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Audit of the Office of Economic Revitalization

Report to the Mayor and the City Council of Honolulu



HONOLULU
Office of the
City Auditor

Report No. 26-01
January 2026
COUNCIL COM. 4

Audit of the Office of Economic Revitalization

A Report to the
Mayor
and the
City Council
of Honolulu

Submitted by

THE CITY AUDITOR
CITY AND COUNTY
OF HONOLULU
STATE OF HAWAI`I

Report No. 26-01
January 2026

OFFICE OF THE CITY AUDITOR

KE KEʻENA O KA LUNA HŌʻOIA

1001 KAMOKILA BLVD. STE. 216, KAPOLEI, HI 96707

TROY SHIMASAKI
ACTING CITY AUDITOR
LUNA HŌʻOIA
OFFICE OF THE CITY AUDITOR
TELEPHONE: (808) 768-3134
FAX: (808) 768-3135
EMAIL: tshimasaki@honolulu.gov

January 15, 2026

The Honorable Tommy Waters, Chair
and Members
Honolulu City Council
530 South King Street, Room 202
Honolulu, Hawai`i 96813

Dear Chair Waters and Councilmembers,

Attached is a copy of our audit report, *Audit of the Office of Economic Revitalization*, Report No. 26-01. This audit was self-initiated pursuant to the authority of the Office of the City Auditor as provided by Section 3-502.1(c), Revised Charter of Honolulu.

The objectives of this audit were to:

1. Evaluate OER's efforts to carry out its responsibilities as set forth in Resolution 20-197, FD1;
2. Assess OER's goals and initiatives to identify any redundancies or inconsistencies with other existing efforts in the city;
3. Compare OER's functions, activities, and goals with other jurisdiction's agencies; and
4. Make recommendations, as appropriate.

Background

In October 2020, the Honolulu City Council adopted Resolution 20-197, FD1, which established the Office of Economic Revitalization (OER). The office was tasked to coordinate the city's near term COVID-19 economic response and recovery efforts and guide long-term strategy and economic development, diversification, and investments for the city. OER, which is administratively attached to the Managing Director's Office, is comprised of 20 staff (FTE). Over the five-year period of FY 2021 to FY 2025, OER expended over $324.3 million, which consisted of federal, private, and city general funds.

OER's mission is to build a strong economy that improves the quality of life for every community, small business, and `ohana on O`ahu through its key program areas: O`ahu Business Connector, Sustainable Agriculture and Food Systems, Workforce Development, Innovation and Technology, Regenerative Tourism, and Community Equity Liaison. The office partners with the Economic Revitalization Commission, which is a nine-member volunteer body with experience in small business, finance, sustainable economics, and community development. The commission's responsibilities are to prepare and regularly update a strategic plan that include recommended strategies for the city to encourage equitable and sustainable economic advancement, the development of new business industries, and reinvestment.

Audit Results

Despite its creation in 2020, OER has only recently begun to establish actual program implementation. OER's priority was to create staffing capacity over economic recovery and revitalization. In addition, there was a lack of transparency particularly with program budgetary information and reporting. Although the Honolulu City Council established OER via resolution in 2020, the agency did not report a budget in the Honolulu Operating Budget until FY 2025. In the Office of the Managing Director, the former Office of Economic Development (OED) and OER coexisted simultaneously in staffing records until FY 2025. City budget records do not list OED and OER staffing as separate from city management, even though other programs under the Managing Director's Office (MDO) report staffing separately. Complicating staffing counts further, budget documents and personnel numbers differ from internal OER staffing records due to funding source discrepancies. As a result, accountability and transparency related to OER's staffing and funding was reduced.

We also found that OER has not fully met the responsibilities outlined in Resolution 20-197, FD1. While the charter establishes eight specific requirements for the office and its executive, our review found that OER has only accomplished or made measurable progress toward three of the eight resolution responsibilities (38%). Specifically, OER has demonstrated activity in economic response and recovery, identifying and management of funds for economic revitalization, and small business support. However, the office has not fully established or implemented the remaining five required functions including economic development and investment, economic improvement projects, a business resource hub, sector-specific economic support, and economic revitalization commission. The city's administration prioritized OER's organizational setup over program implementation as directed by Resolution 20-197, FD1. As a result, OER has not fully met the intent or operational scope envisioned by the resolution, limiting its ability to provide comprehensive economic revitalization leadership for the city.

The report makes five recommendations to the Office of Economic Revitalization and the Economic Revitalization Commission.

OER generally accepted the audit's findings and recommendations and provided clarifying information. The office also expressed its commitment to strengthening transparency and establish priorities collaboratively with continuous improvement going forward.

We would like to express our sincere appreciation for the cooperation and assistance provided to us by the Office of Economic Revitalization. We are available to meet with you and your staff to discuss this report and to provide more information. If you have any questions, please call me at (808) 768-3134.

Sincerely,



Troy Shimasaki
Acting City Auditor

c: Rich Blangiardi, Mayor
Michael D. Formby, Managing Director
Krishna Jayaram, Deputy Managing Director
Amy Asselbaye, Executive Director, Office of Economic Revitalization
Andy T. Kawano, Director, Department of Budget and Fiscal Services

Table of Contents

Chapter 1 Introduction

Background 3
Audit Objectives, Scope, and Methodology 10

Chapter 2 City Management Did Not Sufficiently Separate the Office of Economic Revitalization from its Authorization to Accomplish its Responsibilities Until FY 2025

OER Prioritized Spending on Staffing Capacity Over Economic Recovery and Revitalization Efforts 14

Chapter 3 OER Did Not Fully Meet its Responsibilities as Set Forth in Resolution 20-197, FD1, Due to Delays in Program Implementation

Three Out of Eight Responsibilities Met Since October 2020 29
OER Program Efforts May Be Duplicative of Other City and State Programs 45

Chapter 4 Conclusion and Recommendations

Conclusion 47
Recommendations 48
Management Response 49

Appendices

Appendix A Evaluation of OER's Key Performance Indicators from the 2022 O`ahu Comprehensive Economic Development Strategy 57
Appendix B City of San Antonio, TX and the City of San Diego, CA Economic Development Departments' Key Performance Indicators 63
Appendix C Comparison of OER Program Areas, Other City Program Areas, and the State of Hawai`i Programs 67

