REPORT OF THE COMMITTEE ON INTERNATIONAL & LEGAL AFFAIRS

Voting Members:
Scott Y. Nishimoto, Chair; Andria Tupola, Vice Chair;
Radiant Cordero, Tyler Dos Santos-Tam, Esther Kia'āina,
Val A. Okimoto, Augie Tulba, Tommy Waters, Matt Weyer

Committee Meeting Held
August 20, 2025

Honorable Tommy Waters
Chair, City Council
City and County of Honolulu

Mr. Chair:

Your Committee on International & Legal Affairs, which considered Resolution 25-109 entitled:

"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,"

introduced on April 3, 2025, reports as follows:

The purpose of the Resolution is to direct 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 City's Managing Director and the Acting City Auditor provided comments on the Resolution.

ADOPTED ON SEP 3 2025

COMMITTEE REPORT NO. 286

REPORT OF THE COMMITTEE ON INTERNATIONAL & LEGAL AFFAIRS

Voting Members:
Scott Y. Nishimoto, Chair; Andria Tupola, Vice Chair;
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Val A. Okimoto, Augie Tulba, Tommy Waters, Matt Weyer

Your Committee amended the Resolution to a CD1 version that 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 agencies and operations of the City and County of Honolulu ("City") 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 agency 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 crises.

ADOPTED ON SEP 3 2025 COMMITTEE REPORT NO. 286

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 of unsheltered individuals.

F. In the fifth WHEREAS clause, replaces the existing language by stating that the Council believes that a comprehensive and objective performance audit of CORE and HSED's resource management and program administration is necessary to assess outcomes, identify challenged, and recommend improvements that will strengthen the City's emergency and crisis response systems.

G. Deletes the sixth and seventh WHEREAS clauses.

H. Amends the first BE IT RESOLVED clause by replacing the word "directed" with the word "requested."

I. In the first BE IT FURTHER RESOLVED clause, replaces 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.

J. In the second BE IT FURTHER RESOLVED clause, revises 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 removes the reference to Charter Section 3-114.2.

K. In the BE IT FINALLY RESOLVED clause, change the transmittal list by swapping the "Director of Emergency Services" with the "City Auditor."

L. Makes miscellaneous technical and nonsubstantive amendments.

REPORT OF THE COMMITTEE ON INTERNATIONAL & LEGAL AFFAIRS

Voting Members:
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Val A. Okimoto, Augie Tulba, Tommy Waters, Matt Weyer

Your Committee on International & Legal Affairs is in accord with the intent and purpose of Resolution 25-109, as amended herein, and recommends its adoption in the form attached hereto as Resolution 25-109, CD1. (Ayes: Cordero, Dos Santos-Tam, Kia'āina, Nishimoto, Okimoto, Tulba, Tupola, Waters, Weyer – 9; Noes: None.)

Respectfully submitted,

Committee Chair

HONOLULU CITY COUNCIL
Ke Kanihela o ke Kalana o Honolulu
CITY AND COUNTY OF HONOLULU

ADOPTED ON SEP 3 2025

COMMITTEE REPORT NO. 286

HONOLULU CITY COUNCIL

KE KANIHELA O KE KALANA O HONOLULU

CITY AND COUNTY OF HONOLULU

No. **25-109, CD1**

RESOLUTION

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 agencies and operations of the City and County of Honolulu ("City") 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 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 of homeless individuals; 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 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

RESOLUTION

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; and

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

HONOLULU CITY COUNCIL

KE KANIHELA O KE KALANA O HONOLULU

CITY AND COUNTY OF HONOLULU

No. **25-109, CD1**

RESOLUTION

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

DATE OF INTRODUCTION:

April 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.