



STATE OF HAWAII  
DEPARTMENT OF EDUCATION  
P.O. BOX 2360  
HONOLULU, HAWAII 96804

OFFICE OF THE SUPERINTENDENT

January 18, 2018

TO: The Honorable Brian De Lima  
Chairperson, Human Resources Committee

FROM: Dr. Christina M. Kishimoto  
Superintendent 

SUBJECT: **Committee Action on Reorganization of Office of School Facilities and Support Services, Student Transportation Services Branch**

1. RECOMMENDATION

The Department of Education (Department) recommends approval of its plan to reorganize the Office of School Facilities and Support Services (OSFSS), Student Transportation Services Branch (STSB). Board approval is needed to enable the Department to proceed with recruiting qualified personnel to fill vacant positions.

2. RECOMMENDED EFFECTIVE DATE

The targeted effective date for implementation of reorganization is February 1, 2018.

3. RECOMMENDED COMPLIANCE DATE (if different from the effective date)

Not applicable.

4. DISCUSSION

a. Conditions leading to the recommendation:

A State Auditor's management report dated August 2012 found that the Department had lost control of its pupil transportation program which resulted in massive cost overrun. The report suggested that the Department's inability to maintain proper oversight of the program was partially caused by an inefficient organization of the branch. The State Auditor recommended that the Department consider restructuring the enterprise in a way that would free the manager to focus on policy development, strategic planning, and cost controls.

In 2017, the State Legislature approved STSB's request for four additional full-time positions to facilitate reorganization. I have approved STSB's reorganization plan, and the Hawaii Government Employees Association has been consulted.

The primary changes to the STSB structure are as follows:

- Establishment of a new STSB Director position;
- Establishment of a new Secretary IV position;
- Establishment of a Field Operations Section;
- Establishment of an Administrative Section;
- Establishment of a new Business Management Officer position;
- Establishment of an additional Program Specialist IV (Route Planner); and
- Restructuring of branch so that all branch personnel do not report directly to the branch director; instead, they will report to section managers.

b. Previous action of the Board on the same or similar matter:

Not applicable.

c. Other policies affected:

None.

d. Arguments in support of the recommendation:

This action will enable greater controls and accountability over program goals, objectives and expenditures. This action corrects the State Auditor's 2012 findings.

e. Arguments against the recommendation:

None.

f. Other agencies or departments of the State of Hawaii involved in the action:

None.

g. Possible reaction of the public, professional organizations, unions, DOE staff and/or others to the recommendation:

The Department does not anticipate receiving any objections to its proposed reorganization plan.

h. Educational implications:

None.

i. Personnel implications:

STSB's reform initiative, dubbed, "Get On Board" has and will continue to impart change to the roles and responsibilities of some branch members. The branch has taken extraordinary measures to ensure that all affected employees are provided ample information, instruction and training so as to enable their complete success.

The most significant implication for personnel will be that of direct reports. Currently, all members report directly to the branch manager. Once reorganization is launched, members will report to one of two middle managers tasked with planning, overseeing, and supervising the work of select subordinates. Both mid-level managers, along with a few administrative office personnel, will then report to the STSB Director (new position). A copy of STSB's existing organizational chart along with the proposed organizational chart is attached.

j. Facilities implications:

The impending increase in the number of STSB staff members will have long-term facilities implications. STSB's current facility located at 1042 Young Street is inadequate in size and cannot house additional staff.

The Department is in the process of relocating eight members of OSFSS, Safety, Security and Emergency Preparedness Branch from its current Young Street facility in Honolulu to the OSFSS Central Office located at the Queen Liliuokalani Elementary School Campus in Kaimuki. This action will not only free up office space for STSB's expansion, but it will enable OSFSS to establish an emergency command center in proximity to the Assistant Superintendent's office for efficient handling of all manner of disasters and emergencies.

k. Financial implications:

The approval to fund four additional full-time positions by the 2017 State Legislature will cover the additional personnel costs to the Department.