List of Exhibits

Exhibit 1.1: Office of Economic Revitalization Organization Chart (As of September 2024)....6
Exhibit 1.2: OER Operating Expenditures and Highest Operating Expenditure Categories from FY 2021 to FY 2025....9
Exhibit 1.3 OER Program Expenditures by Source from FY 2021 to FY 2025....9
Exhibit 1.4: OER Staffing from FY 2021 to FY 2025 (FTE)....9
Exhibit 2.1: Comparison of Source of Funds Between City Management and OER from Executive Operating Program and Budgets....15
Exhibit 2.2: OER's FY 2025 Proposed Operating Budget....16
Exhibit 2.3: OER's Budget Presentation for FY 2024....16
Exhibit 2.4: Comparison of OER Internal Program Fund Information and Executive Operating Program and Budgets....18
Exhibit 2.5: OER Program Expenditures by Source from FY 2021 to FY 2025....19
Exhibit 2.6: Funding for OER Program Areas by Funding Source from FY 2021 to FY 2025....20
Exhibit 2.7: OER's Vacant FTE from FY 2021 to FY 2025 (Filled by Contract and Unfilled)....21
Exhibit 2.8: OER Positions funded by SLFRF as of FY 2025....23
Exhibit 2.9: OER Timeline of Events October 2020 to FY 2025....25
Exhibit 2.10: Risk Assessment of OER's Organizational Setup....26
Exhibit 3.1: Dashboard of OER's Efforts of Resolution 20-197, FD1....30
Exhibit 3.2: Evaluation of OER's Compliance with Resolution 20-197, FD1 Responsibilities....31
Exhibit 3.2: Evaluation of OER's Compliance with Resolution 20-197, FD1 Continued....32
Exhibit 3.3: Rental Relief Program Expenditures from FY 2021 to FY 2025....33
Exhibit 3.4: OER Key Performance Indicators S.M.A.R.T. Goals Assessment....35
Exhibit 3.5: National Comparison of the City of San Antonio, TX and the City of San Diego, CA Economic Development Departments' Focus Areas and Measurement of KPIs....36
Exhibit 3.6: Small Business and Finance Program Projects and Outreach Events from FY 2022 to FY 2025....38
Exhibit 3.7: O`ahu Business Connector Website Snapshots....40
Exhibit 3.8: OER's Sector-Specific Economic Support Assessment....42
Exhibit 3.9: Economic Revitalization Commission Coverage....44
Exhibit 3.10: Overlap County of OER Program Areas, Other City Program Areas, and the State of Hawai`i Programs....46

Chapter 1
Introduction

This audit was self-initiated by the Office of the City Auditor (OCA) pursuant to Section 3-502.1(c) of the Revised Charter of Honolulu.

Background

In July 2020, the Mayor announced the immediate reorganization of the Office of Economic Development into the Office of Economic Revitalization (OER) with the intent to provide a dedicated platform to coordinate recovery work with state agencies, the business sector, and non-profit agencies to tackle the Coronavirus Disease (COVID-19) economic challenge by focusing on three areas:

1. Ensure that COVID-19 testing is widely available and business practices are safe to help ensure that O`ahu's fragile economy can stay open.

2. Directly assist O`ahu residents and businesses to find assistance and execute Coronavirus Aid, Relief, and Economic Security Act (CARES) funded jobs and other programs.

3. Develop and transition O`ahu over time to a more diversified and resilient economy.

In October 2020, OER was established by Resolution 20-197, FD1 (formalized in the Revised Charter of Honolulu Section 6-109) to coordinate the city's near term COVID-19 economic response and recovery efforts and guide long-term strategy and economic development, diversification, and investments for the city. Despite its creation in FY 2021, OER did not become substantially operational until FY 2025 and functioned informally within the Managing Director's office. During this time, activities and staff were primarily funded by temporary relief funding under the American Rescue Plan Act (ARPA).

OER is administratively attached to the Managing Director's Office. Under Resolution 20-197, FD1, an executive for economic revitalization shall lead OER. The executive for economic revitalization shall have a minimum of three years' experience in the administration of business, public policy, economic development, or community development programs. The executive for economic revitalization, with necessary staff, shall:

- Oversee, coordinate, and direct the city's economic response and recovery from economic disruptions and align with state and federal agencies during these events to capture funding, leverage efforts, and execute response programs.

- Oversee, coordinate, and direct the development, preparation and implementation of plans and programs relating to economic development, and investment and stimulus of new and innovative industries and services, for the equitable benefit of the people of the city.

- Oversee, coordinate, and direct communications and coordination with federal, state and other entities for the purpose of identifying, applying for, administering, and managing funds for the purpose of economic revitalization.

- Oversee, coordinate, and direct the activities and functions of the city relating to small business development.

- Oversee, coordinate, and direct the city's goals and policies relating to economic improvement projects to implement the general plan and development plans.

- Oversee, coordinate, and direct a resource hub for local and off shore businesses doing business or desiring to do business within the city.

- Oversee, coordinate, and direct economic support for areas including but not limited to:

    - Healthcare;
    - Sustainable Agriculture;
    - Regenerative Tourism;
    - Green Energy and Transportation;
    - Innovation and Technology;
    - Housing and Re-development;
    - Resilient Infrastructure; and,
    - Film and Entertainment.

Additionally, the resolution established the Economic Revitalization Commission that consists of nine members with expertise in small business, finance, sustainable economic, and community development. The responsibilities and roles of the commission include:

- Preparing a five-year strategic plan that will include recommended strategies for the city to encourage equitable and sustainable economic advancement, development of new businesses and industries, and reinvestment.

- Updating the five-year strategic plan every five years, which will guide the city's economic investment strategy.

- Meeting quarterly, unless deemed unnecessary by a majority of the commission members.

The Commission, which confirmed its members in December 2022, meets quarterly.

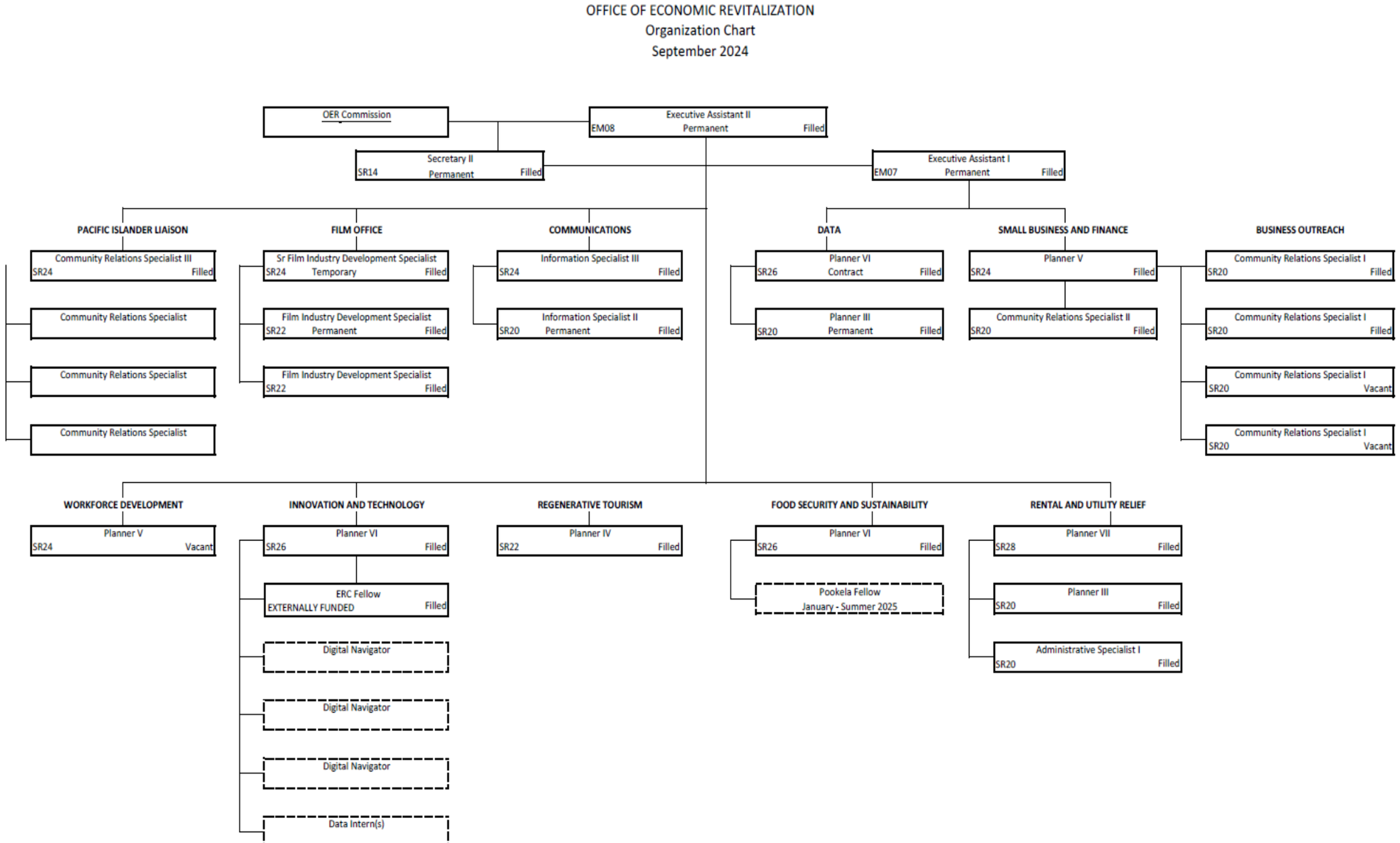
O`ahu Comprehensive Economic Development Strategy 2022

