislature, other Executive Branch agencies, officials from other state and federal educational agencies, interest groups and the general public.

- Maintains control of all incoming and outgoing executive communications and records management for the Office of the Superintendent.
- Assists the Superintendent of Education in proposing agenda items for Board of Education meetings; assures timely availability of staff reports, study materials and resource persons from appropriate staff offices; and coordinates follow-up staff action on Board requests made to the Superintendent of Education.
- Serves as the superintendent's liaison with the legislature, as directed; coordinates DOE staff work in response to legislative requests for information, legislative reporting, drafting and seeking introduction of legislation, monitoring the status of pending legislation, and preparing testimony and monitoring committee hearings on proposed legislation.
- Assists the Superintendent of Education in coordinating the department's participation in administrative programs and activities of the Executive Branch.
- Advises and assists the Superintendent of Education in complying with state protocol and fulfilling obligations as a public officer in dealing with individuals and organizations representing local, national, and international interests in public education.
- Provides other personalized administrative assistance to enable the Superintendent of Education to carry out duties and responsibilities as the Board of Education's executive officer for the public school system.
- Coordinates promotion of partners-in-education programs with various sectors of the community: business, trusts and foundations, and other government agencies.
- Coordinates special projects in which other agencies or private organizations are involved, as assigned by the superintendent.

SYSTEMS ACCOUNTABILITY OFFICE

The Systems Accountability Office oversees the development and administration of the student assessment, school evaluation, and system evaluation components of the department's accountability system. The office also provides

support related to departmental planning and analysis, evaluation, and student testing to the superintendent, Board of Education, and schools; governor and other executive agencies; legislature; and general public.

System Planning and Improvement Section

- Formulates state educational plans that set directions, present strategies, and provide timelines for accomplishment and array costs.
- Develops planning strategies that integrate varied and sometimes competing needs of the department.
- Performs analyses of policies and issues that have system wide impact and recommends solutions to resolve problems.
- Performs analyses to systematically review programs in the department's operating budget.
- Reviews applications or proposals to conduct surveys or research projects in the schools and formulates a recommended action and correspondence for the superintendent's signature.
- Develops and implements funding and resource acquisition strategies to achieve the department's mission.
- Acts as liaison to other federal and state agencies on system wide planning and analytical activities pertaining to the public school system.
- Supervises and coordinates the work of community and/or stakeholder task forces created to provide varied input to projects and resolves sometimes conflicting input from task force members.
- Participates in the work of project teams, which often are comprised of personnel from within the office, as well as other organizational units within the department.
- Drafts testimonies, bills, and resolutions, and provides other technical assistance and support throughout the legislative process on behalf of the Department of Education.
- Identifies issues related to program implementation, program development, and program improvement.
- Ensures that the resolution of those issues is fully communicated within and outside the department.
- Performs other related activities, as assigned by the office director and superintendent.

System Evaluation and Reporting Section

- Assists with the coordination of, and support for, the statewide assessment and accountability system; develops and implements components related to school and system evaluation; conducts research and development work on educational indicators and analyses; and prepares evaluations reports of school performance and improvement efforts.

- Prepares school by school and statewide accountability information to the legislature and other entities.
- Prepares annual school by school, local education agency, and state education agency accountability reports required by the federal No Child Left Behind Act.
- Provides information regarding the performance of schools on educational indicators for improvement uses and accountability needs of the department, policy makers, and the general public.
- Provides project and program evaluation information to enable planners and managers of staff and line offices of the department to provide the most effective and efficient learning opportunities and experiences for public school students.
- Provides evaluation assistance for decision making and accountability needs of staff and line offices of the public school system by providing consultative services on evaluation of projects and programs.
- Performs other related activities, as assigned by the office director and superintendent.

Student Assessment Section

- Administers the public school system's statewide formative and summative student assessment program, which included a variety of norm and criterion-referenced tests using both traditional and performance-based measures.
- Administers the School Assessment Liaison program, which provides classroom level assessment techniques and tools to help schools and their staff measure student attainment of the content standards.
- Administers the department's participation in and compliance with the National Assessment of Educational Progress (NAEP).
- Identifies assessment instruments and practices that are used to measure system, school, and individual student attainment of the Board of Education's content and performance standards.
- Identifies assessment instruments and practices that are used to measure system, school, and individual student attainment of the statutory requirements of the federal No Child Left Behind Act.
- Provides student assessment data used in monitoring school quality and student achievement for the statewide assessment and accountability system.
- Provides assessment data for measuring compliance with the Board of Education's policies and regulations and the federal No Child Left Behind Act.
- Analyzes test results and prepares reports on the current status of, and longitudinal trends in, student performance.
- Serves as a clearinghouse of information on student assessment techniques and tools.

- Develops or collaborates with other public agencies in the development of innovative assessment techniques for possible statewide and school adoption, and for use in the statewide assessment and accountability system.
- Serves as liaison to community groups, federal offices, and state agencies and commissions involved with the development and dissemination of tests and information about tests.
- Performs other related activities, as assigned by the office director and superintendent.

CIVIL RIGHTS COMPLIANCE OFFICE

The Civil Rights Compliance Office supports the executive function of the Superintendent of Education by promoting equal opportunity in educational programs and activities, equal employment opportunity, and equal access to Department of Education programs, services, and activities in compliance with various federal and state civil rights laws. The Civil Rights Compliance Office also coordinates the rulemaking activities of the Board of Education pursuant to Chapter 91, Hawaii Revised Statutes.

- Coordinates and promotes the public school system's equal employment opportunity program as it relates to non-discrimination on the basis of race, color, sex, religion, national origin, ancestry, age, physical or mental disability, sexual orientation, marital status, arrest and court record, income assignment for child support, National Guard absence, uniformed services, breastfeeding, and citizenship status.
- Coordinates and promotes the public school system's equal education program as it relates to non-discrimination on the basis of race, color, national origin, sex, religion, or disability.
- Coordinates and promotes the public school system's equal access program as it relates to non-discrimination on the basis of disability.
 - Publishes equal opportunity notices and information materials for dissemination to the public, students, parents/legal guardians, and/or employees.
 - Provides training to school personnel, students, parents and other groups on civil rights compliance matters.
 - Develops equal employment and equal educational opportunity policies for adoption by the Superintendent of Education and the Board of Education.
 - Responds to inquiries concerning the civil rights of students, employees, and the public; provides advice and assistance to school officials and program managers regarding compliance with federal and state civil rights statutes and regulations.
 - Coordinates the department's response to compliance reviews and complaint investigations conducted by federal and state civil rights enforcement agencies such as the U.S. Equal Employment Opportunity Commission, U.S. Department of Education's Office for Civil Rights, U.S. Department of Justice, and the Hawaii Civil Rights Commission.

- Coordinates communication and acts as the department's liaison with the State Department of the Attorney General on lawsuits involving the Department of Education. Tracks and reports to the Office of the Superintendent and the BOE the status, outcome, and corrective actions for lawsuits involving the department.
- Conducts investigations of alleged civil rights violations in the public school system and/or supplements investigations conducted by school officials and program managers.
- Administers the Elementary School Civil Rights Survey of the U.S. Office for Civil Rights; conducts related civil rights compliance reviews of the programs, services, and activities of the public school system.
- Coordinates the department's administrative rulemaking process to comply with state laws, administrative directives and the drafting requirements established by the state.
 - Compiles and publishes the department's official compilation of administrative rules in accordance with state laws.
 - Reviews proposed administrative rules for their statutory authority and consistency with the Hawaii Administrative Rules Format.
 - Prepares and processes the final form of proposed administrative rules for public hearings and, after adoption by the Board of Education, for submission to the governor for final approval and for filing with the Office of the Lieutenant Governor.

FEDERAL COMPLIANCE AND PROJECT MANAGEMENT OFFICE

The Federal Compliance and Project Management Office provides operational, technical, and research support to the Office of the Superintendent in the areas of compliance with federal and state laws and regulations, as well as Hawaii Board of Education and Superintendent of Education initiatives.

Office of Hawaii Child Nutrition Programs

- Responsible for developing and administering the USDA Food Nutrition Programs which receive funds and commodities from the USDA grants for the State of Hawaii.
- Serves as the State Agency (SA) and primary contact with the USDA for all issues concerning the administration and operation of all Food Nutrition Programs in Hawaii.
- Administers and oversees the following USDA Food Nutrition Programs:
 - National School Lunch Program
 - School Breakfast Program
 - Child and Adult Care Food Program
 - Commodity Distribution Program
 - Summer Food Service Program
 - Special Milk Program
- Provides program marketing and advocacy initiatives, technical assistance, and oversight for all USDA Food Nutrition Programs.

- Prepares budgets, expenditure plans, and financial reports and projections for the SA.
- Reviews SA federal grant reports and monitors for compliance with federal program requirements.
- Provides technical assistance in developing and administering fiscal policies and procedures.
- Orders, allocates, and distributes commodities.
- Coordinates with the USDA to provide food for disaster relief for the State of Hawaii.

Health Care Contracts and Reimbursement

- Administers the Medicaid Reimbursement Program.
- Develops, implements, and evaluates reimbursement regulations, methodologies, and rates for health care services, supplies, and equipment.
- Develops, procures, monitors, and reviews contracts with individual health care providers, institutions, and fiscal agents.
- Manages and coordinates the use of the Medicaid information system.
- Manages and monitors the Third Party Liability recovery program and other claims.

Federal Compliance Section

- Monitors and ensures that the Department of Education policies and procedures will ensure compliance with applicable federal laws, policies, and regulations.
- Provides technical assistance to department staff regarding compliance with federal program laws, policies, and regulations.
- Monitors the department implementation of federal funded programs for compliance with program and fiduciary requirements.
- Ensures department compliance and maintenance of effort with regard to federal program laws, including but not limited to, No Child Left Behind, Individuals with Disabilities Education Improvement Act, and the Felix Consent Decree.
- Performs analyses relating to the department's compliance with applicable federal policies, procedures, laws, and regulations.
- Conducts fiscal and program audits of department offices and other subunits.
- Acts as liaison to other federal and State agencies on issues related to monitoring and compliance with federal program laws and regulations.
- Performs other related activities, as assigned by the office director and the superintendent.

Community Children's Council Office

- Supports the establishment of locally based community bodies with extensive family participation to advise the department on the delivery of Special Education and related services.
- Provide local forums statewide for all community members to come together as equal partners to discuss and positively affect multiple systems' issues for the benefit of all students, families, and communities.
- Provide infrastructure to support and facilitate these community forums.

Special Projects Section

- Provides project management, operational, technical, and research support to the Office of the Superintendent for new statutory, Board of Education, or superintendent initiatives aligned with the Department of Education Strategic Plan, School Year 2008-2011, Goal #3: Continuous Improvement.

COMMUNICATIONS OFFICE

The Communications Office supports the executive function of the Superintendent of Education by developing the internal and external communication programs of the public school system, developing education partnership programs with the various sectors of society (e.g., parent, community, business, military, government, etc.) and resolving public conflicts concerning the programs and activities of the public school system.

- Provides communications services to the Superintendent of Education and all other offices and schools of the public school system, as needed.
 - Advises the superintendent and other personnel on public affairs implications of proposed actions or decisions.
 - Attends Board of Education and superintendent's staff meetings and Leadership Team meetings as appropriate.
 - Drafts letters, memos, public statements and speeches upon request of the superintendent.
 - Advises and assists other state and district offices and schools in publicizing their activities.
 - Prepares departmental news for all personnel, as appropriate.
 - Publishes the *InfoExchange* newsletter in conjunction with regular Board of Education meetings to report DOE matters to the BOE and BOE/DOE matters to the schools and public.
 - Reviews and recommends for printing all official publications of the department.
 - Develops among all personnel an awareness of the need for good public relations and assists key personnel in developing communications skills through membership in professional organizations, provision of materials and training sessions, as needed.

- Monitors and evaluates communications needs and the department's efforts to meet those needs.
- Plans and coordinates activities for communicating with the general public.
 - Responds to news media, group and public requests for information, or refers inquiries to appropriate sources.
 - Issues news releases on major state-level actions, and departmental plans, programs, and activities deemed of interest and importance to the general public.
 - Schedules and handles arrangements for news conferences.
 - Generates and suggests story ideas for the media.
 - Prepares informational pamphlets and other materials to serve public information needs.
- Promotes and maintains good relationships between the department and special public and individuals through a variety of appropriate means, such as membership on boards and committees.
 - Provides coordination of information to the superintendent, media, schools, and general public as needed on matters relating to school closures, bomb threats, and other health, public safety, and civil defense emergencies affecting the public schools.

DOE FELIX CONTRACT COMPLIANCE

Provides department coordination and assistance in the tracking and implementation of activities necessary to meet Felix Compliance benchmarks. The primary function is to provide coordination, tracking and technical assistance on matters related to contract development and implementation.

- Coordinates Felix benchmarks and contracts.
 - Tracks and documents all required implementation steps necessary to meet Felix benchmarks.
 - Determines and collects all necessary documentation to show compliance efforts.
 - Works with all program managers in the status determination of compliance efforts.
 - Coordinates department efforts with the Department of the Attorney General.
- Provides technical assistance, research and advice related to the implementation of Felix benchmarks and contracts.

INTERNAL AUDITOR

The internal auditor examines and evaluates the fiscal activities of the department. The internal auditor and staff provide information as to the

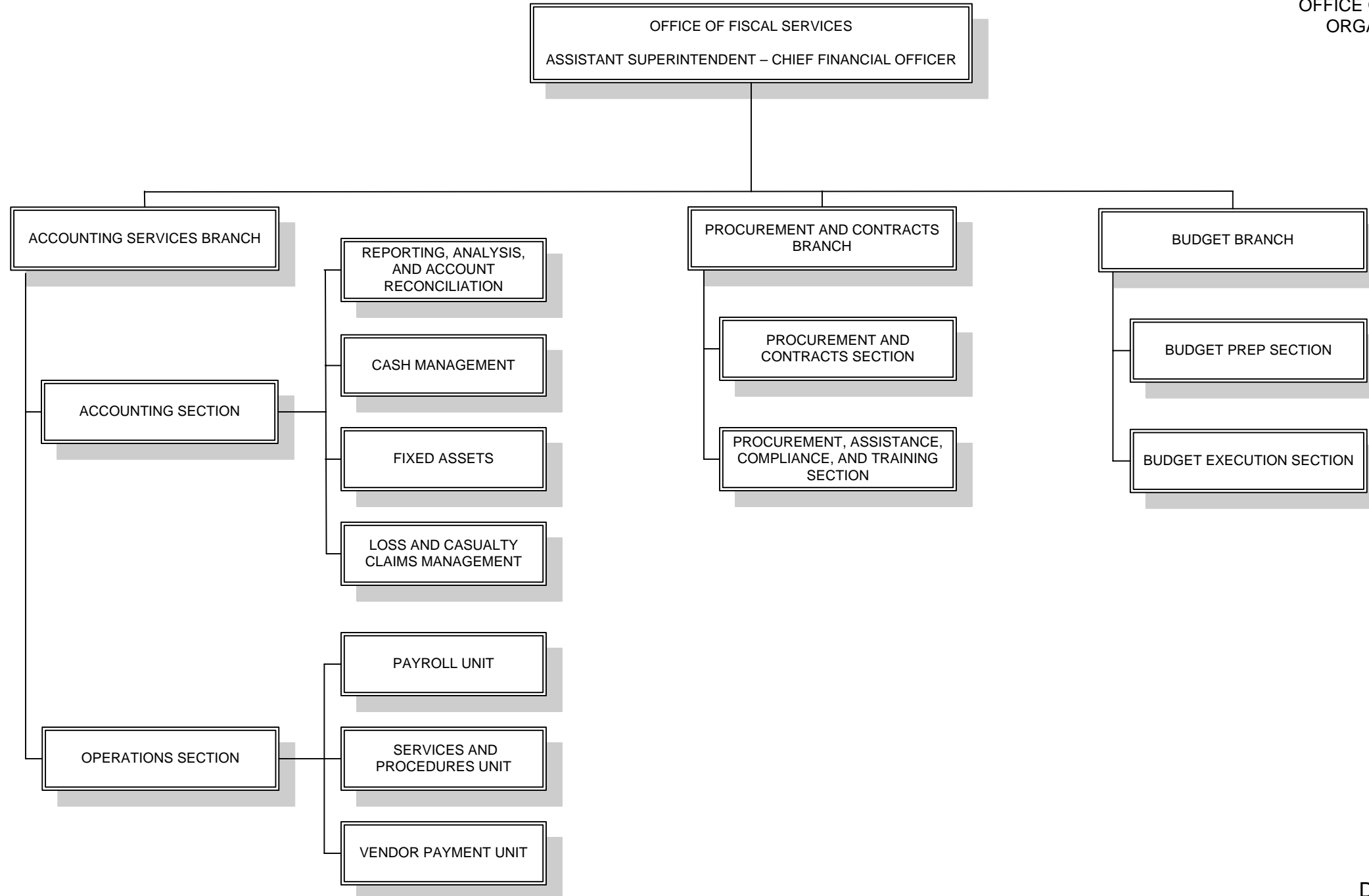
adequacy and effectiveness of the department's system of internal controls and the quality of performance, including:

- Reliability and integrity of information.
- Compliance with policies, procedures, laws, and regulations.
- Safeguarding of assets.
- Economical and efficient use of resources.
- Accomplishment of established objectives and goals for operations and programs.

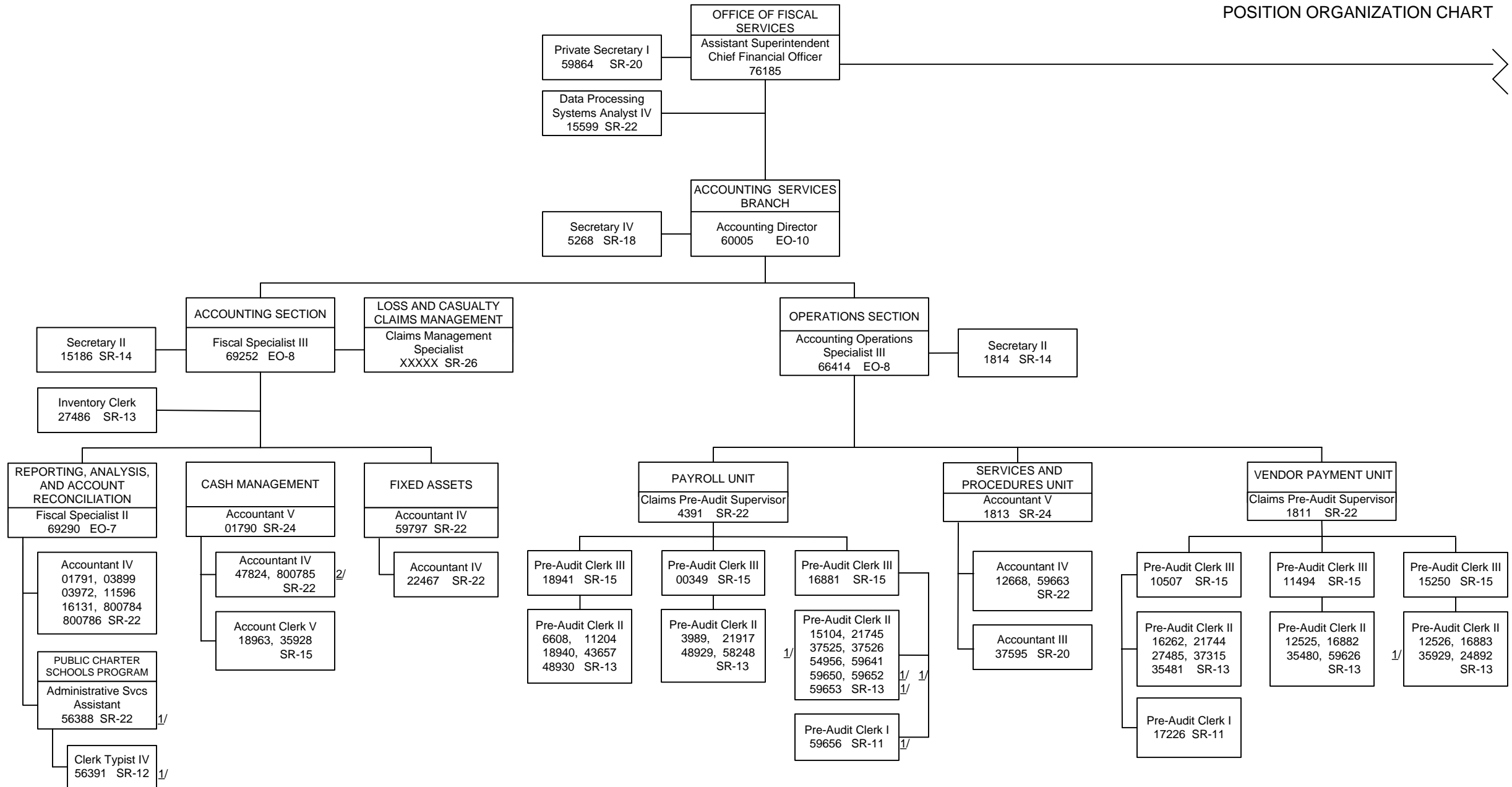
The internal auditor also serves as the department's liaison with external auditors and audit sections of other governmental agencies. The internal auditor reports to the Audit Committee of the Board of Education on matters concerning the internal audit program of the department.

OFFICE OF FISCAL SERVICES

- Organization Chart
- Position Organization Chart
- Functional Statement

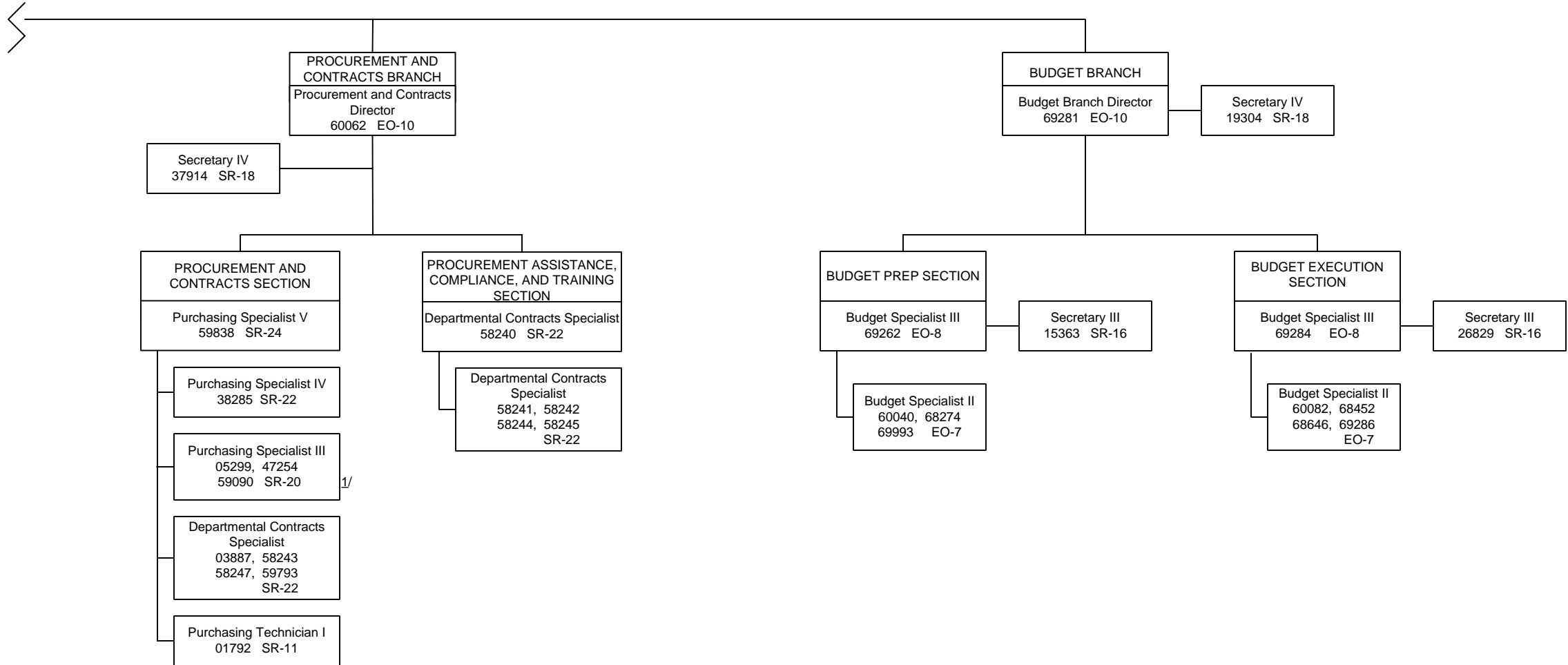


STATE OF HAWAII
DEPARTMENT OF EDUCATION
OFFICE OF FISCAL SERVICES
POSITION ORGANIZATION CHART



1/ Temporary position, General funds

STATE OF HAWAII
 DEPARTMENT OF EDUCATION
 OFFICE OF FISCAL SERVICES
 POSITION ORGANIZATION CHART



1/ On loan from Food Services; funded by Food Services

DEPARTMENT OF EDUCATION

OFFICE OF FISCAL SERVICES

FUNCTIONAL STATEMENT

The Office of Fiscal Services manages the Department of Education's (DOE) accounting, budget, and procurement activities and systems to serve the needs of the schools, school complexes, complex areas, and the state central office. The office is responsible for the following:

- Developing and implementing long-term and short-term financial activities.
- Leading the department's accounting, budgeting, and procurement operations.
- Providing timely, accurate, and user-friendly information and reports in each of the respective areas, i.e., clear guidelines/procedures for completion of documents, and that the guidelines/procedures are aligned with the department's goals and objectives.

ACCOUNTING SERVICES BRANCH

The Accounting Services Branch provides accounting, payroll, vendor payment, fixed assets, inventory, and fiscal operations school-, complex area-, and state-level support in the public school system; and coordinates copy machine services in the DOE offices located in the Queen Liliu'okalani Building.

Accounting Section

The Accounting Section administers and accounts for all funds, expenditures and financial commitments incurred by the department through a centralized accounting system in conformance with the state comptroller's rules and regulations. The section assists schools and offices in developing and implementing corrective actions in response to audit compliance issues. The section develops training modules and assures that all appropriate personnel are trained in accounting, cash management, payroll, vendor payments, fixed assets, and inventory transactions. The section also serves as the department's liaison to the State's Risk Management Program.

Reporting, Analysis, and Account Reconciliation Functions

- Provides regular monthly, quarterly, and annual financial reports and detailed transaction reports of the department's financial operations, specialized reports to the courts, legislature, federal government, and other reports as required.
- Provides financial support for the transfer of funds between No Child Left Behind grants.
- Prepares monthly BOE financial and ad hoc reports.
- Prepares annual financial reports for grants received from federal, state agencies, and other non-profit organizations.
 - Prepares the National Public Education Financial Survey to the National Center of Education Statistics (NCES) cross-walking department expenditures to conform to the Common Core of Data which is used to determine state funding allocations for Title I, ESEA Programs (Migrant, Handicapped, Neglected and Delinquent

Children), Impact Aid, Indian Education, and Individuals with Disability Act (IDEA) grants.

- Prepares the Annual Survey of Local Government Finance report that is aggregated by the U.S. Census Bureau to compare revenue and expenditure resources by local education agencies.
- Prepares the quarterly and annual Principal's Financial Report from each school to report the quarterly activity to the state comptroller for the non-appropriated local school funds.
- Prepares the department's indirect cost rate proposal to the federal government to negotiate a rate agreement for use on the department's federal grants to reimburse the state for central services costs.
- Provides technical and consultative assistance to state, district, and school level personnel relative to accounting procedures, regulations, and the financial management of their accounts.
- Prepares the trial balance, income statement, statement of cash flows, and all audit schedules, including leases and liability accruals, for the department as requested by the external auditors for the department's annual financial and single audit.
- Provides technical support to external auditors for the department's annual financial and single audit.
- Updates the department's Uniform Accounting Codes, which is published in the Financial Management System (FMS) User Policy and Process Flow Guide, Chapter 2, Accounting Codes.
- Updates and maintains the FMS accounting code tables and develops and maintains interface programs to perform accounting functions effectively and efficiently.
- Develops and establishes accounting processes for new FMS requirements.
- Processes form FMS-AC4, Request for Change of Accounting Codes &/or Amounts, from all schools and offices requesting corrections for revenues or expenditures in their bond, general, federal, special, and trust fund accounts.
- Reviews and makes corrections to DAGS semi-monthly payroll cost interface received from DAGS into the department's FMS.
- Maintains and updates the TSEAS Prog Ids for processing and accounting for TSEAS cost.
- Maintains and revises FMS "job coding" system, FMS mid-year and year-end close processes, inception-to-date and transactions year financial reports, and provides continuous coding for new appropriations and projects and FMS enhancements in order to accommodate R&M/CIP responsibilities transferred from DAGS.

Public Charter School Program Functions

The Public Charter School Program will assure delivery of SEA/LEA services required by federal and local legislation and for which the department is responsible.

- Respond to queries related to charter schools in relation to department responsibilities.
- Optimize the intent of state legislation related to public charter schools by providing oversight of the MOA process and purchase of

services by charter schools.

- Facilitate the delivery of services “purchased” by charter schools.
- Prepare invoices and collect payment related to purchase of services.
- Respond to queries related to Budget System and FMS use.
- Serves as the department’s liaison to the Charter School Administrative Office (CSAO) and Charter School Review Panel.

Cash Management Functions

- Accounts for all cash receipts from schools and offices.
- Maintains multiple central collections accounts for all receipts from schools and offices and to download bank deposit information from the commercial bank to school accounts to support general school, school lunch, student transportation, and after-school lunch collections.
- Prepares treasury deposit receipts (TDR) to summarize transactions from schools by funds, source codes, and object codes to the state treasury.
- Reconciles monthly the multiple central collection account balances to the bank statement.
- Monitors federal grant cash requirements daily and draws-down cash semi-monthly and, as needed, for all federal grants received by the department through the GAPS, Smart Link, and ASAP payment systems.
- Provides financial data to B&F to monitor selected federal accounts to meet the federal Department of Treasury Cash Management Improvement System (CMIA) monitoring requirements.

Loss and Casualty Claims Management Functions

- Serves as the department’s liaison to the State’s Risk Management Program.
- Identifies and evaluates the department’s exposure to property and liability loss to minimize the total insurance, property, and casualty losses costs.
- Develops, implements, and monitors effective loss control programs.
- Develops, formulates, and implements insurance, property, and casualty losses management policies and procedures; coordinates and evaluates programs with the State’s Risk Management Office.
- Coordinates insurance activities and management of loss documentation through assisting the schools and offices with processes and appropriate forms for seeking reimbursement for losses through the State’s Risk Management Program.
- Provides training on insurance processes, forms, and yearly requirements.

Fixed Assets Functions

- Manages repair & maintenance and construction-in-progress (R&M/CIP) financial responsibilities received from the Department of Accounting and General Services (DAGS) for general, special, and bond funds. These responsibilities include providing monthly/annual financial reports; posting appropriations, allotments, and cash;

special fund assessments; and providing on-going technical assistance.

- Reconciles the department's operating and R&M/CIP fund accounts to the DAGS accounts.
- Administers, controls, coordinates, monitors, and maintains a comprehensive computerized inventory management, accounting, and reporting system for the department in compliance with state, federal, contract and donated requirements relative to the department's acquisition, transfer, disposal, and claim for lost/stolen properties.
- Prepares the fixed asset roll forward schedules for the department as requested by the external auditors for the department's annual financial and single audit.

Operations Section

- Supervises the auditing of all payments for employees.
- Provides training and assistance to the department in all activities of the payroll and vendor payment functions.
- Serves as the liaison with other state agencies in payroll and vendor payment matters.
- Administers and coordinates the Purchasing Card (P-card) program for the department.

Services and Procedures Unit

- Directs, coordinates, supervises, and participates in the analysis, design, development, acceptance, implementation, evaluation, improvement, maintenance, and control of the state and the DOE computerized central accounting systems or parts thereof.
- Provides staff services to develop, recommend, and implement procedures which relate to the Operations Section.
- Conducts special studies and research, ranging from technical accounting matters to day-to-day operational concerns.
- Evaluates, monitors, and updates criteria for the reporting of mileage and other payments made to employees and independent contractors in order to comply with federal and state tax reporting requirements.

Payroll Unit

- Pays all DOE employees (certificated, classified, hourly) twice a month in conjunction with collective bargaining contract provisions.
- Posts and maintains records of individual earnings for each DOE employee.
- Processes and performs final pre-audit of all payroll input for central preparation of DOE payrolls under EDP procedures to assure all employees are properly compensated. Checks payments authorization, legality, and propriety. Effects deductions for garnishments, assignments, tax liens, and court orders. Controls mandatory withholdings, deductions, and assignments. Prepares and processes priority payroll payments.
- Maintains leave earnings of the DOE employees. Audits and processes all leave requests to ensure hourly/daily charges applied

correctly to leave balances in conjunction with bargaining unit contract provisions. Pre-audits hourly/daily earnings reported to date on "Applications for transfer of vacation and sick leave credits or payments in lieu of vacation." Calculates hourly/daily earnings to dollars and effectuates salary change schedule to make payment.

- Processes and audits workers' compensation payments and wage separation reports for unemployment insurance purposes.
- Verifies employment and wages for financial institutions, Hawaii Housing, and the Department of Human Services.
- Manages and maintains a centralized billing, collection, and accounting program for overpayment collection.
- Writes, updates, and maintains the DOE Payroll handbook. Provides guidance, assistance, and training to the schools and offices of all aspects of payroll.
- Pre-audits and processes salary assignment and savings bond forms.

Vendor Payment Unit

- Pays all DOE vendor obligations within 30 days of receipt of goods/services.
- Locates and verifies errors, analyzes cause, and adjusts/corrects system.
- Performs final pre- and post-audit for legality and propriety of claim vouchers, covering payment for all DOE obligations; examines invoices, approval to pay, contracts, and other authorizing documents to confirm validity and accuracy of claims; maintains auxiliary records of travel and other claims.
- Controls the activities relating to the issuance of the DOE Vendor Payment checks, maintains records and authorizations relating to disbursement of checks, and maintains cash records and authorizations relating to disbursement of checks, and maintains cash records of all bank deposits and withdrawals.
- Reports expenditures to the statewide Financial Accounting and Management Information System (FAMIS) and reimbursement from DAGS.
- Develops, implements, and updates travel policy guidelines for the department; tracks and updates out-of-state travel database for future references and inquiry.

BUDGET BRANCH

The Budget Branch assists the chief financial officer (CFO) in the preparation and execution of the public school system's operating budget.

Budget Preparation Section

The Budget Preparation Section administers the preparation and development of the department's biennial and supplemental operating budgets. The section is responsible for the following:

- Prepares the biennial and supplemental operating budgets for the public school system, except for public charter schools.
- Prepares current services budget, projecting salary requirements

and reconciling the level of funding to appropriations and ceilings.

- Develops and disseminates budget instructions, standards, and tables to schools, offices, and attached agencies, such as the Hawaii Teacher Standards Board (HTSB).
- Assists schools and offices with the preparation of budget requests.
- Reviews budget requests for accuracy, adequate justification, and adherence to standards.
- Coordinates the development of budget priorities and budget standards in all resource categories.
 - Recommends appropriate alternatives to meet the department's budget requirements.
 - Performs review and analysis of budget requests from schools, offices, and other agencies to address critical needs and priorities.
- Coordinates the department's development of the variance report for the multiyear program and financial plan component of the Planning-Programming-Budgeting System by providing instructions, schedules, and technical assistance to program managers.
- Coordinates with the Office of Human Resources (OHR) and program managers to monitor manpower requests to assure positions established for DOE schools and offices are within the budget.
- Provides technical assistance in budget preparation and presentation to the Board of Education (BOE), governor, Department of Budget and Finance (B&F), the legislature, state offices, complex area offices, and schools.
- Provides training and consultative services staff to develop, maintain, update, and enhance the budget preparation system to support budget functions.
- Prepares publications and communications for budget preparation.

Budget Execution Section

The Budget Execution Section administers the implementation of the department's operating budget, monitoring adherence to policies and procedures, and making adjustments to meet anticipated needs or restrictions. The section is responsible for the following:

- Allocates funds and positions to state and complex area offices and schools.
 - Analyzes the appropriations act and legislative worksheets to obtain details of approved budgets and legislative intent.
 - Reviews and interprets policies and procedures issued by B&F, and implements allotment changes made by the Director of Finance.
 - Analyzes staff recommendations for allocation formulas and other criteria for allocating funds and positions to schools and complex area offices.
 - Prepares and disseminates initial allocations to state and complex area offices, and schools.
 - Adjusts allocations throughout the year to reflect buy/sell of positions, transfer of funds between programs, and other authorized flexibility measures.
 - Reconciles appropriations, allocations, and allotments throughout the

year.

- Completes year-end close and carryover process.
- Develops and disseminates expenditure plan instructions.
 - Prepares allotment requests (A-19).
 - Provides follow-up and liaison work with B&F and the Department of Accounting and General Services (DAGS).
 - Reconciles allotments with expenditure plans, the DOE's Financial Management System (FMS) and DAGS' balances for each appropriation and fund.
- Monitors and manages the department's budget.
 - Analyzes, solicits input, and implements reductions to appropriations and allocations by EDNs and programs.
 - Monitors and manages salary and other payroll accounts.
 - Implements flexibility provisions of lump sum budgeting (buy/sell of positions, transfer of funds, and carryover).
 - Reviews programs for budget strategies and more efficient use of operating funds.
 - Analyzes the department's financial plan and makes adjustments necessary to meet unanticipated needs or restrictions.
- Coordinates budget execution matters with external agencies, policy makers, and decision makers (B&F, legislature, auditors, BOE, superintendent, complex area and school personnel).
 - Researches and prepares reports and testimonies in response to inquiries.
 - Recommends appropriate strategies to execute the budgetary requirements.
- Coordinates system support with the Information System Services Branch.
 - Maintains tables related to the computerized budget system.
 - Prepares data files and reports required to review and analyze the budget.
 - Coordinates and monitors data transfers to data base files, i.e., Data Warehouse.
 - Provides budget execution requirements when evaluating various information systems.
- Other responsibilities.
 - Manages the Impact Aid Program, P.L. 103-382.
 - Assists in planning and development of operating biennial budgets, supplemental budgets, and other budget functions.
 - Coordinates with other state offices to facilitate budgetary and fiscal procedures within the department.
 - Prepares publications and other communications for budget execution.
 - Provides budget execution training and consultative services to schools through budget hotlines and presentations for school administrators, clerical personnel, and other program managers.
 - Coordinates, assists, prepares, and implements the Weighted

Student Formula (WSF) Project Financial Plan.

- Provides data elements/queries, analyses, and recommendations to the Committee on Weights (COW).
- Assists schools with the coordination and implementation of the Academic/Financial Plan.

PROCUREMENT AND CONTRACTS BRANCH

The Procurement and Contracts Branch services all schools and offices by (1) performing periodic reviews of procurement practices; (2) providing assistance, advice, guidance, and training in matters relating to procurement and contracting; (3) developing and revising procurement and contracting policies and procedures; (4) preparing and formalizing bid specifications, solicitations, and contract documentation for specific goods, services, and construction as requested by schools/offices and/or for select commonly-used departmental commodities or services; and (5) issuing formal solicitations and awards in compliance with applicable laws and regulations.

Procurement and Contracts Section

The Procurement and Contracts Section is responsible for the following:

- Maintains thorough knowledge of current laws, rules, policies, regulations and procedures governing the department's centralized procurement and contracting activities; studies laws, rules, regulations, and policies as they affect procurement and contracting procedures.
- Develops bidding procedures and contract methods for routine to the most complex, specialized and technical projects; studies the impact of the program on outside activities or the effect of changes of outside activities on the program (e.g., changes in commodity prices, business practices, shipping strikes, etc.).
- Prepares specifications, terms and conditions to meet the minimum requirements of the user while assuring maximum competition based on the purchaser's needs; determines whether bids meet specifications and legal requirements; and develops specifications for the establishment of new price lists.
- Prepares procurement notices; tabulates and summarizes bid results, analyzes and evaluates offers to determine the most advantageous offer, recommends awards, and issues award upon purchaser's approval.
- Prepares resultant contracts in accordance with state and federal laws, rules and regulations and with program objectives and requirements; prepares any price list addenda or renewals; prepares contract modifications and/or terminations according to applicable laws, rules and policies.
- Reviews for sufficiency the justification and statutory compliance for sole source, emergency, exempt or restrictive purchases and recommends such action when appropriate.
- Assists in the identification of problems or concerns with the terms and conditions of the contract; recommends additional terms and conditions after careful consideration of the issues in consultation with the Purchaser; gathers information for/from vendors and provides clarification to questions/concerns regarding the execution of the contract; reviews certificates of compliance.
- Reviews contracts for compliance with applicable policies, rules, regulations and laws and provides technical assistance to program staff in

the development, management, and execution of contracts.

- Problem-solves a wide range of complaints which could not be resolved at lower levels regarding procedures, policies, product quality, contract performance, late payments, unfair or biased actions.