5. OTHER SUPPLEMENTARY RECOMMENDATIONS

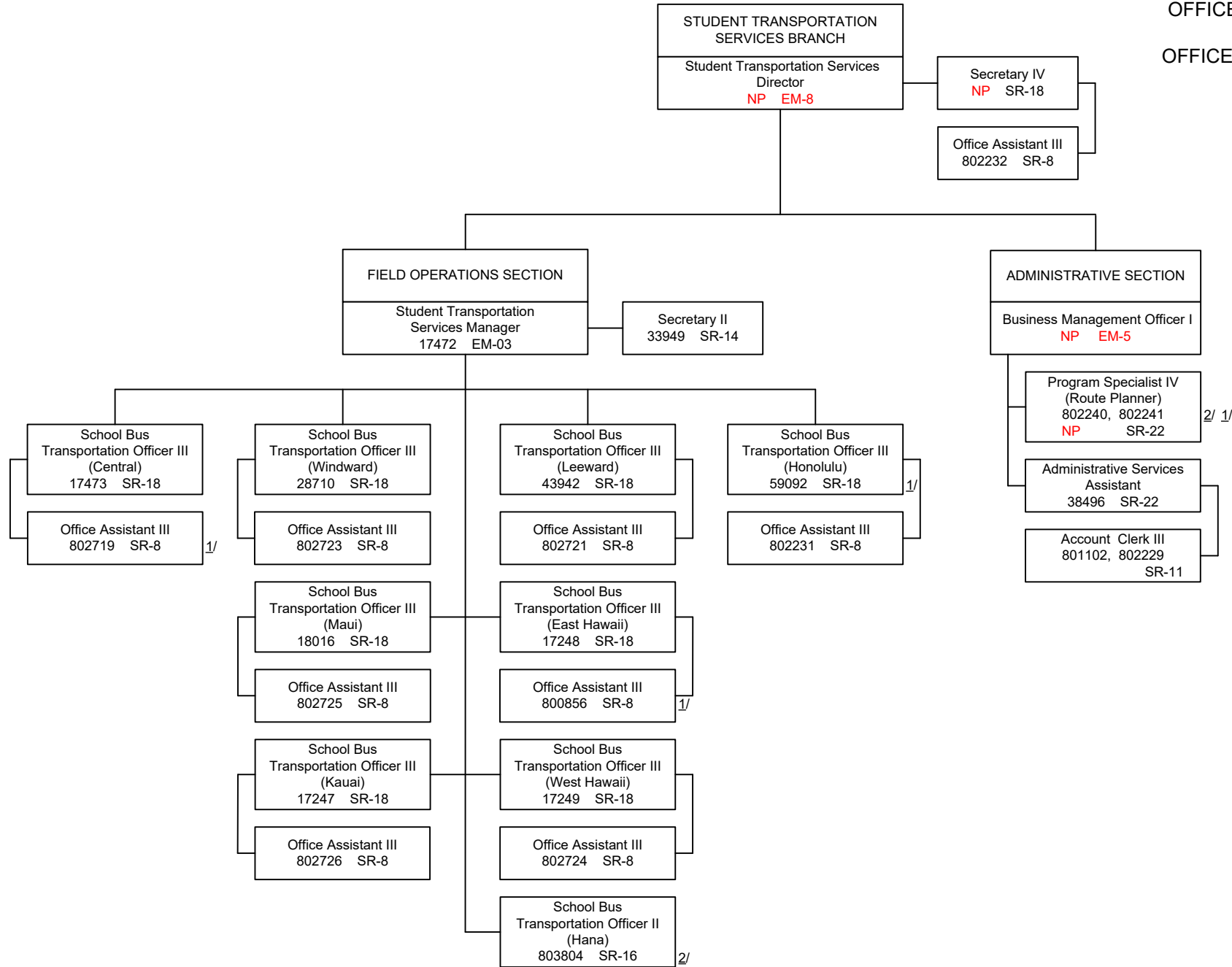
None.