The Five Year (2022-2026) Comprehensive Economic Development Strategy (CEDS) was prepared by the O`ahu Economic Development board under an award from the U.S. Department of Commerce. This initiative also received support from the Economic Development Alliance of Hawai`i, State of Hawai`i Office of Planning and Sustainable Development, OER, and other stakeholders. The comprehensive strategy is a statewide effort and includes action plans for eight economic clusters:

1. Housing and Resilient Infrastructure
2. Agriculture and Food Systems
3. Education and Innovation
4. Environment and Natural Systems
5. Health and Wellness
6. Safety and Peace
7. Art and Creativity
8. Hospitality and Reciprocity

There are 15 priorities relating to OER's programs in the CEDS and it also includes metrics and key performance indicators (KPI) for each priority. The OER related programs are Workforce Development, Sustainable Agriculture and Food System, Regenerative Tourism, Small Business and Finance, and Tech and Innovation.

Exhibit 1.1: Office of Economic Revitalization Organization Chart (As of September 2024)



Source: Office of Economic Revitalization

OER organization and programs

OER's mission is to build a strong economy that improves the quality of life for every community, small business, and `ohana on O`ahu through the following program areas:

- O`ahu Business Connector Program:

  The O`ahu Business Connector (OBC) program is part of the City and County of Honolulu's strategy to support small businesses. OER supports businesses and community growth by connecting them with resources and developing programs through in-person outreach and workshops. This includes helping the public access information, offering technical assistance to small businesses, providing job training and placement, and supporting the market for locally made products.

- Sustainable Agriculture and Food Systems Program:

  The Sustainable Agriculture and Food Systems Program provides resources for small farmers and producers in the City and County of Honolulu and supports the local food system infrastructure. OER looks at the whole food system, like growing food and handling food waste, to meet O`ahu's agricultural needs. The program is working to boost agricultural production so O`ahu residents can enjoy more locally grown products, take better care of our environment, and have more access to value-added, unique Hawai`i products.

- Workforce Development Program:

  The Workforce Development Program aims to diversify O`ahu's economy by creating more support services and training opportunities for upskilling and career exploration. Programs and policies create good jobs that will move O`ahu's economy into the future. OER defines a good job as one that offers financial security, benefits that improve quality of life, supports a healthy family and community, adapts to our changing world, and gives back to the community and environment more than it extracts.

- Innovation and Technology Program:

  The Innovation and Technology Program is focused on broadband access and digital equity by teaming up with community organizations to build a strong innovation and technology sector on O`ahu. The internet is a fundamental utility, and OER is committed to making access safe and affordable for everyone. OER seeks to ensure that every O`ahu resident has access to high-speed internet to promote equal opportunities for all to participate in a digitally connected world. The program emphasizes connectivity and sharing the necessary knowledge and skills to use the internet effectively.

- Regenerative Tourism Program:

  The Regenerative Tourism Program works with community and hospitality stakeholders to protect the environment, celebrate local culture, provide good jobs for our people, and enact the goals of O`ahu's *Destination Management Action Plan (DMAP)*. The program supports O`ahu's residents, communities, environment, cultural, historical, and recreational sites, ensuring they benefit from the visitors welcomed to our shores.

- Community Equity Liaison Program:

  The Community Equity Liaison Program is committed to supporting O`ahu's economic growth by enhancing access to government services for immigrant and underserved communities on O`ahu. OER works closely with federal, state, and other city government agencies to improve understanding and interactions with O`ahu's immigrant communities. The program's mission is to serve as a bridge to essential resources and networks, empowering communities to succeed. OER achieves this by fostering stronger community partnerships and civic engagement, creating pathways for economic mobility through education and career development, promoting language access, and improving digital literacy.

Exhibit 1.2: OER Operating Expenditures and Highest Operating Expenditure Categories from FY 2021 to FY 2025

	Total Expenditures	Regular Pay	Personal Services - Contract Positions Charged To Salaries	Rent of Offices
FY 2021	$285,880	$183,564	$0	$0
FY 2022	$196,483	$68,901	$50,417	$0
FY 2023	$424,424	$48,458	$0	$0
FY 2024	$1,132,311	$275,177	$655,560	$122,413
FY 2025	$1,043,175	$191,825	$612,048	$151,669
Percent increase from previous year	-8%	-30%	-7%	24%
Percent increase over last five years	265%	5%	-	-

Source: Office of Economic Revitalization

Exhibit 1.3 OER Program Expenditures by Source from FY 2021 to FY 2025

	General Fund	Federal Fund	Private Fund	Total
FY 2021	-	$50,370,398	$300,000	$50,670,398
FY 2022	-	$146,660,313	-	$146,660,313
FY 2023	$27,390	$94,810,169	$125,000	$94,962,559
FY 2024	-	$30,936,676	$15,000	$30,951,676
FY 2025	$192,180	$1,907,165	$17,746	$2,117,091
Total	**$219,570**	**$324,684,721**	**$457,746**	**$325,362,037**

Source: Office of Economic Revitalization

Exhibit 1.4: OER Staffing from FY 2021 to FY 2025 (FTE)

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Permanent	6	3	3	4	6
Personal Services Contracts	0	13	17	16	14
Total	**6**	**16**	**20**	**20**	**20**

Source: Office of Economic Revitalization

Audit Objectives, Scope, and Methodology

The audit objectives were to:

1. Evaluate OER's efforts to carry out its responsibilities as set forth in Resolution 20-197, FD1;

2. Assess OER's goals and initiatives to identify any redundancies or inconsistencies with other existing efforts in the city;

3. Compare OER's functions, activities, and goals with other jurisdiction's agencies; and

4. Make recommendations, as appropriate.

For this audit we conducted the following:

- Reviewed and analyzed organization charts for OER
- Reviewed Resolution 20-197 that establishes OER
- Reviewed OER Policies & Procedures
- Reviewed State Local Fiscal Recovery Funds and other federal grant requirements
- Interviewed OER and contract staff involved with operations and programs
- Reviewed and analyzed strategic plans, vision, program goals, and performance metrics
- Reviewed applicable laws, regulations, and policies
- Reviewed past audits, including single audits
- Conducted on-site visits and observation of OER's programs
- Reviewed OER's plans for funding and sustainability of programs
- Reviewed city departments and programs, neighbor island counties, and State of Hawai`i programs that are similar to OER programs
- Identified best practices from other jurisdictions

We did not include the Honolulu Film Office under this audit. A performance audit of the Honolulu Film Office is included in our FY 2026 work plan.[1]

A comprehensive review of CARES Act funding was excluded from this report because those expenditures were examined in our *Performance Audit of Select CARES Act Programs and Expenditures* issued in 2023 and because those funds were administered by the Office of the Managing Director and the former OED, and not OER.

