Update on the Honolulu Liquor Commission

JULY 19, 2023

KRISHNA F. JAYARAM, DEPUTY MANAGING DIRECTOR

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 Status

Conducted a search, early 2023 two finalists withdrew

Pivot to action by administration

Commenced new, more extensive search

Selection by late summer

Complaint Investigation Status

RFQ posted May 2, 2023, deadline of June 5, 2023

Insufficient responses, deadline extended to July 13, 2023

Purchasing conducted additional mainland outreach

Committee reviewing, planned fall notice to proceed

Systems Review - Finalized

Responds to complaints relating to the Enforcement Services Section

Commenced February 2023 and ended June 27, 2023, report made public

Topline: lack of clear policies, procedures, and training, reliance on paper documentation, unreliable data, and need for centralized complaint tracking

Transition to addressing the problem with a focus on solutions, not blame

Addressing Systems Review Issues

Multiple discussions with Assistant Liquor Administrator, Ms. Chen, Honolulu Liquor Commission Chair and Vice Chair

Focus is on both leadership and employee participation/buy-in

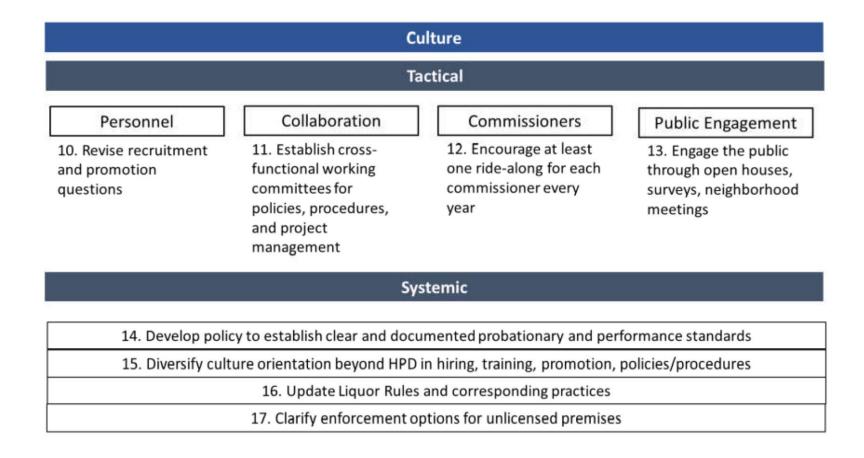
Establish timelines

Allocate ownership responsibility

Systems Review Recommendations

Tactical Technology Training **Enf. Practices** Investigations 1. Replace manual DAR 3. Bring NLLEA and/or 4. Implement AP-54: 50-50 8. Implement other municipal Licensing-Enforcement input and paper signcentralized complaint split for Investigator IIIs in with GPS tracking liquor enforcement tracking system, with 5. Add day-time shifts trainers to conduct designated owner apps 6. Implement monthly 2. Ensure ability to annual training for all investigators in Enforcement data randomize and equalize inspections review Honolulu 7. Track criminal citations outcome Systemic 9: Policies & Procedures Update to include the following* Update policy and Develop policy to Update AP-93 (monthly Update/develop policy mandate randomized procedures to establish production of 12to mandate regular clear process and inspection method month plan) to require rotations for ownership for handling annual training plan investigators for different shifts and complaints assignments Remove outdated and duplicated policies and procedures

Systems Review Recommendations



LIQ – ongoing improvements

Training, National Liquor Law Enforcements Assc., Oct '23

Technology, new licensing dashboard

Technology, Liquor Control Information System II upgrade

Capacity building with additional higher level staff

MDO – other actions

Active search for outstanding commissioners

Direct engagement with agency operations

Change in culture working with leadership

Establishment of fact-finding function within City