Procurement Assistance, Compliance, and Training (PACT) Section

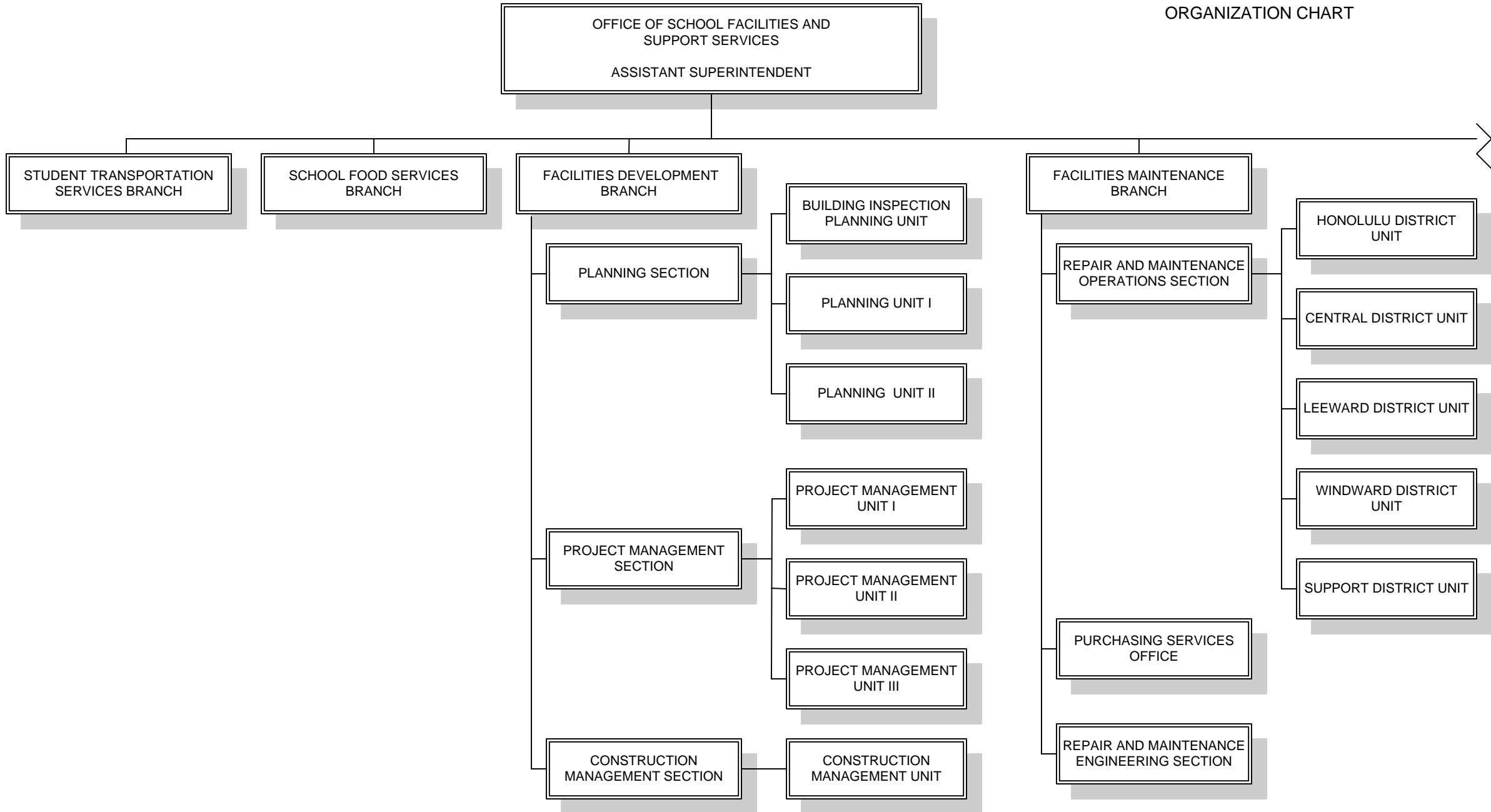
The Procurement Assistance, Compliance, and Training (PACT) Section is responsible for the following:

- Serves as technical resource to the Chief Procurement Officer, administrators, and bidders to ensure compliance with the Procurement Code, applicable state and federal administrative rules and regulations applicable to purchasing mandates and guidelines, other policies or procedures governing state agencies and organizations, and departmental policies or procedures.
- Conducts periodic reviews of departmental procurement practices, including recommending appropriate revisions to procurement policies and procedures.
- Assists in conducting fact-finding investigations and making recommendations in the event vendors fail to perform according to the contract term and conditions; and investigates inquiries, complaints or controversies from department purchasers and/or vendors or contractors; reports findings of facts and may recommend appropriate or corrective action or refer the case to the Department of the Attorney General, as appropriate.
- Conducts periodic audits of school and offices in all areas of procurement and contracting to evaluate compliance with the Procurement Code and departmental policies and procedures, including the preparation of reports and briefing of senior management officials on the findings and recommendations to correct procurement and contracting deficiencies or refer the case to the Department of the Attorney General, as appropriate.
- Assists schools and offices in developing and implementing corrective actions in response to audit compliance issues.

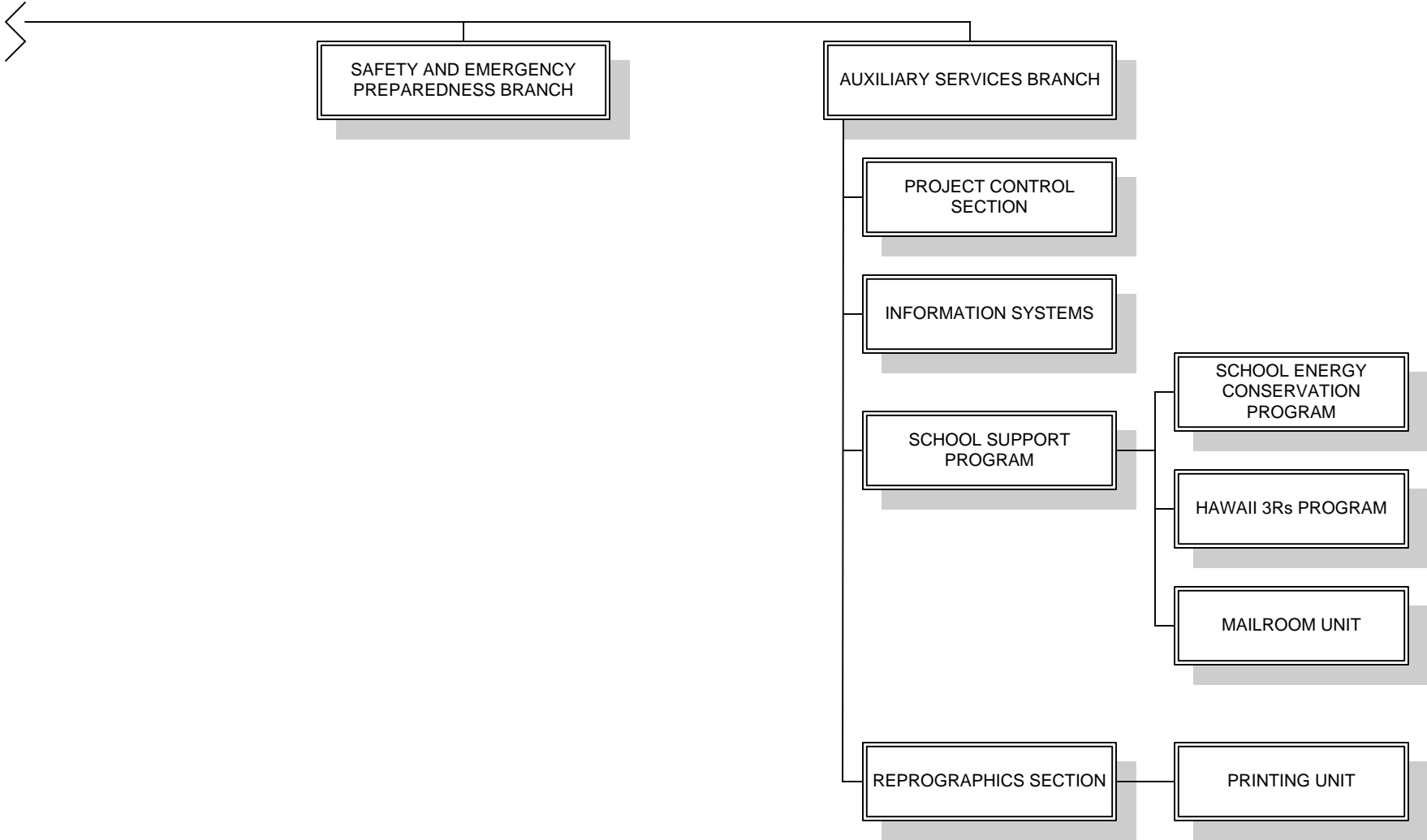
OFFICE OF SCHOOL FACILITIES AND SUPPORT SERVICES

- Organization Chart
- Position Organization Chart
- Functional Statement

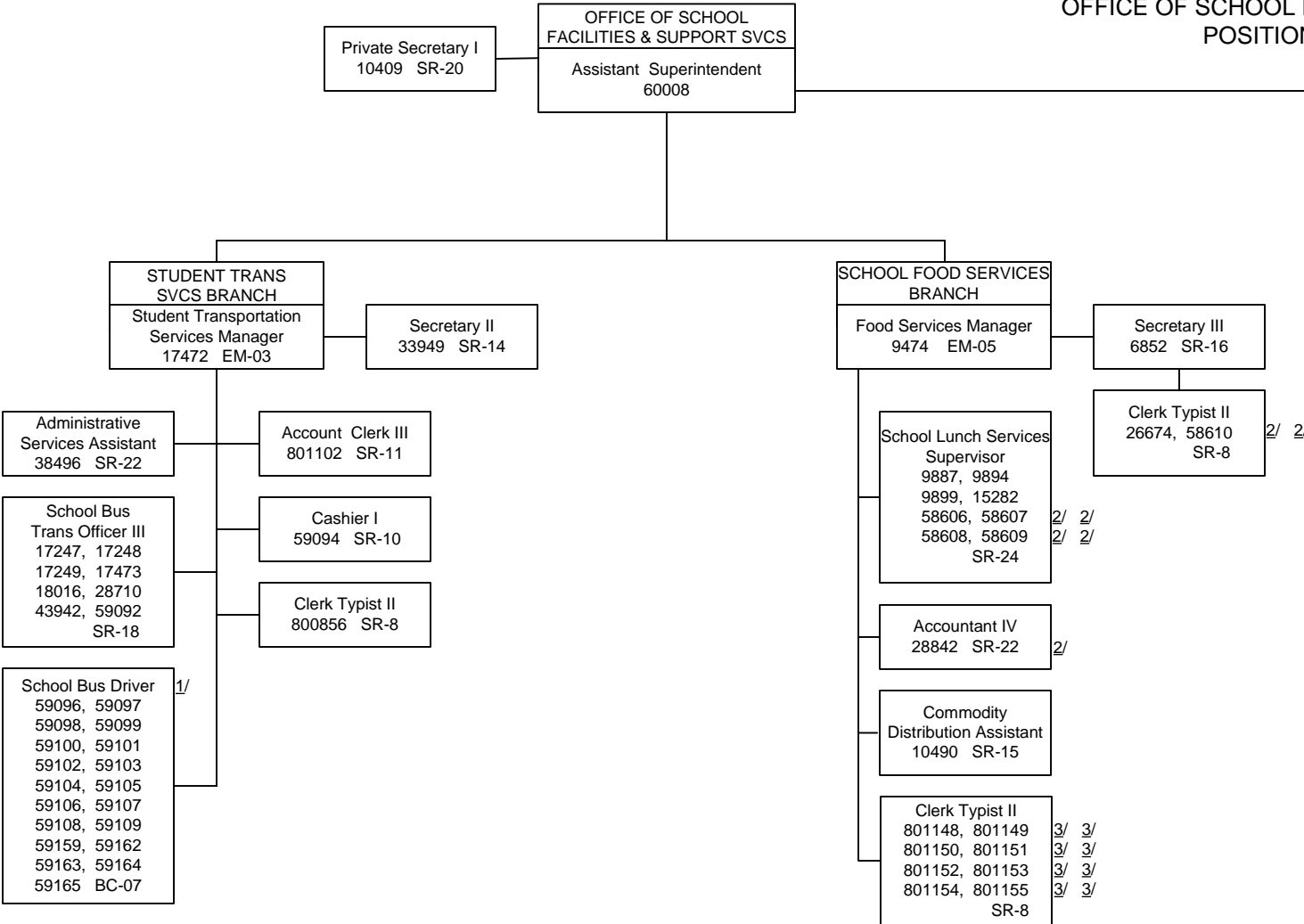
STATE OF HAWAII
 DEPARTMENT OF EDUCATION
 OFFICE OF SCHOOL FACILITIES AND SUPPORT SERVICES
 ORGANIZATION CHART



STATE OF HAWAII
DEPARTMENT OF EDUCATION
OFFICE OF SCHOOL FACILITIES AND SUPPORT SERVICES
ORGANIZATION CHART

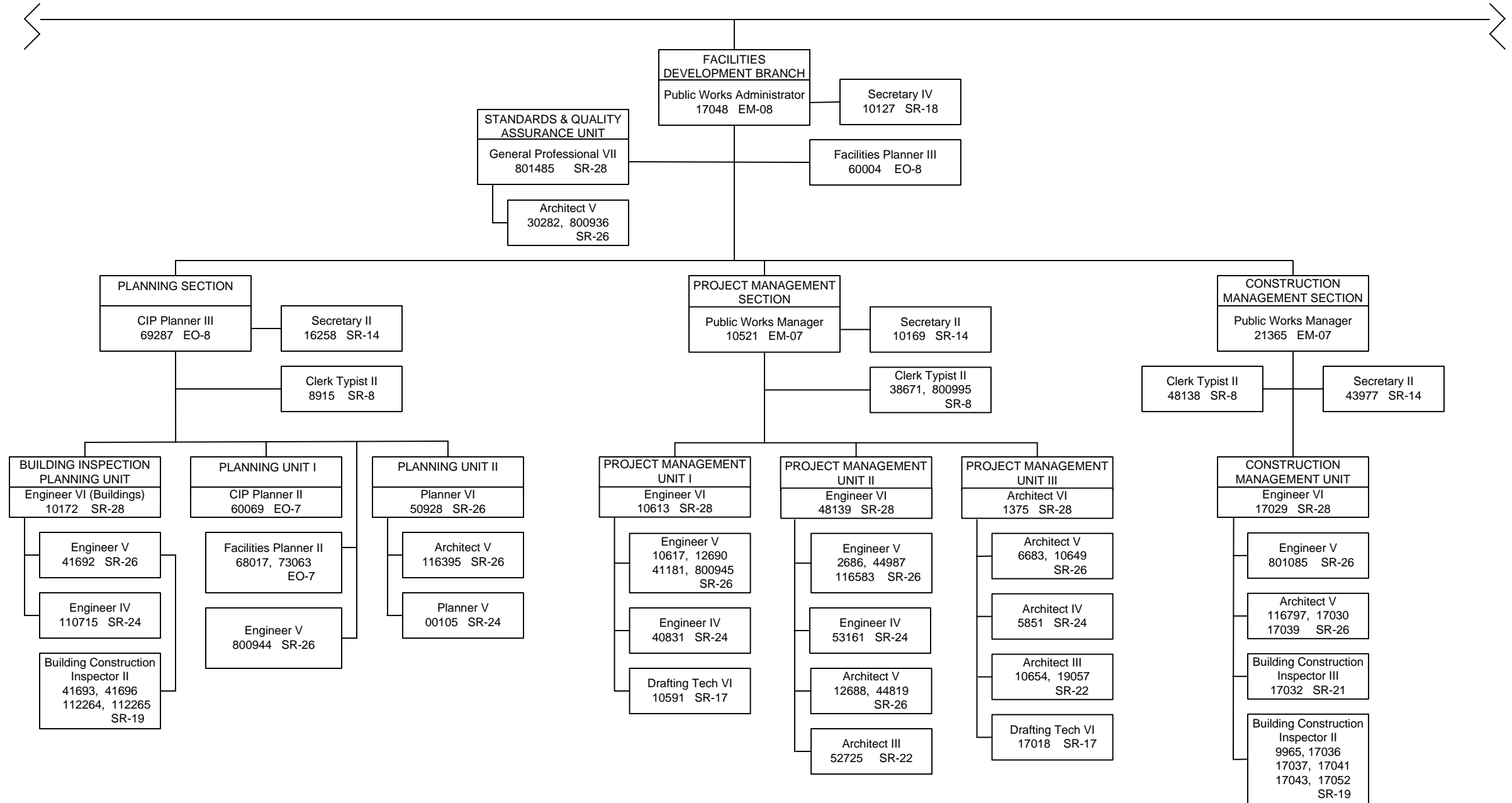


STATE OF HAWAII
DEPARTMENT OF EDUCATION
OFFICE OF SCHOOL FACILITIES AND SUPPORT SERVICES
POSITION ORGANIZATION CHART

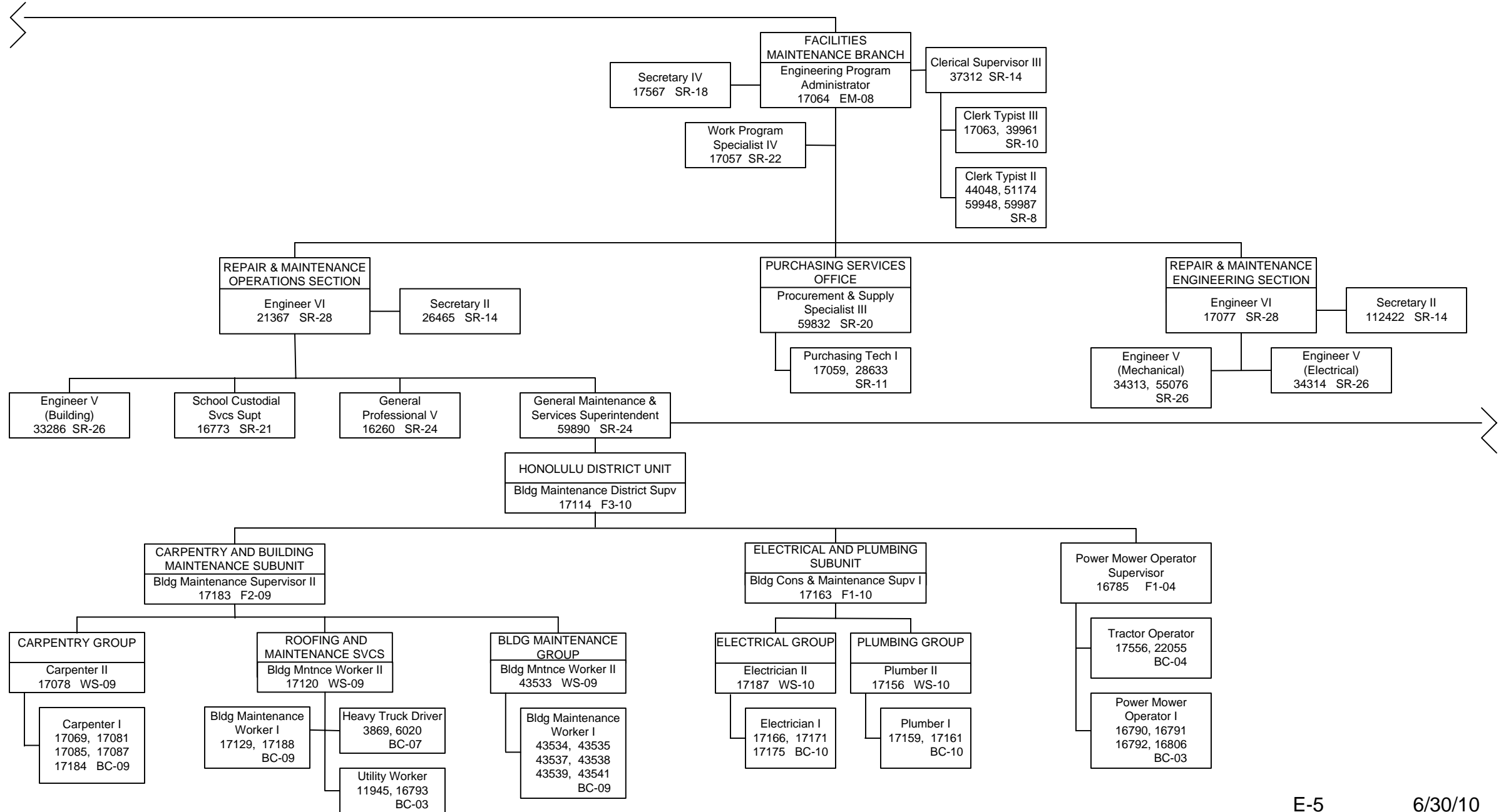


1/ All School Bus Driver positions are .50 FTE positions
2/ Permanent position, Special funds
3/ Temporary position, Federal funds

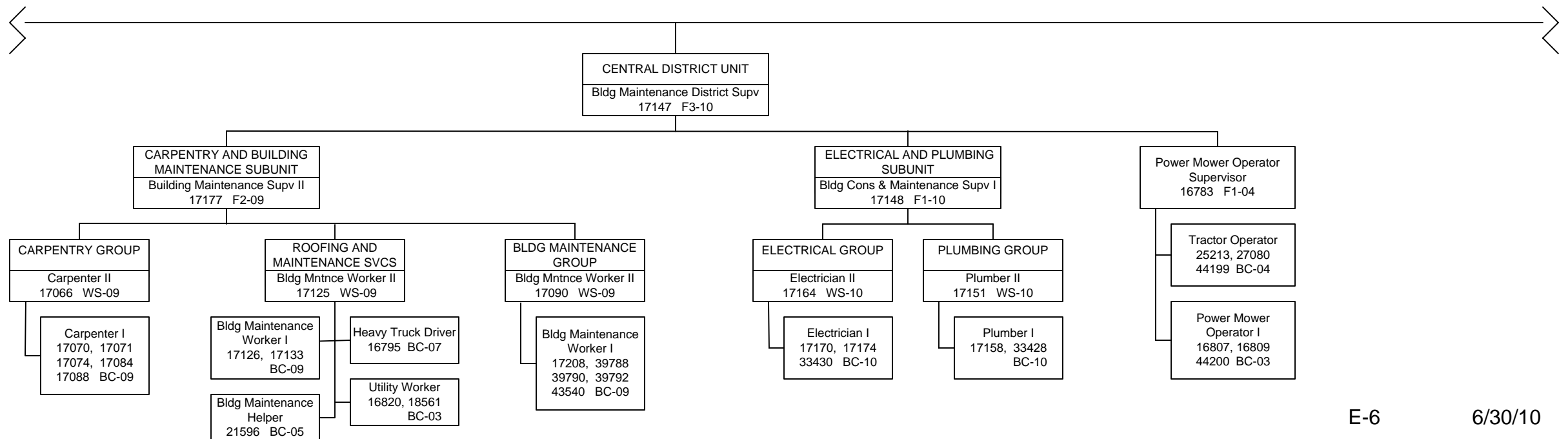
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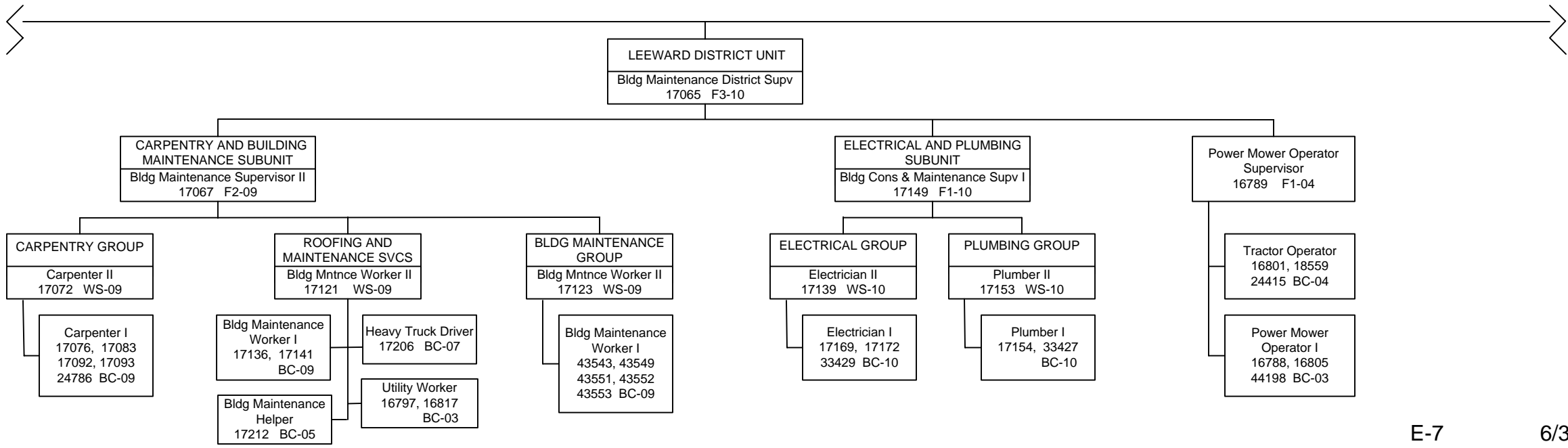
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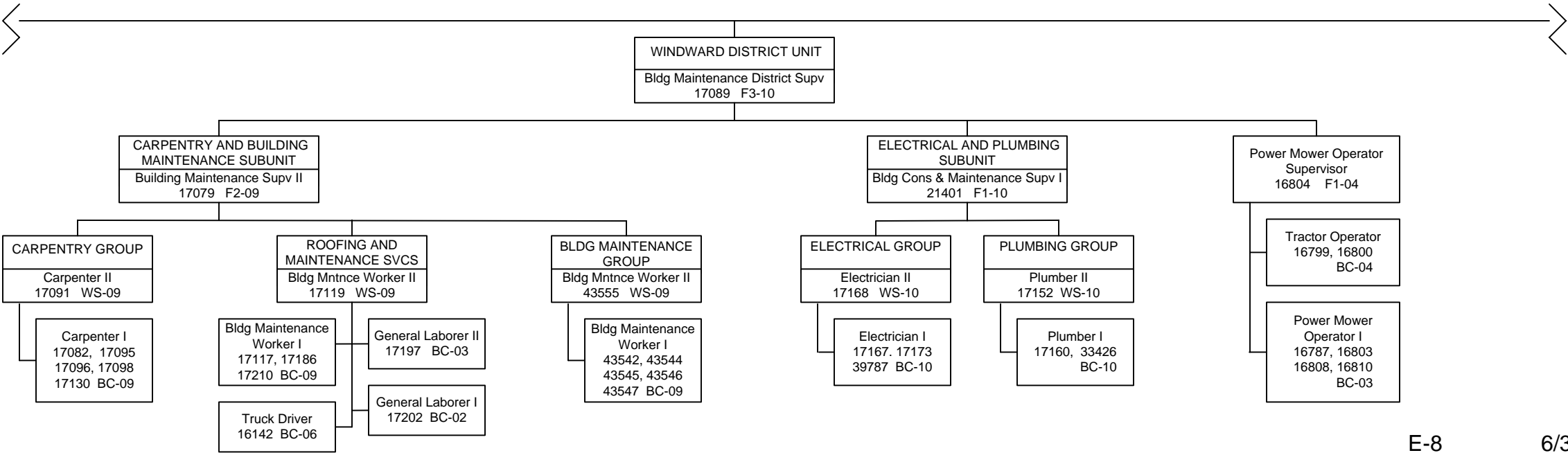
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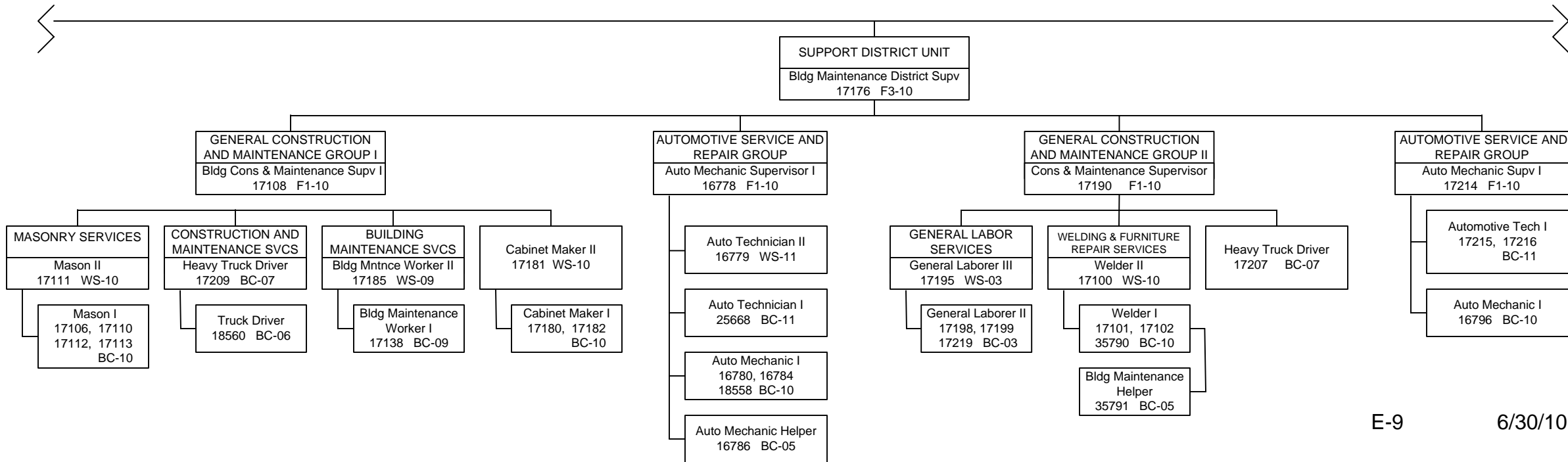
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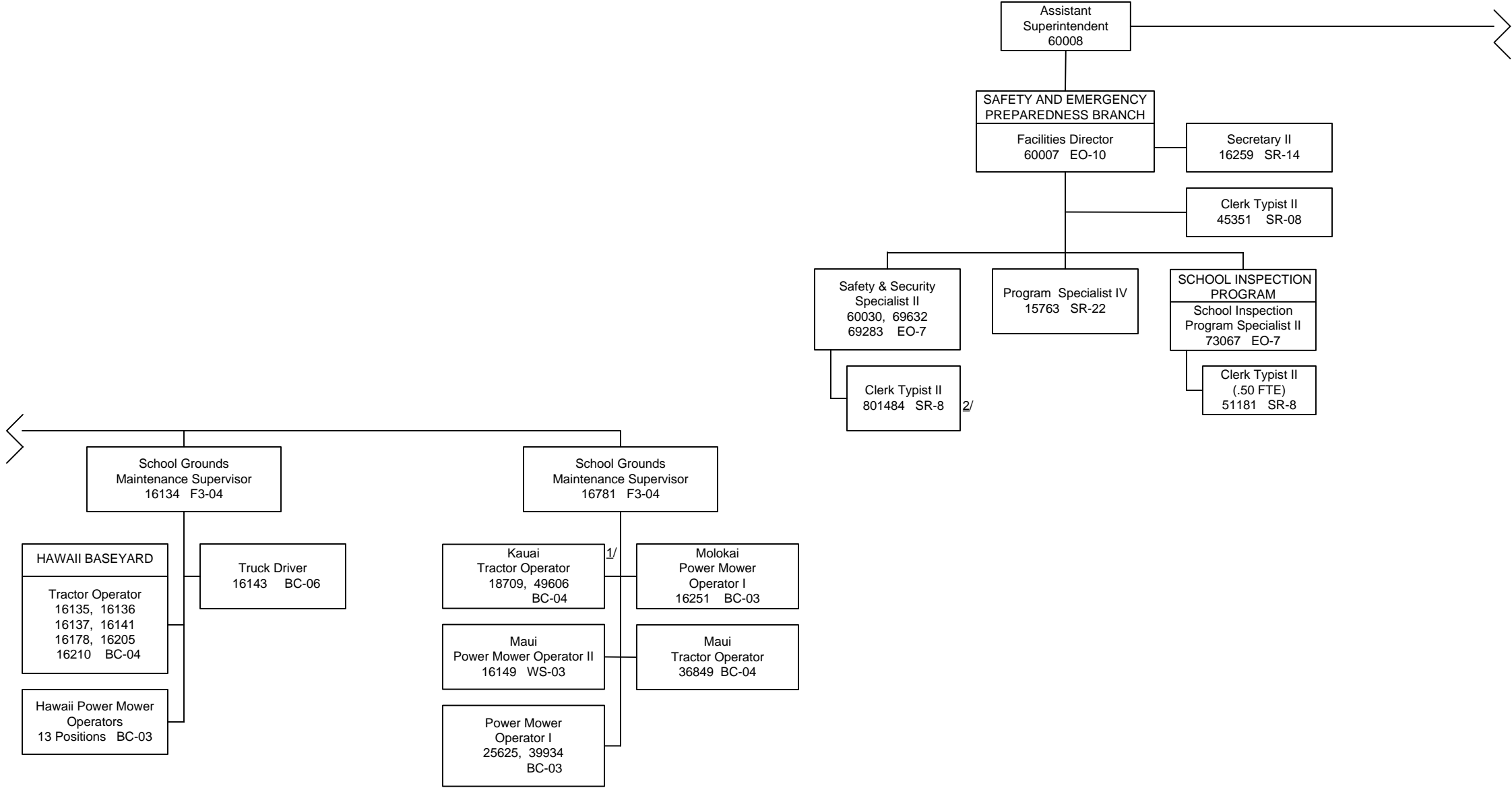
STATE OF HAWAII
DEPARTMENT OF EDUCATION
OFFICE OF SCHOOL FACILITIES AND SUPPORT SERVICES
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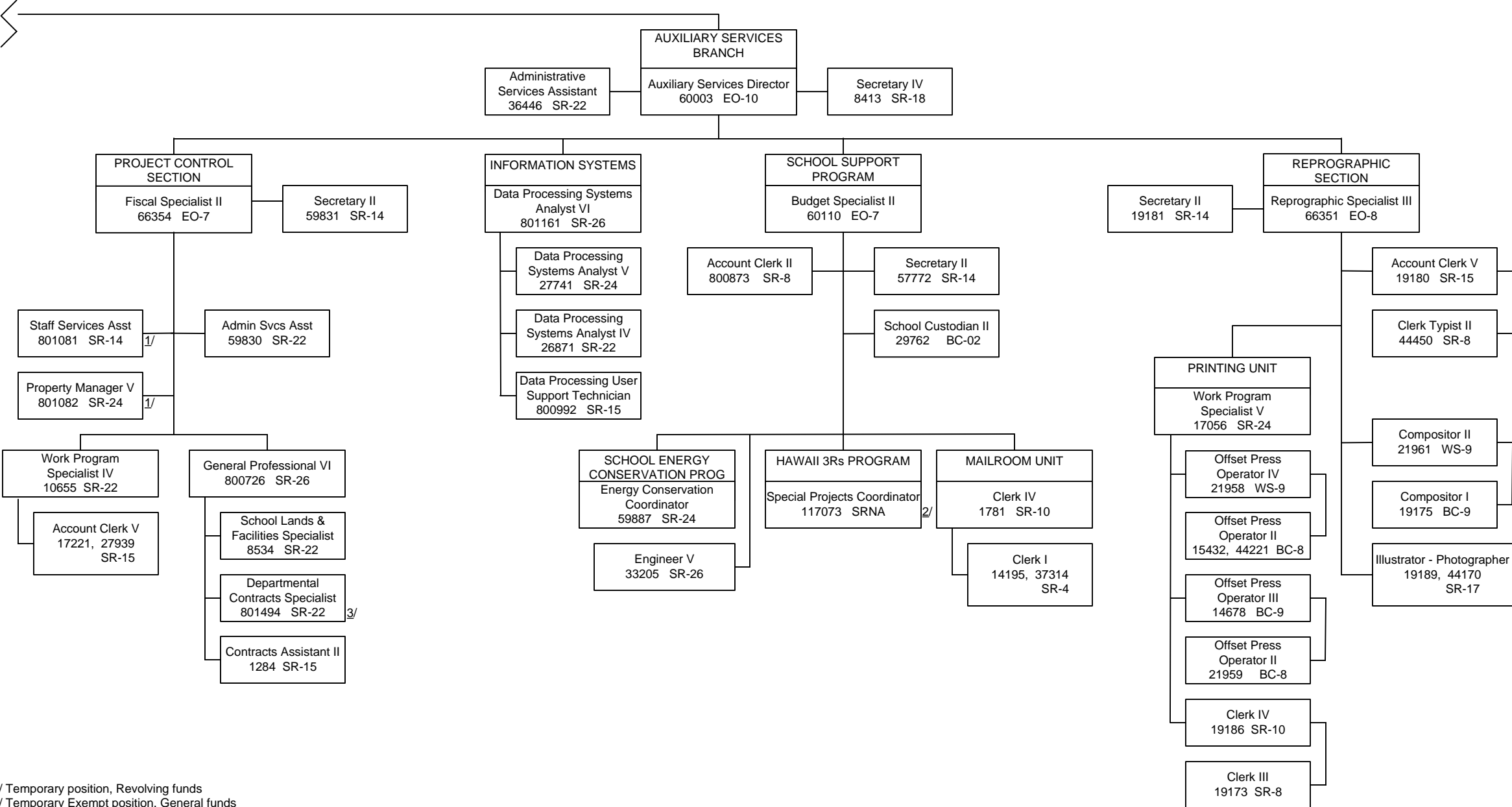


STATE OF HAWAII
DEPARTMENT OF EDUCATION
OFFICE OF SCHOOL FACILITIES AND SUPPORT SERVICES
POSITION ORGANIZATION CHART



1/ Positions receive administrative supervision by Business Management Officer I – 800812 (Kapaa/Kauai/Waimea Complex Area)
2/ Temporary position, Federal funds; position receives technical supervision from Safety & Security Spec II, position no. 60030

STATE OF HAWAII
DEPARTMENT OF EDUCATION
OFFICE OF SCHOOL FACILITIES AND SUPPORT SERVICES
POSITION ORGANIZATION CHART



1/ Temporary position, Revolving funds
2/ Temporary Exempt position, General funds
3/ Temporary position, Special funds

DEPARTMENT OF EDUCATION
OFFICE OF SCHOOL FACILITIES AND SUPPORT SERVICES
FUNCTIONAL STATEMENT

The Office of School Facilities and Support Services (OSFSS) exercises technical staff oversight of business, construction and maintenance of facilities, food services, and transportation support for the public school system. The OSFSS develops and administers administrative rules and regulations, publishes operational guidelines and provides related in-service training, monitoring and technical assistance to schools to ensure that the support is being provided in accordance with laws, policies, and accepted principles of management. The OSFSS' technical oversight of the schools' support services is exercised in collaboration with the Complex Area Superintendent of the respective school districts.

The business branches of the OSFSS directly provide schools and state and district administrative offices with the following centralized support services: managing the statewide programs for school food services and school bus transportation services; developing, managing, and maintaining a statewide school construction program; managing the central facilities inspection and repair/maintenance programs; providing schools with consulting services in landscaping, custodial and campus security attendant programs; developing and monitoring the Neighbor Island Service Level Agreements with the Department of Accounting and General Services (DAGS); coordinating teacher and custodial personnel housing; providing training on safety, security, civil defense, hazardous materials disposition, and traffic safety; maintaining a central mail distribution system; providing a central reprographic activity; and providing energy conservation staff services.

AUXILIARY SERVICES BRANCH

Provides staff services support to the Facilities Development and Facilities Maintenance branches, develops and monitors the Neighbor Island Service Level Agreements with the DAGS, monitors the school's responsibility in meeting facilities related Energy Conservation Requirements; and provides management analyses services, including methods and procedures studies, personnel staffing requirement reviews, organizational analyses, statistical analyses, development of appropriate reorganization proposals, and management advisory services. Coordinates the distribution of the DOE mail using an array of carriers and mailing and addressing options.

Project Control Section

- Provides various staff services to the Assistant Superintendent and to the OSFSS as a whole including general management assistance; operating budget preparation and execution; program control; financial management; obtaining project funding and providing current and final project costs; tracking of projects; and processing and preparing contracts.
- Performs Control Functions. Monitors the funds expended in providing planned services to assure funds are appropriately expended; identifies deviations from authorized and/or planned expenditures. Reviews payments to contractors for services provided in accordance with contracts. Develops financial reports at periodic intervals to report progress.
- Receives and evaluates operational data and develops program policies, procedures, standards and plans.
- Participates in the development of the capital improvements program (CIP) and repair and maintenance (R&M) budget request.
- Coordinates or participates in research and development activities in formulating long-range goals.
- Provides allotment services for CIP as well as operating funds and maintains records of funds appropriated and allotted and the allocations of same. Maintains system for monitoring funding and status of all active projects.
- Provides to date expenditures and encumbrances for project budget estimates and final costs of projects for inventory purposes.
- Provides contracting services oversight and coordination for Facilities Development Branch's consultant and construction contracts, including calling for bids, assessing

prospective bidders, awarding of contracts, preparing and processing of contracts, amendments, and purchase orders thereto, and updating standard contract documents in cooperation with legal counsel and line functions.

- Maintains system for monitoring the status of projects from the call to bids until the issuance of notice to proceed and fully executed contracts.

Information Systems

- Oversees the technical development, implementation, and system maintenance of the FACTRAK Information System, Maximo Work Order System, Facility Inventory System, and other OSFSS Information Systems initiatives.
- Administers the procurement, installation, and maintenance of data processing and office automation systems, hardware, and software for the Office of School Facilities and Support Services.
- Manages the operation of the Project Management System and Electronic Leave System (ELS).

School Support Program

- For the Neighbor Islands, coordinates the development of major R&M projects, including the determination of statewide budgets and priorities and monitoring the projects among schools pursuant to the Service Level Agreement.
- Prepares the budget request for water, sewer, and gas for the schools, prepares monthly projections on the status of the funds and processes all bill payments centrally. Annually calculates the monthly sewer rates for Oahu schools and submits the proposal to the City & County of Honolulu for negotiation and approval.
- Prepares the budget request for Department-wide courier service and negotiates contracts for courier service to all schools and offices for the Department of Education.
- Prepares the budget request for school service and maintenance contracts, prepares monthly projections on the status of the funds and processes all invoice payments centrally.
- Coordinates the school furniture and equipment program with Facilities Maintenance Branch, schools, and districts. Compiles and maintains the specifications for the school furniture pricelist.
- Compiles data and prepares budgetary documents and monitors plans and budgets of the EDN 400 R&M program for conformity.
- Coordinates and develops data and assists in drafting legislative proposals and testimonies on matters affecting the Office of School Facilities and Support Services CIP and R&M programs.

Mailroom Unit

- Provides pick up and delivery mail service to all schools and DOE offices on Oahu and to the District Offices on the outer islands.
- Centrally sorts and distributes all incoming and outgoing DOE mail, involving DOE employees, students, private businesses and State agencies.
- Distributes mail (ranging from employee payroll checks to student data and test materials) using an array of carriers, mailing options and mailing equipment.

School Energy Conservation Program

- Administers the DOE energy use and conservation program.
- Analyzes school utility consumption patterns and recommends practical energy savings methods.
- Coordinates development and implementation of energy conservation proposals for schools with the Department of Business, Economic Development, and Tourism (DBEDT), utility companies, other government organizations, outside organizations.

- Prepares budget requests for electricity for DOE and determines electricity allocations of appropriated funds to schools and DOE organizations.
- Provides consultation services on technical problems related to electrical utilities and buildings.
- Pays the centralized invoices for school electricity bills.
- Oversees the School installed air conditioning program.

Hawaii 3Rs

- Coordinates the Hawaii 3Rs program for the Department of Education.
- Assists in the coordination of the Joint Venture Education Forum (JVEF) repair and maintenance projects with schools and the military.
- Coordinates the statewide playground equipment program.

Reprographic Section

- Provides planning, budgeting, designing, preparation, printing, and distribution services to all schools and State and District Offices in the DOE. Printed items include reports, announcements, memoranda, operational forms, curriculum guides, manuals, brochures, attendance forms, posters, and other educational materials.
- Manages printing according to scheduled lists, unscheduled job submissions, and control quarterly expenditures.
- Sets quality standards for in-house and commercial printing.
- Awards commercial printing jobs under \$25,000.
- Reviews and processes purchase orders and invoices related to printing and other operational requirements.
- Provides on-the-job learning opportunities to McKinley High School students by partnering with graphic arts curriculum/classes (printing and graphics).
- Provides consultative services in the technical and creative aspects of preparing materials to be printed.
- Provides graphic services for printing, including artwork, photography, photo typesetting and computer-generated type and visuals.