This audit focused on operations from July 1, 2020 through June 30, 2025.

This audit was performed in accordance with generally accepted government auditing standards (GAGAS). GAGAS requires that auditors plan and perform the audit to obtain sufficient and appropriate evidence to provide a reasonable basis for findings and conclusions based on audit objectives. We believe that the evidence obtained in this audit provides a reasonable basis for our findings and conclusions based on our audit objectives.

[1] https://www.honolulu.gov/oca/wp-content/uploads/sites/39/2025/07/OCA-Annual-Work-Plan-FY26.pdf

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Chapter 2

City Management Did Not Sufficiently Separate the Office of Economic Revitalization from its Authorization to Accomplish its Responsibilities Until FY 2025

Despite its creation by Resolution 20-197, FD1 in 2020, the Office of Economic Revitalization (OER) has only recently begun to establish actual program implementation. OER's priority was to create staffing capacity over economic recovery and revitalization. In addition, there was a lack of transparency particularly with program budgetary information and reporting. Although the Honolulu City Council established OER via resolution in 2020, the agency did not report a budget in the Honolulu Operating Budget until FY 2025. In the Office of the Managing Director, the former Office of Economic Development (OED) and OER coexisted simultaneously in staffing records until FY 2025. City budget records do not list OED and OER staffing as separate from city management, even though other programs under the Managing Director's Office (MDO) report staffing separately. Complicating staffing counts further, budget documents and personnel numbers differ from internal OER staffing records due to funding source discrepancies. As a result, accountability and transparency related to OER's staffing and funding was reduced.

According to OER, its initial economic recovery programs were funded with Coronavirus Aid, Relief, and Economic Security (CARES) Act dollars; however, the official CARES Act funding documentation does not break out OER-managed pandemic relief and economic recovery programs.

In November 2024, the Office of the City Auditor conducted a Performance Audit of Select CARES Act Programs and Expenditures. In that report, we noted that the Mayor's Office allocated $19 million (five percent) to the Office of Economic Development, which was later reorganized into the OER. These funds supported recovery planning and processing, including office staffing, rent, equipment, and incentives.

While we acknowledge OER's efforts with CARES Act funds, the agency's inability to separately document OER-managed pandemic relief and economic recovery programs confirms the lack of transparency of financial information and reporting. A comprehensive review of CARES Act funding was excluded from this report because those expenditures were examined in our *Audit of Select CARES Act Programs and Expenditures* issued in 2023 and because those funds were administered by the Office of the Managing Director and the former OED, and not OER.

OER Prioritized Spending on Staffing Capacity Over Economic Recovery and Revitalization Efforts

Resolution 20-197, FD1 created the OER to share economic strategy and key projects with the community and to build trust around new economic models. In practice, however, the agency's structure and staffing were not presented transparently. OER did not appear as a separate, itemized line in the Honolulu Executive Operating Program and Budget until FY 2025. Although the FY 2025 narrative states that OER was established in October 2020, the FY 2022–FY 2024 budgets referenced the office as the OED and showed it under city management within the Office of the Managing Director. Neither OED nor OER appeared in the "expenditures by program" section alongside other MDO programs. According to the department, there was difficulty in separating budget and staffing due to its ongoing reorganization. However, as a result, this slow process to formally establish infrastructure of OER separate from MDO served to undermine transparency and accountability.

Resolution 20-197, FD1 confirmed the Mayor's authority to reorganize and place OER under the Managing Director's Office to coordinate recovery and build a diverse, resilient economy. However, from FY 2021–FY 2025 the agency appeared to prioritize staffing and internal capacity-building over helping the city quickly and efficiently identify, apply for, administer, disburse, and manage federal, state, and other funding to support innovation, community well-being, and economic development through grants and low-cost loans. The unclear budget presentation further made it difficult to verify OER's reported funding and spending against published budgets, undermining transparency and accountability.

Agency staffing and funding information were not presented transparently

A review of the FY 2021 to FY 2024 Honolulu Executive Operating Program and Budget reveals that OER operating information such as salaries, current expenses, equipment, and full-time employee (FTE) counts were not itemized. Instead, OER's funding data was consolidated under the Managing Director's (MD) City Management program. The City Management program description includes the following excerpt: *Provides funds for the Office of the Managing Director. Management and coordination of the executive agencies and the Office of Economic Revitalization are funded through this program.* While the managing director's office disclosed OER's consolidated funding in its budget reporting, we question whether this provided sufficient transparency and accountability for the OER program.

In its FY 2023 budget presentation to the Council, the MD stated the following in reference to OER expenses and budgetary information, *We are still working on breaking out OER from our Administrative expenses in budgetary reporting and plan to do so for presentation of the FY24 budget next year.*

In FY 2025, the Honolulu Executive Operating Program and Budget began reporting OER program descriptions and data independently from the MD's City Management program.

Exhibit 2.1: Comparison of Source of Funds Between City Management and OER from Executive Operating Program and Budgets

Managing Director's Office - City Management including Office of Economic Revitalization

	FY 2021	FY 2022	FY 2023	FY 2024
General Fund	$2,265,772	$1,990,318	$3,013,034	$3,098,995
Special Projects Fund	$70,000	$10,494	$2,400	$114,999
Federal Grants Fund	$24,242,186	$33,150,000	$18,976,441	$50,000
Total	**$26,577,958**	**$35,150,812**	**$21,991,875**	**$3,263,994**

Office of Economic Revitalization

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
General Fund	unknown	unknown	unknown	unknown	$2,673,000
Special Projects Fund	unknown	unknown	unknown	unknown	-
Federal Grants Fund	unknown	unknown	unknown	unknown	-
Total	**unknown**	**unknown**	**unknown**	**unknown**	**$2,673,000**

Source: City and County of Honolulu Executive Operating Program and Budgets FY 2023 to FY 2026

In addition, we found discrepancies with OER's FY 2025 Executive Operating Program and Budget and their budget communication to Council.

The screenshot below is OER's section in the Proposed Operating Budget for FY 2025, which reported no staff, no authorized funding, and no expenditures in FY 2023 and FY 2024.

Exhibit 2.2: OER's FY 2025 Proposed Operating Budget

Office of Economic Revitalization

Program Description

The Office of Economic Revitalization (OER), established in October 2020 by the Mayor and approved by the City Council, plays a pivotal role in fostering economic growth and innovation for the equitable advancement of our city's residents. Operating under the Mayor's office and directly supervised by the Managing Director, OER serves as a centralized agency tasked with overseeing, coordinating, and directing economic development initiatives and policies, including the stimulation of diverse industries and services. Moreover, OER collaborates with state and federal entities to secure funding and execute programs aimed at diversifying and sustaining the city's economy. Guided by the priorities set forth by the Economic Revitalization Commission and aligned with Oahu's Comprehensive Economic Development Strategy, OER is committed to driving forward initiatives that support small businesses, workforce training, agricultural investment, and the promotion of inn
ensuring the well-being of our people and place.

The Honolulu Film Office (HonFO) serves as the chief liaison for filmmakers to any Ci
permits. HonFO contributes to Oahu's economic diversification through job creation a
while showcasing the island through film, television, and digital media.

