

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
<ol style="list-style-type: none"> 1. Replace manual DAR input and paper sign-in with GPS tracking apps 2. Ensure ability to randomize and equalize inspections 	<ol style="list-style-type: none"> 3. Bring NLLEA and/or other municipal liquor enforcement trainers to conduct annual training for all investigators in Honolulu 	<ol style="list-style-type: none"> 4. Implement AP-54: 50-50 Licensing-Enforcement split for Investigator IIIs 5. Add day-time shifts 6. Implement monthly Enforcement data review 7. Track criminal citations outcome 	<ol style="list-style-type: none"> 8. Implement centralized complaint tracking system, with designated owner
Systemic			
9: Policies & Procedures Update to include the following*			
Develop policy to mandate randomized inspection method	Update AP-93 (monthly production of 12-month plan) to require annual training plan	Update/develop policy to mandate regular rotations for investigators for different shifts and assignments	Update policy and procedures to establish clear process and ownership for handling complaints
Remove outdated and duplicated policies and procedures			

Systems Review Recommendations

Culture			
Tactical			
Personnel	Collaboration	Commissioners	Public Engagement
10. Revise recruitment and promotion questions	11. Establish cross-functional working committees for policies, procedures, and project management	12. Encourage at least one ride-along for each commissioner every year	13. Engage the public through open houses, surveys, neighborhood meetings
Systemic			
14. Develop policy to establish clear and documented probationary and performance standards			
15. Diversify culture orientation beyond HPD in hiring, training, promotion, policies/procedures			
16. Update Liquor Rules and corresponding practices			
17. Clarify enforcement options for unlicensed premises			

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