

Update on the Honolulu Liquor Commission

MARCH 2, 2023

KRISHNA F. JAYARAM, DEPUTY MANAGING DIRECTOR

**MAYOR'S MESSAGE 50
P&E**

Submitted by the Managing Director
Committee on Planning and the Economy | March 2, 2023

Resolution 22-207, CD1

Serious concerns about performance

Urged establishment of inside/outside resources to review

Adopt policies and procedures to restore trust

MD Letter, 12/19/22

Leadership is critical for restoring trust

Improvement must be from the inside

Goal is to work with the new Administrator

Administrator Search

Conducted the search

Mayor met with top two candidates

Challenges in recruitment

Need to pivot to action

Action one: Systems Review

Respond to ongoing complaints relating to the Enforcement Services Section (“Enforcement”)

Assess Enforcement capabilities and practices in light of the issues raised by the complaints

Formulate recommendations relating to existing Enforcement systems and processes based on findings

The review is focused on system and process improvements. It is not intended as investigations of each complaint, and will not make disciplinary recommendations.

Action one: Systems Review, Process



Action one: Systems Review, Reviewer

Hui Chen, Strategic Adviser to the Managing Director

- Internationally renowned ethics and compliance expert
- Former compliance expert at the U.S. Department of Justice
- Former ethics adviser at State Department of Attorney General
- Decades of experience in conducting organizational internal reviews and advising on process enhancements
- Strong reputation of independence and integrity

Action two: Complaint Investigation

Respond to specific complaints received from Sept. 2022 to Feb. 2023

Complaints originate from one primary source with varying specifics

Commission is understaffed and complaints are numerous

Fact-finding to be contracted by MDO

Action two: Complaint Investigation

RFQ being drafted

Review, prepare, collect, interview, and report

Timeline being developed now

Action three: Increased Training

Commission focus on training opportunities

Re-invest into staff

Focus on best practices

MDO – other actions

Active support of Commission's administrator search

Review of Agency structure

Review of Agency culture