CMK:cs  
Attachments

c: Office of School Facilities and Support Services  
Student Transportation Services Branch

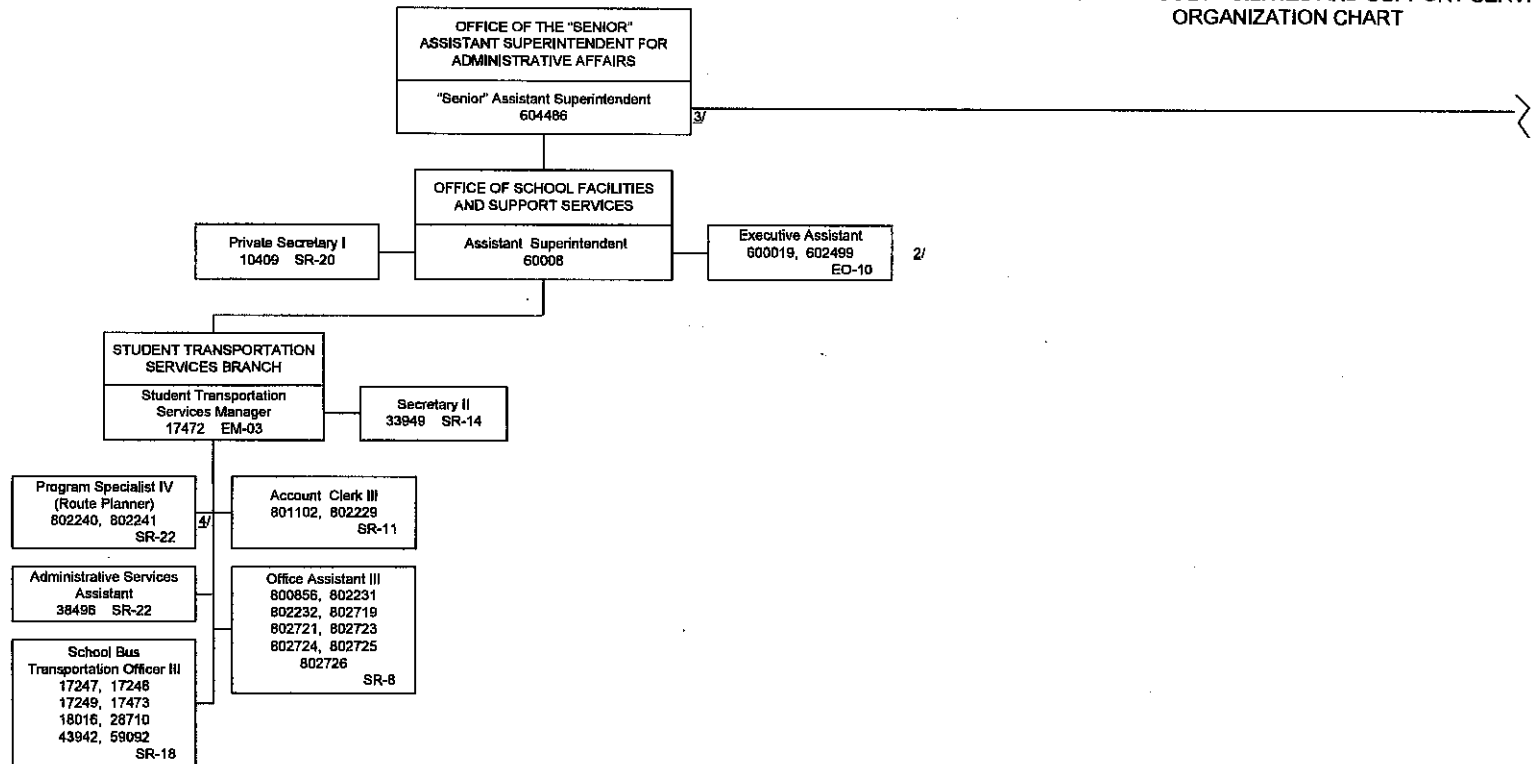
# PROPOSED

STATE OF HAWAII  
 DEPARTMENT OF EDUCATION  
 OFFICE OF THE "SENIOR" ASSISTANT SUPERINTENDENT  
 FOR ADMINISTRATIVE AFFAIRS  
 OFFICE OF SCHOOL FACILITIES AND SUPPORT SERVICES  
 ORGANIZATION CHART



1/ Permanent position, Special revolving funds  
 2/ Temporary position, Special revolving funds

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 ORGANIZATION CHART



1/ Permanent position, Special funds  
 2/ Temporary position, Special funds  
 3/ Temporary position, General funds  
 4/ Temporary position, Revolving funds