Printing Unit

- Provides consultative services regarding printing production format, paper stock, methods of binding, production time and estimates total production costs of all printing jobs.
- Provides plate making, printing, and binding services.
- Provides black/white and color copying services.
- Prepares specifications for commercial printing, consults with vendors, and reviews quotes.
- Provides consultative services on funding, general printing requirements, and distributions.
- Arranges and coordinates distribution of printed materials to offices, schools, and other agencies.

FACILITIES DEVELOPMENT BRANCH

Plans, coordinates, organizes, directs and controls a variety of engineering and architectural services including land acquisition, planning, designing, project management, construction

inspection, design & construction quality control, contracting, construction management, and equipping facilities and improvements for the Department of Education.

- Plans and directs the expenditure of Capital Improvement and Repair and Maintenance Funds and other operating funds released to the Department for projects.

Standards and Quality Assurance Unit

- Follows up on warranty requirements. Coordinates with and assists the Attorney General in litigation involving Department projects.
- Develops/revises design and construction guidelines based on feedback from staff and in consultation with the various industry organizations. Disseminates information and arranges for staff training where necessary.
- Assists in the development, approval, and revision of the Educational Specifications.

Planning Section

Administers and directs the planning activities of the Department's schools and other facilities. Provides land acquisition coordination and planning services; formulates and implements the Department's CIP and R&M budget requests; reviews office space needs and conducts other studies as directed.

The branch is organized into the Building Inspection Planning Unit, Planning Unit I and Planning Unit II.

Building Inspection Planning Unit

- Provides technical support to identify, cost, plan and evaluate repair projects and make recommendation on the condition of department facilities.
- Provide staff assistance in project tracking activities to prioritize, schedule, budget and monitor construction and subsequent warranty period for major R&M projects.
- Scope work, formulate requirements, solicit bids and monitor construction activity for major R&M projects initiated by staff contract.
- Provide for the overall management of repair and maintenance services and implements a preventative maintenance program for department facilities.
- Administers databases and report generation for repair and maintenance projects.

Planning Unit I

- Maintains annual records on use of classrooms. Prepares and disseminates Classroom Utilization Report. Determines classroom requirements and estimates future classroom needs.
- Reviews, proposes amendments and interprets administrative rule, Chapter 8-39, Use of School Buildings, Facilities and Grounds.
- Conducts studies for the development of new schools.
- Coordinates the preparation of complex development plans with schools and districts.
- Assists in determining the feasibility of school service boundary changes, school grade reorganizations; alternative means to accommodate overcrowded schools, and the need for new schools.
- Prepares school capacity deficit summaries by districts for the six-year planning period.
- Prepares draft budgets, coordinates with school complexes and districts, and finalizes the state budget draft for approval.
- Prepares submittal for executive budget requests and for legislative submittal and testimonies, and lobbies for the budget.
- Prepares expenditure plans, initiates appropriated projects, and monitors expenditures and funding.

- Maintains and disseminates quarterly status of school CIP projects and computer files of all ongoing projects, and the CIP Annual Report. Maintains files of all completed projects, appropriate statistics related to costs, numbers and locations of projects.
- Provides training for school administrators and personnel, school organizations, and community members on planning and financing schools and offices, including the CIP budgeting and expenditure cycles or understanding of legislative appropriations.
- Provides assistance, workshops or briefings for school complexes, school community groups or faculties, public or legislative hearings on the relationship of housing developments to the need for new school facilities.

Planning Unit II

- Prepares cost estimates and schedules for land, plans, design, construction and equipment for proposed projects. This includes analysis and ranking of alternatives by cost effectiveness, risk, and other factors for meeting program space needs and schedules.
- Prepares site selection studies and assists in making presentations to interested groups. Coordinates the actual acquisition of the site, including securing subdivision or consolidation approvals, state land use boundary change and/or county general plan and zoning changes. Prepares tenant relocation plans, coordinates the relocation of all tenants from the site, and disburses the appropriate compensation.
- Prepares complex development reports when a number of buildings are to be built on a site and project development reports (as required) for the individual buildings.
- Processes project initiations, makes environmental assessments, provides scope of work, prepares engineering estimates of the project cost and schedule, and as applicable, preparing an analysis of alternatives for providing the program spaces required. Prepares and files environmental notices for each project as necessary.
- Coordinates the development of future school sites and existing school properties.
- Processes requests for review of environmental impact statements and environmental assessments for change of State zoning and county zoning and county zoning classifications, subdivision requests, and other county and State requests related to housing developments.
- Coordinates and organizes responses to developer requests related to future school sites, including fair share contributions, State Land Use Commission submittals, and county zoning applications.
- Researches, analyzes, prepares responses or possible solutions to requests for easements, revocable permits, long-term leases, executive orders, return of surplus lands, exchange or purchase of land for schools, encroachments or other problems related to school sites or department office locations.

Project Management Section

Provides in-house and consultant design services for new facilities and repairs or alterations of existing facilities. Generally, the Project Management Unit I performs in-house design of engineering projects and project management services; Project Management Unit II provides project management services; and Project Management Unit III conducts in-house architectural design of projects and project management services.

Project Management Unit I

- Schedules projects for implementation and establishes design criteria.
- Prepares design calculations, plans, specifications and other bidding documents; establishes scope, negotiates fee and coordinates work of special sub-consultants for in-house design projects.
- Establishes scope, negotiates fee and administers contracts for projects designed entirely by consultants.

- Requests approval to advertise for bids, prepares addenda, evaluates bid results and recommends award, include alternates, if applicable.
- On a selective basis, provides inspection and administration of contracts let for construction of facilities and acquisition of furniture and equipment for such improvements in specific instances.
- Reviews shop drawings and submittals for in-house design projects.
- Investigates, analyzes and recommends corrective measures for buildings which show signs of distress and for ground improvement problems.
- Establishes scope, negotiates fees and administers contracts for projects designed entirely by consultants.
- Provides immediate engineering technical service in responding to investigations and safety evaluations of facilities damaged by fire or natural disaster.
- Provides professional engineering design services and technical supervision over the engineering drafting technicians.
- Assists in final inspection, interprets plans and specifications during construction, reviews and approves changes/additions during construction.

Project Management Unit II

- Negotiates fee and coordinates work of the prime consultant and reviews and approves fee for special sub-consultants for subsurface investigation; surveying and hazardous material testing and air monitoring.
- Reviews plans and estimates prepared by consultants and requires modifications in the design, as required, to meet budgetary constraints.
- Prepares project budget estimates based on design estimates of quantities and cost.
- Requests approval to advertise for bids, evaluates bid results and recommends award of alternates, if applicable.
- Coordinates the incorporation of Federal requirements in the bidding documents and prepares necessary material for submittal to Federal agencies as required.
- Assists in final inspection, interprets plans and specifications during construction, reviews and approves changes and additions that become advisable during construction.
- On occasion administers consultant contracts where consultant is responsible for contract administration and inspection of a construction contract.

Project Management Unit III

- Schedules projects for implementation and establishes design criteria.
- Prepares design calculations, plans, specifications and other bidding documents; establishes scope, negotiates fee and coordinates work of special consultants.
- Requests approval to advertise for bids; prepares addenda to clarify or correct mistakes in bid documents; evaluates bid results and recommends award of alternates, if applicable.
- Checks manufacturers' and contractors' shop drawings; advises and clarifies design concept and details; prepares post contract drawings and specifications; and assists in final inspection for in-house projects.
- On a selective basis, provides inspection and administration of contracts let for construction of facilities and acquisition of furniture and equipment for such improvements in specific instances.
- Establishes scope, negotiates fee and administers contracts for projects designed entirely by consultants.

- Provides immediate architectural technical service in responding to investigations and safety evaluations of facilities damaged by fire or natural disaster.
- Investigates, analyzes and recommends corrective measures for buildings which show signs of distress.
- Provides professional architectural design services and technical supervision over the architectural drafting technicians.

Construction Management Section

Provides construction inspection; administers construction management services and contracts for construction of facilities and acquisition of furniture and equipment for such improvements; and provides services to scope work, formulate requirements, solicit bids and monitor construction activity for major R&M projects initiated by purchase order.

- Holds pre-construction conferences with contractors and subcontractors. Coordinates work and settles disputes between different contractors working on separate projects on the same job site.
- Inspects for workmanship and adherence and compliance with contract plans and specifications, shop drawings, change orders, and General Conditions.
- Determines and recommends changes, either additions or deletions, which become advisable during construction. Prepares cost estimates, Change Orders, and Statement of Funds to incorporate changes. Makes field changes during construction to accommodate field conditions.
- Verifies computation of partial and final payments to contractors and Statement of Contract Time. Checks payroll affidavits for compliance with State Wage and Hour Law.
- Prepares weekly construction reports and other special reports as required.
- Obtains materials for laboratory testing and prepares sample cards for the project record. Arranges for testing, reviews all material and equipment test results and takes appropriate action.
- Performs final inspection of projects, recommends acceptance and prepares Contract Completion Report.
- Maintains a complete and accurate daily construction log.
- Administers consultant contracts where consultant is responsible for contract administration and inspection of a construction contract (construction management services).
- Scopes work, formulates requirements, solicits bids and monitors construction activity for major R&M projects initiated by staff contract.
- Administers consultant contracts where consultant is responsible for contract administration and inspection of a construction contract (construction management services).

FACILITIES MAINTENANCE BRANCH

Plans, coordinates, organizes, directs and controls a variety of services, which include maintaining and repairing public school buildings and facilities; providing technical support to school HVAC systems and electrical systems; and providing the overall planning and managing of repair and maintenance support to school facilities.

Develops and administers policies, rules, regulations, and department budgets for the school custodial, school landscaping and grounds maintenance programs.

Repair and Maintenance Engineering Section

Provides engineering and technical support to maintain school facilities.

Develops technical specifications, estimates and administers maintenance service contracts for repair and maintenance functions, including but not limited to air conditioning, elevator maintenance contracts, refuse pickup, program bells, grease trap and fire extinguishers.

- Provides technical expertise to program operations on the design, construction, operation, maintenance, repair, and inspection of electrical and mechanical equipment and systems.
- Provides evaluations on replacement or modifications of various existing electrical and mechanical systems.
- Scopes work, formulates requirements, solicits bids, and monitors construction activity for 3-quote informal bid repair and maintenance contracts.
- Provides technical reviews of project plans and specifications for CIP and R&M projects.
- Maintains and inputs into program databases and utilizes information derived from these databases to generate reports for repair and maintenance activity.

Repair and Maintenance Operations Section

Supports planning and implements an on-going and comprehensive program of repair and preventative maintenance of assigned facilities.

- Generates staff negotiated repair contracts; plans and implements energy conservation measures.
- Provides overall trade and engineering support services in identifying, budgeting, evaluating and implementing repair and maintenance activities.
- Provides technical expertise to program operations on the design, budgeting, construction, operation, maintenance, repair, and inspection of mechanical and electrical equipment/systems at assigned school facilities.
- Provides evaluations on replacement or modifications of various existing electrical and mechanical systems.
- Provides school landscaping and grounds maintenance programs.
- Develops and administers policies, rules, regulations, and department budgets for the school custodial program.

Windward Oahu, Honolulu, Central Oahu and Leeward Oahu Units

- Provides for the overall management of repair and maintenance of school buildings and facilities; coordinates these functions with school personnel; develops a program of preventative maintenance for school buildings and facilities; and administers a variety of repair and maintenance contracts for school buildings.
- Operates a centralized lawn mowing service for all Oahu public schools.

Carpentry and Building Maintenance Subunit--Carpentry Group/Building Maintenance Group/Roofing & Maintenance Services

- Provides carpentry, painting, and building maintenance services in the repair, maintenance, and emergency repairs of assigned school buildings.
- Develops a program for regular and preventative maintenance of school buildings and other facilities.
- Administers contracts for a variety of repair and maintenance functions.
- Constructs "finished" wood products such as doors, cabinets, and shelving.
- Performs minor roofing repairs, inspection, and maintenance work by clearing gutters and downspouts.
- Provides utility/auxiliary services: Moving, disposal, etc.

Electrical and Plumbing Subunit--Electrical Group/Plumbing Group

- Provides electrical and plumbing services in the repair, maintenance, and emergency repairs of assigned school buildings.

- Develops a program for regular and preventative maintenance for school buildings and other facilities.
- Administers contracts for a variety of repair and maintenance functions.

Support District Unit

Provides for those repair and maintenance services that are not regularly utilized or which are so specialized that their operations would be more efficient if they were centralized and assigned out to the other districts as needed.

General Construction and Maintenance Group I

- Provides general construction services to maintain school facilities in good condition.

Masonry Services

- Provides masonry support for school facilities.

Construction and Maintenance Services

- Provides transport support by delivering materials and supplies as well as transporting new and used school furniture and equipment.

Automotive Service and Repair Groups I and II

- Provides for the control and disposition of all equipment and vehicles in the branch; provides for the repair and maintenance of these equipment and vehicles; and provides for equipment operators.

General Construction and Maintenance Group II

- Provides general construction and transport services to maintain school facilities in good condition.

Welding and Furniture Repair Services

- Provides support in metal repair work and fabrication to school facilities and structures, and maintains, repairs, and refurbishes a variety of furniture to meet school needs and to preserve the school furniture and equipment inventory.

General Labor Services

- Provides physical labor to support activities such as erecting fencing, delivery/pickup of school furniture, and installing sign posts.

School Custodial Services Program

- Provides training, workshops, and consultative services on school maintenance, custodial scheduling, and custodial practices.
- Develops supply and equipment standards, evaluates new products and recommends purchases for custodial or ground maintenance products for schools.
- Provides emergency response support as needed.

School Landscaping Services Program

- Operates a centralized lawn mowing service for all Kauai, Maui and Hawaii islands.
- Provides landscaping plan assistance, drainage assessment and mitigation planning, school grounds maintenance technical assistance and training and school beautification consultations for all schools.

Purchasing Services Office

- Provides for the centralized purchasing and storing of equipment and supplies for the branch.

- Provides for the storing, warehousing, and inventorying of materials, supplies and equipment.
- Provides for centralized school furniture purchasing, storing, and distributing.
- Provides administrative and technical support for state-sponsored events and activities.

SCHOOL FOOD SERVICES BRANCH

The School Food Services Branch develops and administers statewide program plans, budgets, policies, standards and specifications for food services operations of the public school system.

Fiscal Management

- Prepares budgets, expenditure plans, and financial projects for the School Food Services Program.
- Provides technical assistance to the Assistant Superintendent in developing and administering fiscal policies and internal control procedures governing program expenditures, cafeteria cash collections and meal tickets, delivery/receipt/inventory of cafeteria supplies and equipment, and other fiscal transactions of the program.
- Reviews and analyzes financial data of departmental ledgers and prepares financial reports to management for decision-making and evaluation.
- Participates in the United States Department of Agriculture (USDA) disaster relief program for the DOE.
- Coordinates the administration of the USDA Verification of Free and Reduced Price Applications; On-Site Reviews and Coordinated Review Efforts.
- Meets with independent auditors to discuss findings and recommendations of School Food Services Program audits.

Technical Support

- Reviews, analyzes, and develops intermediate and long-range program plans for improvement of the School Food Services Program.
- Develops and administers the DOE School Food Services Program policies, rules, regulations, standards, and specifications governing the operations of public school cafeterias.
- Promotes participation in various child nutrition programs throughout the State by disseminating information and publications, and in-servicing Complex Area Superintendent's staff, school staff and school food service managers.
- Researches, tests, and evaluates new products (food, supplies, equipment, and services) and prepares bid specifications, and promotes the introduction of new products in the statewide public school system.
- Coordinates the planning of new cafeteria kitchens, and the renovation and replacement of existing cafeteria equipment.
- Maintains liaison with other DOE state offices and State agencies on matters of mutual concern.
- Consolidates reports from schools for reimbursement claims, staffing, and purchasing information.
- Inspects food service operations of the DOE public schools for compliance with applicable federal, state, and county laws and administrative regulations and DOE program policies, standards, and specifications.
- Provides technical assistance and consultation to school principals, food service managers, and workers on improving their operations, including, but not limited to, efficient and effective utilization of facilities, equipment, supplies, and personnel; improved food preparation, handling and storage procedures and practices; reliable recordkeeping;

accounting and reporting; dissemination of program information; and maintaining liaison with appropriate local field offices of other state agencies and the county governments.

Commodity Distribution

- Reviews the DOE menu requirements and requests commodity foods from the Office of Hawaii Child Nutrition Program (OHCNP).
- Consults with the OHCNP on food safety notification, and other USDA Commodity Distribution concerns.
- Allocates and distributes federal commodities to public schools in the most cost-efficient manner.
- Reviews use of commodities by recipient schools.
- Maintains records and prepares reports on commodity inventory and receipts.
- Administers the Department of Defense fresh fruits and vegetable commodity purchasing program for the DOE schools.

SCHOOL SAFETY AND EMERGENCY PREPAREDNESS BRANCH

Develops and administers policies, rules, regulations, and department budgets for the safety and security and school inspection programs.

- Administers the safety and security program for the public school system; plans and administers a statewide program to improve school safety, security, as well as emergency preparedness.
- Under the direction of the Deputy Superintendent, administers the department's involvement with the State Civil Defense Program. Communicates with State Civil Defense and County Civil Defense in times of emergencies or natural disasters. Coordinates the designation of school facilities as evacuation shelters with State Civil Defense.
- Coordinates the traffic safety program for the public school system; maintains liaison with the county police departments and other agencies regarding traffic safety, including the Junior Police Officers (JPO) program. Serves on the Oahu Traffic Safety Committee to resolve school-related safety concerns.
- Administers the Federal Asbestos Hazard Emergency Response Act (AHERA) for the control, abatement, management, inspection and training.
- Administers and coordinates night security program for selected schools.
- Administers and coordinates the surveillance camera program. Provides guidance in the use of surveillance cameras. Maintains school justification for surveillance camera checklists.
- Coordinates other activities aimed at preventing, managing, and reducing offenses against persons, property, and the living-learning environment of schools; and accidents, injuries and losses to students, staff, or other users of school facilities.
- Coordinates and represents the department in developing helicopter landing guidelines and approving appropriate sites.
- Chairs the department's Statewide Safety Committee meetings. Prepares the monthly agenda, disseminates meeting minutes. Administers and coordinates the implementation of school safety committees.
- Administers the department's hazardous materials management program, including training, recordkeeping, and mitigation or disposal; coordinates and administers Hawaii Occupational Safety and Health (HIOSH) hazard communication standards and program; and maintains liaison with the Department of Labor and other appropriate agencies regarding HIOSH regulations.
- Coordinates responses to Hawaii Occupational Safety and Health (HIOSH) issues and concerns.

- Coordinates responses to issues and concerns regarding radon, safe drinking water, lead in paint, indoor air quality and electrical and magnetic fields issues and concerns.
- Coordinates the School Safety manager program with the contractor and school administrators; attends to operational matters of the program.
- Administers the school emergency preparedness program. Provides training and technical assistance to schools in the development of school emergency responses, including lock downs, shelter in place, and emergency evacuations. Provides bomb threat response training and technical assistance to schools; compiles and analyzes bomb threat information.
- Administers and implements the Department's picture identification badge program; provides ID production services for all school level administrators, schools on military bases, and all district and state employees; maintains employee ID database of all IDs issued.
- Manages and coordinates the school fire inspection program. Acts as liaison to State Fire Council and County Fire Departments. Represents the Department in all fire inspection related matters including fire code violations and fire safety concerns.
- Coordinates the School Inspection Program with schools; works with the Facilities Development Branch, Facilities Maintenance Branch, and the Neighbor Island Department of Accounting and General Services to address concerns raised by the school inspections.

STUDENT TRANSPORTATION SERVICES BRANCH

The Student Transportation Services Branch is responsible for the statewide program planning, budgeting, implementing, enforcing and evaluating of student transportation services for eligible public school students in accordance with Section 302-406, Hawaii Revised Statutes. The program provides safe, timely, and efficient student transportation services to eligible students to attend and participate in schools, designated programs, and other services statewide.

- Develops and administers contracts that procure the required services from privately-operated school bus contractors to transport eligible public school students to and from public school and as required by a student's Individualized Education Program (IEP) or Modification Plan (MP).
 - Researches, analyzes, and prepares bid documents that address department, school, and student needs for both regular and special education students.
 - Modifies contract requirements as necessary to address concerns and to conform to amendments to law, rule and/or procedure.
 - Computes contract annual rate increase/decrease to account for wage, fuel, and consumer Price Index adjustments.
 - Computes the daily cost of school buses covered by contracts to utilize the program's resources efficiently and effectively.
- Develops, prepares, and issues guidelines and procedures related to student transportation requirements to ensure the proper processing of necessary paperwork to ensure services are provided on a timely basis.
- Identifies training needs of its constituency and develops and prepares appropriate training modules.
- Provides information on federal, state, and contract requirements to schools, parents, media, and other interested parties.
 - Provides clarification/interpretation of various laws, rules, policies, procedures, and guidelines to contractors, schools, parents, and others as requested.
 - Provides training/clarification on related student transportation rules, guidelines, procedures and responsibilities to school administrators and personnel.
 - Provides training of student transportation program requirements and responsibilities to school bus contractors.

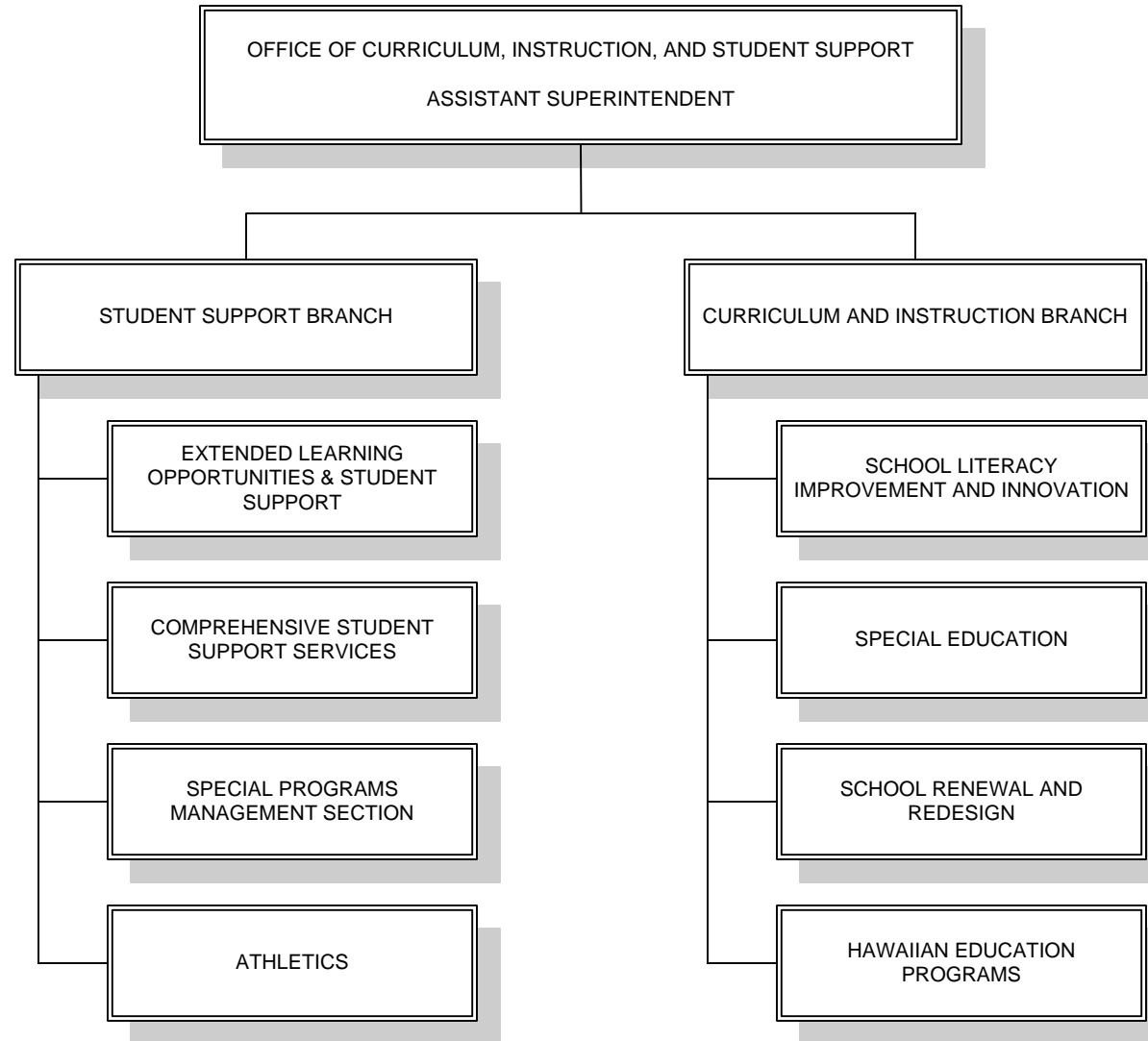
- Serves as the Department's primary point of contact/liaison for student transportation concerns.
 - Monitors contractor performance on contracted routes on a regular basis and as necessary.
 - Enforces contract specifications and levies fines and penalties as appropriate.
 - Receives, investigates, and resolves transportation-related complaints and concerns between parents, students, schools, school bus contractors, and the general public.
 - Reviews, approves, audits, and processes parent mileage transportation reimbursement claims for regular education students who reside beyond the qualifying distance from established bus stops along public roads as determined by Chapter 27, Hawaii Administrative Rules.
 - Reviews, approves, audits, and processes parent mileage transportation reimbursements for special education students as required by an Individualized Education Program (IEP) or Modification Plan (MP).
 - Reviews, approves, audits, and processes parent mileage transportation reimbursements for eligible transporters as required by the federal No Child Left Behind Act.
- Reviews, processes, and maintains applicable DOE employment forms for school bus contractors' personnel.
- Conducts annual criminal history check for school bus drivers and aides.
- Prepares and provides written and oral testimonies/reports to legislative bills and resolutions.
- Prepares and provides written and oral testimonies/reports to the Board of Education and its committees, as necessary.
- Prepares and provides written responses to inquiries addressed to the Superintendent and/or other state officials.
- Reviews, approves, audits, procures, and distributes monthly Oahu Transit Services bus passes for eligible Honolulu District students who do not have access to contracted bus services.
- Assists in the determination of student eligibility for services being requested.
- Coordinates special education student transportation requests received from school administrators.
 - Coordinates, processes, schedules, and tracks transportation requests submitted by schools.
 - Computes daily compensation cost to contractor for providing mid/post-day or unusual transportation requests.
 - Attends special education meetings when unusual special transportation requests are received.
 - Provides clarification of student transportation requirements and guidelines.
- Represents the Department at school bus contractors' and other meetings as necessary.
- Develops, prints, distributes, and maintains student transportation forms to meet federal, state, municipal, and Departmental transportation requirements.
- Prepares budget requests and other related budget documents and properly performs all budget functions.
- Provides oversight relating to the collection of student bus fares and seeks accountability for the collections.
- Ensures the proper and prompt payment of program claims.

- Audits deposits into special funds and disburses available funds as required to meet contractual obligations.
- Collects and maintains statistics related to contracted student transportation services for evaluation purposes.
- Operates school buses to address student transportation for the Kona area.

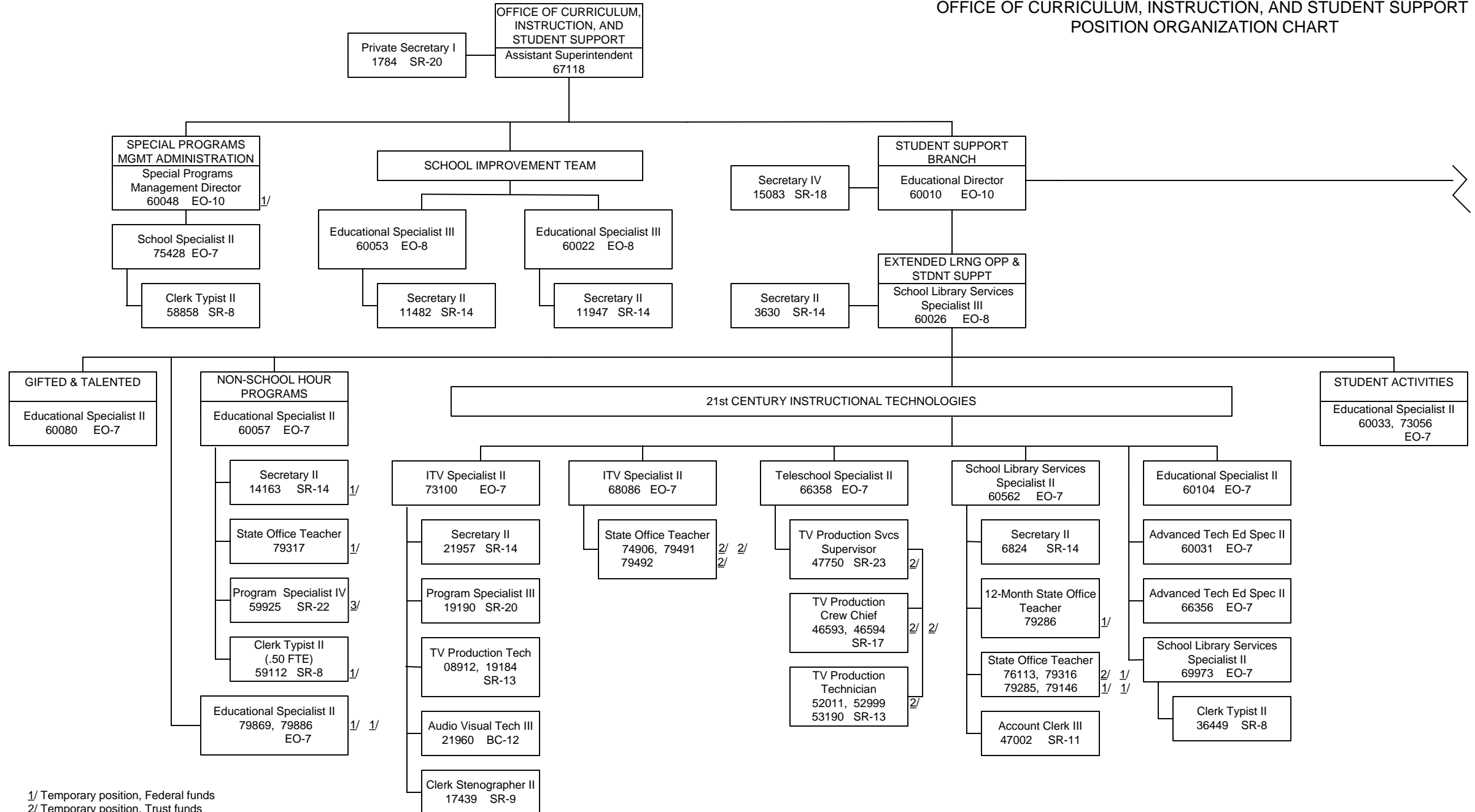
OFFICE OF CURRICULUM, INSTRUCTION, AND STUDENT SUPPORT

- Organization Chart
- Position Organization Chart
- Functional Statement

STATE OF HAWAII
DEPARTMENT OF EDUCATION
OFFICE OF CURRICULUM, INSTRUCTION, AND STUDENT SUPPORT
ORGANIZATION CHART

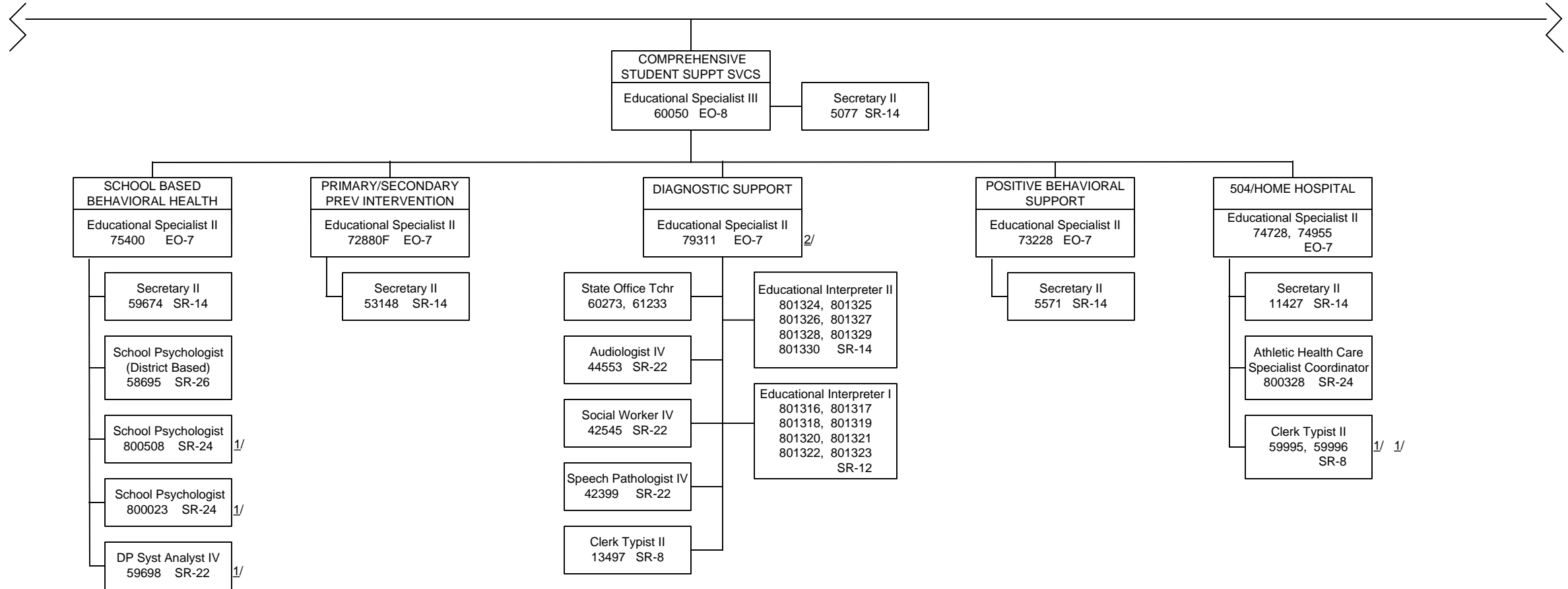


STATE OF HAWAII
DEPARTMENT OF EDUCATION
OFFICE OF CURRICULUM, INSTRUCTION, AND STUDENT SUPPORT
POSITION ORGANIZATION CHART



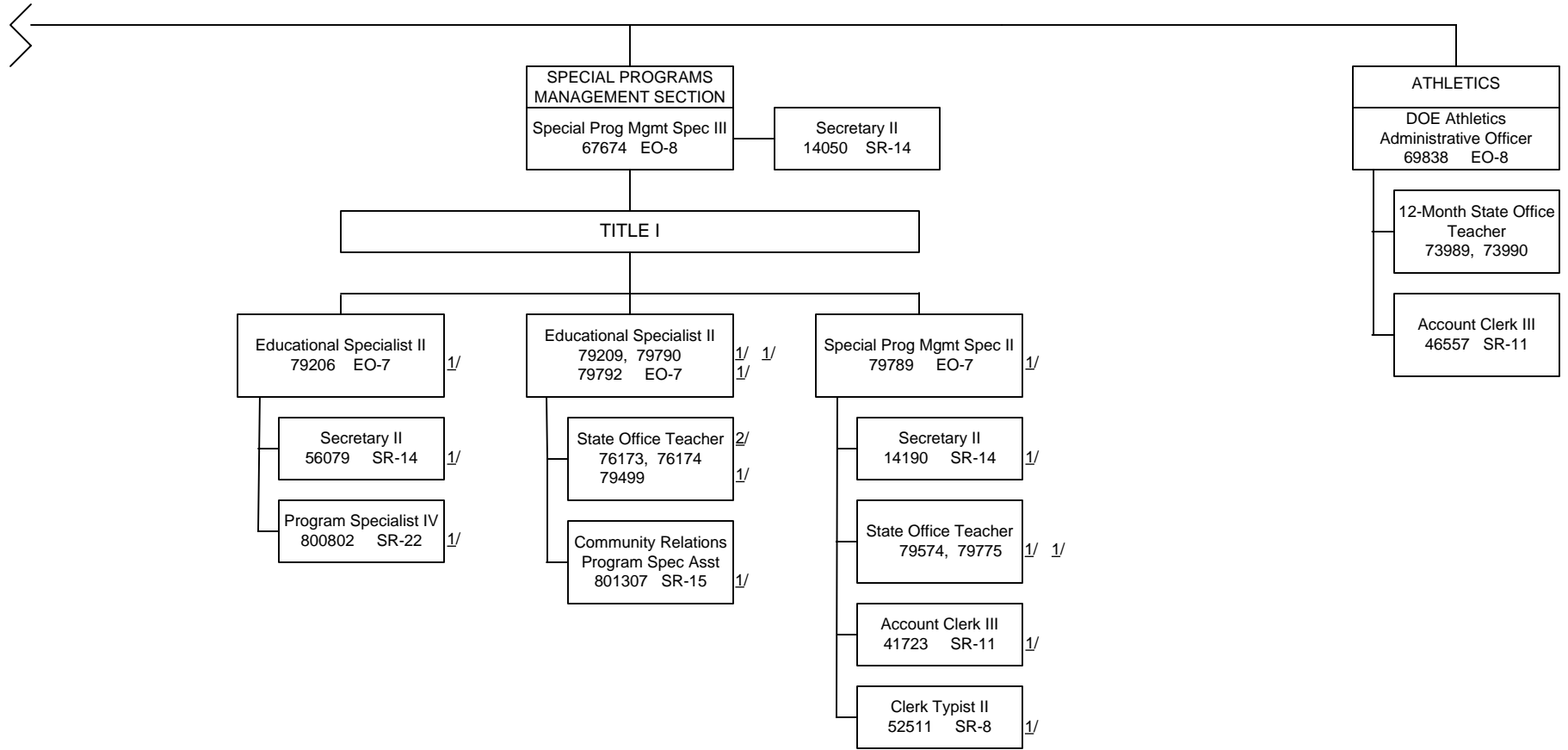
1/ Temporary position, Federal funds
2/ Temporary position, Trust funds
3/ Temporary position, Revolving funds

STATE OF HAWAII
DEPARTMENT OF EDUCATION
OFFICE OF CURRICULUM, INSTRUCTION, AND STUDENT SUPPORT
POSITION ORGANIZATION CHART



1/ Temporary position, General funds
2/ Temporary position, Federal funds

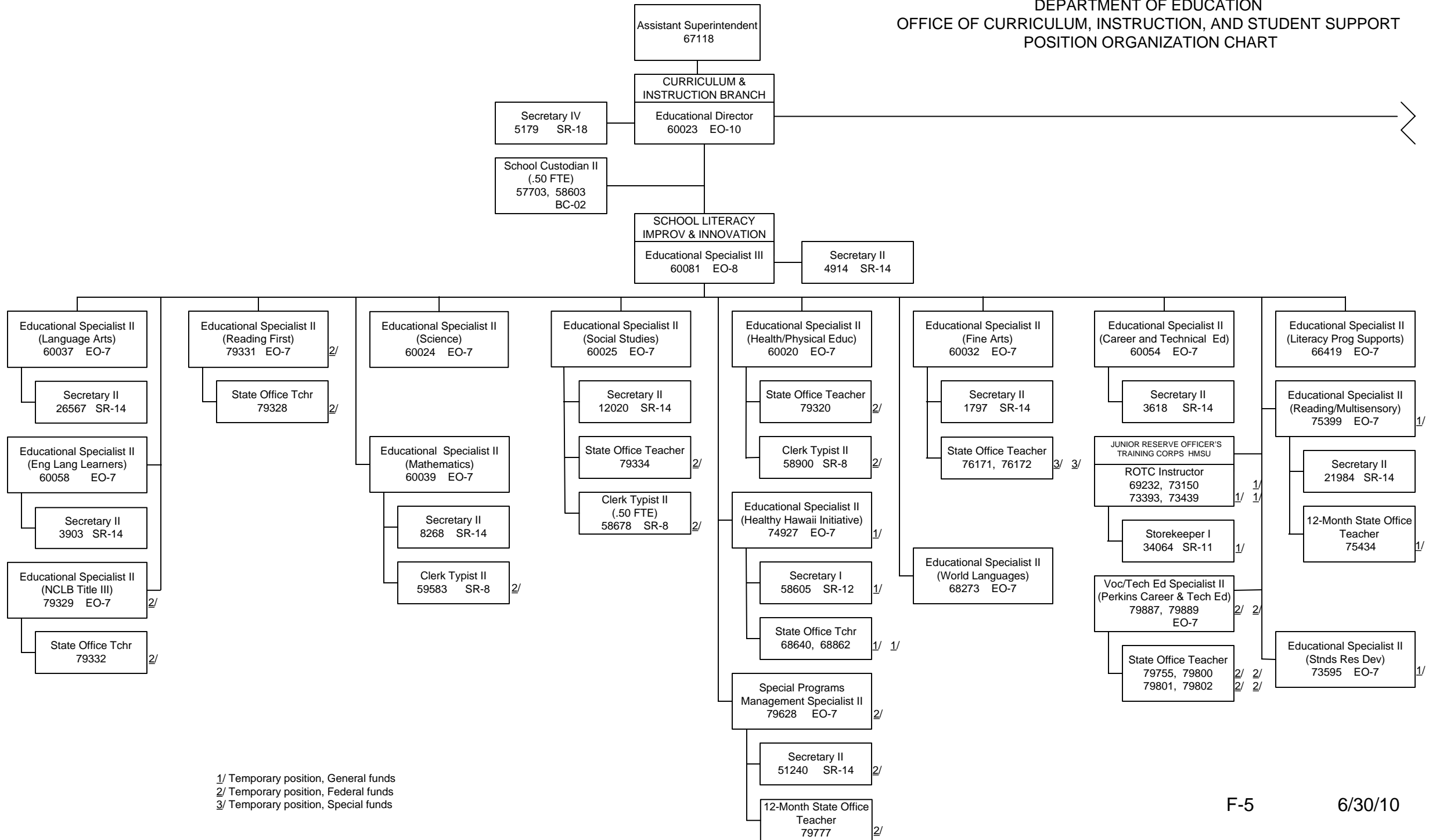
STATE OF HAWAII
 DEPARTMENT OF EDUCATION
 OFFICE OF CURRICULUM, INSTRUCTION, AND STUDENT SUPPORT
 POSITION ORGANIZATION CHART