FY 2023 & FY 2024 Staffing, Expenditures, and Source of Funds:

0.00, $0

PROGRAM POSITIONS	FY 2023 Actual	FY 2024 Appropriated	Current Svcs	Budget Issues	FY 2025 Total Budget
Permanent FTE	0.00	0.00	16.00	4.00	20.00
Temporary FTE	0.00	0.00	1.00	0.00	1.00
Contract FTE	0.00	0.00	0.00	1.00	1.00
Total	**0.00**	**0.00**	**17.00**	**5.00**	**22.00**

CHARACTER OF EXPENDITURES	FY 2023 Actual	FY 2024 Appropriated	Current Svcs	Budget Issues	FY 2025 Total Budget
Salaries	$ 0	$ 0	$ 1,284,192	$ 473,964	$ 1,758,156
Current Expenses	0	0	593,669	0	593,669
Equipment	0	0	0	0	0
Total	**$ 0**	**$ 0**	**$ 1,877,861**	**$ 473,964**	**$ 2,351,825**

SOURCE OF FUNDS	FY 2023 Actual	FY 2024 Appropriated	Current Svcs	Budget Issues	FY 2025 Total Budget
General Fund	$ 0	$ 0	$ 1,877,861	$ 473,964	$ 2,351,825
Total	**$ 0**	**$ 0**	**$ 1,877,861**	**$ 473,964**	**$ 2,351,825**

Source: FY 2025 Honolulu Executive Operating Program and Budget Report

Exhibit 2.3: OER's Budget Presentation for FY 2024

Office of Economic Revitalization

Details of Changes Between FY23 and FY24 Operating Budget

	FY 23 Appropriation	FY 24 Proposed	Change	Percent Change	FY24 FRF Positions
Authorized FTE	9.0	17.0	8.0	88.89%	8.0
Salaries	$250,428	$1,297,760	$1,047,332	418.21%	$707,040
Current Expenses	$1,322,978	$641,914	($681,064)	(51.48%)	--
Equipment	$0	$0	$0	--	--
Total Budget	**$1,573,406**	**$1,939,674**	**$366,268**	**23.27%**	**--**

Includes Honolulu Film Office

Source: Office of Economic Revitalization

In its budget briefing to the city council in 2023, OER reported FY 2023 appropriations at $1.6 million and FY 2024 proposed budget at $1.9 million. FY 2023 and FY 2024 amounts were shown at zero for FTE, salaries, and funding source. According to the department, this discrepancy within the budget documents was due to the lack of an official re-organization making its way through the process with other city departments. The department explained that the administration had been in the process of completing the re-organization for the last 2.5 years, and intends to complete the re-organization after the FY 2028 budget is approved. As a result of the lack of organizational formality and budget integration, we found that OER lacked sufficient transparency and accountability during our review period.

In the MDO's staffing records, OED and OER coexisted simultaneously. City budget records do not list OED and OER staffing as separate from City Management, while other programs under the MD's office report staffing separately. In addition, the Honolulu Executive Operating Program and Budgets report FTE positions that are supported by the General Fund in FY 2025. However, OER provided internal staffing records showing permanent and contract FTE that are federally funded as of February 1, 2025. As a result of the inconsistent information reported between the Honolulu Operating Program and Budget information and OER's internal funding data, fiscal oversight and accountability was diminished and an accurate account of the city's economic revitalization efforts were clouded.

OER internal records report program areas received over $325.4 million in city, federal, and private funding from FY 2021 to FY 2025

The Honolulu Executive Operating Program and Budget reports funds for salaries and current expenses, but does not include funding information for OER's programs. We found that from FY 2021 - FY 2025, OER received nearly $325.4 million of funding for its programs from the General Fund, federal funds, and private funding, which were not reported in the Honolulu Executive Operating Program and Budget.

Exhibit 2.4: Comparison of OER Internal Program Fund Information and Executive Operating Program and Budgets

OER Internal Program Funding Information

	General Fund	Federal Fund	Private Fund	Total
FY 2021	-	$50,370,398	$300,000	$50,670,398
FY 2022	-	$146,660,313	-	$146,660,313
FY 2023	$27,390	$94,810,169	$125,000	$94,962,559
FY 2024	-	$30,936,676	$15,000	$30,951,676
FY 2025	$192,180	$1,907,165	$17,746	$2,117,091
Total	**$219,570**	**$324,684,721**	**$457,746**	**$325,362,037**

OER Executive Operating Program and Budget

General Fund	Special Projects Fund	Federal Grants Fund	Total
unknown	unknown	unknown	unknown
unknown	unknown	unknown	unknown
unknown	unknown	unknown	unknown
unknown	unknown	unknown	unknown
$2,673,137	-	-	$2,673,137
$2,673,137	**-**	**-**	**$2,673,137**

Source: City and County of Honolulu Executive Operating Program and Budgets FY 2023 to FY 2026 and Office of Economic Revitalization

In FY 2021, OER received $300,000 of private funding for program area operations. From FY 2021 to FY 2025, federal funding comprised $324.7 million, or 99.8% of OER's total funding. Of the $324.7 million in federal funds, $294.2 million, or 90.4% came from the Rental and Utility Relief program. The Honolulu Operating Program and Budgets in FY 2025 only reported funding for salaries and current expenses from the General Fund. It did not include program area funding. OER provided internal records for its program area funding. In FY 2023, $27,390 of General Funds were awarded for the Sustainable Agriculture and Food Systems North Shore Food Safety Training to O`ahu Farmers program. In FY 2025, $192,180 of General Funds were awarded for the:

- Sustainable Agriculture and Food Systems - GoFarm and People's Open Market Strategic Planning ($25,000 and $50,000)
- Small Business and Finance Program's - SourceLink Resource and Business Incubator ($33,875 and $25,000)
- Regenerative Tourism - Dine, Art, Shop, Love Honolulu Fest ($8,305)
- UHERO Comprehensive Small Business Support Analysis ($50,000)

Exhibit 2.5: OER Program Expenditures by Source from FY 2021 to FY 2025

	General Fund	Federal Fund	Private Fund	Total
FY 2021	-	$50,370,398	$300,000	$50,670,398
FY 2022	-	$146,660,313	-	$146,660,313
FY 2023	$27,390	$94,810,169	$125,000	$94,962,559
FY 2024	-	$30,936,676	$15,000	$30,951,676
FY 2025	$192,180	$1,907,165	$17,746	$2,117,091
Total	**$219,570**	**$324,684,721**	**$457,746**	**$325,362,037**

Source: Office of Economic Revitalization

The city began receiving State and Local Fiscal Recovery Funds (SLFRF) in 2021. In FY 2025, the city continued to actively work with the Honolulu City Council to provide funding to address lingering economic impacts of the pandemic on O`ahu residents through expansion of relief programs and identify appropriate alternate programs to be funded with SLFRF funds.

High concentration of federal funds to one program purpose

From FY 2021 to FY 2025, SLFRF monies totaled $84.2 million. Nearly $63.6 million (75%) of SLFRF monies funded OER's Rental and Utility Relief program, $11.1 million (13.2%) funded the Small Business and Finance program area, and $4.5 million (5.3%) funded the Workforce Development program area. SLFRF monies for program areas include staff positions (see Exhibit 2.8 for a detailed list of SLFRF funded positions). Other federal funding for OER program areas totaled $1.7 million (2%). General Fund and private funding totaled $219,570 and $457,746, respectively.

