

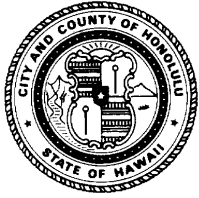
## **SUMMARY OF PROPOSED COMMITTEE DRAFT:**

### **RESOLUTION 25-109 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.**

**The PROPOSED CD1** makes the following amendments:

- A. Amends the title of the resolution to read as follows:  
  
"REQUESTING 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."
- B. In the first WHEREAS clause, adds an explanation that the Office of the City Auditor is responsible for conducting performance audits of the City's agencies and operations to promote accountability, transparency, and efficiency in government.
- C. In the second WHEREAS clause, revise the existing language by stating that pursuant to Charter Section 3-114, the City Council ("Council") may direct the City Auditor to conduct a performance audit of any City and County of Honolulu ("City") agency or program.
- D. In the third WHEREAS clause, revise the existing language by stating that the Crisis Outreach Response and Engagement Program ("CORE") was established by the City in December 2021 under the administration of the Honolulu Emergency Services Department ("HESD"), to provide a non-law enforcement, health-centered approach to responding to individuals experiencing homelessness and behavioral health crisis.
- E. In the fourth WHEREAS clause, replace the existing language by stating that CORE's mission includes providing rapid, island-wide crisis response and referrals to social services, reducing reliance on police officers and emergency room visits, and improving long-term outcomes from unsheltered individuals.
- F. In the fifth WHEREAS clause, replace the existing language by stating that the Council has received ongoing testimony and community concerns regarding the effectiveness, leadership, staffing, and oversight of CORE, as well as the overall resource allocation and management practices within HESD.

- G. In the sixth WHEREAS clause, replace the existing language by stating recent questions have arisen about whether HESD possesses the operational expertise and administrative capacity to effectively oversee a program like CORE that centers around behavioral health and social work competencies, particularly in light of staff attrition and management issues.
- H. In the seventh WHEREAS clause, replace the existing language by stating the Council believes that a comprehensive and objective performance audit of CORE and HESD's resource management and program administration is necessary to assess outcomes, identify challenges, and recommend improvements that will strengthen the City's emergency and crisis response systems.
- I. Amends the first BE IT RESOLVED clause by replacing the word "directed" with the word "requested."
- J. In the first BE IT FURTHER RESOLVED clause, replace the existing language by stating that the performance audit is requested to address, but not be limited to, the following areas:
  - 1. The overall effectiveness of the CORE program in fulfilling its stated mission, including its alignment with public health and safety goals;
  - 2. The management and oversight of CORE and other HESD functions, including but not limited to organizational structure, staffing, supervision, and resource allocation;
  - 3. The coordination and integration of CORE services with other emergency response and social service agencies;
  - 4. The adequacy of internal systems used by HESD to measure program outcomes, evaluate staff performance, and ensure operational accountability; and
  - 5. The extent to which policies, procedures, and leadership practices support effective service delivery, staff development, ethical conduct, and public trust.
- K. In the second BE IT FURTHER RESOLVED clause, revise the existing language by replacing the word "directed" with the word "requested", changing the completion date from six months after adoption of this resolution to one year, and remove the reference to Charter Section 3-114.2.
- L. In the BE IT FINALLY RESOLVED clause, change the transmittal list by swapping the "Director of Emergency Services" with the "City Auditor."
- M. Makes miscellaneous technical and nonsubstantive amendments.



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

No. 25-109, CD1

PROPOSED

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**RESOLUTION**

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REQUESTING 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, which is responsible for conducting performance audits of the City's agencies and operations to promote accountability, transparency, and efficiency in government; and

WHEREAS, pursuant to Charter Section 3-114, the City Council ("Council") may direct the City Auditor to conduct a performance audit of any City and County of Honolulu ("City") agency or program; and

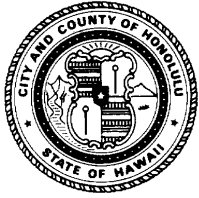
WHEREAS, the Crisis Outreach Response and Engagement Program ("CORE") was established by the City in December 2021 under the administration of the Honolulu Emergency Services Department ("HESD") to provide a non-law enforcement, health-centered approach to responding to individuals experiencing homelessness and behavioral health crises; and

WHEREAS, CORE's mission includes providing rapid, island-wide crisis response and social service referrals, reducing reliance on police officers, alleviating the strain on emergency rooms, and improving long-term outcomes from homeless individuals; and

WHEREAS, the Council has received numerous reports of community concerns regarding the effectiveness, leadership, staffing, and oversight of CORE, as well as the overall resource allocation and management practices within HESD; and

WHEREAS, recent questions have arisen about whether HESD possesses the operational expertise and administrative capacity to effectively oversee the CORE program that centers on behavioral health and social work competencies, particularly in light of staff attrition and reported management issues at HESD; and

WHEREAS, the Council believes that a comprehensive and objective performance audit of CORE and of HESD's overall administration, particularly with regard to resource management, is necessary to assess the effectiveness of the CORE



**HONOLULU CITY COUNCIL**  
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CITY AND COUNTY OF HONOLULU

No. 25-109, CD1

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**RESOLUTION**

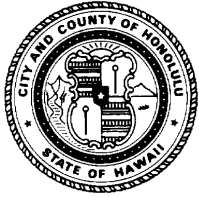
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program and recommend improvements to improve the City's emergency and crisis response systems; now, therefore,

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

BE IT FURTHER RESOLVED that the performance audit is requested to address, but not be limited to, the following areas:

1. The overall effectiveness of the CORE program in fulfilling its stated mission, including its alignment with public health and safety goals;
2. The management and oversight of CORE and other HESD functions, including but not limited to organizational structure, staffing, supervision, and resource allocation;
3. The coordination and integration of CORE services with other emergency response and social service agencies;
4. The adequacy of internal systems used by HESD to measure program outcomes, evaluate staff performance, and ensure operational accountability; and
5. The extent to which policies, procedures, and leadership practices support effective service delivery, staff development, ethical conduct, and public trust.



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

No. 25-109, CD1

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**RESOLUTION**

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BE IT FURTHER RESOLVED that the City Auditor is requested to complete the performance audit within one year of the adoption of this resolution and to file the final 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 Director of Emergency Services, and the City Auditor.

INTRODUCED BY:

Andria Tupola

Val A. Okimoto

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DATE OF INTRODUCTION:

\_\_\_\_\_  
\_\_\_\_\_

April 3, 2025  
Honolulu, Hawai'i

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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.*