1/ Temporary position, Federal funds

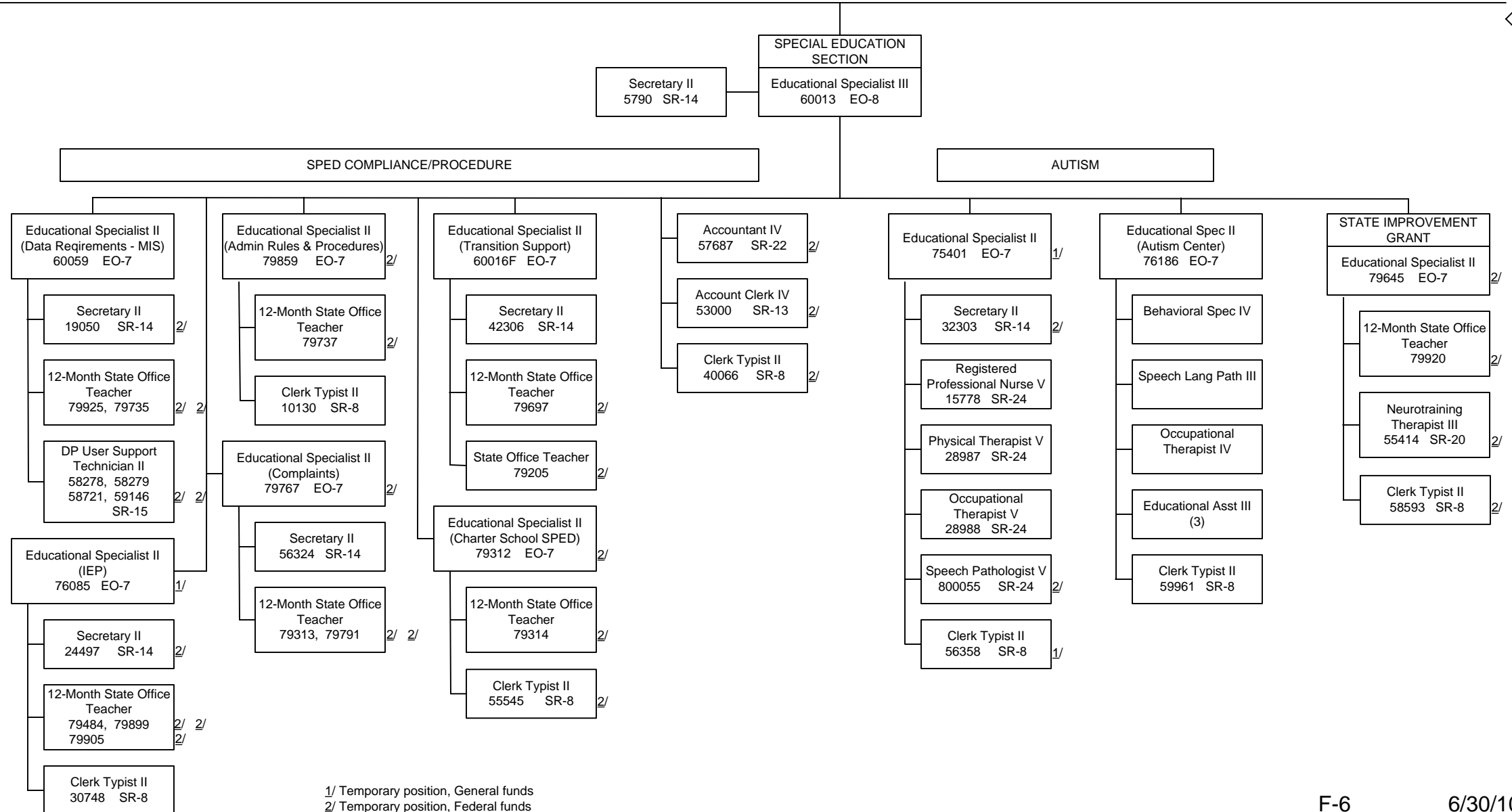
2/ State Office Teacher position nos. 76143, 76174 & 79499 receive technical supervision from Educational Specialist II, position no. 79209

STATE OF HAWAII
DEPARTMENT OF EDUCATION
OFFICE OF CURRICULUM, INSTRUCTION, AND STUDENT SUPPORT
POSITION ORGANIZATION CHART

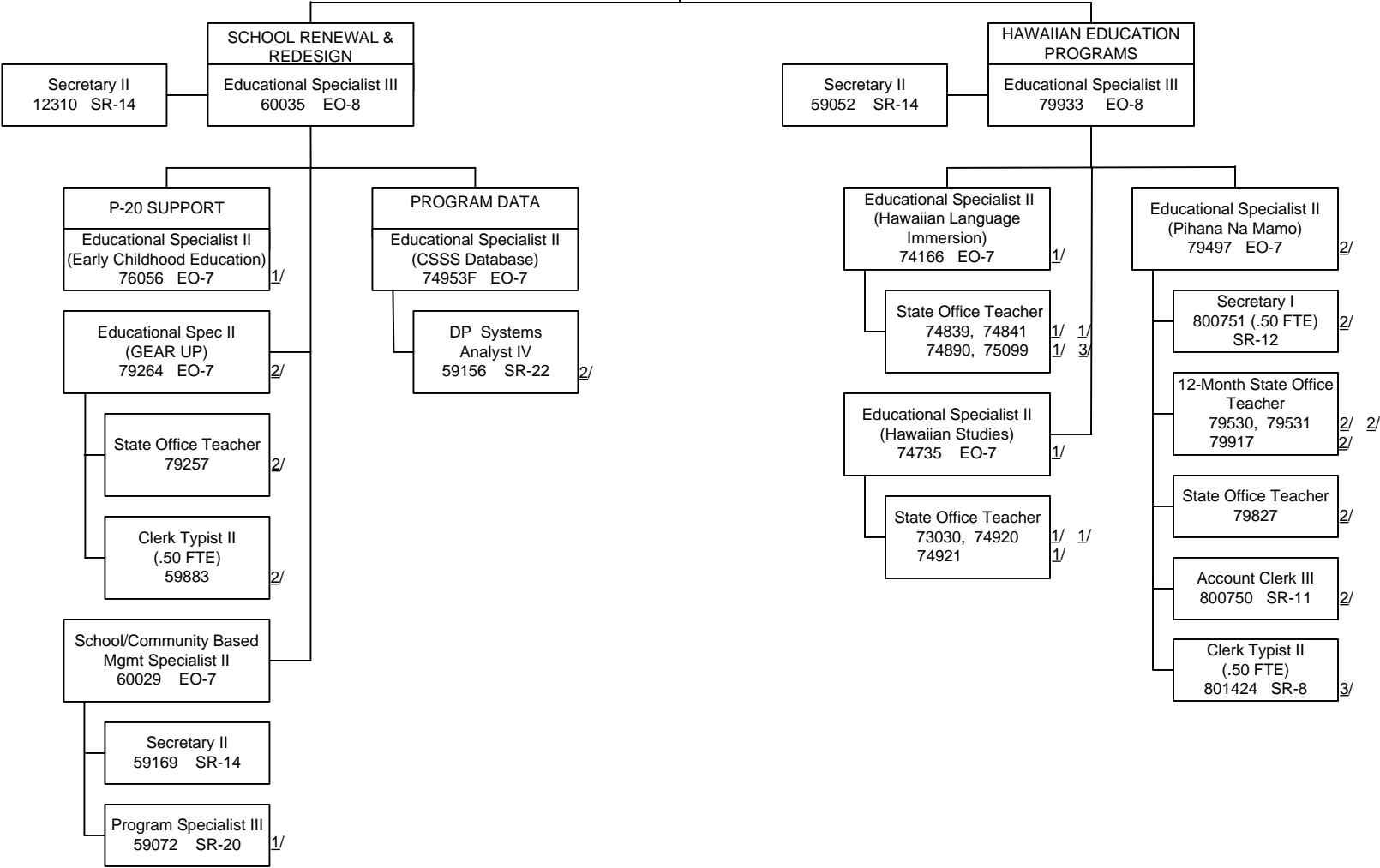


1/ Temporary position, General funds
2/ Temporary position, Federal funds
3/ Temporary position, Special funds

STATE OF HAWAII
DEPARTMENT OF EDUCATION
OFFICE OF CURRICULUM, INSTRUCTION, AND STUDENT SUPPORT
POSITION ORGANIZATION CHART



STATE OF HAWAII
DEPARTMENT OF EDUCATION
OFFICE OF CURRICULUM, INSTRUCTION, AND STUDENT SUPPORT
POSITION ORGANIZATION CHART



1/ Temporary position, General funds
2/ Temporary position, Federal funds
3/ Temporary position, Trust funds

DEPARTMENT OF EDUCATION

OFFICE OF CURRICULUM, INSTRUCTION AND STUDENT SUPPORT

FUNCTIONAL STATEMENT

Office of Curriculum, Instruction and Student Support (OCISS)

This office is a flexible organization which supports system-wide accountability, systems requirements, standards-based curriculum, instruction, and student support. This includes primary responsibility for coordination and implementation of the Department's initiatives to meet the requirements for state and federal mandates. The office is under the direction of the Assistant Superintendent; the responsibilities of the office are performed by the Student Support Branch and Curriculum and Instruction Branch.

Student Support Branch

This branch provides leadership, support, and research in establishing an array of services including extended learning opportunities, monitoring appropriate state and federal mandates, and professional development for student support.

Extended Learning Opportunities and Student Support

The section provides support for the development and implementation of expanded learning opportunities that include the use of instructional technologies, multimedia resources and non-traditional environments and/or school day.

- Provides statewide leadership in extended learning programs, educational resources, multimedia programs and materials, and consultative services that model the use of 21st century skills and new technologies for students, educators, and administrators.
- Prepares students and educators for the 21st century workforce through technology rich, standards-based credit courses for students and best practices, online professional development and resources for educators through programs such as Hawaii Virtual Learning Network and distance learning.
- Develops, maintains, and provides online, distance learning, and video conferencing programs and systems.
- Provides support and technical services to Community Schools for Adults in programs such as Adult Basic Education, Adult General Education, English as a Second Language, English Literacy/Civics, Workplace Literacy, Family Literacy and cultural, recreational and social enhancements, and monitors programs for compliance with state and federal requirements.
- Provides support and technical services for student leadership development, enrichment, and acceleration.

Comprehensive Student Support Services

This section provides a focused and responsive system of supports to strengthen the social, emotional and physical well-being of all students and their families and communities to impact student achievement.

- Provides leadership and support to schools in implementing a Comprehensive Student Support System (CSSS).
- Works with complexes and schools to ensure that supports are available to reduce barriers to learning and facilitate educational achievement.

- Focuses on preventive and developmentally appropriate supports and services for all students; provides for intervention and tertiary services to address to students in need.
- Provides program direction and guidance for parent and family support services, early childhood intervention services, secondary school intervention services, psycho-social-emotional services, positive behavior support services, and student health services.

(NCLB) – School Improvement Programs

This section provides coordination and technical oversight on the State Framework for School Improvement and Title I grant administration to schools, complex areas, and state offices of the Department.

- Administers, on a statewide basis, No Child Left Behind federal mandates, and other federal grant programs.
- Provides technical assistance to Title I schools through the school improvement process to ensure that all children meet challenging state academic standards.
- Coordinates and develops support services to supplement the Framework for School Improvement.
- Partners with Charter School Administrative Office to provide oversight, technical assistance, and monitoring of Title I charter schools.
- Provides oversight over all Title I programs assigned to the (NCLB) School Improvement Programs Section, including the Private School Title I Program.

Athletics

This section provides statewide leadership for and the coordination of the interscholastic athletics program by serving as consultant and liaison to the public school district athletics specialists and main point-of-contact between OCISS and the complex areas.

- Provides statewide leadership for the interscholastic athletics program by serving as consultant and liaison to the public school district athletics specialists and main point-of-contact between OCISS and the districts.
- Provides guidance and consultation in completing systems tasks relating to athletic programs.
- Plans, develops, and implements staff development activities for school personnel involved with athletics to ensure quality and effective program implementation and operation.

Curriculum and Instruction Branch

This branch supports schools and complex areas through the research and development of standards-based education for all students. The branch develops guidelines and procedures, and provides technical assistance and support for implementation. The branch monitors organizational effectiveness in meeting state and federal mandates for student achievement and school improvement.

School Literacy Improvement and Innovation

This section provides leadership and research through the development of standards-based curriculum, assessment and instructional tools/resources that support literacy and innovations in content areas.

- Assesses, analyzes, evaluates, and addresses the needs of students, complex areas, complexes, and schools in relation to the effective implementation of the Hawaii Content and Performance Standards.
- Researches and develops tools to support instructional programs to meet the needs of students and teachers in the various curricular areas.
- Develops curricular guidelines and standards for application throughout the school system.
- Develops curriculum frameworks and other resource materials to guide and stimulate curriculum development and standards implementation in the schools.
- Provides professional development opportunities to complex areas and complexes in planning, developing, delivering, and assessing standards-based education.

Special Education

This section ensures that all children/youth with disabilities have available a free appropriate public education. The Section ensures that the rights of children/youth with disabilities and their parents are protected, and monitors, enforces and reports on the implementation of federal and state special education requirements.

- Develops procedures, standards and policies, and rules for the education of individuals with disabilities, ages 3 to 20, for application throughout the school system.
- Provides technical assistance and training to complex areas, districts, schools, other cooperating agencies, and parents to address the Individuals with Disabilities Education Act (IDEA), and the corresponding administrative rule.
- Monitors the activities of schools and complex areas to ensure conformance to program standards, established instructional policies, and legal and administrative directives.
- Provides leadership, technical support and training to complex areas, schools, and parents in organizing the instructional and student support components to maximize the use of available resources.

School Improvement and Redesign

This section provides support through the research and dissemination of innovative products/best practices and dynamic technical assistance to continuously improve school quality and performance.

- Provides leadership, professional development, and technical assistance to schools and complex areas in planning and implementing School Community Councils (SCC), shared decision-making, and school improvement focused on increasing student achievement.
- Coordinates the review and approval process of all SCC waivers and exception requests to BOE policy and collective bargaining agreements.
- Provides leadership, support, and technical assistance to schools in planning, implementing, and monitoring secondary school redesign (middle school reform and high school redesign).

- Provides leadership, coordination, and oversight of the school accreditation process.
- Provides coordination and support in implementing and planning school improvement activities.

Hawaiian Education Programs

This section provides the resources needed to fully implement the goals and objectives of Hawaiian education to include the study of Hawaiian culture, history, and language in the public schools along with the achievement of the Hawaii Content and Performance Standards.

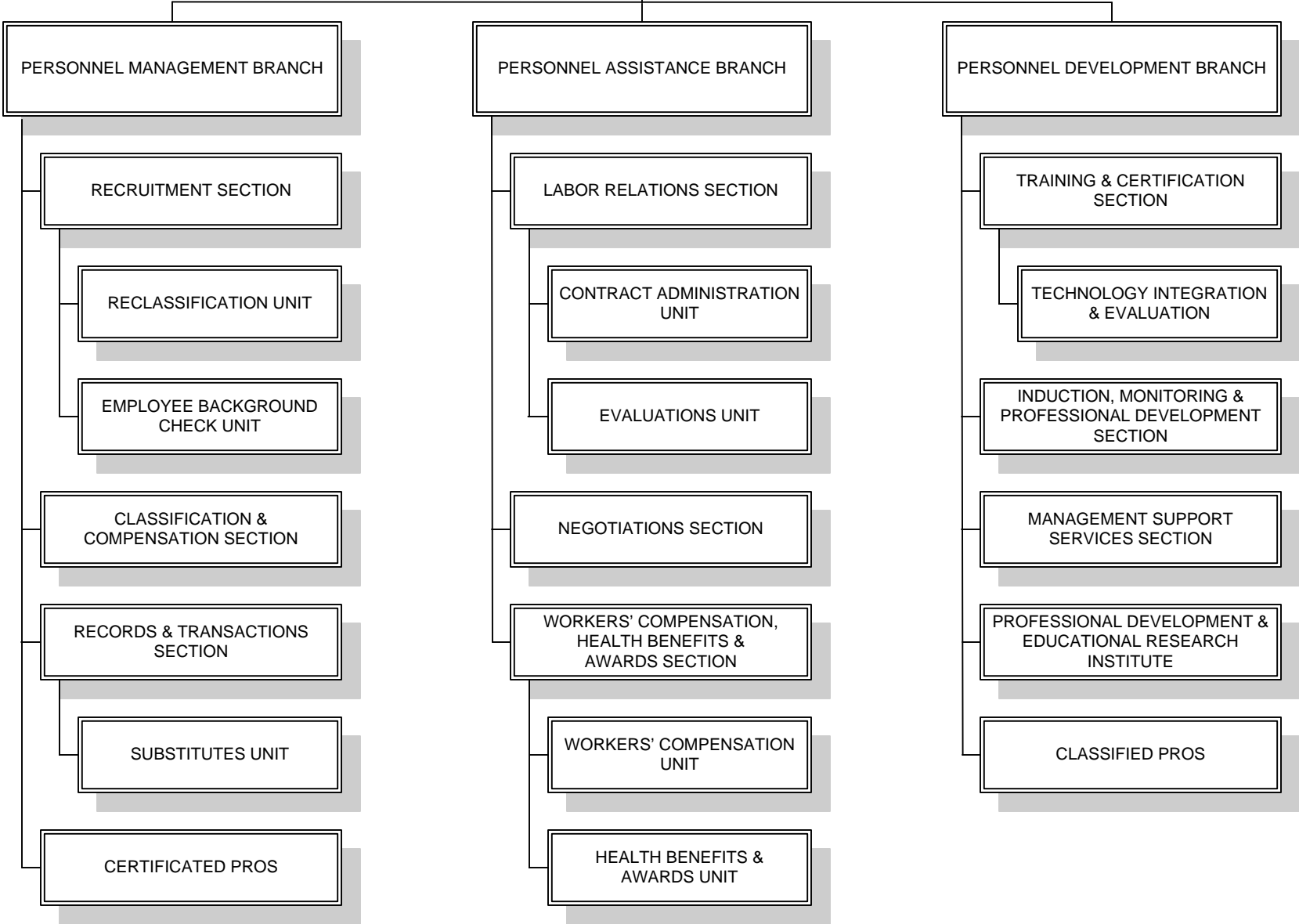
- Provides leadership in the development of culturally relevant educational programs which use Hawaiian culture, history, language as the foundation for the achievement of the Hawaii Content and Performance Standards.
- Assesses, analyzes, evaluates, plans and develops tools and resources to support the needs of students, complex areas, complexes, and schools in relation to the effective implementation of Hawaiian education programs such as the Hawaiian Studies Program and the Hawaiian Language Immersion Program.
- Works in partnership with Hawaiian organizations and agencies in support of the State Constitutional mandate to promote Hawaiian education within the public school system.

OFFICE OF HUMAN RESOURCES

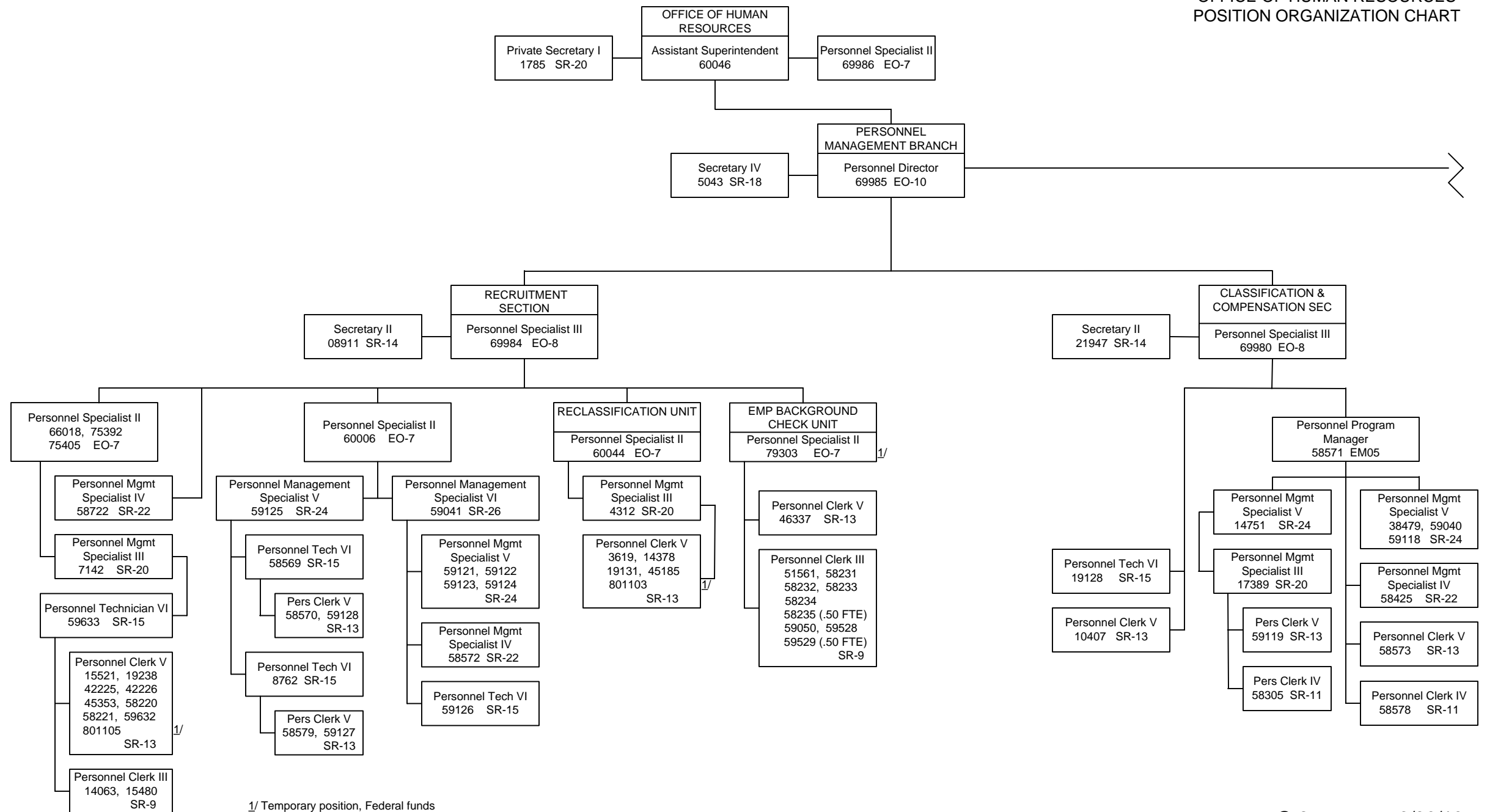
- Organization Chart
- Position Organization Chart
- Functional Statement

OFFICE OF HUMAN RESOURCES
ASSISTANT SUPERINTENDENT

STATE OF HAWAII
DEPARTMENT OF EDUCATION
OFFICE OF HUMAN RESOURCES
ORGANIZATION CHART

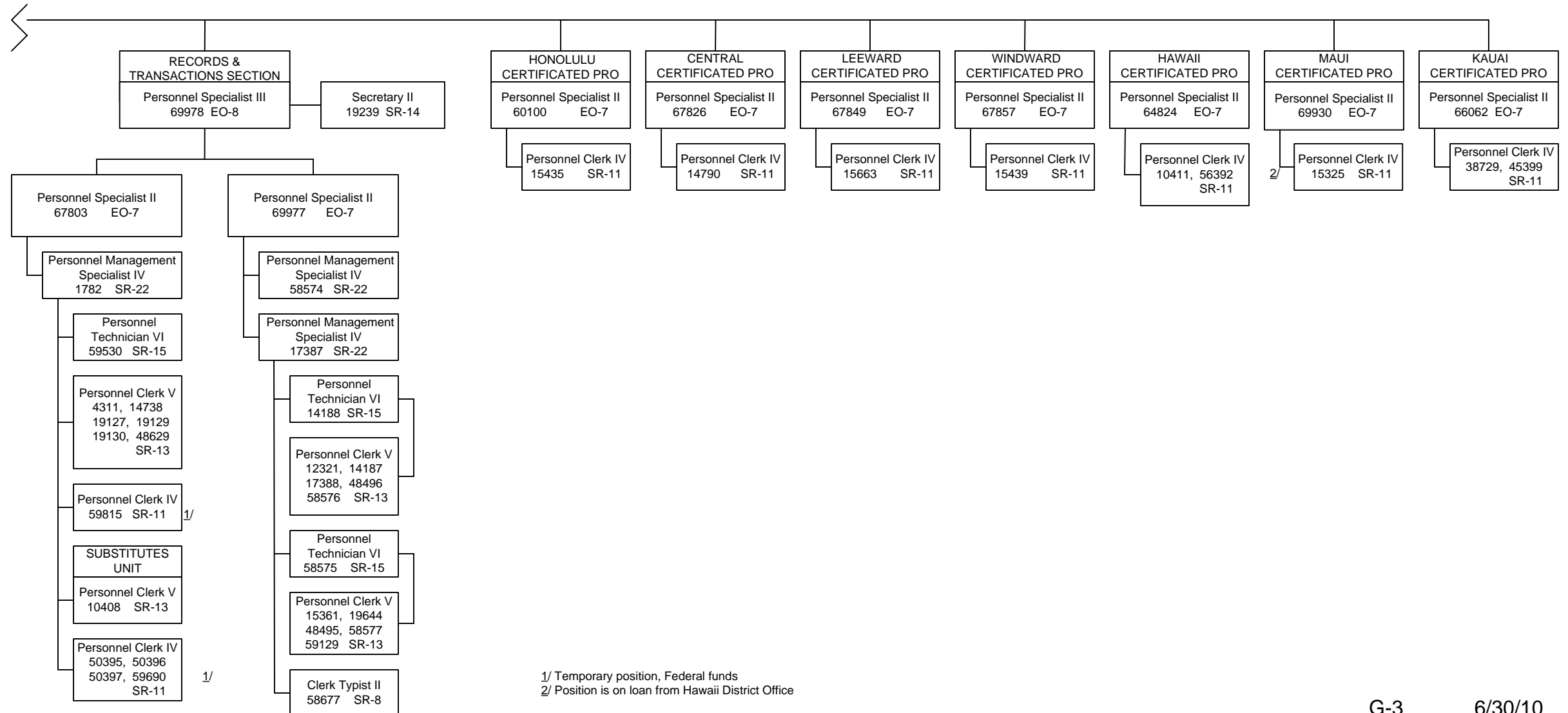


STATE OF HAWAII
 DEPARTMENT OF EDUCATION
 OFFICE OF HUMAN RESOURCES
 POSITION ORGANIZATION CHART



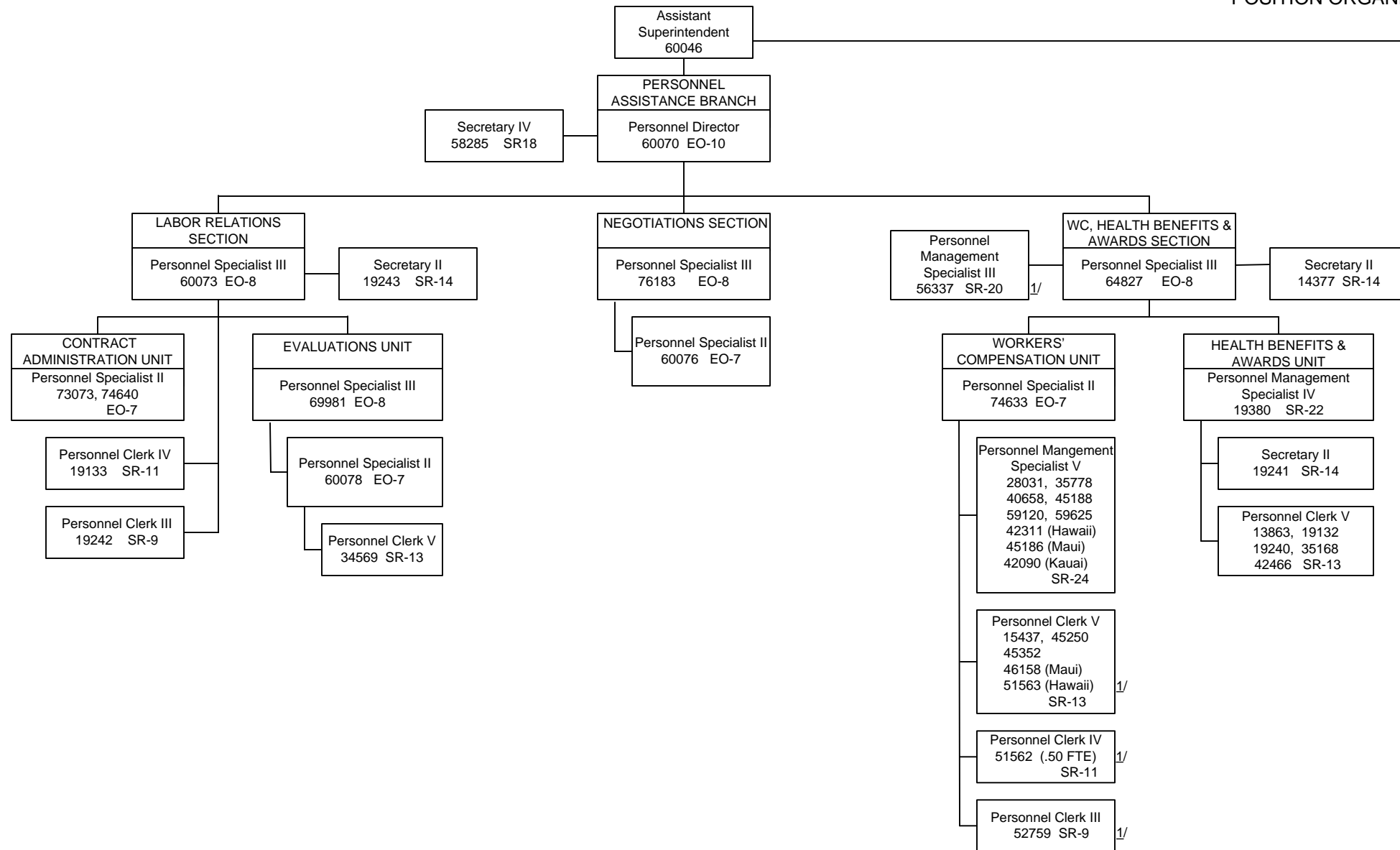
1/ Temporary position, Federal funds

STATE OF HAWAII
 DEPARTMENT OF EDUCATION
 OFFICE OF HUMAN RESOURCES
 POSITION ORGANIZATION CHART



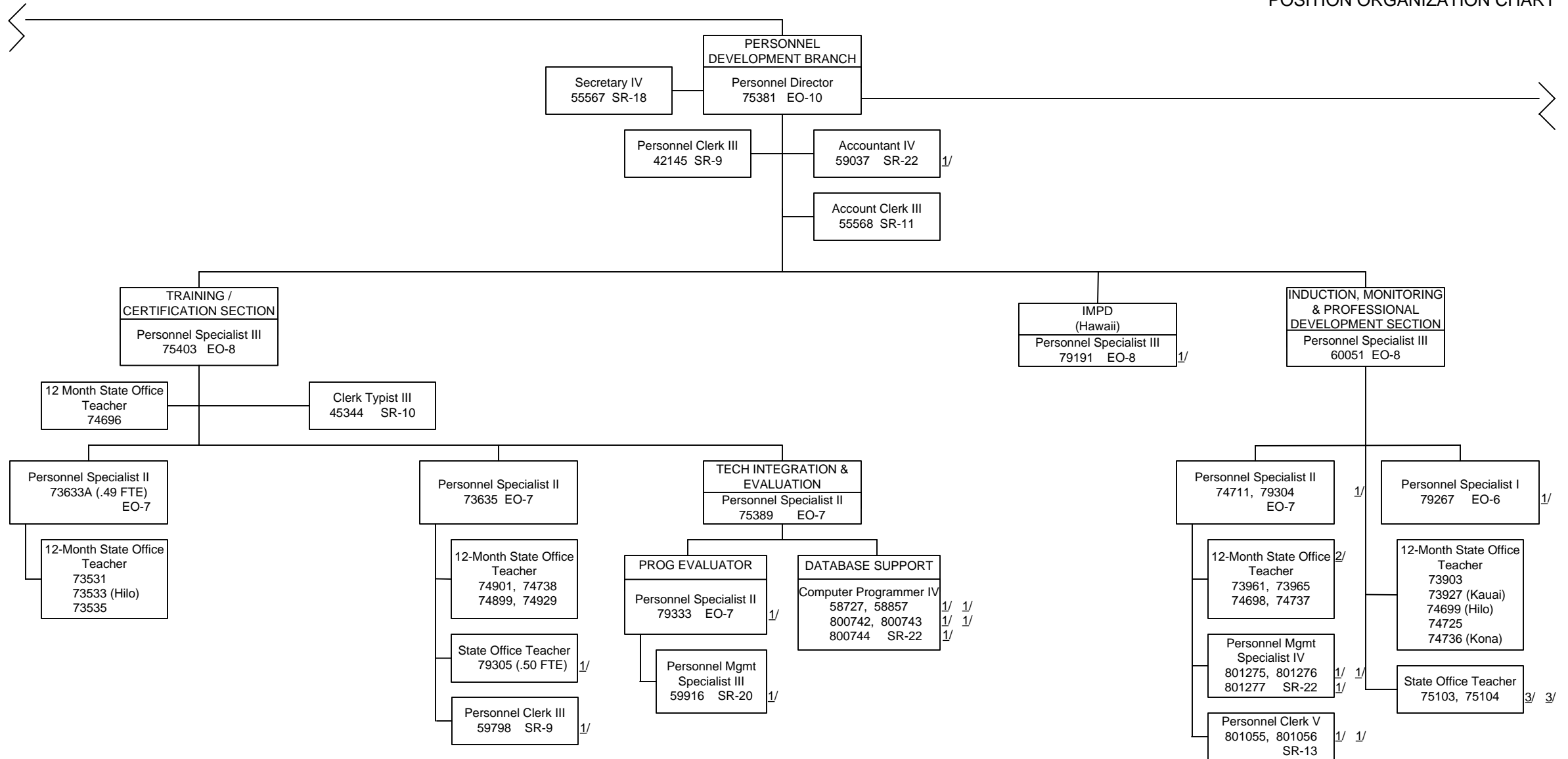
1/ Temporary position, Federal funds
 2/ Position is on loan from Hawaii District Office

STATE OF HAWAII
 DEPARTMENT OF EDUCATION
 OFFICE OF HUMAN RESOURCES
 POSITION ORGANIZATION CHART



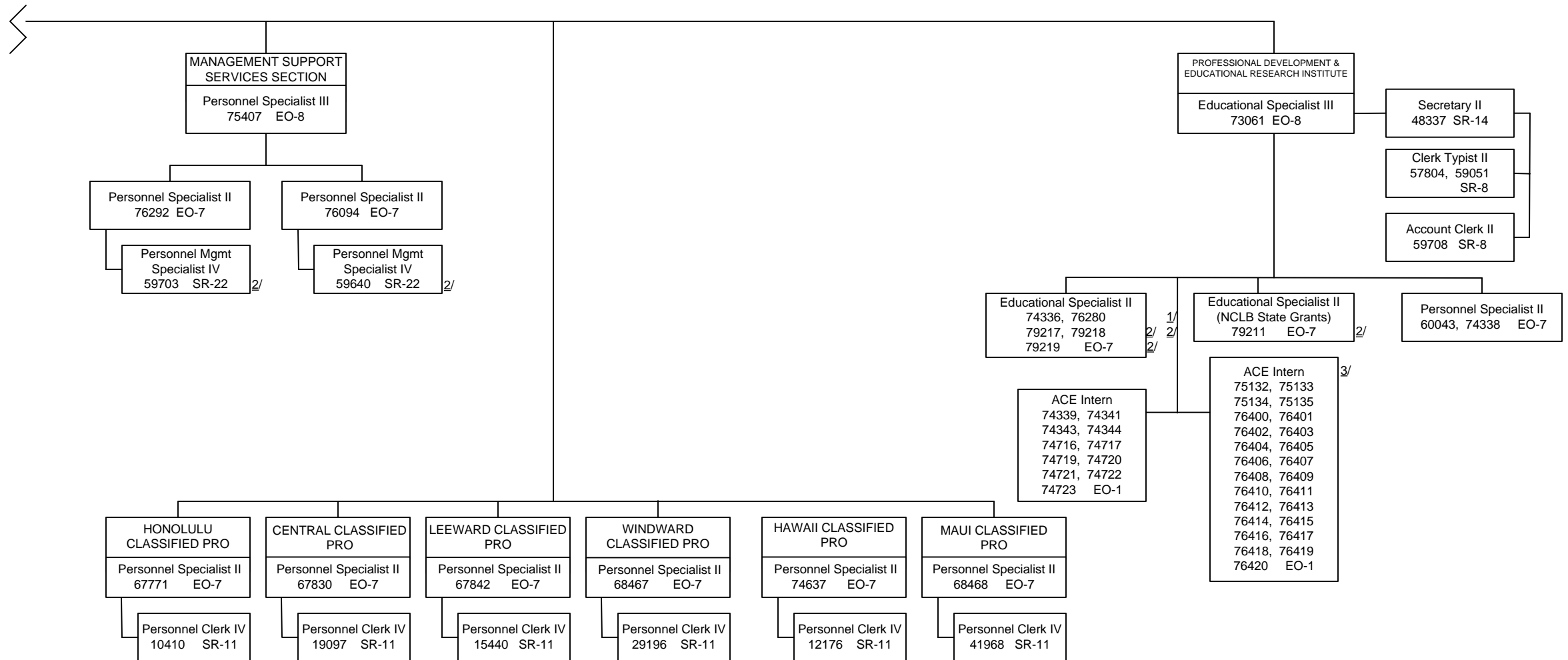
1/ Temporary position, General funds

STATE OF HAWAII
DEPARTMENT OF EDUCATION
OFFICE OF HUMAN RESOURCES
POSITION ORGANIZATION CHART



1/ Temporary position, Federal funds
2/ Positions receive technical supervision from Personnel Specialist II, position no. 74711
3/ Temporary position, Trust funds

STATE OF HAWAII
 DEPARTMENT OF EDUCATION
 OFFICE OF HUMAN RESOURCES
 POSITION ORGANIZATION CHART



1/ Temporary position, General funds
 2/ Temporary position, Federal funds
 3/ Temporary ACE Intern positions, General funds

DEPARTMENT OF EDUCATION
OFFICE OF HUMAN RESOURCES
FUNCTIONAL STATEMENT

The Office of Human Resources (OHR) administers a comprehensive personnel program for certificated, classified, and casual employees of the public school system within the framework of established laws, policies, and accepted principles of personnel management. OHR develops and administers administrative rules and regulations, publishes operational guidelines, and provides centralized employment and personnel administration services to schools and district and state administrative offices to ensure that the support is being provided efficiently and effectively. OHR collaborates with the state and district administrative offices for in-service training, monitoring, and technical assistance. The scope of the comprehensive personnel program includes the following services:

- Recruitment, selection, and employment processing
- Reclassification
- Certification of educational officers
- Leave administration
- Personnel resource accounting and position allocation
- School administrator training
- Employee awards and recognition
- Criminal history record checks/Temporary Disability Insurance Program administration
- HIV guidelines
- Collective bargaining and negotiations
- Collective bargaining contract administration
- Employee grievance administration
- Health benefits, tax shelter annuity 403(b), Premium Conversion Plan, Deferred Compensation Program, PTS Program, Flex Spending, service awards, retirement awards
- Classification and compensation systems
- Fair labor practices and equal employment opportunity
- Employee development and training
- Employee evaluation systems
- Workers' Compensation Program administration
- Employee safety and security administration

Under the direction of the assistant superintendent and the directors of OHR, these services are provided directly, or coordinated throughout the public school system, by the following 13 groups: Employee Safety & Security Section; Recruitment Section; Classification and Compensation Section; Records and Transactions Section; Certificated Personnel Regional Officers; Labor Relations Section; Negotiations Section; Benefits Section; Training and Certification Section; Induction, Monitoring & Professional Development Section; Management Support Services Section; Professional Development & Educational Research Institute; and the Classified Personnel Regional Officers.

The Employee Safety & Security Section is a new initiative of OHR under the direct supervision of the assistant superintendent.

Employee Safety & Security Section

Provides leadership, vision, and direction in the areas of Alcohol and Controlled Substances and Identity Theft.

- Develops and designs a coordinated DOE Alcohol and Controlled Substance program in accordance with federal and State laws, rules and regulations, collective bargaining agreements, Executive Orders, and other applicable requirements.
- Develops and designs policies, procedures, and guidelines on alcohol and controlled substances.
- Develops and designs the alcohol and controlled substances training program as well as educational materials and handbooks.
- Designs, implements, and administers an Identity Theft program in accordance with Chapters 487J, 487N, and 487R, Hawaii Revised Statutes.
- Administers and develops policies and procedures that support the department's compliance with Chapters 487J, 487N, and 487R, HRS.

The remaining groups are divided into three branches with each branch headed by a director, who is responsible for the operation and supervision of each group in the branch.

The Personnel Management Branch includes the Recruitment Section; Classification and Compensation Section; the Records & Transactions Section, and the Certificated Personnel Regional Officers.

The Personnel Assistance Branch includes the Labor Relations Section; Negotiations Section; and Benefits Section.

The Personnel Development Branch includes the Certification & Training Section; Induction, Monitoring & Professional Development Section; Management Support Services Section; Professional Development & Educational Research Institute; and the Classified Personnel Regional Officers.

PERSONNEL MANAGEMENT BRANCH

The Personnel Management Branch administers the recruitment process for the filling of vacant positions; processing of personnel actions for qualified applicants selected to fill position vacancies, as well as personnel actions for existing employees; and classification and compensation system for all positions.

Recruitment Section

- Plans and administers a recruitment program for all employees in the public school system: identifying and publicizing actual and anticipated vacancies; screens and refers, through applicant lists, qualified applicants for vacancies; provides guidance and procedures for interview and selection; interviews and/or coordinates teacher assessment evaluations; processes selected applicants for employment; and responds to related inquiries.

- Maintains and monitors web page used to market school personnel for department positions.
- Plans, develops, and administers the Temporary Contract Employee (TCE) Program.
- Plans and coordinates the assignment and transfer program for employees in the public school system.
- Administers Teacher Reclassification Program.
- Maintains teacher license area(s) of preparation file; maintains database of external administrators who possess a master's degree in Educational Administration and three years of teaching who are interested in seeking employment as an educational officer in the State of Hawaii.
- Administers, plans, develops, and coordinates the Part-Time Temporary (PTT) Teacher Program which includes the Casual Personnel System.
- Administers, plans, develops, and coordinates the teacher's Job Sharing Program, Early Return Program, and Hardship Transfer Program.
- Determines initial classification for substitute teacher applicants and reclassification of existing substitute teachers.
- Reviews and verifies all summer school hires on the Casual Personnel System.
- Maintains database for DOE Driver Education Certification and issues DOE Driver Training and Education Instructor Certificates.
- Maintains and trains a cadre of qualified interviewers to conduct interviews for all teacher applicants.
- Administers the Recruitment and Retention Program to provide qualified teachers and support staff for special education students by utilizing contracts such as Teacher-Teacher.com and Teach for America.
- Ensures contract provisions of recruitment agency's contracts regarding scope of services are appropriately monitored; ensures budget and allocation amounts are adequate for funding needs; revises contracts as necessary to clarify procedural requirements and/or changes in scope of services and compensation; ensures contract funds are appropriately spent; works toward building capacity for DOE to assume contracts responsibilities when contracts are terminated.
- Tracks and documents all implementation steps necessary to meet state benchmarks for activities relating to personnel recruitment.
- Administers and processes the hard-to-fill incentive for qualified special education teachers and regular education teachers in identified hard-to-fill schools.
- Administers and processes the incentive program for the return of qualified teachers who have dual certification to special education.
- Provides and monitors the relocation bonus for special education teachers who are recruited from the continental United States, based upon the time zone of the states.