Exhibit 2.6: Funding for OER Program Areas by Funding Source from FY 2021 to FY 2025[1]

	SLFRF Fund	Federal (Non-SLFRF)	General Fund	Private Fund
Sustainable Agriculture and Food Systems	$2,676,764	$100,000	$99,990	$65,000
Small Business and Finance	$11,120,420	$436,232	$58,875	$15,000
Innovation and Technology	$344,404	$1,200,000	-	-
Workforce Development	$4,473,292	-	-	-
Rental and Utility Relief	$63,584,347	-	-	-
Pacific Islander and Community Equity	$543,194	-	-	$17,746
Regenerative Tourism	$169,720	-	$10,705	-
OER Administration	$824,571			
Call Center	$176,070			
Other OER Programs	$250,000	-	$50,000	$360,000
Total	**$84,162,782**	**$1,736,232**	**$219,570**	**$457,746**

Source: Office of Economic Revitalization

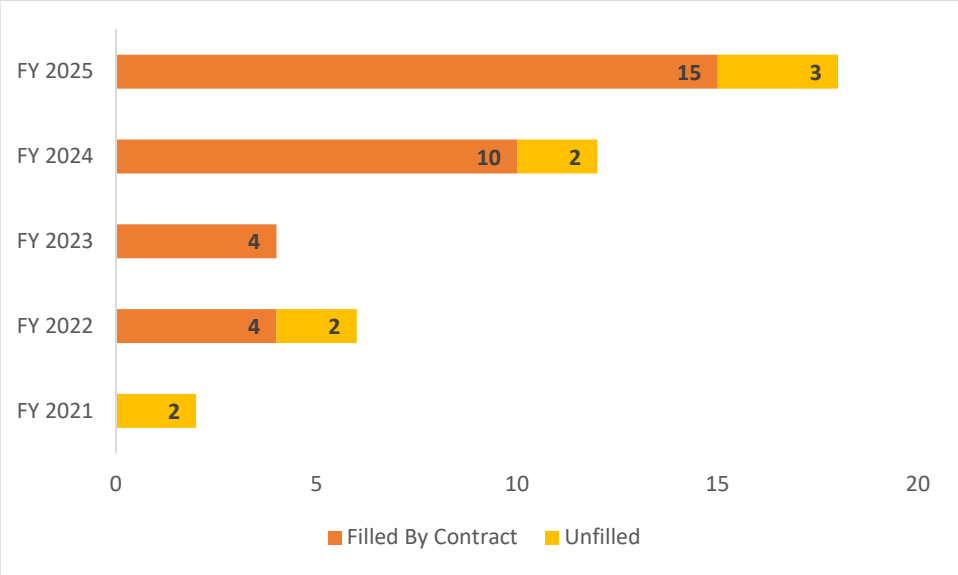
Community support and equitable economic recovery were intended to be the primary uses of SLFRF funds. OER achieved this through spending over $63.6 million on the Rental and Utility Relief program.

Starting FY 2026, OER plans to increase general fund expenditures by $2.3 million to support program operations and 20 staff positions

From FY 2021 to FY 2025, position count increased and created vacancies. Eighty two percent (33 out of 40 FTE) of OER's vacancies from FY 2022 to FY 2025 were filled by contract.

[1] Includes salaries for program staffing

Exhibit 2.7: OER's Vacant FTE from FY 2021 to FY 2025 (Filled by Contract and Unfilled)



Source: Office of Economic Revitalization

OER was established primarily using temporary funding from SLFRF under the American Rescue Plan Act (ARPA). OER does not have a formal, adopted plan to address post-SLFRF funding. The agency will likely rely on general funds in the future to support the 16 permanent OER Full-Time Equivalent (FTE) positions created in FY 2024 and an additional four positions created in FY 2025, because SLFRF funds are expected to be fully expended on December 31, 2026. The FY 2025 Honolulu Executive Operating Program and Budget show OER with 20 FTE and $2,351,825 in general fund support, signaling an intended base-funding transition from SLFRF to city general funds.

No budget for OER program area activities

OER was created as a policy office in the Mayor's Office to coordinate COVID 19 economic recovery and guide the city's economic strategy and investments to leverage funds so the city could more quickly and efficiently find, apply for, administer, disburse, and manage federal, state, and other funding to support innovation, community wellbeing, and economic development through grants and low-cost loans. However, there was no budget or resources allocated for program activities. With no budget for activities, program managers were challenged to seek funding for their programs from non-city sources including state grants and programs, intergovernmental agreements, and non-governmental funding sources (private grants, corporate sponsorships/ partnerships, philanthropy and donations).

Five out of the seven program managers we interviewed acknowledged the challenge of finding funding for their program areas. While the OER director acknowledges that the agency has a goal to secure funding by establishing a clear process and templates, there are no secured funding plans in place beyond using city general funds, which currently funds salaries but not program areas.

Effective financial management practices require that departments relying on temporary or one-time funding sources develop comprehensive long-term plans to ensure program continuity or an orderly wind-down. The U.S. Treasury and Government Finance Officers Association (GFOA) emphasize the importance of avoiding a *fiscal cliff* by creating sustainability strategies when initiating new programs with time-limited funds. Best practices include:

- To avoid fiscal cliffs, agencies should clearly identify SLFRF as one-time funds in budget documents.
- To facilitate fiscal sustainability, agencies should use SLFRF for one-time or short-term purposes. Agencies should track such uses and have a plan for what to do when the federal funds expire.
- To protect the delivery of public services against the loss of federal pandemic aid—or against future revenue shocks—states should adopt multiyear revenue and expenditure forecasts, stress test their budgets, and maintain sufficient rainy day funds and other reserves to help preserve critical public services in the event of sudden revenue losses.

Analysis of the ARPA 2025 Recovery Plan for the City and County of Honolulu found that a total of 20 positions in OER totaled $4.5 million or approximately $1 million per year. Our review found that in FY 2025, over $4.5 million was directed to administrative costs and building city management capacity rather than to direct economic relief and recovery. The table below shows the position items and funding amounts.

Exhibit 2.8: OER Positions funded by SLFRF as of FY 2025

Position Items	Positions	Total Funding
Business Constituent Educators	5	$483,403
OER Information Specialist III	1	$407,503
OER Pacific Island Liaison	1	$387,251
OER Executive Director	1	$387,077
Innovation and Technology Program Director	1	$344,404
Workforce Development Program Manager	1	$288,663
Data Administrator	1	$279,934
Administrative Specialist	1	$218,937
OER Call Center Staff	unknown	$176,070
Food Access and Equity Specialist	1	$174,370
OER Deputy Director	1	$171,011
Regenerative Tourism Program Manager	1	$169,720
Sustainable AG and Food Systems Program Manager	1	$153,079
OER Planner	1	$137,016
Film Office Personnel	1	$30,946
Digital Information Specialist	1	$111,040
OER-Contract Grants Coordinator	unknown	$250,000
Rental and Utility Relief Program Manager	1	$362,722
Total	**20**	**$4,533,147**

Source: ARPA 2025 Recovery Plan for the City and County of Honolulu

Based on our review, there was no demonstrated necessity to use SLFRF to expand program staff by 20 FTE—spending over $4.5 million on staffing rather than recovery programming. The city's decision to fund roughly 20 OER contract positions for four years as placeholders for eventual conversion to general fund–supported permanent FTE in FY 2026 calls into question the administration's adherence to SLFRF's intended purpose and Resolution 20-197, FD1's objectives. We conclude that, before converting these positions with the General Fund, OER should justify the necessity of this expansion, disclose the opportunity costs relative to direct relief and recovery, and adopt a formal sustainability plan.

