

HONOLULU CITY COUNCIL
KE KANIHELA O KE KALANA O HONOLULU
CITY AND COUNTY OF HONOLULU

No. 25 - 109

RESOLUTION

DIRECTING THE CITY AUDITOR TO CONDUCT A PERFORMANCE AUDIT OF THE CITY'S RESOURCE MANAGEMENT AND ADMINISTRATION OF THE CRISIS OUTREACH RESPONSE AND ENGAGEMENT PROGRAM AND THE HONOLULU EMERGENCY SERVICES DEPARTMENT.

WHEREAS, Section 3-501 of the Revised Charter of the City and County of Honolulu 1973 (Amended 2017 Edition), as amended ("Charter"), establishes the Office of the City Auditor; and

WHEREAS, Charter Section 3-114 authorizes the City Council ("Council"), at any time by adoption of a resolution, to "provide for and direct the [C]ity [A]uditor to conduct or cause to be conducted a performance audit of any agency or operation of the [C]ity"; and

WHEREAS, the City and County of Honolulu ("City") established a Crisis Outreach Response and Engagement Program ("CORE") in December 2021 for the purpose of providing crisis response services to O'ahu's homeless population; and

WHEREAS, the City's Department of Emergency Services, established pursuant to Charter Section 6-601 and also known as the Honolulu Emergency Services Department ("HESD"), administers CORE; and

WHEREAS, public testimony, community feedback, and media reports raised questions on the effectiveness, resources, leadership, and operation of CORE and the HESD; and

WHEREAS, the Council hopes to better understand the effectiveness, resources, leadership, and operation of CORE and the HESD through the investigative and fact-finding process of a performance audit; and

WHEREAS, the Council believes it is in the public interest that the effectiveness, resources, leadership, and operations of CORE and the HESD be objectively reviewed for the purpose of improving the City's emergency services; now, therefore,

BE IT RESOLVED by the Council of the City and County of Honolulu that the City Auditor is directed to conduct a performance audit of the City's resource management and administration of the Crisis Outreach Response and Engagement Program and the Honolulu Emergency Services Department; and



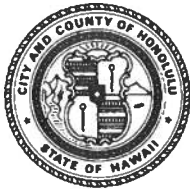
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BE IT FURTHER RESOLVED that the performance audit should address:

1. Whether CORE is an effective and functional crisis response program that provides rapid, island-wide, and continuous social services referral and outreach services, as an alternative to emergency department and law enforcement intervention;
2. Whether the HESD resources and funding have been appropriately managed to provide adequate CORE staff crisis response training; integrate social workers with CORE's 911 response services; ensure that limited resources, such as new ambulances, are efficiently deployed; and balance the demands for regular emergency medical services and specialized community medicine;
3. Whether the HESD leadership possesses the necessary skills, such as social work experience, to successfully administer CORE and whether HESD leadership decisions have contributed to its personnel, recruitment, and retention challenges;
4. Whether CORE and the HESD operations are consistent with community needs and emergency services best practices, with a focus on 911 response times, particularly in rural areas; coordination with the Honolulu Police Department, Honolulu Fire Department, Honolulu Ocean Safety Department, social services organizations; and other agencies that service the homeless population; and the deployment of emergency medical services personnel with advanced life support training, versus basic life training;
5. The formulation of recommendations and metrics by which to evaluate and improve CORE and the HESD, including the number of individuals successfully connected to housing and long-term support services and how CORE compares with other crisis response model programs;
6. Obtaining a statistically significant representation of feedback from current HESD employees on the items addressed above, in a manner that provides assurances that HESD employees are protected from retaliation for providing such feedback;

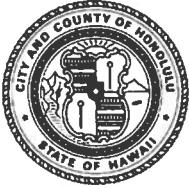


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7. Whether the HESD promotion process is fair and transparent, ensuring equal opportunities for all candidates and aligning with best practices for merit-based advancement; and
8. Whether the HESD Director's employment in a secondary job or alternative position presents any conflicts of interest or interferes with the HESD Director's ability to effectively fulfill the primary duties and responsibilities to CORE and the HESD; and



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BE IT FURTHER RESOLVED that the City Auditor is directed to complete the performance audit within six months after the adoption of this resolution in accordance with Section 3-114.2, Revised Charter of the City and County of Honolulu 1973 (Amended 2017 Edition), as amended, and file the completed audit report with the City Clerk as a public record; and

BE IT FINALLY RESOLVED that copies of this resolution be transmitted to the Mayor, the Managing Director, the City Auditor, and the Director of Emergency Services.

INTRODUCED BY:

A. Fyola

Val A. Okunev

DATE OF INTRODUCTION:

APR 3 2025

Honolulu, Hawai'i

Councilmembers

Report Title:

Audit Request; Office of the City Auditor ("OCA"); Department of Emergency Services; Honolulu Emergency Services Department ("HESD"); Crisis Outreach Response and Engagement Program ("CORE")

The summary description of legislation appearing on this page is for informational purposes only and is not legislation or evidence of legislative intent.