- Processes Temporary Contract Employee forms for Administrative Workload Relief Program.
- Processes payment and compliance of requirements through casual payroll for the relocation bonus for special education teachers who are recruited from the continental United States, based upon the time zone of the states.
- Provides linkers to the Hawaii Teacher Standards Board for concerns related to teacher licensing.
- Coordinates job searches and placement for disabled employees with the Department of Human Resources Development, vocational rehabilitation counselors, and district and state offices.

Employee Background Check Unit

- Processes criminal history record checks and clearances for all employees, prospective employees, provider and subcontractors, and Institute of Higher Education (IHE) trainees.
- Coordinates exchange of highly confidential information with federal and state criminal and investigative agencies when processing classified information on prospective employees, providers and subcontractors and IHE trainees.
- Maintains a confidential, highly classified database on background information on all employees of the department.
- Processes temporary disability insurance claims for all employees of the department.

Classification & Compensation Section

- Administers, implements, monitors, and evaluates the establishment, reallocation, and abolishment of all DOE positions.
- Analyzes departmental classification problems and issues; develops program and operational procedures and practices for all DOE positions.
- Maintains a compensation plan consisting of all classes of work in the classification plan, indicating class titles and appropriate salary schedules.
- Maintains a library of civil service class specifications and minimum qualification requirements for DOE and other jurisdictions.
- Coordinates all amendments to the compensation plan with other jurisdictions to help assure the statutory provisions of equal pay are met.
- Conducts reviews to determine if labor shortages exist for classes of work or group of positions.
- Establishes a raised hiring rate or authorizes hiring above the minimum salary when a labor shortage is identified in order to better compete in the recruitment and fill of positions.
- Monitors statewide labor market conditions and participates in wage surveys.

- Conducts departmental classification studies and special projects; conducts on-site desk audit reviews of classified and Support Services Personnel (SSP) position duties as needed.
- Recommends the development of new and amended class specifications, including minimum qualification requirements; analyzes the scheme of classes for program improvement.
- Recommends bargaining unit designations.
- Provides management advisory services to departmental offices, district/complexes, line managers, and others; develops classification procedures and guidelines; provides technical assistance to others in their use and application.
- Represents the department in civil service classification appeals to the Merit Appeals Board (MAB).
- Develops and maintains a departmental classified position management system.
- Maintains position descriptions for all existing positions except for teachers and teacher-type positions.
- Conducts annual reviews of projected school lists to ensure all positions are properly identified and assigns position numbers for new positions for the upcoming school year.
- Maintains and establishes occupational group codes for all DOE positions.
- Under Weighted Student Formula (WSF) in accordance with each school's Academic Financial Plan (AFP), establishes/deletes positions beginning in May through February of the new school year. Also establishes/deletes/transfers Special Education, General Education Article VI positions in accordance with official student enrollment count and program needs.
- Conducts annual review of the principal and vice principal classification levels to ensure positions are properly classified by applying formulas to the official enrollment count.
- Supports the Classification/Compensation Appeals Board to review classification and compensation actions relating to educational officers.
- Administers the Educational Officer Recruitment Program which includes but is not limited to identifying and publicizing actual and anticipated vacancies (principals/vice-principals, 12-month internal, external, and Charter School administrators); administers the recruitment of non-DOE prospective school level administrative applicants – coordinates, screens, and refers applicants; coordinates interview and selection guidelines and responds to educational officer recruitment inquiries.
- Ensures that educational officer selection criteria, procedures, and compensation practices comply with federal and state laws, the School Code, and the bargaining contract, where applicable.
- Upon approval by the superintendent, processes the filling of temporary appointees to vacant educational officer positions and the filling of

substitutes (retirees, external hires) to school-level educational officer vacancies.

Records & Transactions Section

- Administers the salary and compensation of all employees; certifies pay authorizations; and ensures that employees are paid properly and in a timely manner; maintains a personnel record and information system and the School List.
- Processes all personnel actions from initial appointment to separation for all employees during their employment with the department.
- Provides employment statistics and reports to comply with requirements of federal, state, and DOE equal employment opportunity and affirmative action programs; provides reports to the unions and legislature; provides employment verification; provides employee information as requested in accordance with State Office of Information Practices guidelines.
- Develops guidelines and procedures to ensure that personnel transactions are processed in accordance with applicable personnel rules and regulations, collective bargaining provisions, and departmental regulations and procedures.
- Provides technical guidance, support, and assistance to departmental administrators, supervisors, managers, and staff regarding personnel matters.
- Provides technical support and assistance for ensuring compliance with federal laws such as the Fair Labor Standards Act, the Immigration Reform and Control Act, the Drug-Free Workplace Act, and the Americans with Disabilities Act.
- Plans and administers a records program, including computerized master files for public school teachers. Maintains employee information in the department's computerized personnel systems.
- Administers the DOE Leave Sharing Program.
- Implements and administers coach's compensation through the Casual Personnel System.
- Maintains data file on employee bonus and incentives.
- Supports the teacher stipends program, Early Returns and Hardship Transfers for teachers, and the annual Teacher Transfer Program.

Substitutes Unit

- Administers the program to report the hiring and compensation of substitute and casual employment.
- Administers the program for substitute teachers (maintains and monitors TSEAS System).
- Prepares Columbus billing data for use of substitute teachers.

Certificated Personnel Regional Officers

Personnel Regional Offices provide employment and personnel administration services to schools, complexes, and districts, within the framework of established laws, policies and accepted principles of personnel management. The scope of the services provided by the Personnel Regional Offices include:

- Recruitment, selection, and employment processing
- Certification of teachers and educational officers
- Leave administration
- Personnel resource accounting and position allocation
- Training of school administrators
- Employee awards and recognition
- Criminal history checks
- Employee grievances
- Employee benefits
- Classification and compensation
- Fair labor practices and EEO
- Employee evaluation system
- Workers compensation program
- Substitute employees and casual hires

Personnel Regional Offices foster and maintain positive working relationships between the DOE, unions, and other agencies.

PERSONNEL ASSISTANCE BRANCH

The Personnel Assistance Branch comprises the following sections, with its respective functions: Labor Relations Section, which administers the employee grievance/arbitration program and the performance evaluation programs; Negotiations Section, which oversees collective bargaining negotiations and contract interpretations and consult and confer; and WC, Health Benefits and Awards Section, which oversees workers compensation, certain health benefit plans, certain awards, and certain other employee benefits (e.g. tax-sheltered annuities, liaisons to provide benefit information, etc.).

Labor Relations Section

Contract Administration Unit

- Administers the employee grievance/arbitration program, which includes processing employee/union grievances; provides advisory services and coordination of grievance hearings at the various levels; serves as the department advocate in grievance and arbitration cases; maintains a system of grievance recordkeeping and accountability; and conducts workshops for first-line supervisors and middle-management personnel on the processing of employee grievances and contract administration.
- Plans and administers the contract administration, compliance and monitoring program for the public school system.
- Serves as liaison between the public school system and various unions on employer-employee matters as required by state statutes and/or collective bargaining agreements.
- Provides guidance in the processing of employee disciplinary actions, non-renewal of employee contracts and termination of employment for disciplinary reasons, maintaining a system of recordkeeping and

accountability for adverse disciplinary actions; and conducts workshops for first-line supervisors and middle-management personnel in the processing of adverse disciplinary actions.

- Fosters and maintains positive and cooperative working relationships with the unions.
- Coordinates Release Time requests for bargaining unit representation by the Hawaii Government Employees Association, Hawaii State Teachers Association, and the United Public Workers.

Evaluations Unit

- Develops, implements and maintains the evaluation program and performance appraisal system for teachers (PEP-T), principals and vice-principals (PEP-SL), state and district educational officers (Form 753), and classified employees (PAS).
- Develops and maintains the profiles or standards for teachers and administrators.

Negotiations Section

- Provides research, technical information, staff support, and facilitation assistance to the negotiations teams and spokespersons for teachers and educational officers; may also serve as spokesperson.
- Provides research, technical information, and staff support to the negotiations teams for the classified bargaining units (Units 1, 2, 3, 4, 9, 10, and 13).
- Assesses the effectiveness of operations and procedures in relation to future negotiations.
- Coordinates the preparation of the initial intent and new contract language interpretation for teachers and educational officers.
- Provides staff assistance and maintains records and files on collective bargaining and negotiations, as mandated by the legislature or negotiated agreements, such as Labor Management Cooperation Committee, Grievance Protocol Committee, and Labor Relations Committee.
- Maintains liaison between the Board of Education and other state agencies in collective bargaining and negotiations matters, e.g., assisting in coordinating the preparation of memoranda of understanding necessary to implement new provisions of negotiated agreements; and assisting other state agencies on collective bargaining matters relating to collective bargaining units and employees.
- Advises the BOE members serving on the respective School Community Councils (SSC) Exception Review Committees for Bargaining Unit 5 and Bargaining Unit 6 on issues relating to requests for contract exceptions.
- Coordinates, monitors, and maintains the Consult and Confer process and all communication to the Union as part of that process.
- Maintains the School Code/Standard Practices on personnel policies, regulations and procedures as provided for by the Board of Education and state statutes which include recommending revisions to conform to the

provisions of negotiated contracts to the Board of Education and providing interpretations of approved School Code/Standard Practices provisions.

WC, Health Benefits and Awards Section

Workers' Compensation (WC) Unit

- Plans and administers the WC Program for all employees, and students and adult volunteers that are providing services to the department.
- Determines eligibility for WC benefits.
- Processes WC claims and pays for WC benefits as required by WC law.
- Monitors WC activities for effectiveness and efficiency.
- Represents the DOE at Department of Labor and Industrial Relations (DLIR) – Disability Compensation Division hearings.
- Provides staff support to the staff of the Department of the Attorney General on matters relating to appeals at the DLIR – Labor Appeals Board and third-party liability claims.
- Assists with returning claimants back to work as soon as possible and refers claimants to the Return-to-Work Priority Program.
- Ensures compliance with applicable WC laws, related administrative rules, and DOE policies and procedures.
- Plans and administers certain bloodborne pathogens activities for the DOE as follows:
 - Provides and coordinates Hepatitis B vaccinations for all qualified DOE employees.
 - Provides access to bloodborne pathogens training information involving universal precautions.
 - Processes and pays for medical costs related to post-exposure evaluation and follow-up for DOE employees who are exposed to bloodborne pathogens while performing work-related tasks.

Health Benefits and Awards Unit

- Assists with the administering of health benefits plans offered by the Hawaii Employer-Union Health Benefits Trust Fund (EUTF). Works with the HSTA VEBA Trust Fund for Bargaining Unit 05/45 employees.
- Administers the Tax Shelter Annuity 403(b) Program for eligible employees in the department.
- Coordinates Service (10, 20, 30, 40 and 50 years) and the Retirement Awards for eligible employees.
- Coordinates certain other awards programs for employees of the Department to include Teacher of the Year, Employee of the Year (Sustained Superior Performance Award), Certificate of Achievement, Team Excellence Award of Merit (TEAM), Teacher in Residence Program, and international exchange programs.

- Liaison between the Department and other State agencies (ERS, EUTF, DHRD, etc.) to provide information and updates to all employees related to the State's Deferred Compensation Program (DC 001), PTS Deferred Compensation Retirement Plan (DC 015), Island Flex Flexible Spending Accounts Program, Premium Conversion Plan and the ERS program.
- Works with the Payroll Section to provide information and updates on the Department's Post-Separation Vacation Pay Deferral Program.

PERSONNEL DEVELOPMENT BRANCH

The Personnel Development Branch administers training and certification of educational assistants, special education teachers, and support services personnel to teachers and speech pathologists; employee evaluation program; sabbatical leaves; employee awards; compliance and monitoring of federal and state requirements, such as the Felix consent decree and No Child Left Behind; maintenance and updates of the departmental organizational charts and functional statements; review of proposed reorganizations; legislation coordination, budget/fiscal oversight, and procurement contracts for OHR; maintenance of various databases to support personnel decision making; and establishment/tracking of OHR performance measures.

Training & Certification Section

Para Educator Career Ladder Training Program – this program provides comprehensive, systematic, competency-based training to educational assistants (EA) and other support service personnel to increase their knowledge and skills to improve their performance in the classroom. The training includes in-service workshops to schools, professional development courses, and career ladder opportunities. This program also assists paraprofessionals to prepare for the state test of competency that satisfies No Child Left Behind (NCLB) highly qualified requirements.

- Designs, develops and implements training programs for paraprofessionals.
- Develops and writes Instructional Modules for EA orientation, immediate and advanced courses.
- Develops, writes and implements in-service and workshop modules for complex waiver days and other school requests which address specific issues faced by paraprofessionals.
- Designs and develops formative and summative evaluation plans for paraprofessional training.
- Observes and assesses classroom performance.
- Coordinates training and career ladder opportunities with community school for adults, community colleges and universities.
- Trains EAs in literacy tutoring and math tutoring.
- Provides information and training to high school students interested in pursuing a career in education.

- Conducts informational meetings to recruit paraprofessionals into the Chaminade Dual Certification in Teaching Program and Leeward Community College's Associate of Arts in Teaching Programs.
- Prepares bi-monthly newsletter for distribution to all paraprofessionals.
- Creates, copies and distributes flyers, posters, memos regarding professional development opportunities.
- Coordinates information with TIES for Para Educator website.

Alternative Route to Licensure in Special Education (ARLISE) – provides non-licensed special education teachers with an opportunity to teach in the classroom while earning special education licensure.

- Recruits, registers, and enrolls teacher candidates statewide into the ARLISE Program.
- Conducts research on latest research-based instructional practices and incorporates it into program curriculum and instruction.
- Develops instructional modules that meet national and state competency and content standards.
- Implements instructional modules via seminar and on-line coursework.
- Conducts classroom performance measurement via on-the-job assessment of teaching behaviors.
- Conducts individual conferences with teachers to provide feedback on classroom teaching performance.
- Conducts conferences with principals to coordinate teacher progress through the licensure program.
- Tracks progress of teachers in their progress towards graduation and stores data for accountability analyses.
- Prepares formative and summative evaluation reports of the ARLISE Program.
- Provides counseling and resources to help teachers meet program requirements.
- Prepares documentation for state approval of teacher education (SATE) program review.
- Meets with partnering universities (City University, Bellevue Washington and Chaminade University in Honolulu) to coordinate program instruction.
- Provides personnel managers with graduate data to update the HDOE personnel file.

Bachelor of Arts in Special Education (BASE) – serves as the City University (Bellevue Washington) operations center in Hawaii to assist teacher candidates in completing all requirements toward graduation and licensure as special education teachers.

- Recruits, registers and enrolls teacher candidates statewide into the BASE Program.
- Hires and pays instructors.
- Hires and pays evaluators for student teaching.
- Procures and arranges for instructional facilities.
- Provides text information and course materials to students.
- Tracks progress of students in their progress toward graduation and stores data for accountability analyses including terms and conditions of tuition stipend agreement.
- Provides counseling and resources to help students meet program requirements.
- Prepares documentation for SATE program review.
- Conducts periodic reviews for City University staff from Bellevue, WA.

Technology Integration & Evaluation Unit

- Provides data collection, analyses, and reporting.
- Creates web-accessed databases that store performance measures, grades, and program status data from the center's alternative licensure programs.
- Analyzes training data to determine the degree of success of training programs in meeting program objectives.
- Provides program managers with formative evaluation data and results that assist them in improving training programs to meet planned benchmarks.
- Provides program managers with summative evaluation data and results that assist them in determining the degree of success of training program and whether or not the programs should be continued or stopped.
- Provides personnel managers with program graduates' retention rates.
- Provides Center staff and trainers with office equipment, computers, distance learning equipment, telecommunication capabilities, internet access, and e-mail capability.
- Provides systematic training in technology use.

Induction, Monitoring & Professional Development Section

The Induction/Professional Development Section supports all teachers in building their teaching capacity, relative to the Hawaii State Teaching Standards and No Child Left Behind requirements, in addressing the needs of a diverse student population and building a support network that includes professional dialogue among teachers. The section is involved in the development of a comprehensive Induction Program that will provide beginning teachers with supports based on a performance-based assessment that will ultimately lead to increased student achievement. Licensure and re-licensure requirement supports are addressed

through ongoing workshops. Professional development activities and opportunities are provided throughout the year to enable all teachers to meet and exceed professional teaching standards.

Services and activities:

- Provides various training in partnership with New Teacher Center University of California Santa Cruz and University of Hawaii Special Education Department that focus on the development of a comprehensive induction program (i.e. mentor training, administrator training, induction institute, formative assessment system for beginning teachers).
- Coordinates and collaborates with various complexes in developing and/or enhancing their induction program.
- Provides additional beginning teacher supports with district/complex area support providers and administrators specifically in the area of Special Education.
- Collects data on mentoring support e.g. New Teacher Center Online Survey.
- Pilots an Induction Program in Maui.
- Provides Praxis Prep workshops. Math: Oahu, Big Island, Kauai, and Maui. Reading and writing on Oahu only.
- Aligns the Hawaii Teacher Standards, PEP-T to a national continuum of teacher professional development.
- Develops and expands online and live courses aligned to continuum.
- Conducts live professional development courses on the islands of Hawaii, Maui, and Oahu during the fall, spring, and summer semesters.
- Provides and facilitates professional development online courses that are accessible to teachers across the state.
- Develops professional development program plans based on Leadership Development & Educational Research Institute (LDERI) guidelines.
- Develops professional development courses (modules, activities, handouts, assignments).
- Submits professional development courses to LDERI for approval.
- Posts professional development activities on the DOE Learning Catalog.
- Updates and posts courses on RRSC, personnel support section website.
- Creates and disseminates course and workshop flyers.
- Secures facilities and equipment for courses.
- Coordinates online logistics with Webed (threaded discussions, access codes, log on instructions).

- Develops training packet and trains contracted course instructors.
- Provides feedback to course participants on course content application through class visitations and review of their learning portfolio.
- Develops and conducts inservice/workshops/training based on area needs and requests.
- Collects money to purchase course materials.

Management Support Services Section

- Reviews, analyzes, and recommends reorganization proposals based on sound organization principles and in compliance with the governor's administrative directive.
- Publishes and maintains the department's official Plan of Organization; coordinates the annual update.
- Monitors the Title II NCLB Grant for teacher and administrator quality; monitors other federal grants as needed.
- Serves as liaison between the department and agencies to ensure correct and proper communication in the implementation of compliance activities.
- Assists the branch with coordination of legislative bills.
- Provides budget and fiscal oversight for OHR.
- Establishes and monitors OHR performance measures.
- Assists the branch with compliance to procurement requirements.

Professional Development & Educational Research Institute

This section is responsible for program leadership for and coordination of all activities related to professional development for teachers, administrators, and educational officers.

- Researches and shares information regarding best practices related to instruction and school leadership.
- Provides coordination necessary to develop and implement an integrated professional development program.
- Supports teacher leaders and administrators with overall leadership development, mentoring and support.
- Designs and conducts the training sessions for the Teacher Leader Academy, ACE Program, Hawaii Principals Academy, and Superintendent's Academy.
- Conducts and participates in focus groups and forums related to leadership.

- Plans, develops, conducts, and administers the school administration training program for the screening, training, and certification of school administrators.
- Develops partnerships with the universities in support of administrator training.
- Provides registration for the employee training programs sponsored by the Department of Education.

Classified Personnel Regional Officers

Personnel Regional Offices provide employment and personnel administration services to schools, complexes and districts, within the framework of established laws, policies and accepted principles of personnel management. The scope of the services provided by the Personnel Regional Offices include:

- Recruitment, selection, and employment processing
- Leave administration
- Personnel resource accounting and position allocation
- Employee awards and recognition
- Criminal history checks
- Employee grievances
- Employee benefits
- Classification and compensation
- Fair labor practices and EEO
- Employee evaluation system
- Workers compensation program
- Substitute employees and casual hires

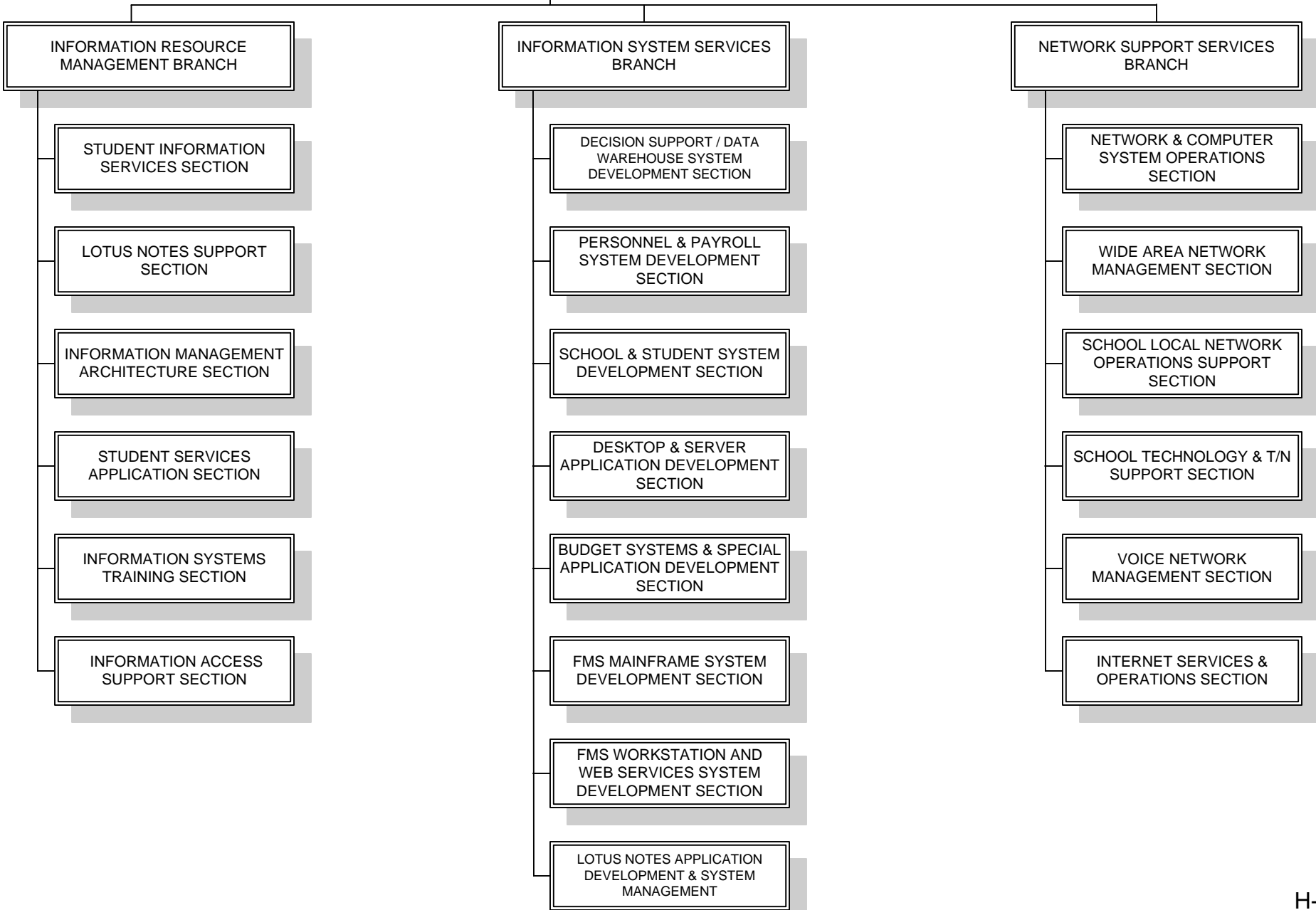
Personnel Regional Offices foster and maintain positive working relationships between the DOE, unions, and other agencies.

OFFICE OF INFORMATION TECHNOLOGY SERVICES

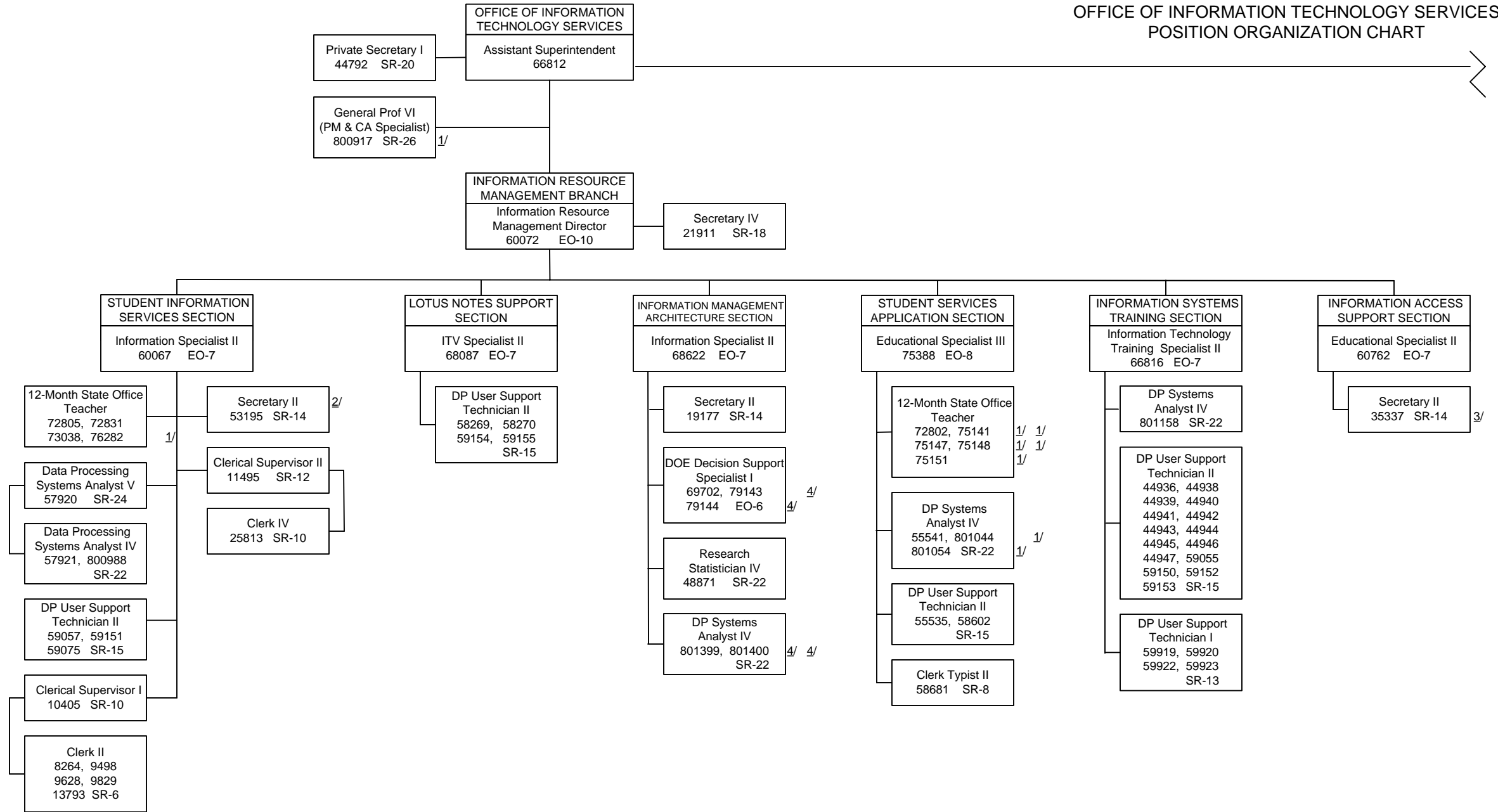
- Organization Chart
- Position Organization Chart
- Functional Statement

OFFICE OF INFORMATION TECHNOLOGY SERVICES
ASSISTANT SUPERINTENDENT

STATE OF HAWAII
DEPARTMENT OF EDUCATION
OFFICE OF INFORMATION TECHNOLOGY SERVICES
ORGANIZATION CHART



STATE OF HAWAII
DEPARTMENT OF EDUCATION
OFFICE OF INFORMATION TECHNOLOGY SERVICES
POSITION ORGANIZATION CHART



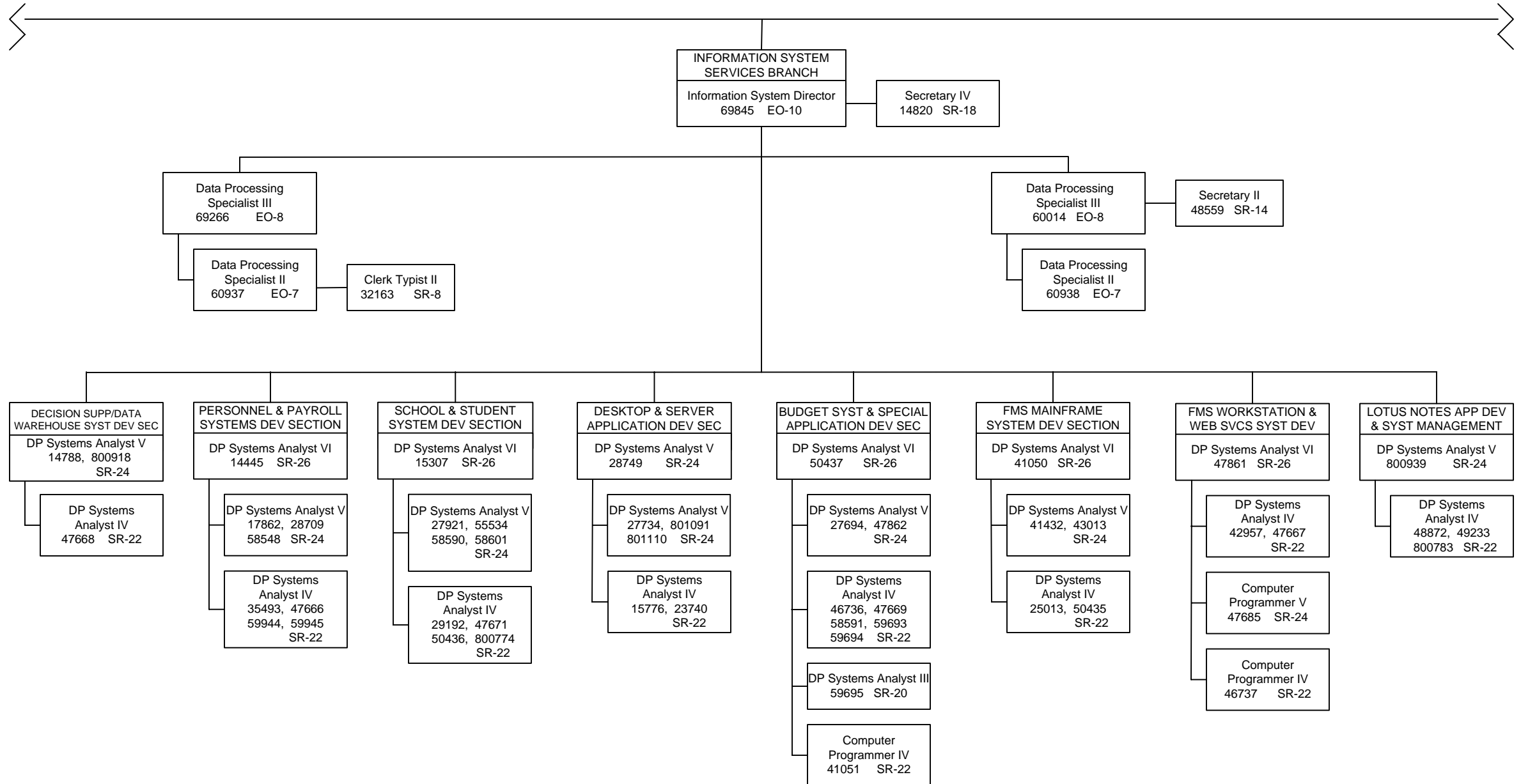
1/ Temporary position, General funds

2/ Position also serves as secretary to ITV Specialist II, position no. 68087

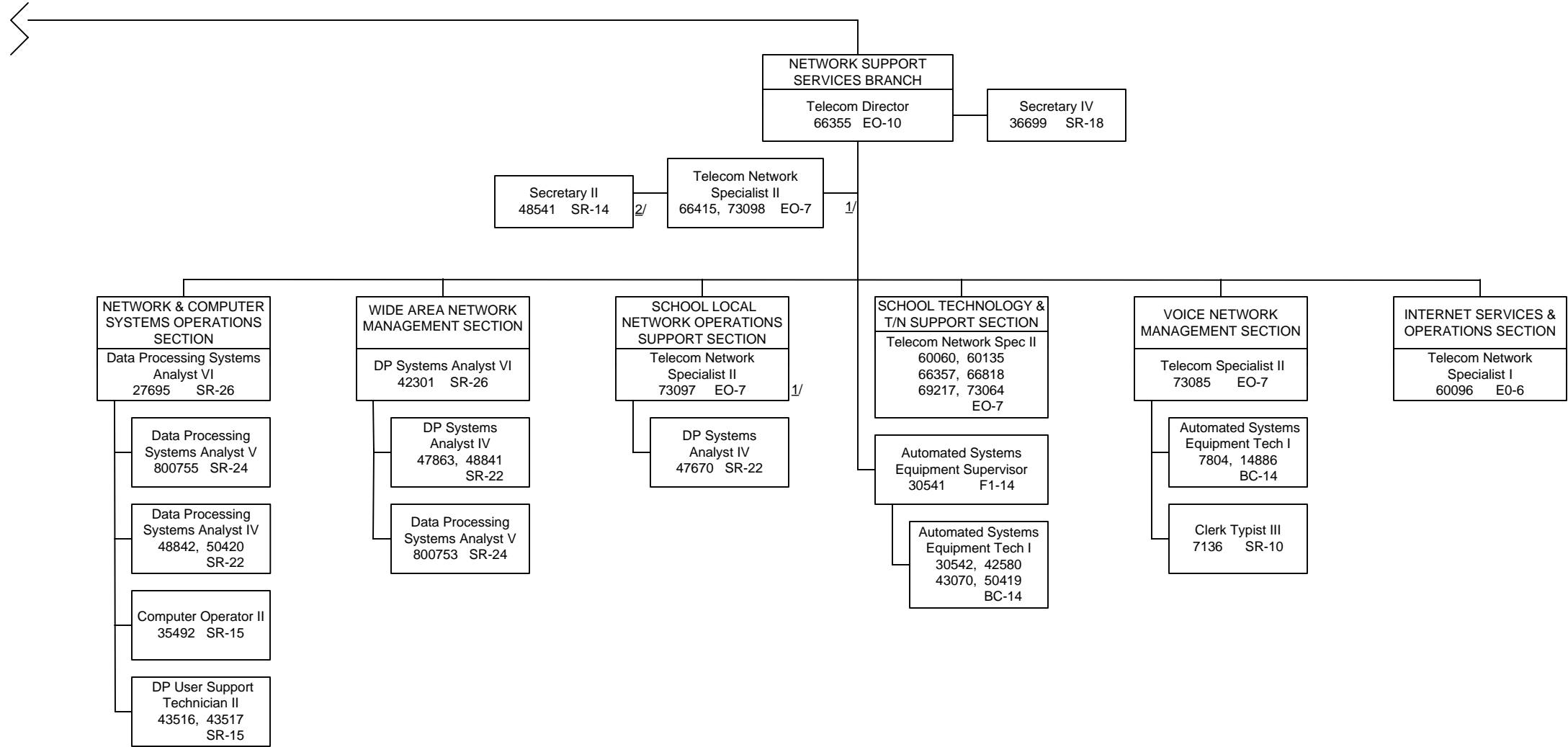
3/ Position also serves as secretary to Information Technology Training Specialist II, position no. 66816

4/ Temporary position, Federal funds

STATE OF HAWAII
 DEPARTMENT OF EDUCATION
 OFFICE OF INFORMATION TECHNOLOGY SERVICES
 POSITION ORGANIZATION CHART



STATE OF HAWAII
DEPARTMENT OF EDUCATION
OFFICE OF INFORMATION TECHNOLOGY SERVICES
POSITION ORGANIZATION CHART



1/ Temporary position, General funds

2/ Secretary II, position no. 48541 receives technical supervision from Telecommunications Network Specialist II, position no. 66415

DEPARTMENT OF EDUCATION
OFFICE OF INFORMATION TECHNOLOGY SERVICES
FUNCTIONAL STATEMENT

The Office of Information Technology Services (OITS) exercises technical oversight of information and telecommunication systems, facilities, and services of the public school system and department-wide operations to ensure that information technology and telecommunications support are being provided efficiently and effectively, and in accordance with laws, policies, and accepted principles of management. The scope of OITS' technical oversight includes voice, data, video, information systems infrastructure, and support services for schools and for complex areas and state administrative offices. Support services to schools are exercised in collaboration with the complex area superintendent. OITS provides the public school system with leadership and support in the management and use of information, telecommunication, instructional technologies and related resources; develops strategic plans, policies, procedures, and standards for information and telecommunication services; plans and maintains the information and telecommunication systems infrastructure, local networking, and statewide connectivity to permit rapid adaptation to new directions and to limit the risk of obsolescence in meeting the needs for voice, video, and data communication; manages information, telecommunication, instructional technologies, and related resources; provides training and technical support in use of voice, video, data, and information systems; and provides direct consultative services to schools through the assignment of staff to school sites. Under the direction of the assistant superintendent, Office of Information Technology Services, these functions are provided by three OITS branches: Information System Services Branch, Information Resource Management Branch, and Network Support Services Branch.

INFORMATION RESOURCE MANAGEMENT BRANCH

The Information Resource Management Branch develops policies, procedures, and guidelines relating to information resource management, coordinates the development of operational plans for the information systems and services of the public school system, and provides information technology support services for various department-wide computer applications.

Student Information Services Section

This section is the planning focal point for the department's policies, procedures, standards, and guidelines with respect to student information systems and services. The section also provides operational support to users of the student information system and services.

- Develops and maintains policies, procedures, standards, and guidelines to ensure quality processing, communication, and dissemination of student information and data.
- Provides technical consultation in planning and developing new or enhanced student information systems in order to ensure long-term compatibility and usability of information and data.

- Provides data control services for student accounting, federal impact aid survey, grade reporting, scheduling, attendance, and other student information-related functions.
- Conducts the federal impact aid survey.
- Provides logistical services for statewide testing programs.
- Provides the interface between users and technical staff in the operations of the student information system.
- Provides and maintains a help desk for users.

Information Access Support Section

This section administers the department's record management program.

- Plans, coordinates, and develops procedures and guidelines for access to personally identifiable records within the department.
- Serves as the department's liaison with the Office of Information Practices.
- Plans and coordinates the microfilming of student records, including providing consultative services to school staff on preparing the records for microfilming.
- In consultation with the DAGS records management program staff, develops and maintains the retention schedule for department unique records.
- Manages and administers the administrative rule regarding the educational rights and privacy of students and parents.
- Manages and administers the administrative rule regarding geographic exceptions.

Lotus Notes Support Section

This section has functional and user support responsibilities for developing and maintaining the Lotus Notes groupware that is the backbone of the department's electronic communication and dissemination system.

- Analyzes the business processes considered for incorporation as a function of the groupware.
- Plans and designs system-wide functional enhancements to the department's Lotus Notes groupware based on business process analysis.
- Provides design and overall direction to the technical staff on the programming of enhancements or new uses for the groupware.
- Plans and coordinates the implementation of enhancements or new uses department-wide.
- Provides consultative design services to schools and offices to meet their customized functional needs.
- Provides training of users on various Lotus Notes applications.

- Provides help desk support to users.
- Creates and maintains user accounts and access levels.

Information Management Architecture Section

This section coordinates the department's cross-functional information management (IM) activities. It ensures that IM activities provide the department personnel with access to data in a useful format when and where needed, data that is accurate and consistent, and is shared across the organization.

- Develops and maintains the department's information management strategy. This includes:
 - Developing and adapting the department's information management architecture according to evolving departmental information needs;
 - Ensuring that the department's technical and application systems are aligned with the IM architecture and direction.
- Provides information support to state and district offices on data modeling and statistical analysis based on programmatic issues. This includes:
 - Evaluating information requirements and ensuring IM/IT efforts are aligned with the intent of the needs; and
 - Coordinating IM activities between OITS and other DOE offices or external agencies.
- Administers and conducts statistical research and analysis. This includes:
 - Disseminating yearly and ad-hoc reports such as student enrollment projections; enrollment counts; student attendance; student transfer, withdrawal and retention; demographic, population, and socioeconomic characteristics of school attendance areas; and other applications and analyses of school and student data as required;
 - Coordinating and managing the collection and retrieval of student information and other types of data to respond to requests from federal and state agencies and the public;
 - Serving as the liaison to the National Center for Education Statistics (NCES) on state-national data issues; and
 - Providing functional planning, modeling, and content support for the department's decision support system.

Student Services Application Section

This section provides support for the development, maintenance, and user training for the department-wide computerized application (eCSSS) that tracks and manages services to students.

- Assists in the analysis of the business process involved in the student services that is considered for computerization.
- Assists in the development of user requirements.
- Provides and maintains a help desk for users.

- Provides the interface between users and technical staff in the operations of student services applications. This includes conducting initial troubleshooting of user problems, and where needed, working with technical staff to resolve problems.
- Assists in the planning and coordination of the implementation of new student services applications or enhancements of existing ones.
- Provides training and other support to users in using various student services applications.
- Evaluates the operations of various student services computer systems.

Information Systems Training Section

This section plans, coordinates, administers, and implements a department-wide education and training program on information processing and telecommunication systems and services to continually develop the knowledge and skills of administrators, professional and technical staff, and clerical personnel to efficiently and effectively use department-wide application systems, end-user hardware and software, and telecommunication networks. The section researches and obtains access to databases developed and maintained by federal and other state agencies, universities, research institutes, and commercial sources which meet the information and data needs of schools and offices. It provides training to end users in methods and procedures of accessing on-line information resources. The section is also responsible for the development and implementation of the DOE'S Centralized Service Desk (CSD).