The city administration's choice to prioritize OER staffing and organizational set-up, along with the Rental and Utility Relief program, concentrated large funding allocations in a few areas, leaving limited resources for broader, recovery-oriented initiatives. Consequently, opportunities to address a wider range of community needs were missed, reducing the overall recovery benefits envisioned by Resolution 20-197, FD1.

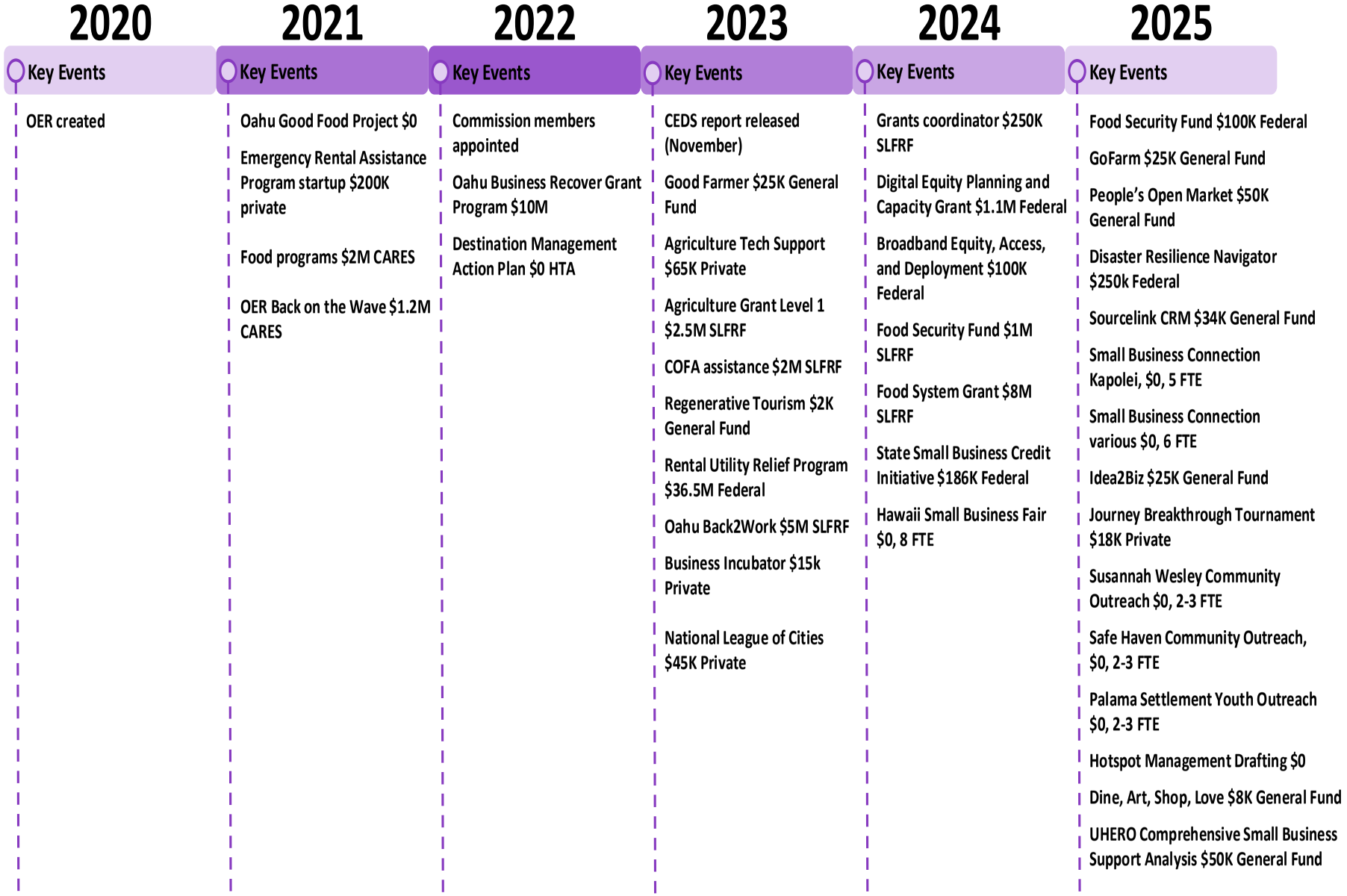
To justify its value to city taxpayers, OER should develop a long-term funding strategy to sustain positions currently funded through federal ARPA funds. OER should also assess the fiscal impact of transitioning these positions to their operating budget and identify potential funding sources to support these positions on a permanent basis if they plan to maintain service levels beyond the 2026 expiration of SLFRF funds.

The lack of program funding is a risk going forward. Where there are overlapping programs and objectives with similar city programs, other agencies may need to absorb these responsibilities if the city decides to continue supporting OER.

Administrative uncertainty slowed delivery of program initiatives

Although OER was established in 2020, substantive program activities outside of Rental and Utility Relief (RURP) program did not occur until FY 2023. The RURP program was one of eight responsibilities OER was set to implement per City Charter. The slow ramp-up in program activities was caused by the city administration's focus on organizational set up over actual program implementation. The exhibit below shows OER program activities between FY 2020 and FY 2025. As a result, program accomplishments and value to city taxpayers were slow to realize.

Exhibit 2.9: OER Timeline of Events October 2020 to FY 2025



Source: Office of Economic Revitalization

Associated risks with prioritizing organizational setup over program implementation

We performed an internal risk assessment of OER's economic revitalization program, which prioritized organization and administration functions and identified five risk categories arising from prioritizing organizational setup over timely program implementation. The two highest-risk areas are fiscal sustainability and program effectiveness, each rated Critical.

Exhibit 2.10: Risk Assessment of OER's Organizational Setup

Risk Category	Description	Severity	Likelihood	Overall Risk Level	Comments / Examples
Fiscal Sustainability (Fiscal Cliff)	OER relies partly on temporary ARPA and grant funds for operations and staffing. Without a transition plan, the City may face significant costs or loss of services when one-time funding ends.	**High**	**High**	🔴 **Critical**	Potential recurring costs or layoffs once ARPA expires in 2026.
Program Effectiveness	Delays in formalizing the agency and confusion over staffing slowed program delivery and coordination with external partners.	**High**	**High**	🔴 **Critical**	Delays reduced early economic development impact.
Transparency & Accountability	OER was not shown in the executive budget for multiple years, limiting oversight by Council and the public.	**High**	**Medium**	🟠 **Significant**	Lack of visibility reduces confidence in spending and results.
Financial Reporting Accuracy	Inconsistent staffing and budget data between internal and published sources increase the risk of misstated personnel or financial figures.	**Medium**	**High**	🟠 **Significant**	Discrepancies may trigger audit adjustments or findings.
Governance & Internal Controls	OER lacked clear administrative ownership or integration into city systems until FY 2025.	**Medium**	**Medium**	🟡 **Moderate**	Weak coordination among BFS, City Management, and OER.

Risk Area	
🔴 **Critical**	Fiscal Sustainability (Fiscal Cliff); Program Effectiveness
🟠 **Significant**	Transparency & Accountability; Financial Reporting; Federal Compliance
🟡 **Moderate**	Governance & Controls; Program Effectiveness
🟢 **Low**	None identified

Source: Office of the City Auditor

OER's choice to prioritize staffing and capacity-building—along with rental relief—over timely economic recovery and revitalization program implementation led to critical risks in fiscal sustainability and program effectiveness. It also heightened risks in transparency/accountability, financial reporting accuracy, and moderate governance/control weaknesses. Collectively, these conditions impaired early economic impact, obscured the linkage between funds and outcomes, and increased the likelihood of unsustainable costs once ARPA funding ends in 2026.