- Develops and provides a regular program of workshops and seminars for end users in the methods and processes of accessing on-line information resources, and responds to requests for specific user groups for such training.
- In coordination with the Information System Services Branch and other state program offices that have primary responsibility for various application systems, assesses training needs, and develops, conducts, and evaluates training courses to ensure reliable implementation and operation of department-wide application systems.
- In consultation with schools and offices, assesses education and training needs, and develops and coordinates an end-user training program to develop knowledge and skills in the use and application of microcomputers, office automation products, electronic mail and other communication hardware and systems in their administrative and educational operations.
- Plans, develops, and administers other education and training activities to upgrade the level of knowledge of department administrators, and to expand the technical competencies of information processing and communications professionals in OITS.
- Coordinates educational activities and training programs with other training resources of the department, other agencies, vendors, and consultants.
- In consultation with various offices and vendors, plans and manages the development and implementation of the DOE's CSD.

INFORMATION SYSTEM SERVICES BRANCH

The Information System Services Branch develops, integrates, and maintains DOE statewide computer-based application systems on the department's multi-user host computers and servers, as well as the Department of Accounting and General Services' (DAGS) mainframe computers. In addition, the branch develops and maintains specialized application systems such as the automated substitute teacher assignment system, Workers' Compensation system, TSA vendor database, Driver's Education database, etc. When resources allow, ISSB also develops web-sites for offices that request this service. This branch is headed by a director and technically supported by two project management specialists, two technology integration specialists, and a clerical staff consisting of a secretary and a clerk for the Honolulu location, and a secretary and clerk at the Kapolei location.

School and Student System Development Section

This section provides systems development, enhancement, and maintenance support for the department's school and student information processing systems.

- Provides system and database management, system analysis, analysis of hardware and software alternatives, and programming support for the development and installation of new application systems for information processing.
- Participates with the Network Support Services Branch in planning the installation of necessary data communications networks prior to implementing new application systems.
- Provides enhancement and maintenance support for existing local and statewide application systems to meet user requirements and implement new or revised system software and hardware.
- Develops documentation required to operate, maintain, and utilize computer-based application systems, and provides technical assistance in user training on new application systems.
- Plans and designs the databases for statewide school application systems.
- Manages physical database structures and program libraries, and performs daily monitoring of all databases to detect and correct conditions that may lead to database degradation.
- Provides technical support in resolving computer hardware and software, as well as data communication problems.
- Assists in the technical evaluation and acquisition of new hardware and software tools to facilitate the development and enhancement of application systems.
- Provides assistance in the preparation of technical specifications for bids and contracts relating to computer hardware, software, and related services, and participates in the selection process.

Personnel and Payroll System Development Section

This section provides systems development, enhancement, and maintenance support for the department's personnel and payroll information processing systems.

- Provides system and database management, system analysis, analysis of hardware and software alternatives, and programming support for the development and installation of new application systems for information processing.
- Participates with the Network Support Services Branch in planning the installation of necessary data communications networks prior to implementing new application systems.
- Participates with contractors, users, and other state departments as well as other organizations in defining requirements and providing modifications and enhancements to existing local and statewide application systems.
- Develops user manuals required to utilize computer-based application systems and system and programming documentation to operate, enhance and maintain these systems. Also provides technical assistance during user training on new application systems.
- Plans and designs the databases for application systems.
- Manages personnel database structures and program libraries, and performs database administration (DBA) functions that include daily monitoring of all database relations to detect and correct conditions that may lead to database corruption.
- Provides technical support in resolving computer hardware, software, and data communication problems.
- Assists in the technical evaluation and testing of new hardware and software tools to facilitate the development and enhancement of personnel and payroll application systems.
- Provides assistance in the preparation of technical specifications for bids and contracts related to computer hardware, software, and related services.

Desktop and Server Application Development Section

This section provides systems development, enhancement, and maintenance support of systems that supplement the department's statewide information processing systems. This section also provides operating system support and server administration for other branch projects.

- Provides system and application support for Workers' Compensation system, including software/hardware/network infrastructure, server administration, database administration, security policies, system enhancement, user technical support, and integration with other DOE systems such as FMS.
- Provides system and database management, system analysis, analysis of hardware and software alternatives, and programming support for the

development and installation of the Hawaii State Test for Essential Competencies (HSTEC).

- Designs, implements, and provides system administration for internal networked servers which support infrastructure for this branch's daily operations as well as other local and statewide applications.
- Assists with the Network Support Services Branch in performing installation of necessary data communication networks in offices located in the Liliuokalani Building.
- Provides enhancement and maintenance support for existing local and statewide application systems such as HSTEC, the Workers' Compensation record keeping system, Driver's Education system, T-SEAS, student suspensions, etc.
- Develops documentation required to use, operate, maintain, and enhance various computer-based application systems and provides technical assistance in user training on new application systems.
- Plans and designs the databases for application systems.
- Maintains the integrity of the physical database structures and program libraries by performing regular monitoring and evaluation operations.
- Provides technical support in resolving computer hardware and software problems, as well as data communication problems.
- Provides assistance to state and district offices in setting up, configuring, and trouble-shooting of hardware and software.
- Assists in the technical evaluation and acquisition of new hardware and software tools that would facilitate development and enhancement of systems.

Budget Systems and Special Application Development Section

This section provides systems development, enhancement, and maintenance support for the department's Budget Preparation and Budget Execution systems, as well as special applications such as the casual employee Time and Attendance system.

- Provides system and database management, system analysis, analysis of hardware and software alternatives, and programming support for the development and enhancement of new budget, casual employee time and attendance, and other application systems.
- Participates with the Network Support Services Branch in planning the installation of necessary data communications networks prior to implementing new application systems.
- Provides enhancement and maintenance support for statewide budget application systems to meet the budget director's and budget analysts' requirements, and also requirements from the legislature and the Budget and Accounting Office's requirements.
- Develops documentation required to use, operate, and maintain the Budget Preparation and Budget Execution computer-based application

systems and provides technical assistance in user training on new budget application systems.

- Develops casual employee Time and Attendance system user manuals for distribution to all schools and offices. Provides technical assistance and user training to the user support technicians on new casual employee and other application systems.
- Develops documentation required to use, operate, and maintain casual employee Time and Attendance computer-based application systems. Develops programming documentation to operate, enhance, and maintain these systems.
- Plans and designs the databases for budget, casual employee Time and Attendance, and other application systems.
- Manages physical database structures and program libraries, and performs regular checks of all databases to detect and correct conditions that may undermine the integrity of these databases.
- Provides technical support in resolving budget, casual employee Time and Attendance, and other application related computer hardware and software, as well as data communication problems.
- Assists in the technical evaluation and acquisition of new hardware and software tools to facilitate the development and enhancement of application systems.

FMS Workstation and Web Services System Development Section

This section provides systems development, enhancement, and maintenance support for the client-level software which runs on the FMS workstation at each school and office, and provides the user interface to the department's financial management systems.

- Performs system analysis, analysis of hardware and software alternatives, programming support for the maintenance and enhancement to the financial management system, and other administrative data systems.
- Participates with the Network Support Services Branch in planning the installation of necessary data communications infrastructure in support of improved versions of financial management and other systems.
- Defines requirements for computer-based applications to meet new or changing departmental business processes.
- Develops user documentation required to utilize, operate, enhance, and maintain these computer-based application systems. Also provides technical assistance in user training on new application systems.
- Plans and designs the databases for application systems.
- Provides technical support in resolving computer hardware, software, and data communication problems.
- Performs technical evaluation and testing of new hardware and software tools to facilitate the enhancement of the department-wide financial management systems and other administrative data systems.

- Applies web-services technologies to create web-based computer applications and associated data bases for financial and other administrative needs.

FMS Mainframe System Development Section

This section provides systems development, enhancement, and maintenance support for the department's primary financial systems which includes purchase order processing, payment processing, fixed assets, general ledger, cash receipts, and other accounting functions residing on a mainframe computer. In addition, the section provides enhancement and support of the local school fund accounting system which is used by all schools to keep records of non-appropriated funds.

- Provides system and database management, system analysis, analysis of hardware and software alternatives, and programming support for the maintenance and enhancement to the financial management system.
- Participates with the Network Support Services Branch in planning the installation of necessary data communications infrastructure in support of the financial management systems.
- Participates with contractors and users in defining requirements and providing enhancements to existing local and statewide application systems to meet user requirements and implement revised system software and hardware.
- Develops user manuals required to utilize, operate, enhance, and maintain these computer-based application systems. Also provides technical assistance in user training on new application systems.
- Plans and designs the databases for application systems.
- Manages the financial system DB2 database structure and program libraries, and performs database administration (DBA) functions that include daily monitoring of all database relations to detect and correct conditions that may otherwise lead to database corruption.
- Provides technical support in resolving computer hardware, software, and data communication problems.
- Performs technical evaluation and testing of new hardware and software tools to facilitate the enhancement of the department-wide financial management systems.

Decision Support and Data Warehouse System Development Section

This section provides requirements definition, system design, development, maintenance, operation, and support of decision support applications and associated integrated data bases. These applications transform and integrate data from the department's operational data systems into an integrated data structure optimized for on-line analysis. They also provide associated user tools to summarize or drill-down, aggregate or disaggregate, and produce results in either tabular or graphic forms, referred to as "business intelligence."

- Defines departmental requirements for decision support, business intelligence applications.

- Applies Data Warehouse and other technologies to meet departmental needs.
- Designs and implements data bases to integrate data from the department's operational systems.
- Designs and implements supplementary data structures (multi-dimensional cubes) to provide responsive on-line analysis.
- Develops extract, transformation and load processes to extract data from the various operational systems, transform and eliminate irregularities as necessary, and load the data into an integrated data base.
- Defines and implements user interface and data display applications to provide users the tools to interact with the data.

Lotus Notes Application Development and System Management Section

This section provides application development for schools and offices using the Lotus Notes platform, system management and administration of the distributed, multi-server Notes infrastructure, and system administration of Lotus Notes electronic mail system used for official administrative communications department-wide.

- Manages the DOE-wide Notes distributed server infrastructure.
- Performs system administration of all Notes servers. Defines and implements the Notes data architecture including both logical and physical file structures.
- Defines, configures, and implements server data replication and data backup policies.
- Designs, develops, and supports collaborative computer applications for schools and offices utilizing the Lotus Notes application development environment and associated programming languages.
- Designs, develops, and supports administrative computer applications that require workflow processes for schools and offices, utilizing the Lotus Notes application development environment and associated programming languages.
- Manages the Lotus Notes electronic mail statewide system, including user-level and organizational-level security certificates, mail accounts, and web access.

NETWORK SUPPORT SERVICES BRANCH

The Network Support Services Branch plans, develops the department's statewide telecommunications network architecture, infrastructure, and operational plans including strategic, long-range planning, policies and standards. The branch plans, designs, installs, and operates the department's telecommunication network for data, video, and voice. The branch plans, installs, and maintains the school local telecommunication networks and supports operating of the networked resources at schools and offices. The branch provides direction and guidance in development of technology plans for the schools, participates in developing standards and evaluation for the department's technology adoption and implementation for instructional and administrative

functions. The branch plans, installs, and operates the department's enterprise-wide systems for statewide access and utilization of instructional and administrative uses by all schools and offices.

Network and Computer System Operations Section

This section manages the operation of the department's telecommunication systems and the host and distributed computer systems.

- Manages operations of enterprise computer host and distributed servers for administrative and instructional uses, including servers for network access and protection, and the storage area network systems.
- Develops and implements procedures and safeguards against unauthorized access to departmental systems and networks, and manages and grants user authorization to access application systems and data.
- Plans and implements disaster recovery plans in cooperation with the other state agencies and department's offices.
- Plans, installs, and manages the network and computer access and security servers such as firewall server, intrusion detection server, Internet filtering server, anti-virus server, Internet cache server, load balancing server, etc. Monitors the network access for security, and coordinates security management with other sections in the branch and other offices in the division.
- Analyzes usage and performance data to monitor and optimize the capacity and effectiveness of the department's host and distributed computer systems and plans for their expansion.
- Works with services/system providers and end users in the resolution of problems involving the department's network and computer systems.
- Plans, coordinates, and schedules with the Information and Communication Systems Division (ICSD) of the state Department of Accounting and General Services for the access and use of their computer resources and services.
- Installs and maintains operating system, database management, networking, and system utility software for the department's host and distributed computer systems.
- Prepares bid specifications for planned resources and acquires and installs major computer hardware and software.
- Monitors the operation of the department's wide area data network (WAN) and the local area data networks participating in the department's WAN. Coordinates activities to correct any WAN malfunctions with the Wide Area Network Management Section.
- Provides the first one of user support in access and use of the telecommunication network, networked computer resources and applications.
- Manages system resources, including the allocation of data storage resources, storage area network resources for the department's host and distributed computer systems.

- Plans and manages the computer data backup library and the safekeeping of data files through appropriate backup systems and off-site storage.

Wide Area Network Management Section

This section provides engineering, planning, installing and operating of the WAN that connects the school networks to the global network through WAN technologies.

- Determines requirements for WAN to support information technology infrastructure including data, image, and video communication systems in coordination with other state agencies, other offices in the department, and the schools.
- Manages installation and upgrade of the department's WAN for data, and video for remote school/office sites and central communications center sites in accordance with school technology requirements, industry standards, and department's plans/requirements.
- Manages daily operations of the WAN for data and video, manages telecommunication network services provided by telecommunications service providers and WAN hardware/software vendors.
- Plans and manages performance of Internet backbone access network through the commercial network service provider and manages network access to Internet II through the University of Hawaii.
- Schedules and monitors the operations of statewide data, image, and video communication systems to optimize the use of available telecommunication resources. Monitors network performance of the WAN through the network management systems and takes appropriate action to provide network capacity required by various applications for the schools and offices.
- Plans, installs, and supports internetworking connections between the school local area network (LAN) and the WAN for schools' access to the Internet and the Intranet, sets up and supports Internet services such as NAT, DHCP, DNS, Network Security System, Network Management System, etc.
- Plans and coordinates with other state agencies to implement and expand/upgrade the statewide backbone network, such as the state's institutional network (I-Net) to support data, video, and voice communication requirements for the department. Manages and operates the department's part of the I-Net to provide high capacity network connections.
- Evaluates WAN telecommunications hardware, software, and services. Develops specifications for competitive bidding and participates in evaluation of bids and selection of appropriate vendors and network transport service providers.
- Researches, analyzes, and assesses the applicability of the advances in WAN telecommunication technologies and services to stay abreast of major trends and potential applications for improving the department's WAN.
- Manages Internet resources such as IP addresses, autonomous system number for the department. Allocates IP addresses to schools and

offices. Designs, plans, and operates IP (public and private) assignment scheme to the schools and offices.

- Reviews and approves all requests for data, image, and video telecommunication network and services.

School Local Network Operations Support Section

This section provides support in the area of installation, administration, and management of the Network Operating Systems (NOS) for schools and offices; and provides support in management and use of the networked resources effectively and efficiently.

- Provides technical consultation and support in planning, designing, implementing, and operating the NOS and networked applications of the schools operating in the school LAN, across the department's WAN and Internet.
- Develops and proposes budget requirements for future network projects according to school-identified priorities and technology plans. Assists schools in the selection and purchase of equipment and software necessary to implement and maintain their technology projects.
- Determines the NOS requirements for the school, provides support in selection and procurement of the NOS that meets the requirements of planned or existing applications. Configures and installs NOS with the school technology personnel.
- Provides training for the school technology personnel in administration and operation of the NOS installed, trains the users in the efficient use and management of network applications.
- Provides phone support and on-site technical problem resolution on school LANs as necessary. Provides remote management and diagnosis of the school NOS and LAN operations as necessary.

School Technology and Telecommunication Network Support Section

This section provides schools with support in planning, installing, operating, and managing technology for instructional and administrative functions. This section plans, designs, installs, maintains, and repairs the physical telecommunication network for voice, video, and data in schools and district/state offices.

- Supports schools in planning, designing, upgrading, and installing voice, video, and data networks in accordance with the school technology plans and/or to address specific requirements (e.g., safety/security, special student needs, etc.).
- Plans, schedules, designs, and installs the school physical network infrastructure in accordance with school technology plans, industry/building standards, and department standards and requirements.
- Maintains and repairs school physical telecommunication network for voice, video, and data.
- Supports schools in participating in programs and applying for funds for school telecommunication network installation, operation, network enhancements, and upgrades. Processes program applications on behalf of schools (e.g., E-Rate Program).

- Supports the schools in collecting and managing data needed for Standards Based Education.
- Participates in project planning (initial planning, review/revision), progress monitoring, and final inspections of telecommunication-related Capital Improvement Projects (CIP) for the schools.
- Assists schools in developing their school technology plans aligned with their Standards Implementation Design (SID).
- Supports the schools in effective use and application of standard statewide computer applications.
- Researches, reviews, analyzes, and assesses emerging telecommunications technologies and services for possible applications and practices to improve instructional and administrative functions and improve student performances. Informs and advises schools of possible use of these technologies to achieve their instructional and administrative objectives.
- Evaluates telecommunications hardware, software, and services for possible school applications.
- Participates in establishing, reviewing, and updating the department's networking policies, standards, and procedures for the installation and operation of telecommunication networks for voice, video, and data. These reviews are based on the current and emerging technologies and their potential benefit of the educational objectives and administrative needs of the schools.
- Evaluates effectiveness of the technology and telecommunication network implementation and use in the functional areas, and makes recommendations for improvements.

Voice Network Management Section

This section manages planning, installation, and operation of the voice network for the department's schools and offices.

- Provides support in planning and installing voice network infrastructure according to the school technology plan and planned administrative and instructional uses.
- Works with telecommunication service providers to secure quality and timely service at schools and offices, handles billing issues, and communicates to schools awareness of new services available to the department. Advises schools to ensure effective use of funds, credits, and reimbursements.
- Supports the schools in planning, procuring, configuring, installing, and upgrading of the voice processing systems, such as KSU, PBX, and Voice over IP systems.
- Coordinates all voice-related services and equipment installation for schools through the Telecom Request process.
- Manages repair and maintenance requests by coordinating services provided by the section and telecommunication equipment repair service providers.

- Coordinates with other state agencies in the use of the statewide voice network system and service projects and contracts.
- Installs, analyzes, and tests school and office voice network, voice system and components, determining the cause of any problem, and replaces or repairs the source of the trouble. Provides periodic preventive maintenance of voice network and equipment as needed.

Internet Services and Operations Section

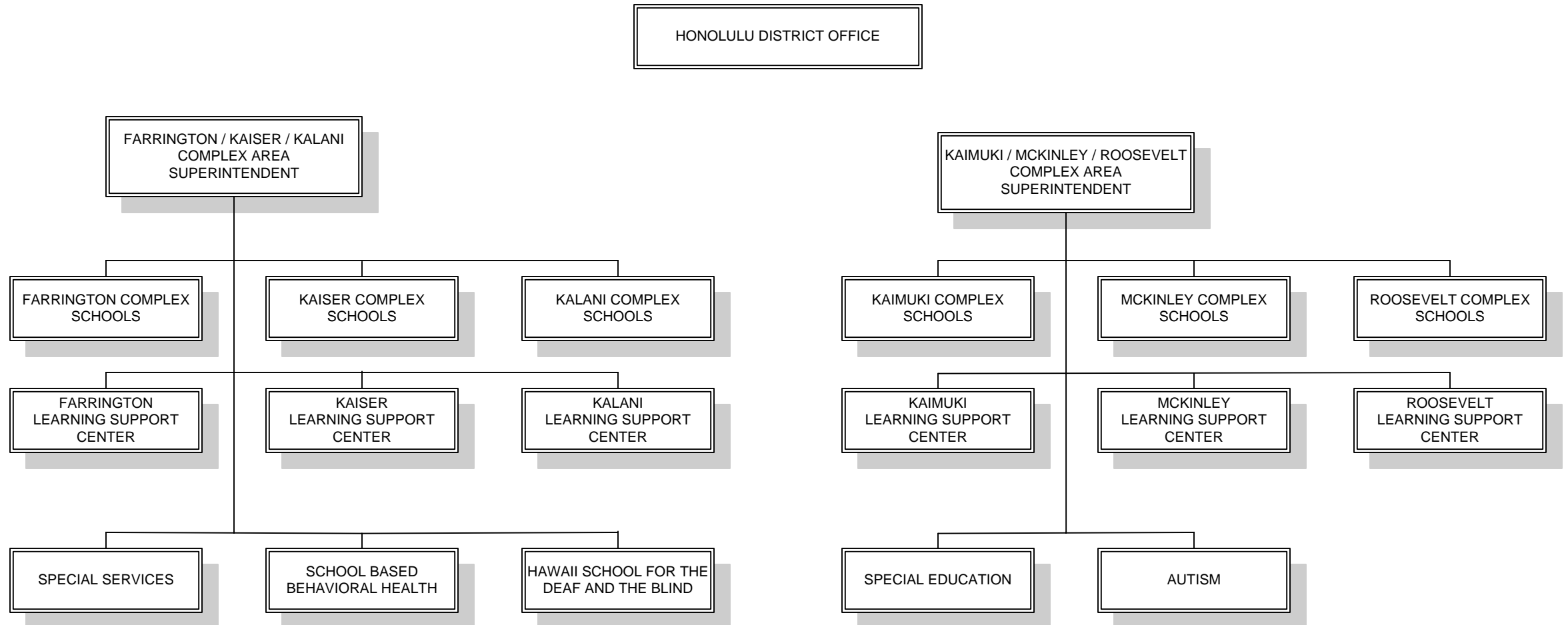
This section provides Internet and Intranet services to all department users and manages planning, installing, and operating of the various Internet server hardware and software used to provide the required services.

- Manages the department's Internet/Intranet computer resources; performs system management functions of the computer servers; manages user accounts; installs, configures, and maintains services such as E-mail, Web services, Usenet news, mailing lists, domain name services, Internet chat and others.
- Provides the security of the Internet servers; works with the Network and Computer Operations Section on planning and operations of the firewalls, intrusion detection system, web content filtering servers, anti-virus system, etc. Investigates computer security break-ins and cyber misconducts committed by the department users.
- Coordinates efforts to ensure the department's web sites comply with the Americans with Disabilities Act directives and Children Internet Protection Act.
- Provides second level technical support to users in the schools and offices in troubleshooting problems and providing assistance with the Internet services offered. Provides support to the school technology personnel in the schools, who provide the first level of technical support.
- Performs system administration and maintenance functions for the Internet and Intranet servers. Applies all software upgrades and patches, manages new installation and upgrade of hardware and software.
- Evaluates, monitors, and analyzes performance of the Internet and Intranet servers and network connections/utilization for effective capacity planning and performance optimization.
- Participates in planning, designing, and implementing of the department's Internet and Intranet application plans.
- Develops training materials, conducts in-service workshops and presentations related to using the Internet as a teaching tool to improve teacher productivity and student achievement.
- Sets up Internet and Intranet client applications and services for the schools and offices. Advises users with problems determination and resolution for Internet and Intranet application systems.
- Provides support in setup and creation of web sites for the schools and offices needed to deploy Standards Based Education information.

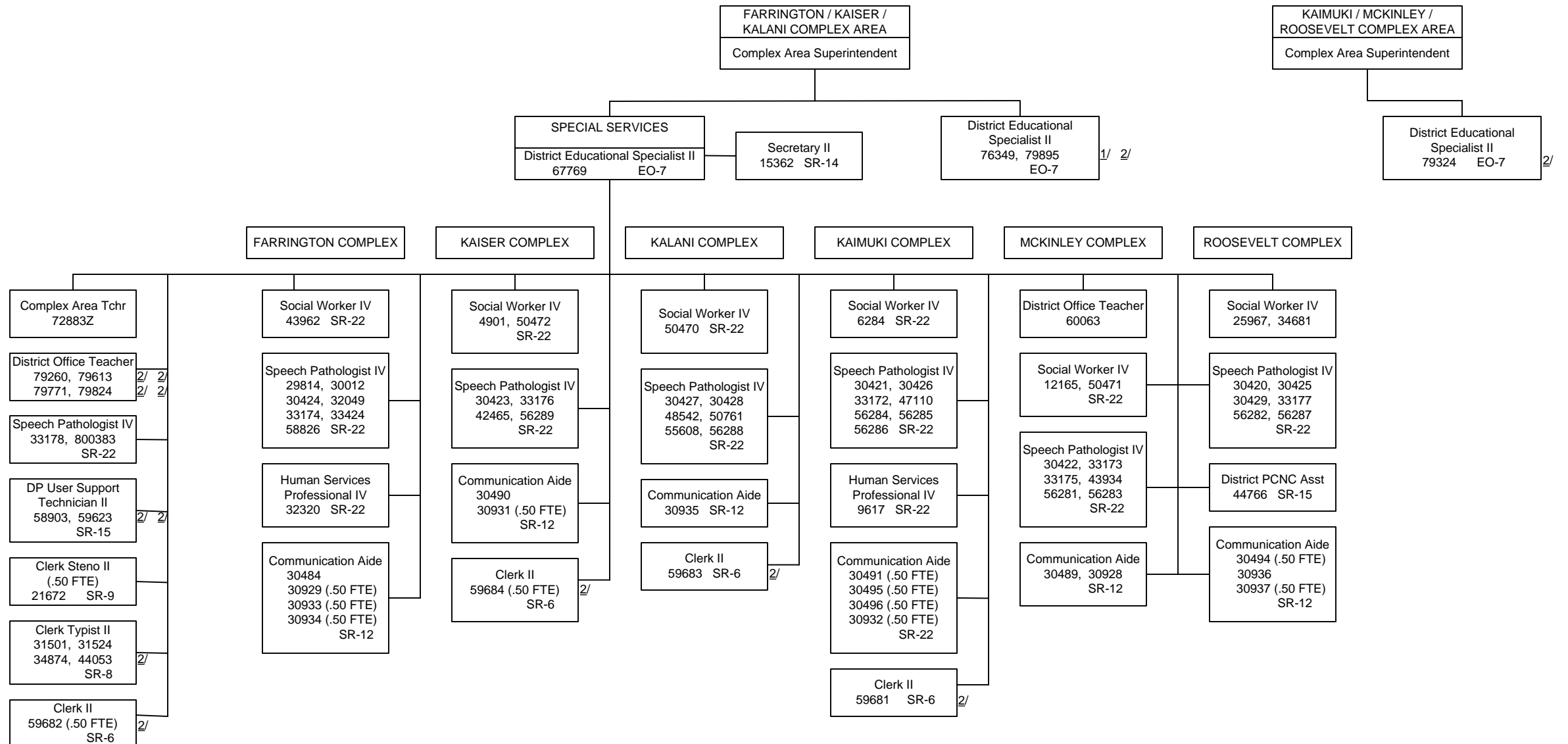
COMPLEX AREAS

- Organization Chart
- Position Organization Chart
- Functional Statement

STATE OF HAWAII
 DEPARTMENT OF EDUCATION
 HONOLULU DISTRICT OFFICE
 ORGANIZATION CHART

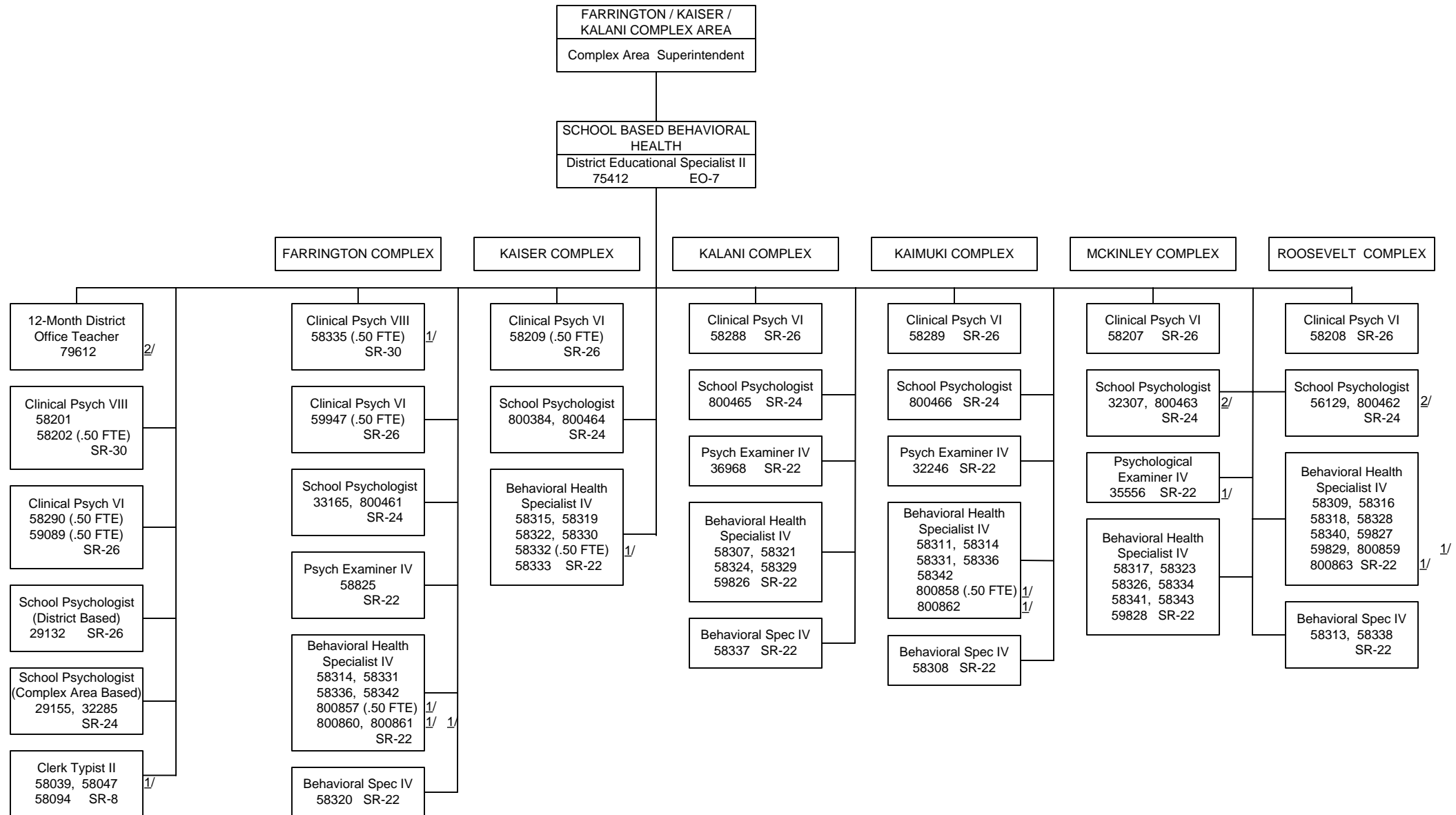


STATE OF HAWAII
DEPARTMENT OF EDUCATION
HONOLULU DISTRICT OFFICE
POSITION ORGANIZATION CHART



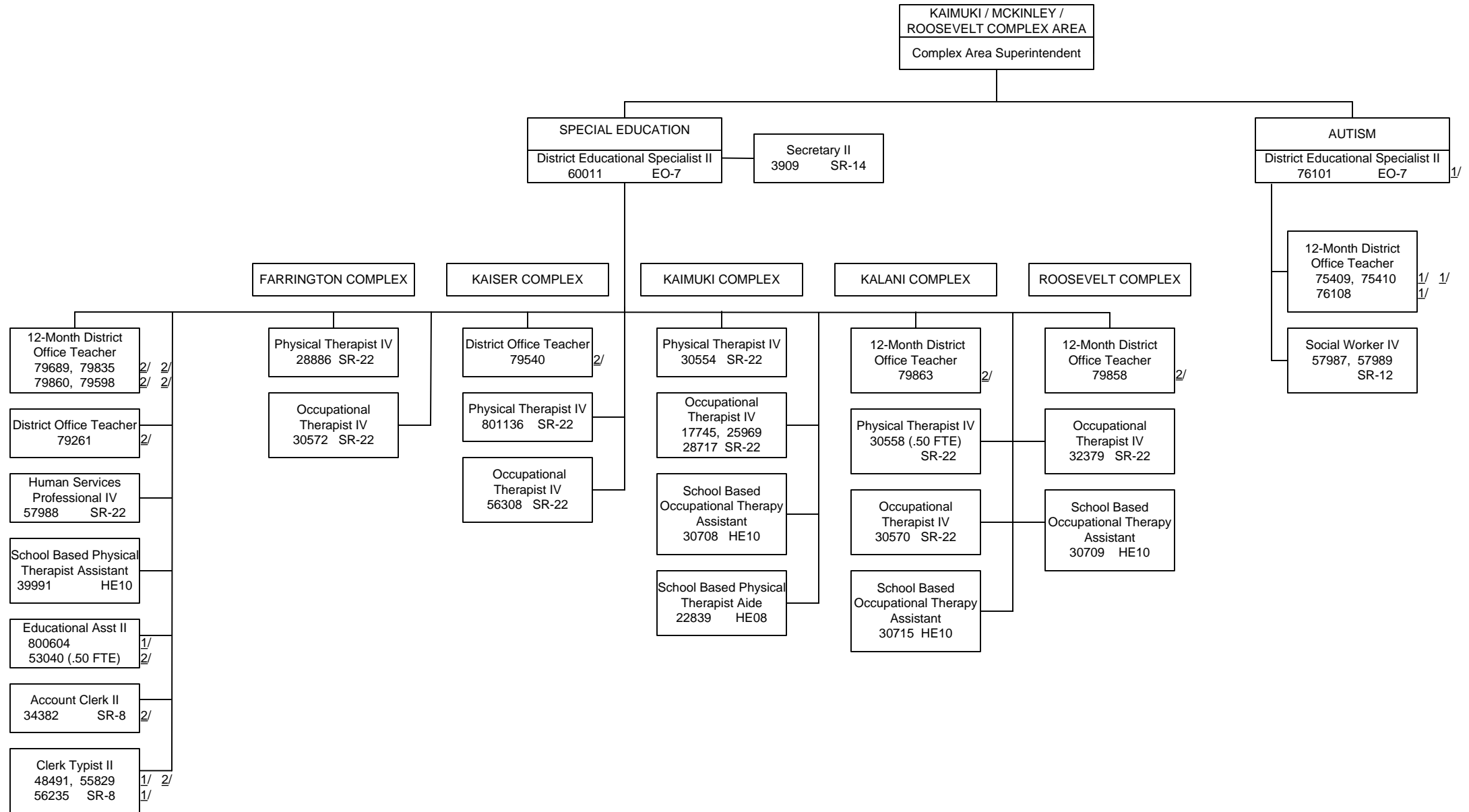
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2/ Temporary position, Federal funds

STATE OF HAWAII
 DEPARTMENT OF EDUCATION
 HONOLULU DISTRICT OFFICE
 POSITION ORGANIZATION CHART



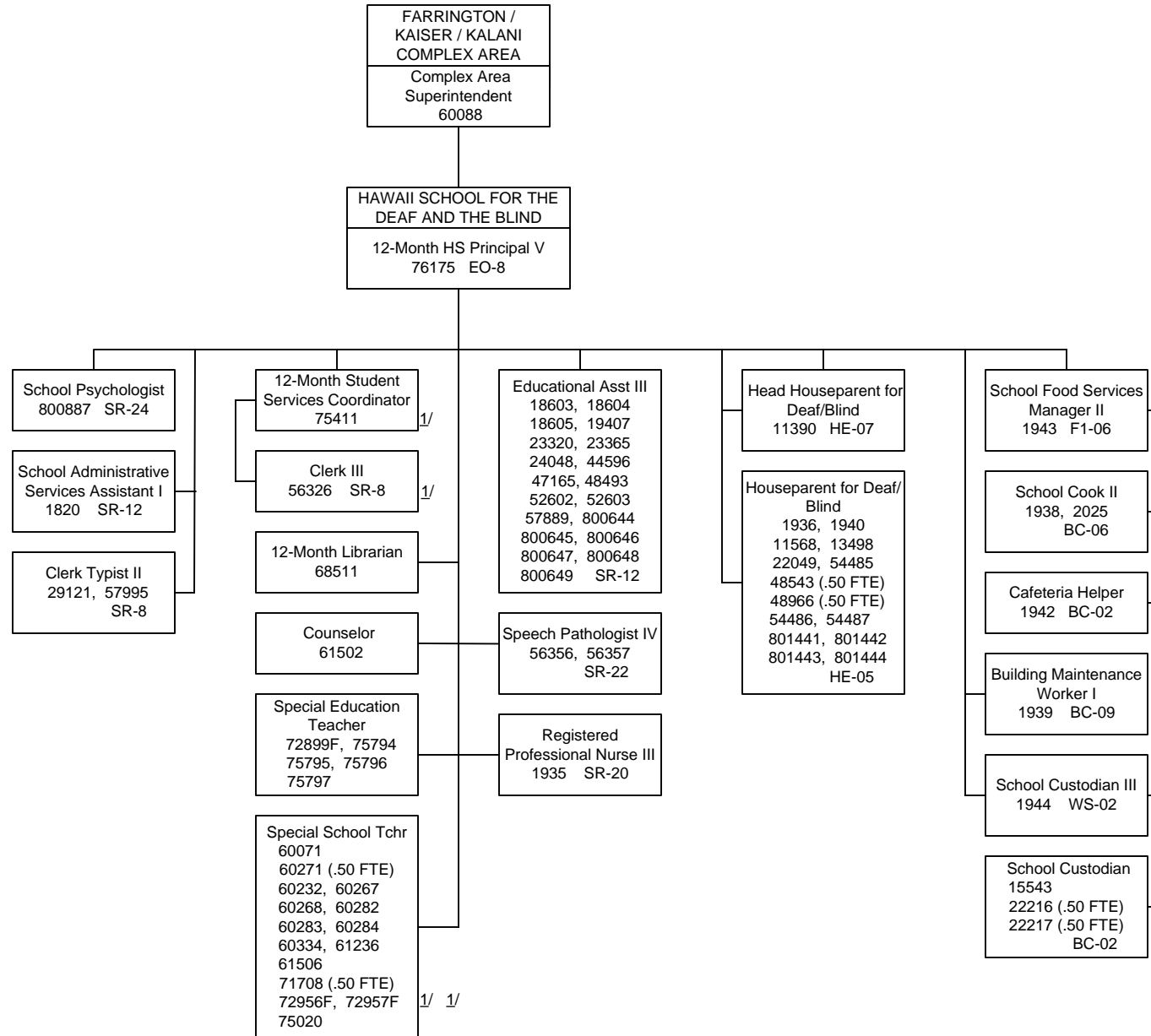
1/ Temporary position, General funds
 2/ Temporary position, Federal funds

STATE OF HAWAII
DEPARTMENT OF EDUCATION
HONOLULU DISTRICT OFFICE
POSITION ORGANIZATION CHART

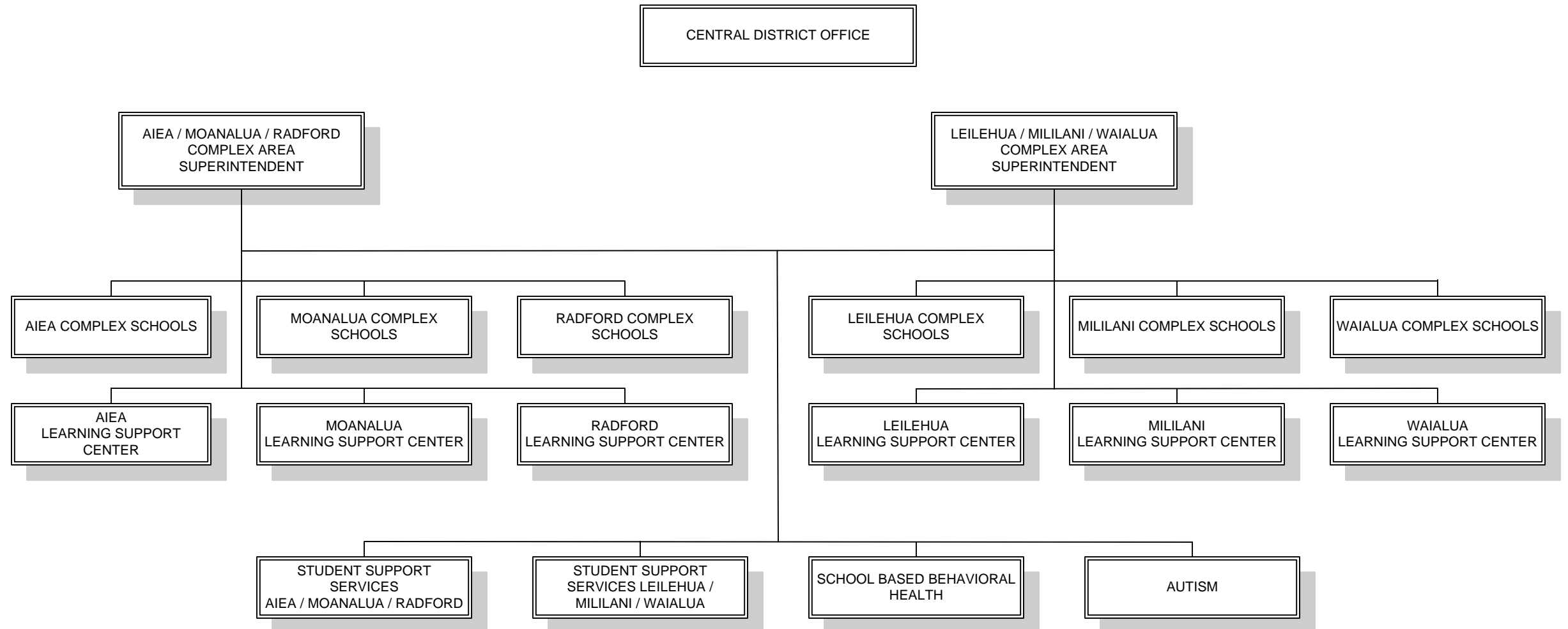


1/ Temporary position, General funds
2/ Temporary position, Federal funds

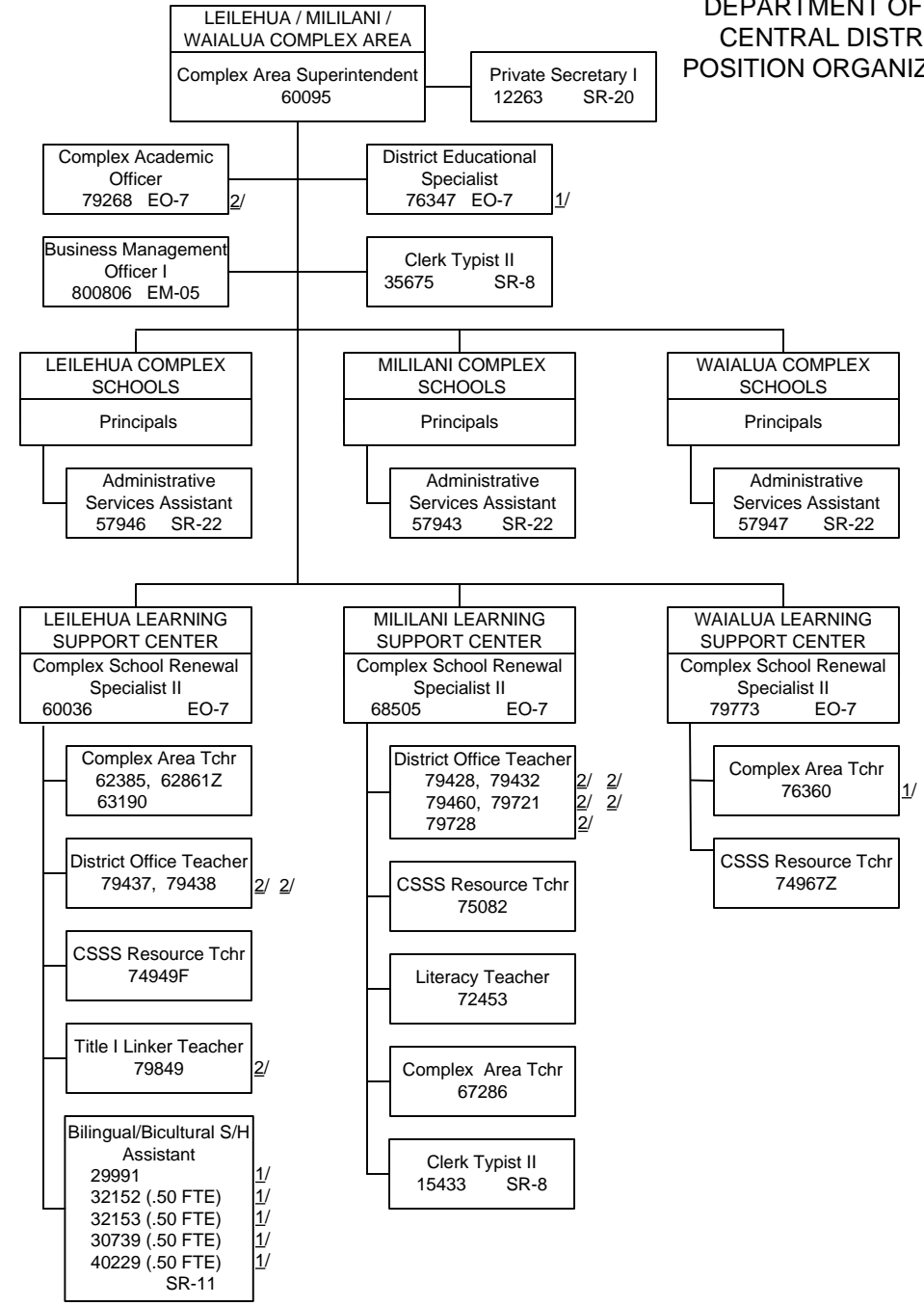
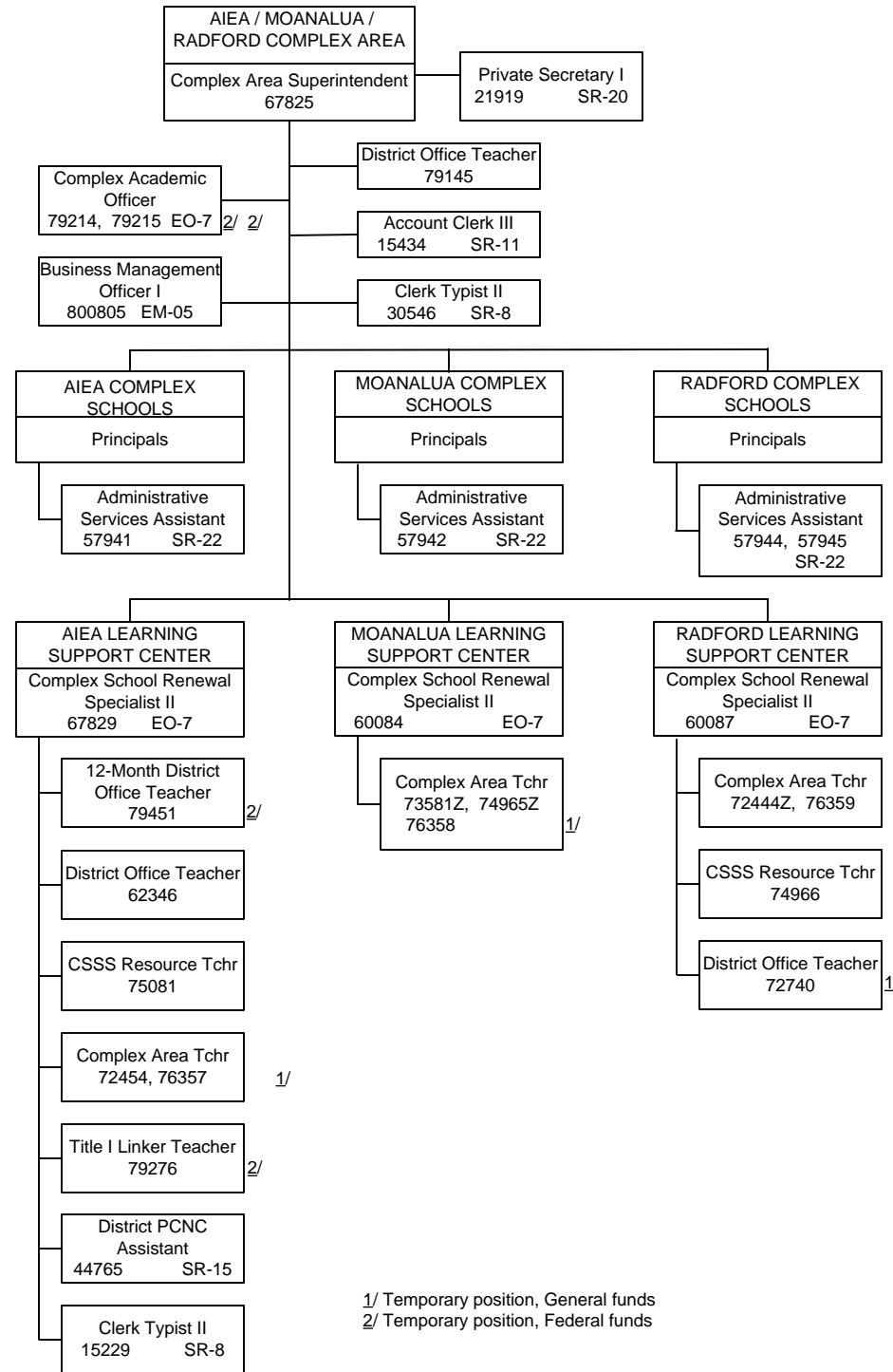
STATE OF HAWAII
DEPARTMENT OF EDUCATION
HONOLULU DISTRICT OFFICE
POSITION ORGANIZATION CHART



STATE OF HAWAII
DEPARTMENT OF EDUCATION
CENTRAL DISTRICT OFFICE
ORGANIZATION CHART

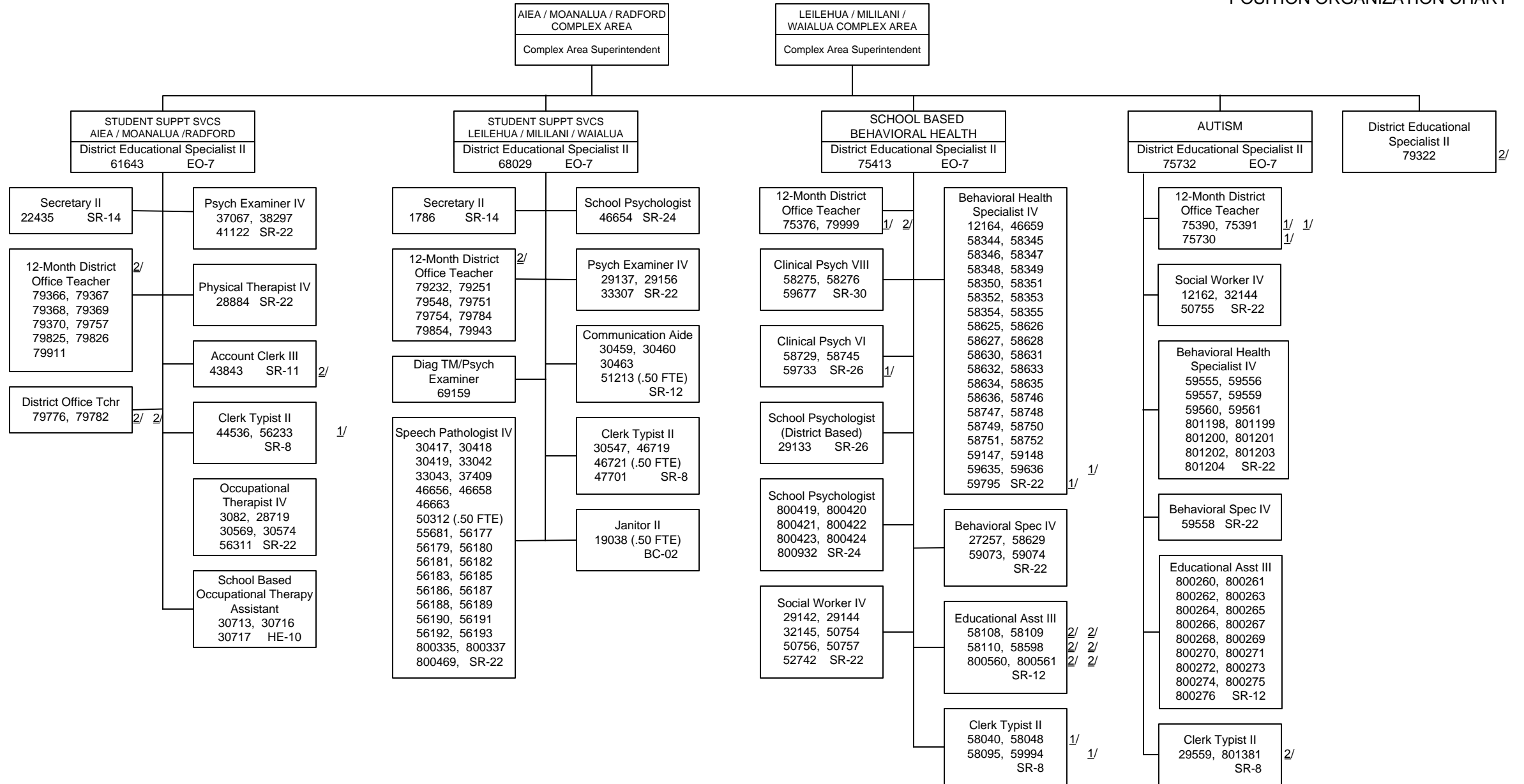


STATE OF HAWAII
DEPARTMENT OF EDUCATION
CENTRAL DISTRICT OFFICE
POSITION ORGANIZATION CHART



^{1/} Temporary position, General funds
^{2/} Temporary position, Federal funds

STATE OF HAWAII
DEPARTMENT OF EDUCATION
CENTRAL DISTRICT OFFICE
POSITION ORGANIZATION CHART



1/ Temporary position, General funds
2/ Temporary position, Federal funds

STATE OF HAWAII
DEPARTMENT OF EDUCATION
LEEWARD DISTRICT OFFICE
ORGANIZATION CHART

LEEWARD DISTRICT OFFICE

WAIANAЕ / NANAKULI
COMPLEX AREA
SUPERINTENDENT

PEARL CITY / WAIPAHU
COMPLEX AREA
SUPERINTENDENT

CAMPBELL / KAPOLEI
COMPLEX AREA
SUPERINTENDENT

WAIANAЕ COMPLEX
SCHOOLS

NANAKULI COMPLEX
SCHOOLS

PEARL CITY COMPLEX
SCHOOLS

WAIPAHU COMPLEX
SCHOOLS

CAMPBELL COMPLEX
SCHOOLS

KAPOLEI COMPLEX
SCHOOLS

WAIANAЕ
LEARNING SUPPORT
CENTER

NANAKULI
LEARNING SUPPORT
CENTER

PEARL CITY
LEARNING SUPPORT
CENTER

WAIPAHU
LEARNING SUPPORT
CENTER

CAMPBELL
LEARNING SUPPORT
CENTER

KAPOLEI
LEARNING SUPPORT
CENTER

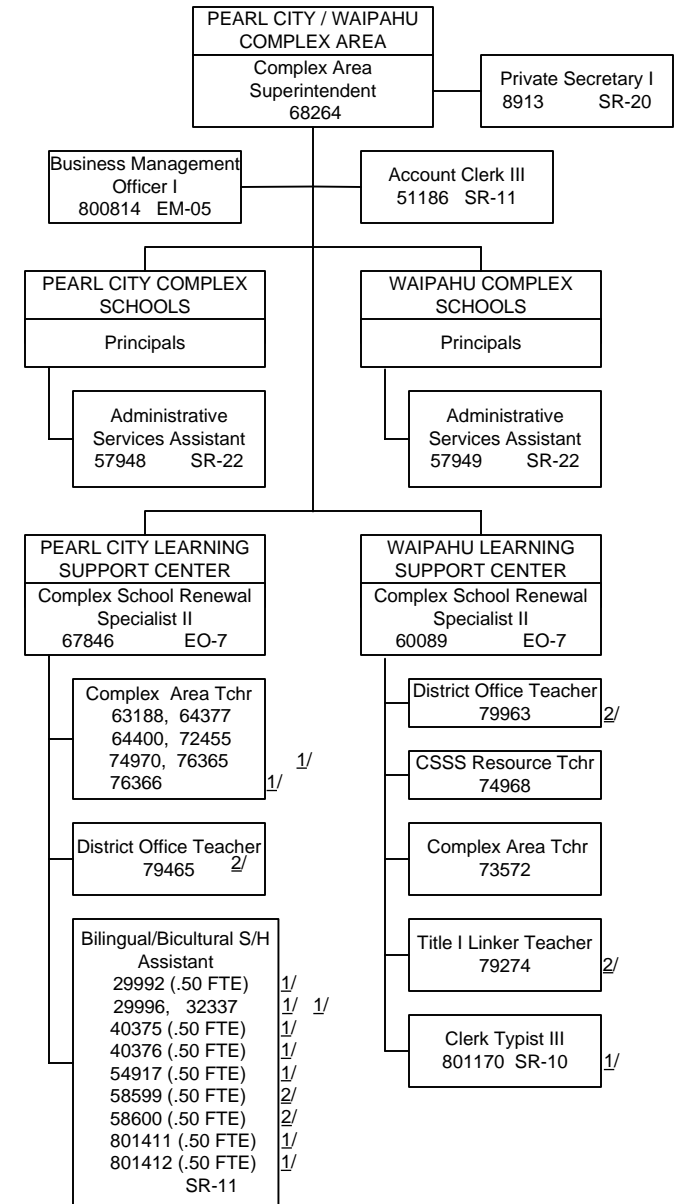
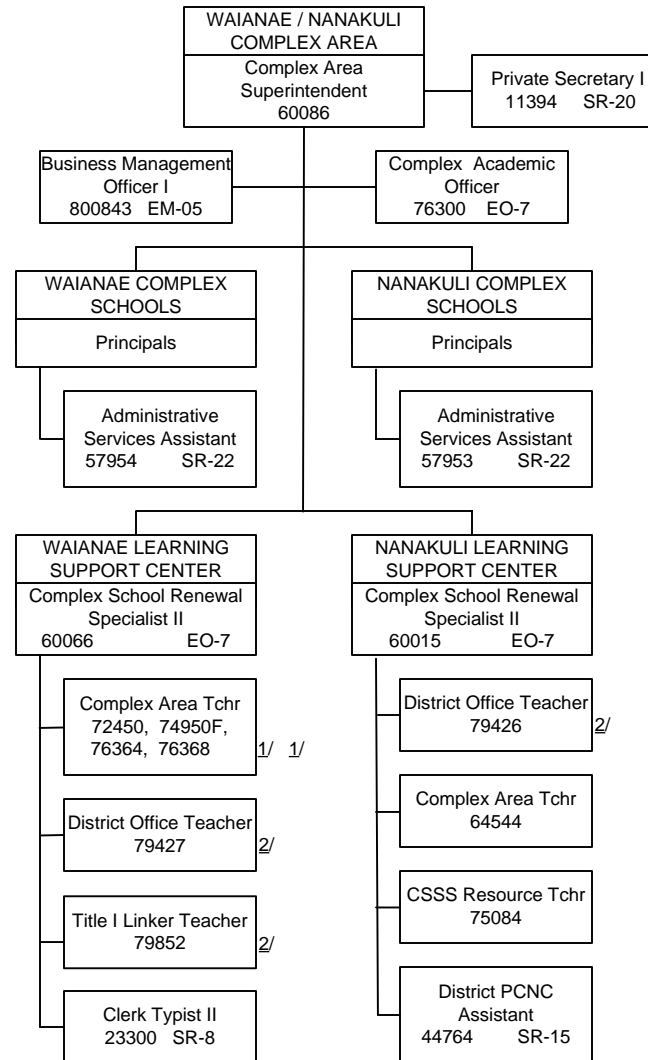
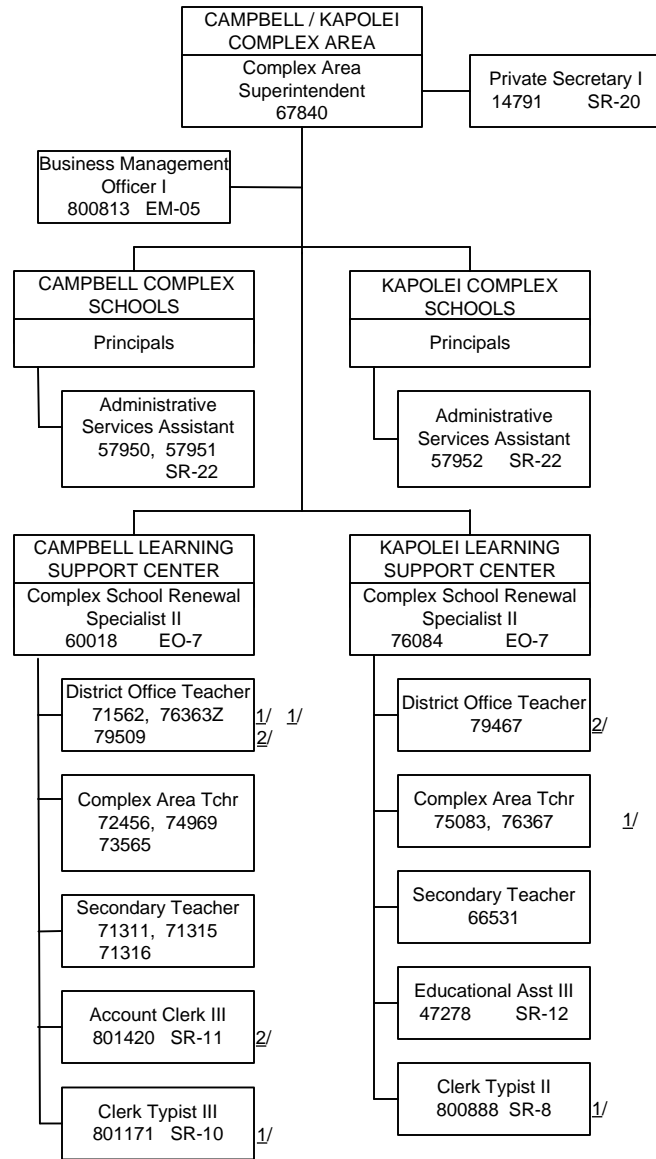
SCHOOL BASED BEHAVIORAL
HEALTH

STUDENT SUPPORT SERVICES
PEARL CITY / WAIPAHU

AUTISM

STUDENT SUPPORT SERVICES
CAMPBELL / KAPOLEI

STATE OF HAWAII
DEPARTMENT OF EDUCATION
LEEWARD DISTRICT OFFICE
POSITION ORGANIZATION CHART



1/ Temporary position, General funds
2/ Temporary position, Federal funds

STATE OF HAWAII
DEPARTMENT OF EDUCATION
LEeward DISTRICT OFFICE
POSITION ORGANIZATION CHART

CAMPBELL / KAPOLEI
COMPLEX AREA
Complex Area Superintendent

STUDENT SUPPORT SERVICES
CAMPBELL / KAPOLEI
District Educational Specialist II
67909 EO-7

Secretary II
12188 SR-14

12-Month District Office
Teacher
79624, 79866 2/ 2/
79888, 79956 2/ 2/
79972 2/

District Office Teacher
79283 2/

Speech Pathologist IV
27393, 29813, 29816
30444, 30445, 30446
30447, 30449, 30450
30451, 30452, 30453
33040, 33179, 33180
33182 (.50 FTE)
33183, 33184, 33185
37328, 46661, 46662
47672, 47673, 48826
50361, 52965, 55719
56360, 56361, 56362
56363, 56364, 56365
56366, 56367, 56368
56369, 56370, 56371
56372, 56373, 56374
58996, 800934 (.50 FTE)
SR-22

Communication Aide
30479, 30481
30482, 30485
30487, 32334
32667 SR-12

Clerk Typist II
31331, 33189 2/
34666, 56343 SR-8

Janitor II
31685 (.50 FTE)
BC-02

PEARL CITY / WAIPAHU
COMPLEX AREA
Complex Area Superintendent

STUDENT SUPPORT SERVICES
PEARL CITY / WAIPAHU
District Educational Specialist II
69114 EO-7

Secretary II
32349 SR-14 2/

12-Month District Office
Teacher
79505, 79515 2/ 2/
79518, 79577 2/ 2/
79595, 79650 2/ 2/
79704, 79850 2/ 2/
79867, 79955 2/ 2/
79973 2/

Occupational Therapist IV
28716, 30578
SR-22

School Based Occupational
Therapy Assistant
30714, 39994
HE-10

Physical Therapist IV
12023, 28883
SR-22

School Based Physical
Therapist Aide
7629 HE-08

Educational Assistant III
800507 SR-12 2/

Clerk Typist II
23543, 44127 2/
56238 SR-8 1/

AUTISM
District Educational Specialist II
75733 EO-7

12-Month District Office
Teacher
61512, 75420 1/
75731 1/

District Office Teacher
61730

Educational Assistant III
800521, 800522
800523, 800524
800525, 800815
800816, 800817
800818, 800819
800820, 800821
800822, 800823
800824, 800825
800826, 800827
800828, 800829
800830, 800831
800832, 800833 1/
800834, 800835 1/ 1/
800836, 800837
800838, 800839 1/
SR-12

Behavioral Health
Specialist IV
59886, 800946
800947, 800948
801308 SR-24

Clerk Typist II
800853 SR-8 1/

WAIANAe / NANAKULI
COMPLEX AREA
Complex Area Superintendent

SCHOOL BASED BEHAVIORAL
HEALTH
District Educational Specialist II
75414 EO-7

Secretary II
59678 SR-14

12-Month District Office
Teacher
73907, 79651 1/ 2/

Clinical Psychologist VIII
58204, 58291 1/
58292 SR-30 1/

Clinical Psychologist VI
58210, 58211 1/
58294, 58297 1/ SR-26

School Psychologist
(District Based)
29131 SR-26

School Psychologist
30688, 800445
800446, 800447
800448, 800449
800450, 800567
800568 SR-24 1/

Psychological Examiner IV
27697, 29815
34870, 36292
46157, 46975
SR-22

Social Worker IV
4900, 6283
25273, 27304
29140, 29141
32151, 46976
50473, 50474
50475, 50476
52595 SR-22

Behavioral Health
Specialist V
59879 SR-24

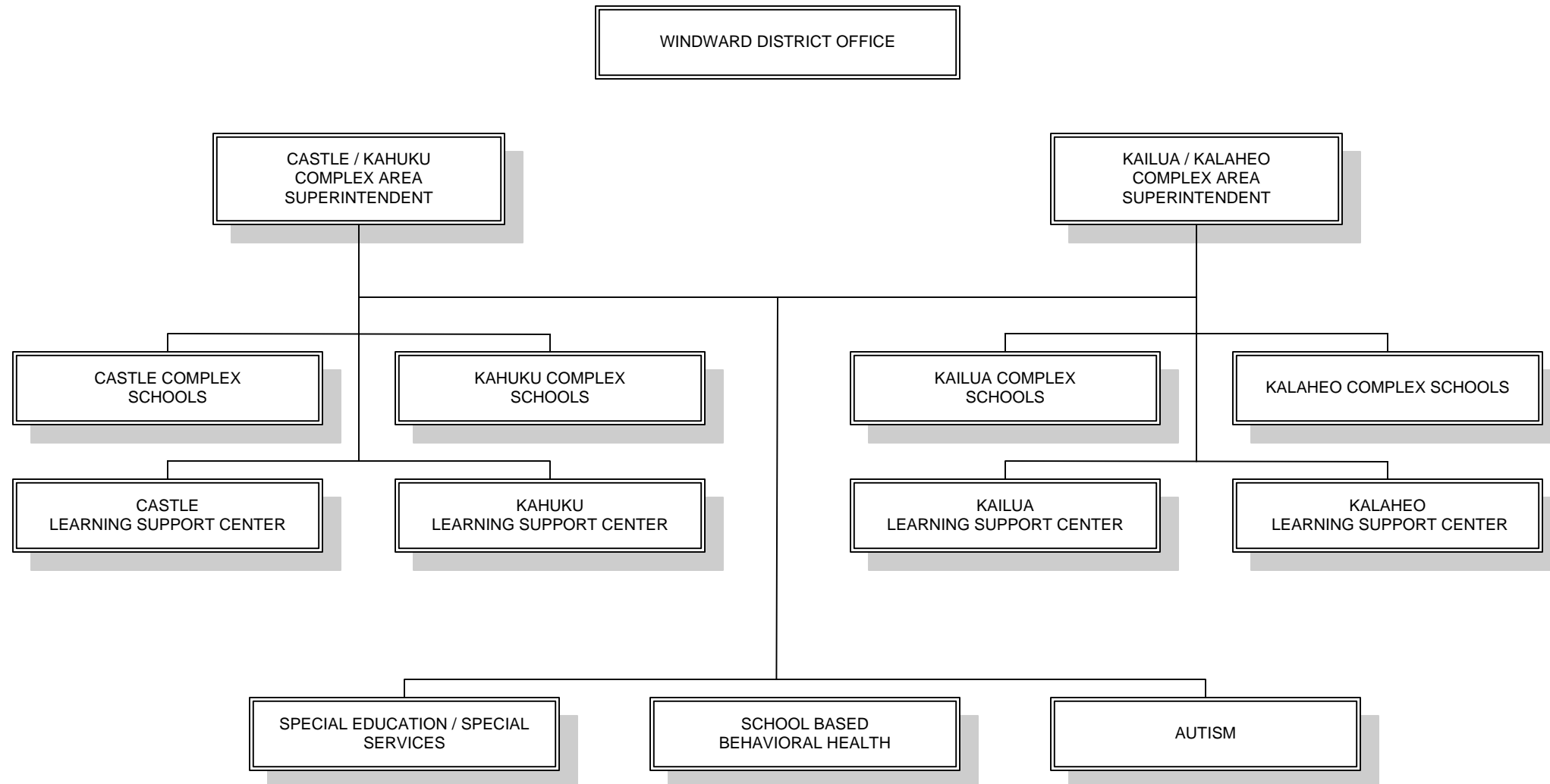
Behavioral Health
Specialist IV
58356, 58357 1/
58358, 58360
58361, 58362
58363, 58364
58365, 58367
58369, 58370
58371, 58372
58374, 58375
58376, 58377
58378, 58380
58381, 58383
58384, 58385
58637, 58638
58639, 58640 1/
58641, 58642 1/
58643, 58644
58645, 58646 1/
58649, 58651 1/
59801, 59802 1/
59803, 59804
SR-22

Behavioral Specialist IV
58359, 58366
58368, 58373
58379, 58382
58647, 58648
58650 SR-22 1/

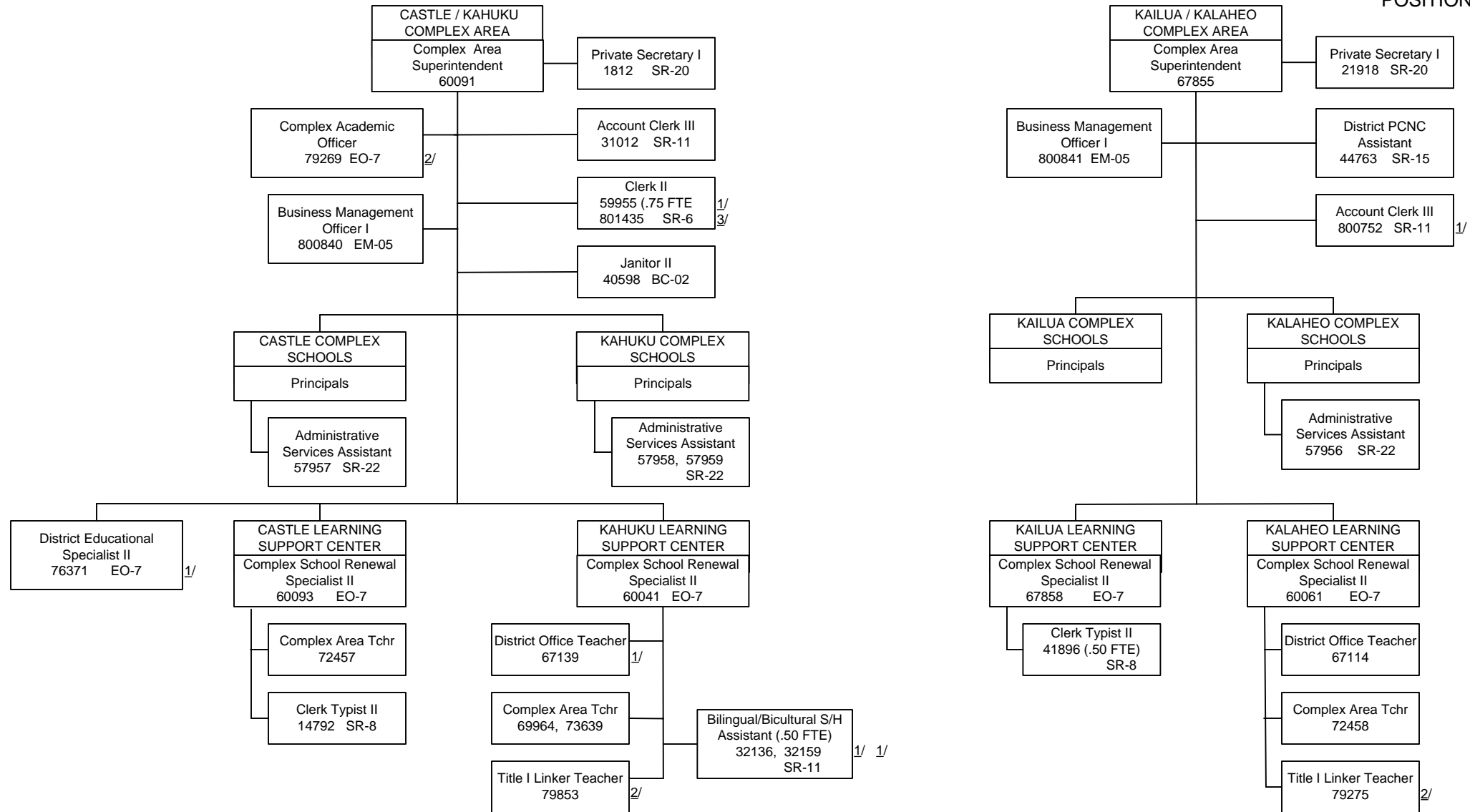
Clerk Typist II
31332, 58041 1/
58049, 58096
800673 SR-8 1/

1/ Temporary position, General funds
2/ Temporary position, Federal funds

STATE OF HAWAII
DEPARTMENT OF EDUCATION
WINDWARD DISTRICT OFFICE
ORGANIZATION CHART

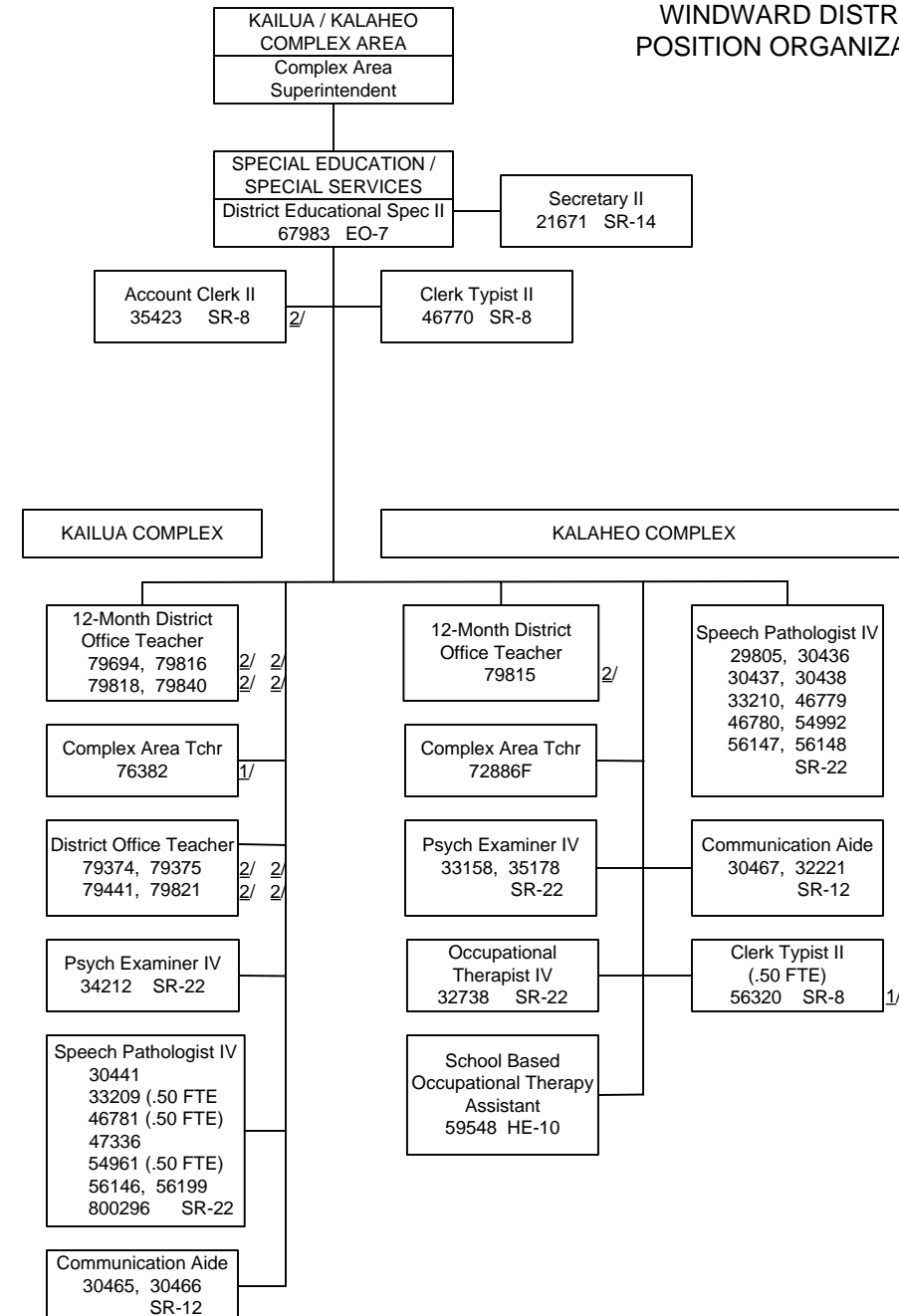
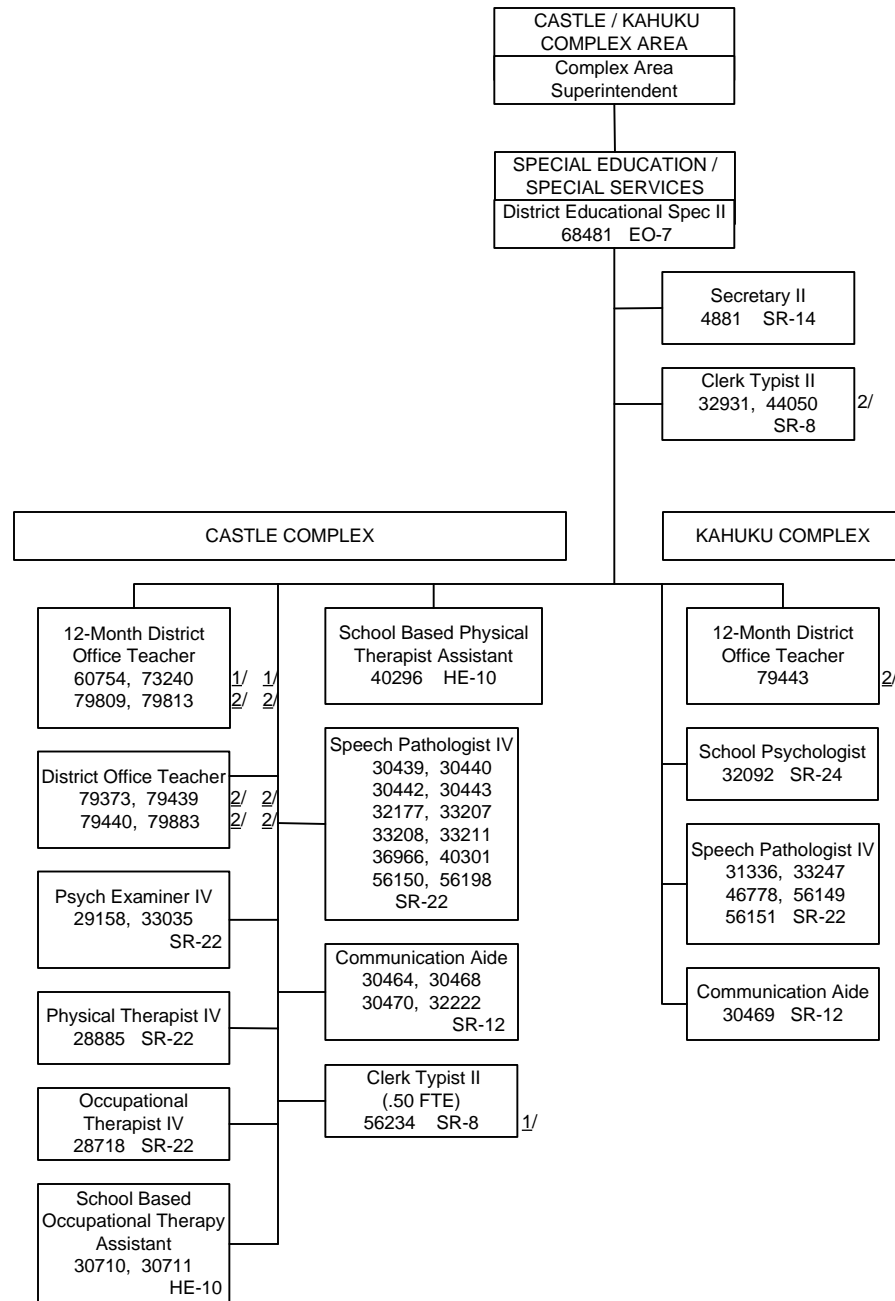


STATE OF HAWAII
DEPARTMENT OF EDUCATION
WINDWARD DISTRICT OFFICE
POSITION ORGANIZATION CHART



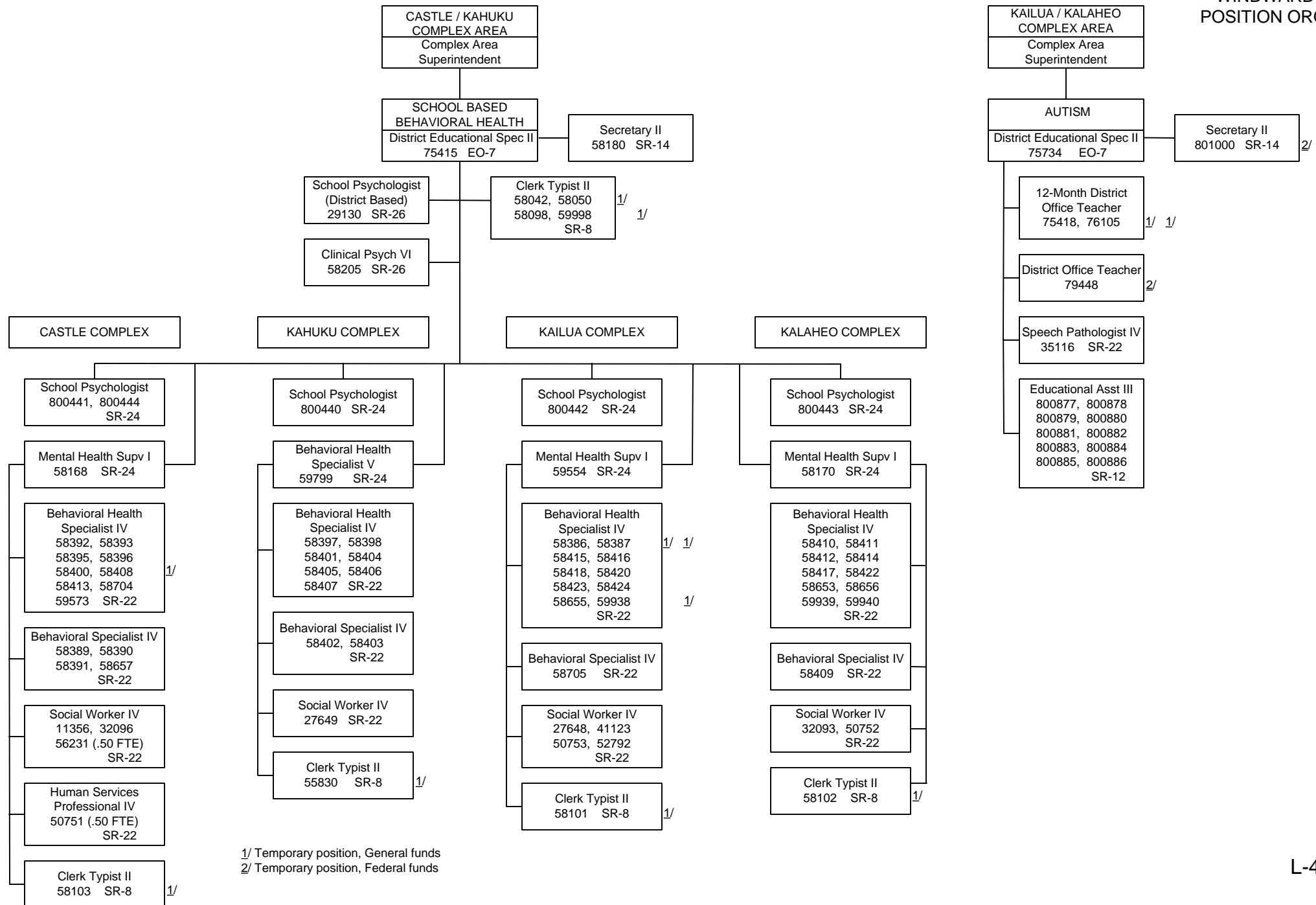
1/ Temporary position, General funds
2/ Temporary position, Federal funds
3/ Temporary position, Trust funds

STATE OF HAWAII
DEPARTMENT OF EDUCATION
WINDWARD DISTRICT OFFICE
POSITION ORGANIZATION CHART

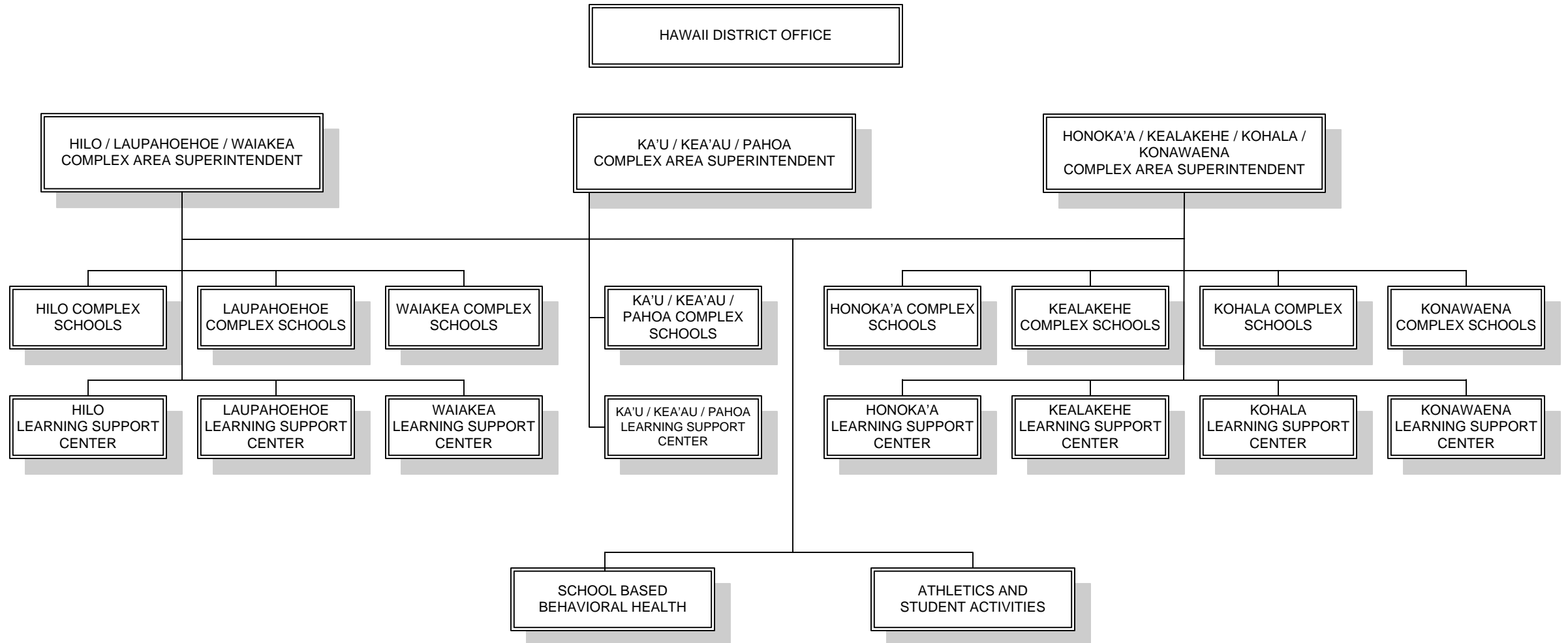


1/ Temporary position, General funds
2/ Temporary position, Federal funds

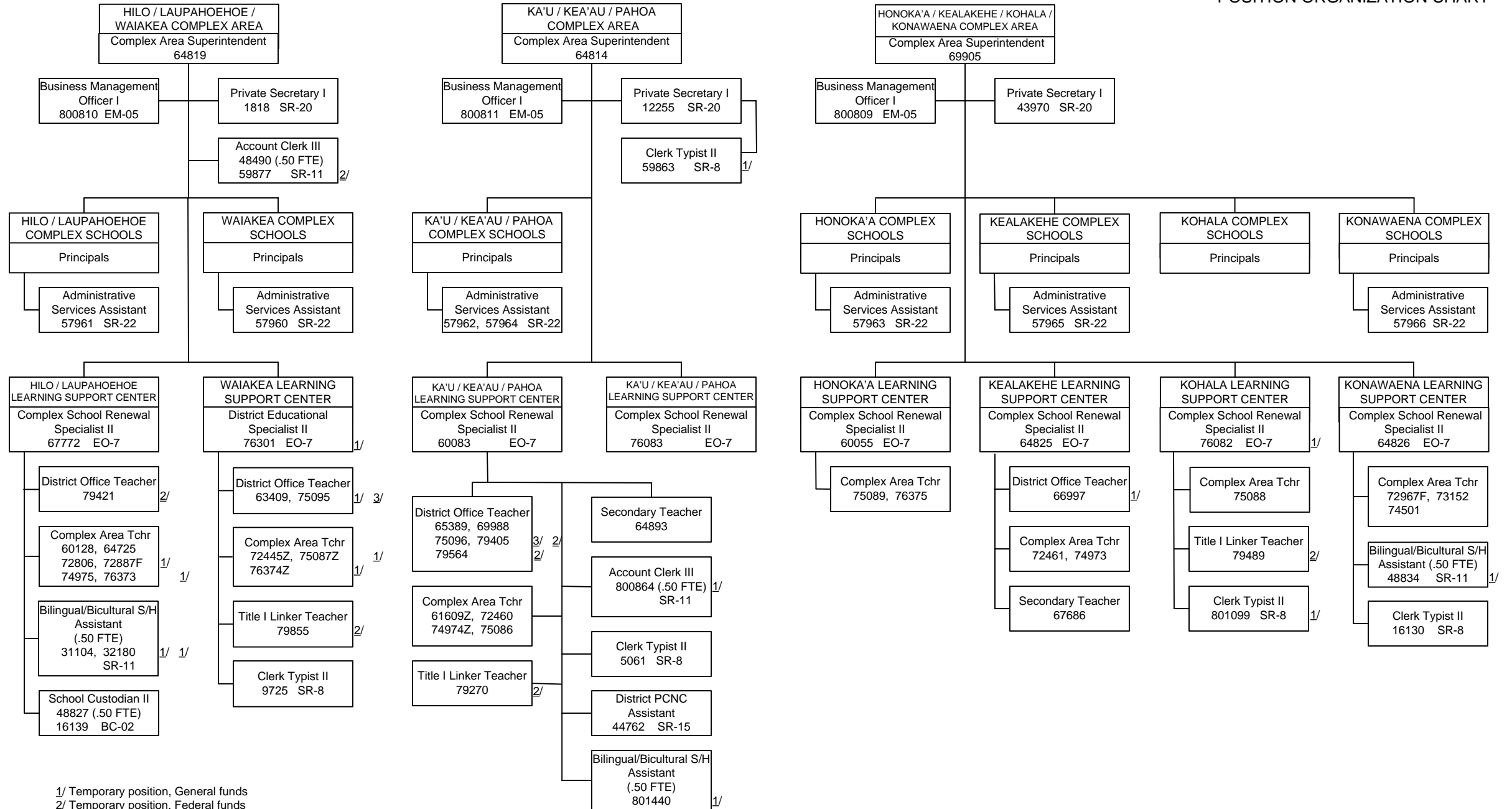
STATE OF HAWAII
 DEPARTMENT OF EDUCATION
 WINDWARD DISTRICT OFFICE
 POSITION ORGANIZATION CHART



STATE OF HAWAII
 DEPARTMENT OF EDUCATION
 HAWAII DISTRICT OFFICE
 ORGANIZATION CHART

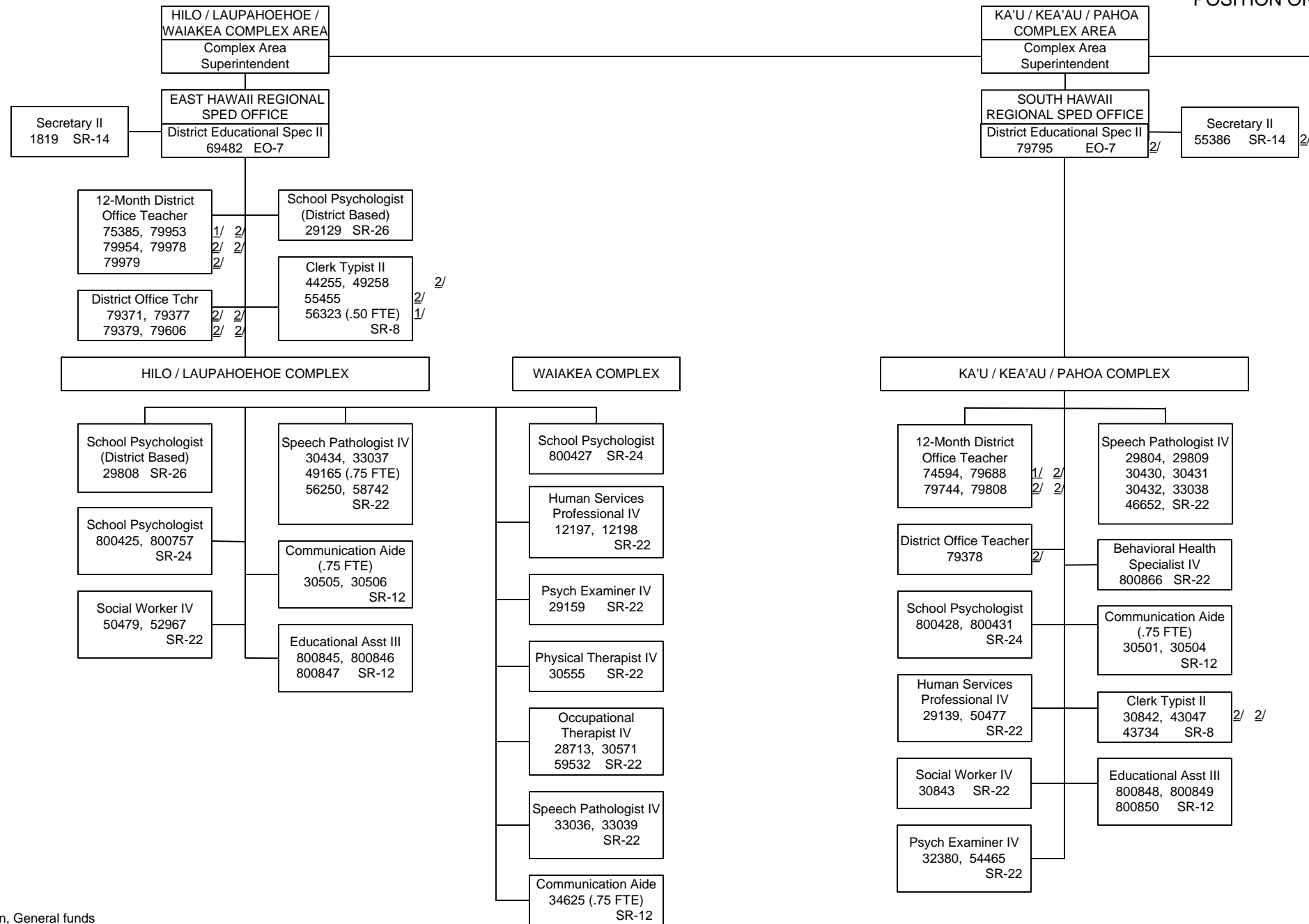


STATE OF HAWAII
DEPARTMENT OF EDUCATION
HAWAII DISTRICT OFFICE
POSITION ORGANIZATION CHART



1/ Temporary position, General funds
2/ Temporary position, Federal funds
3/ Temporary position, Trust funds

STATE OF HAWAII
DEPARTMENT OF EDUCATION
HAWAII DISTRICT OFFICE
POSITION ORGANIZATION CHART



1/ Temporary position, General funds
2/ Temporary position, Federal funds

STATE OF HAWAII
 DEPARTMENT OF EDUCATION
 HAWAII DISTRICT OFFICE
 POSITION ORGANIZATION CHART

HONOKA'A / KEALAKEHE / KOHALA /
 KONAWAENA COMPLEX AREA
 Complex Area Superintendent

SCHOOL BASED BEHAVIORAL
 HEALTH, WEST HAWAII
 District Educational Spec II
 79321 EO-7 2/

Clinical Psych VIII
 58206 SR-30

Clinical Psych VI
 58212, 58213
 58303, 58304 1/ 1/
 SR-26

Behavioral Health
 Specialist V
 58474 SR-24 1/

Behavioral Health
 Specialist IV
 58457, 58458 1/ 1/
 58459, 58460
 58461, 58462 1/
 58463, 58464
 58465, 58468
 58470, 58471
 58472, 58475
 58476, 58477 1/ 1/
 58478, 58479 1/
 58480, 58481 1/ 1/
 58482, 58483 1/ 1/
 58484, 58485 1/
 58486, 58489 1/
 58490, 58491 1/
 59115 (.50 FTE) 2/
 SR-22

Clerk Typist II
 59697, 800665 1/
 SR-8

KA'U / KEA'AU / PAHOA COMPLEX
 AREA
 Complex Area Superintendent

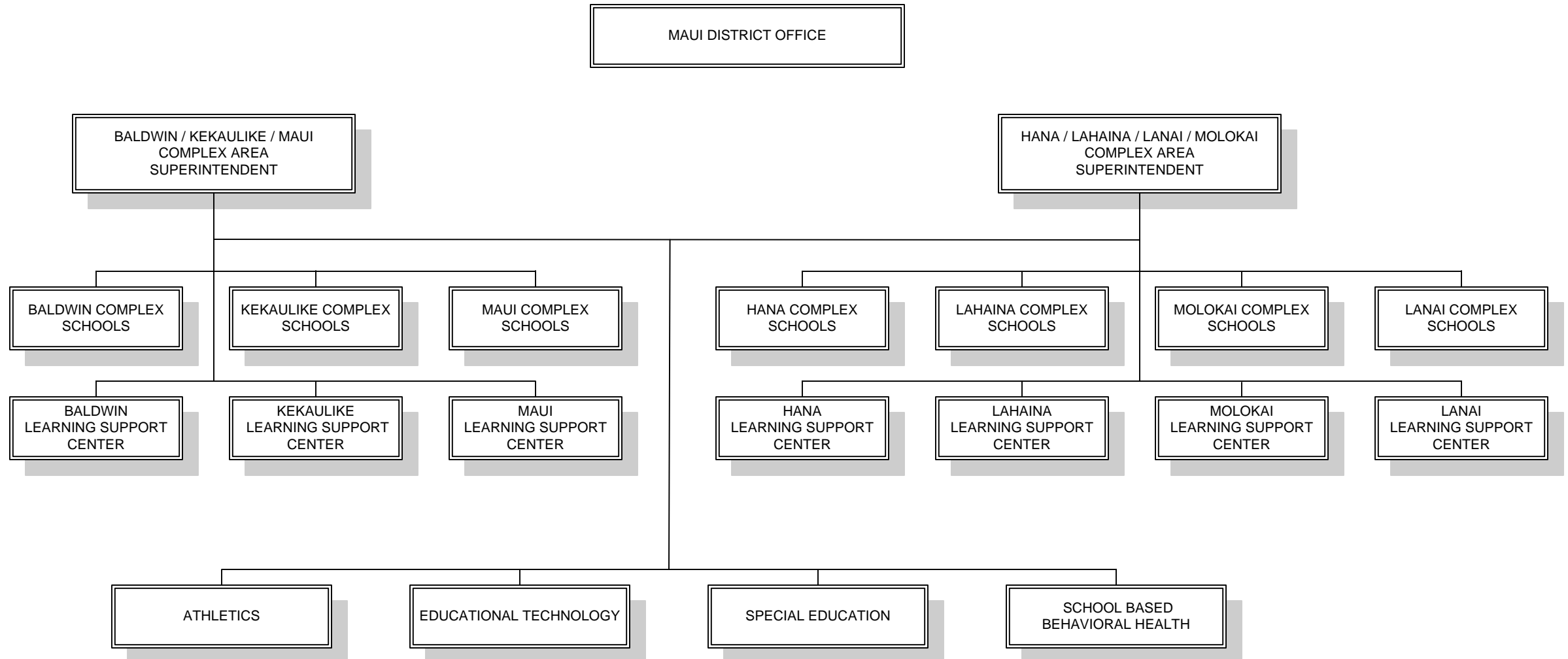
ATHLETICS AND
 STUDENT ACTIVITIES
 District Educational Spec II
 73666 EO-7

Account Clerk III
 33118 (.50 FTE)
 SR-11

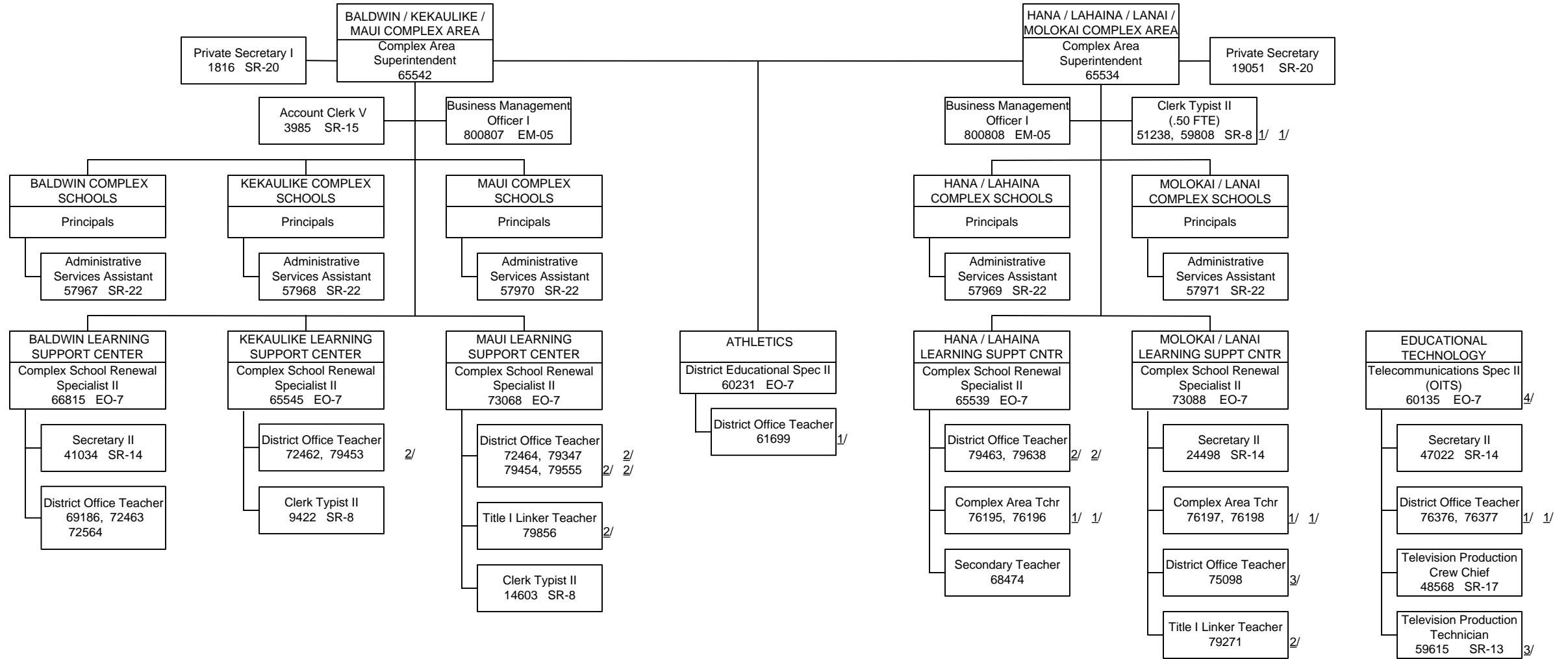
Clerk Typist II
 45504 SR-8 1/

1/ Temporary position, General funds
 2/ Temporary position, Federal funds

STATE OF HAWAII
DEPARTMENT OF EDUCATION
MAUI DISTRICT OFFICE
ORGANIZATION CHART



STATE OF HAWAII
DEPARTMENT OF EDUCATION
MAUI DISTRICT OFFICE
POSITION ORGANIZATION CHART



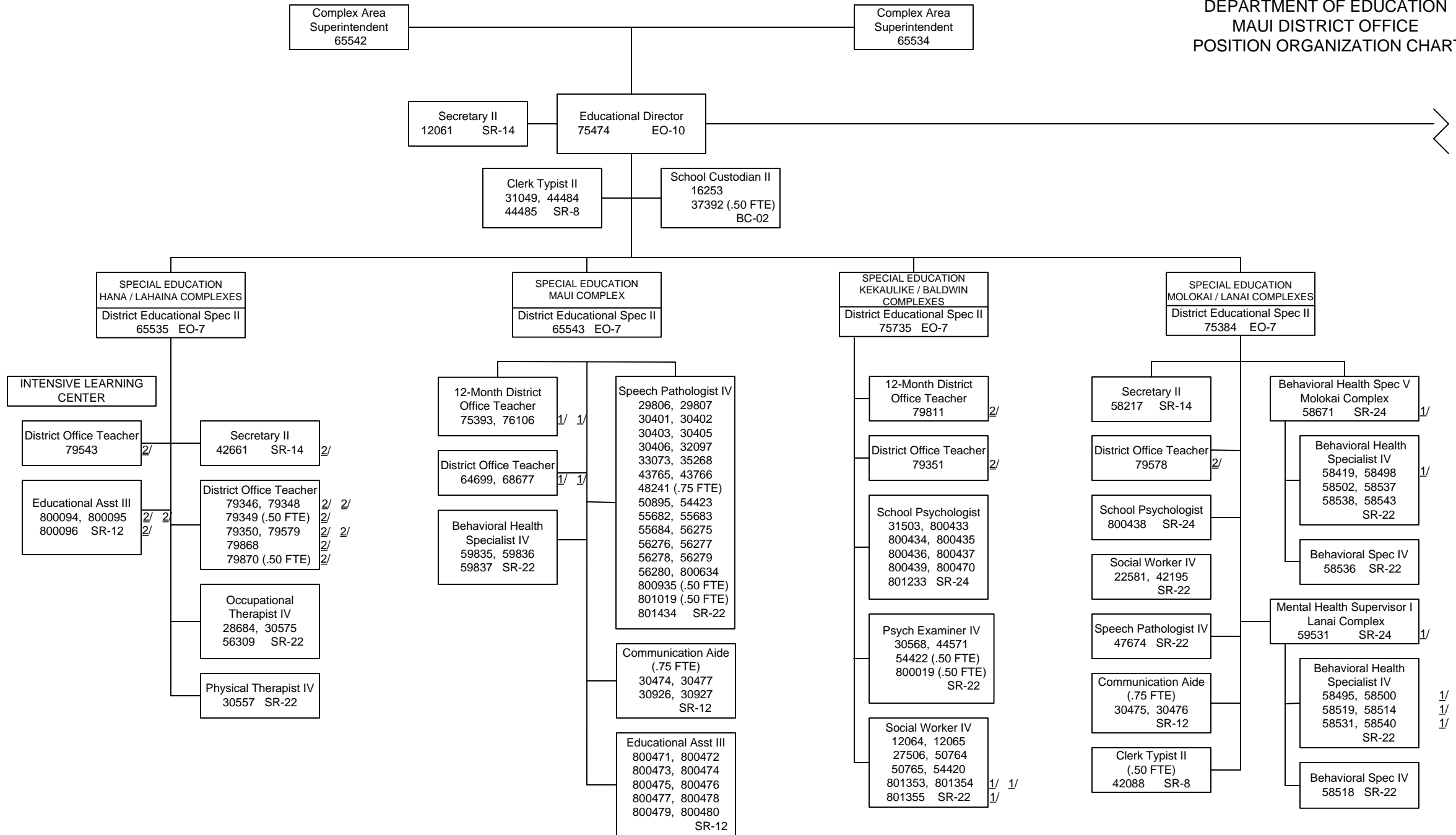
1/ Temporary position, General funds

2/ Temporary position, Federal funds

3/ Temporary position, Trust funds

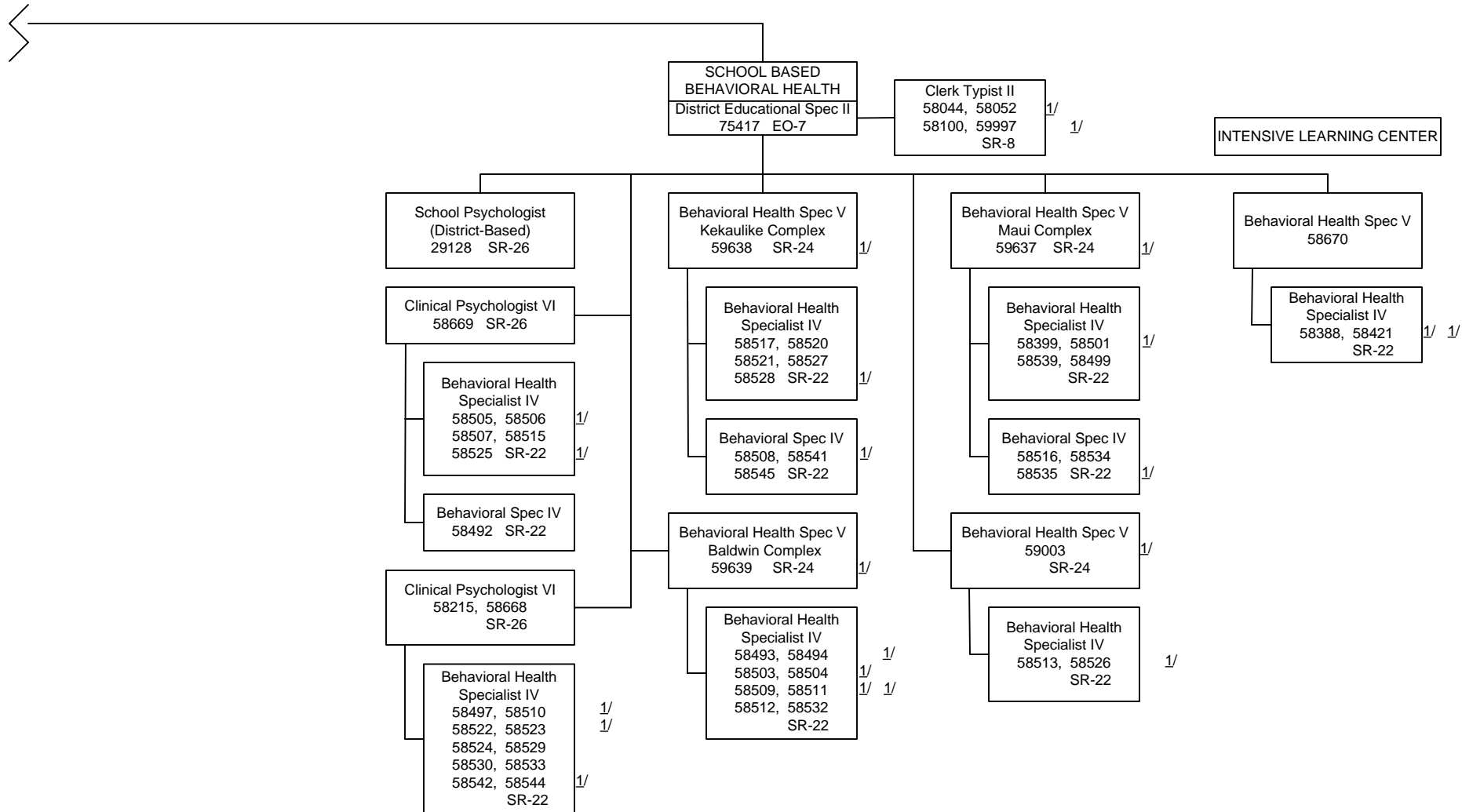
4/ Position no. 60135 receives technical supervision from position no. 66355, Telecom Director, Office of Information Technology Services

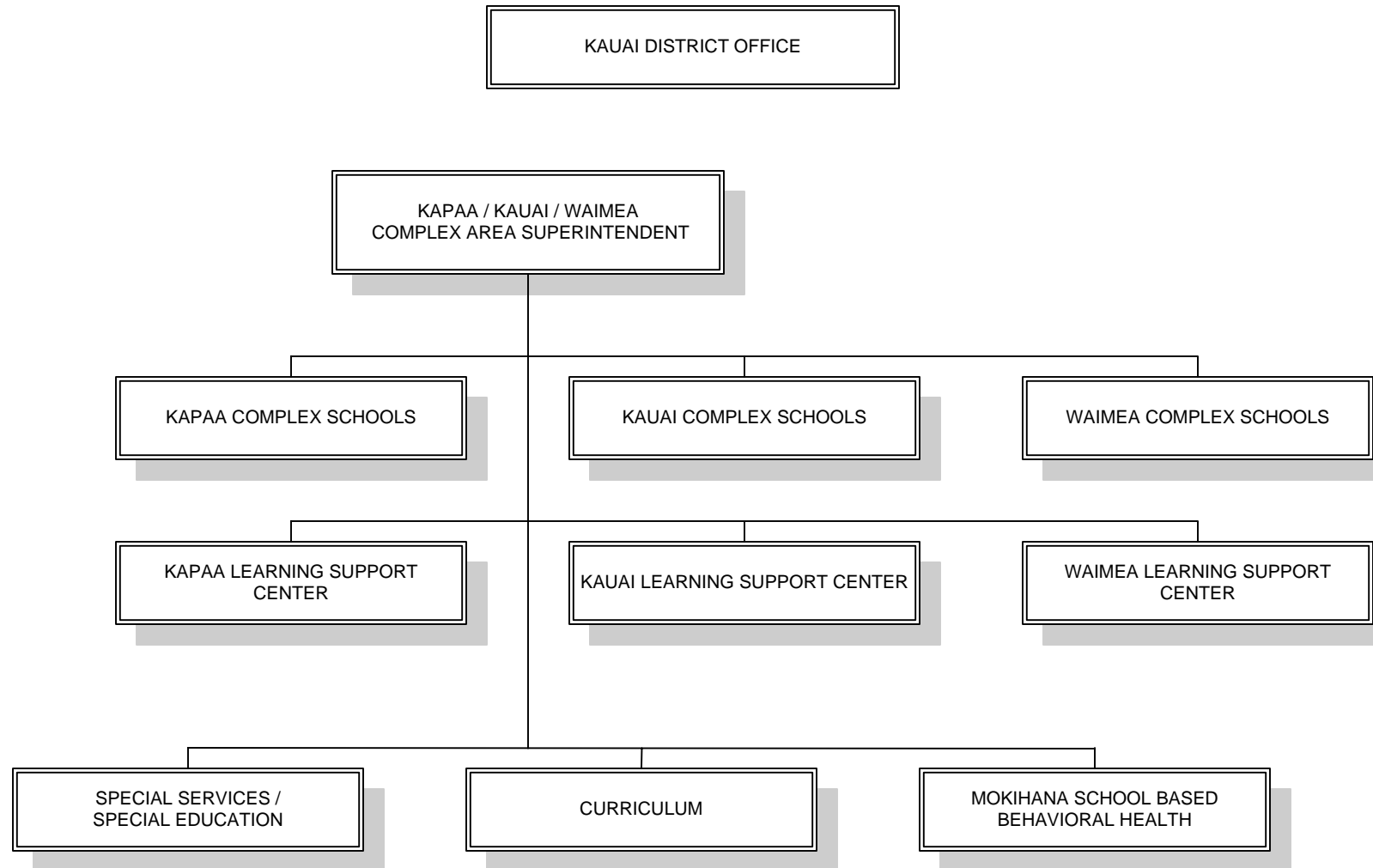
STATE OF HAWAII
 DEPARTMENT OF EDUCATION
 MAUI DISTRICT OFFICE
 POSITION ORGANIZATION CHART



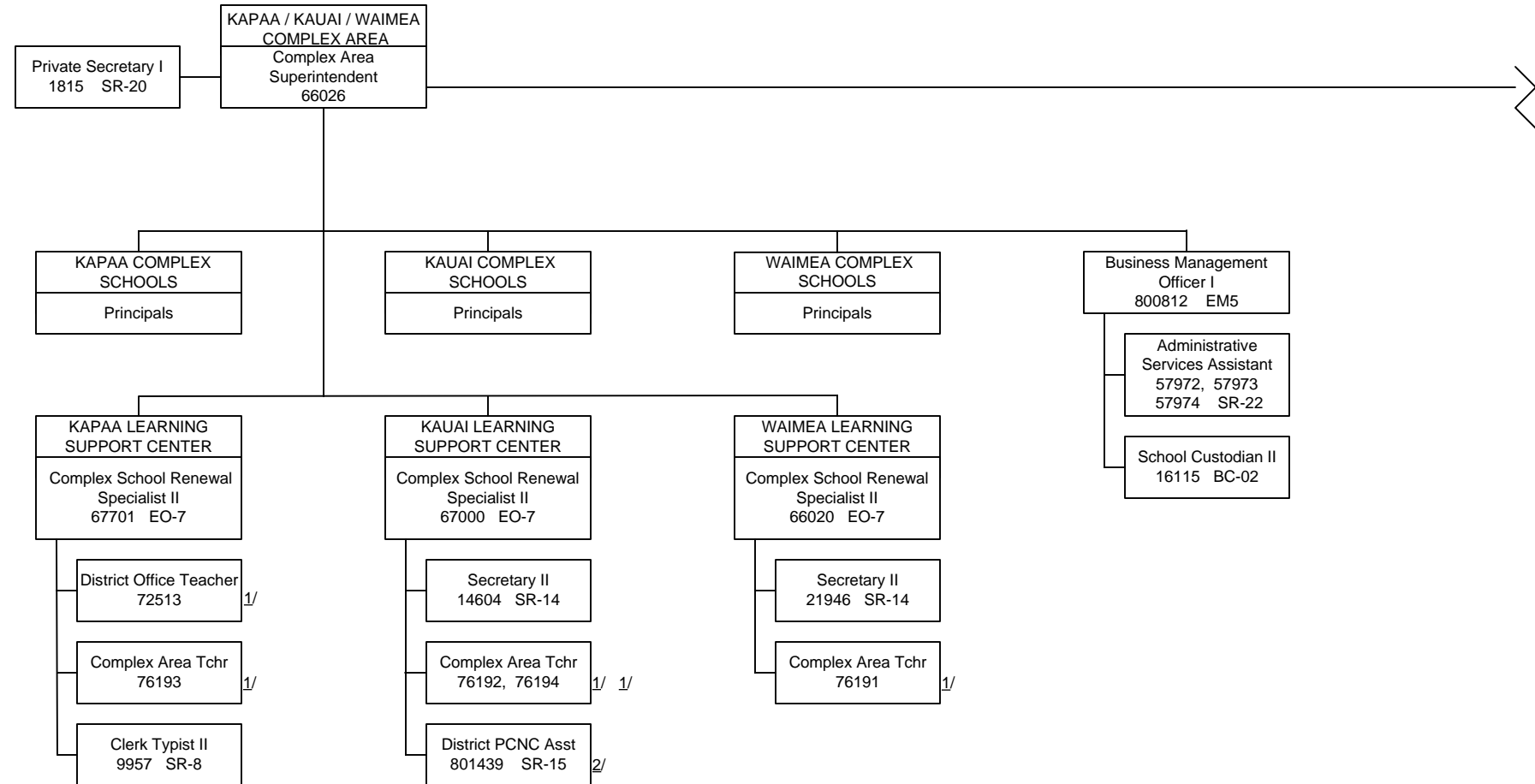
1/ Temporary position, General funds
 2/ Temporary position, Federal funds

STATE OF HAWAII
DEPARTMENT OF EDUCATION
MAUI DISTRICT OFFICE
POSITION ORGANIZATION CHART



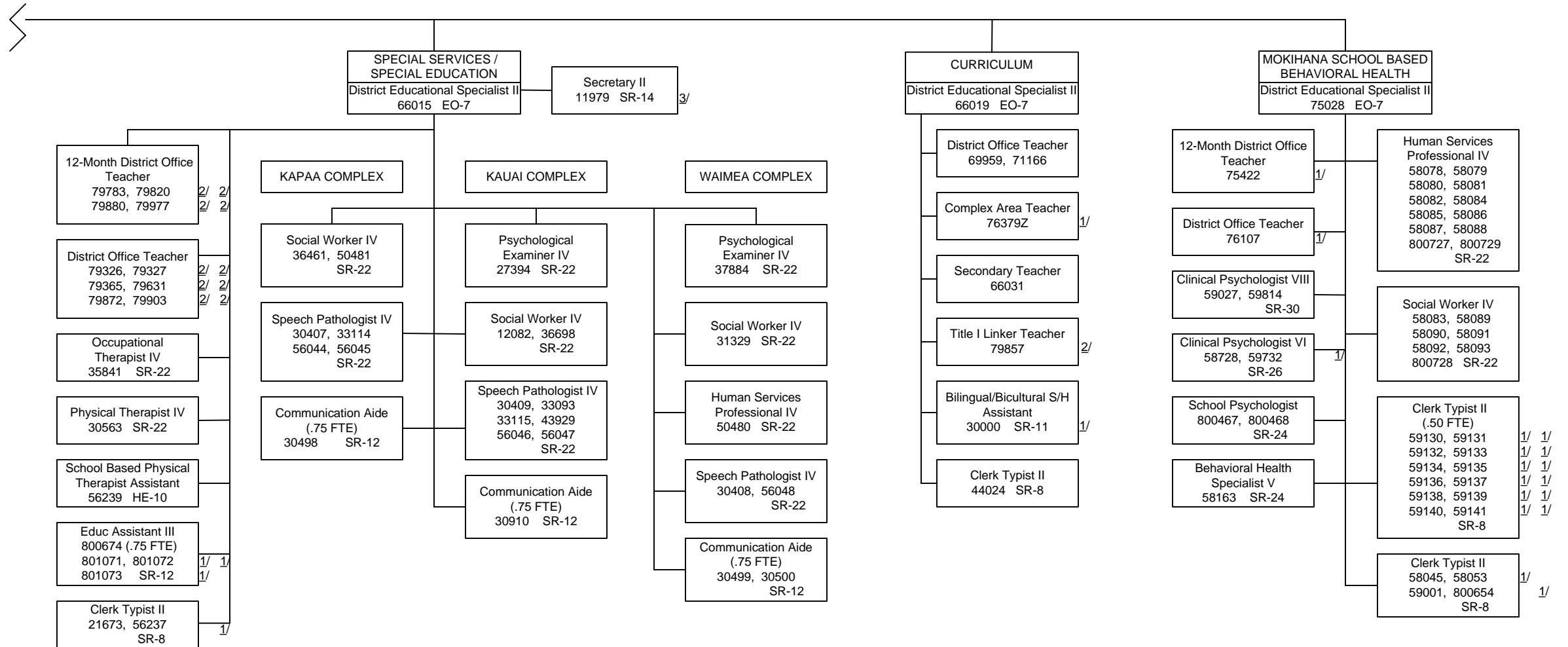


STATE OF HAWAII
 DEPARTMENT OF EDUCATION
 KAUAI DISTRICT OFFICE
 POSITION ORGANIZATION CHART



1/ Temporary position, General funds
 2/ Temporary position, Federal funds

STATE OF HAWAII
DEPARTMENT OF EDUCATION
KAUAI DISTRICT OFFICE
POSITION ORGANIZATION CHART



1/ Temporary position, General funds
2/ Temporary position, Federal funds
3/ Position also serves as secretary to District Educational Specialist II, position no. 66019

DEPARTMENT OF EDUCATION

COMPLEX AREAS

FUNCTIONAL STATEMENT

Public schools are assigned, for administrative purposes, to complex areas of one or more school complexes, each consisting of a high school and its feeder middle and elementary schools. There are fifteen (15) complex areas in the statewide public school system. Each complex area is supervised by a complex area superintendent to assist individual schools and school complexes in meeting the Hawaii Content and Performance Standards, Hawaii Goals for Education, and the education renewal initiatives of the state and federal government. Complex area superintendents exercise supervision over school renewal specialists and other educational support personnel and monitor the provision of centralized fiscal, personnel, and facilities support by other DOE state offices to facilitate school renewal efforts.

COMPLEX AREA SUPERINTENDENT

- Supervises schools in a complex area and provides area-wide program coordination and support of special education, special services, and federal-funded programs.
- Provides area-wide program coordination and support of special education, special services, school-based mental health and federal-funded programs.
- School-Based Support Services: Occupational and Physical Therapy Program
 - Administers the Occupational and Physical Therapy Program (OT/PT)
 - Coordinates with the schools to identify health problems and occupational and/or physical therapy needs as related to the students' educational programs in the district.
 - Assures appropriate resources to the schools to provide occupational and/or physical therapy services to support the educational program of identified students.
 - Consults with school personnel, families and others to assure that there is integration of educationally related OT/PT strategies into the school curriculum and home.
 - Collects appropriate data to assure compliance of timelines and that eligible students are receiving the necessary occupational and/or physical therapy services.
 - Collaborates and coordinates with the state office to assure that there is conformance with program standards and established procedural guidelines.
 - Coordinates with the state office for orientation of new occupational and/or physical therapists.
 - Coordinates with the schools to assure appropriate office space for the therapy staff within the district.

- Reviews each school's strategic and academic/financial plans for, and progress towards, attaining effective school status.
- Provides consultation and professional assistance to schools and complexes to ensure sound planning, effective implementation, and efficient use of available school resources for curriculum, instruction, and student services reform aspects of school renewal.
- Facilitates, monitors, and assesses the effectiveness and responsiveness of fiscal, facilities, personnel, information and telecommunications, and other administrative support services that are centrally administered by DOE state offices and other state agencies; maintains liaison between schools and the central services agencies to assure that services meet current operational and projected school renewal requirements.
- Coordinates schools' requests for assignment of school renewal specialists from Office of Curriculum, Instruction and Student Support or from other complex areas or complexes to assist a particular school or complex in its restructuring efforts; exercises field supervision over school renewal specialists who are assigned to assist the schools and complexes.
- Promotes collaboration among schools in each complex to articulate their educational programs and student performance expectations, coordinate school renewal and improvement efforts, and share resources.
- Coordinates sharing of resources among complexes in the area, and cooperative support arrangements between complex areas.
- Develops and maintains collaborative partnerships with the University of Hawaii and other institutions of higher learning to support school renewal efforts of the complex area schools.
- Maintains liaison with government, community, and business organizations and officials on matters of mutual interest involving the complex area's schools.
- Conducts meetings and hearings to ensure administrative due process for students and employees of the complex area in accordance with law and department rules and regulations.

Schools

Public schools assigned to the complex areas include elementary, intermediate and middle schools, high schools, special schools for qualified students with disabilities, and institutionalized juvenile delinquents, offering instruction in grades K-12; and community schools for adults.

Complex Learning Support Centers

Complex learning support centers facilitate sharing of curriculum and instructional resources among schools of a school complex, which consists of a high school and its feeder elementary and intermediate or middle schools. The complex learning support centers provide technical support to schools in the complex. In addition, there is much collaboration between and among support centers.