In addition, program effectiveness was constrained by delayed launch and limited early execution, reducing the near-term economic development impact that ARPA resources were intended to achieve. Budget integration gaps compounded these risks: because OER did not appear as a distinct, itemized program in the Executive Operating Program and Budget during FY 2022–FY 2024, stakeholders lacked clear visibility into how funds were aligned to activities and outcomes. This ambiguity elevated transparency and financial-reporting risks by making it difficult to trace spending to specific initiatives, reconcile OER-reported figures with published budgets, and exercise routine oversight comparable to other agencies.

Fiscal sustainability risks also increased as staffing capacity was built primarily with one-time SLFRF support. Without a defined transition plan that identifies permanent funding sources, position conversions, and service-level targets beyond ARPA's 2026 horizon, the city remains exposed to financial risk—i.e., recurring personnel and operating costs that outlive temporary revenues. Governance and internal control risks are present as well. Furthermore, fragmented coordination across city stakeholders increases the likelihood of inconsistent execution, uneven documentation, and reporting discrepancies. In this context, the mix of critical program and fiscal risks, coupled with heightened transparency and accountability concerns, underscores the need for clearer budget presentation, stronger cost-to-outcome linkage, and proactive workforce funding strategies.

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Chapter 3

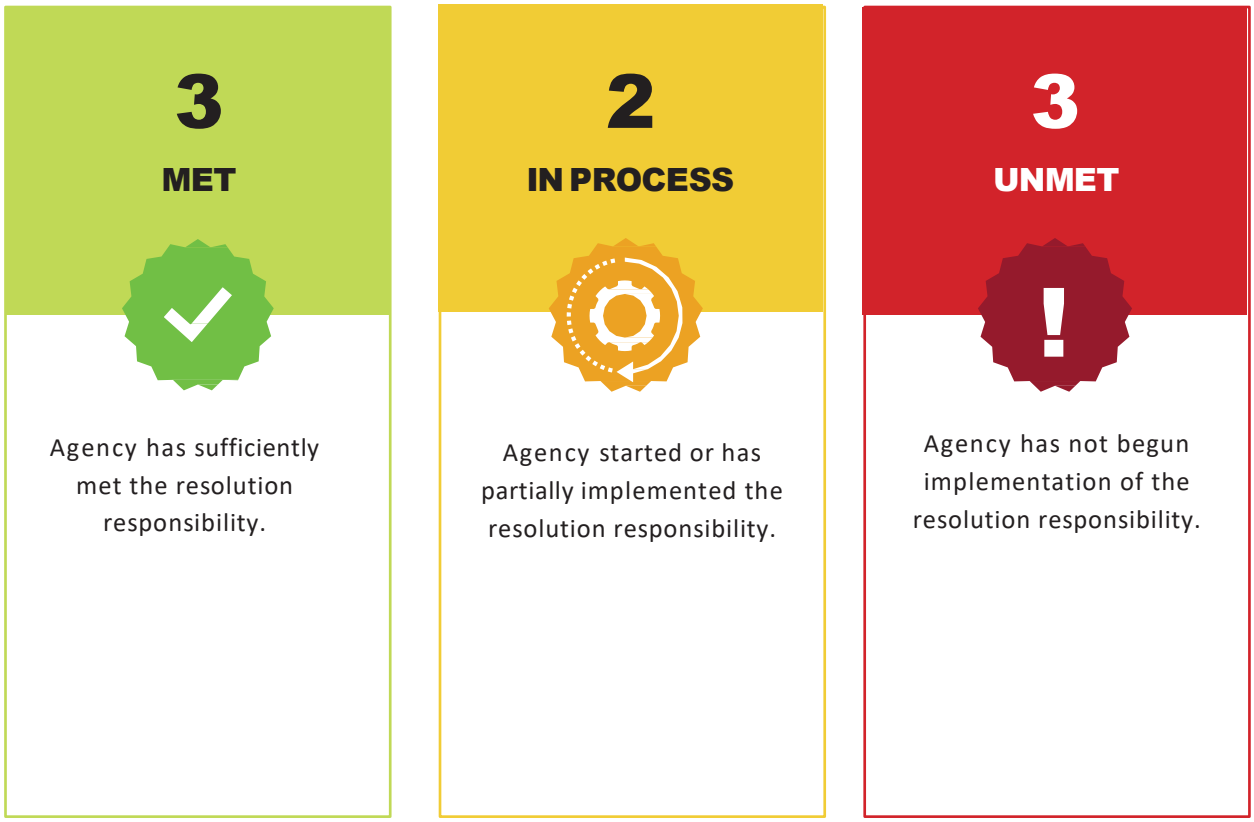
OER Did Not Fully Meet its Responsibilities as Set Forth in Resolution 20-197, FD1, Due to Delays in Program Implementation

The Office of Economic Revitalization (OER) has not fully met the responsibilities outlined in Resolution 20-197, FD1. While the charter establishes eight specific requirements for the office and its executive, our review found that OER has only accomplished or made measurable progress toward three of the eight resolution responsibilities (38%). Specifically, OER has demonstrated activity in economic response and recovery, identifying and management of funds for economic revitalization, and small business support. However, the office has not fully established or implemented the remaining five required functions including economic development and investment, economic improvement projects, a business resource hub, sector-specific economic support, and economic revitalization commission. City Administration prioritized OER's organizational setup over program implementation as directed by Resolution 20-197, FD1. As a result, OER has not fully met the intent or operational scope envisioned by the resolution, limiting its ability to provide comprehensive economic revitalization leadership for the city.

Three Out of Eight Responsibilities Met Since October 2020

OER's mission is to build a strong economy that improves the quality of life for every community, small business, and `ohana on O`ahu. However, since its establishment in 2020, OER's efforts only met three out of eight responsibilities established by Resolution 20-197, FD1. More guidance, oversight, and formality is needed to determine the effectiveness of OER's efforts towards its mission.

Exhibit 3.1: Dashboard of OER's Efforts of Resolution 20-197, FD1



Source: Resolution 20-197, FD1 and Office of the City Auditor Analysis

OER met its responsibilities relating to three out of eight areas: economic response & recovery, funding identification & management for purpose of economic revitalization, and small business development

The exhibit below is an evaluation of OER's efforts for each responsibility under Section 6 of Resolution 20-197, FD1.

Exhibit 3.2: Evaluation of OER's Compliance with Resolution 20-197, FD1 Responsibilities

Item	Category / Responsibility	Key Objectives	Evaluation Criteria	Assessment / Notes	Quantified Met	Quantified Unmet
1	Economic Response and Recovery	Coordinate and direct the city's response to economic disruptions; align with state/federal agencies to leverage funding and execute programs.	• Coordination with other government agencies • Speed and efficiency of economic recovery actions • Evidence of captured external funding • Community/economic impact	**MET** Rental Utility Relief Program	1	0
2	Economic Development and Investment	Develop and implement plans for economic development and stimulus in innovative industries for equitable benefit of citizens.	• Strategic plans developed • Support for diverse industries • Inclusion and equity in benefits • Evidence of implementation	**UNMET** No plans (outside of State coordinated CEDS plan)	0	1
3	Funding Identification and Management for Purpose of Economic Revitalization	Identify, apply for, administer, and manage funds from federal/state/other sources for economic revitalization.	• Number/value of grants/loans secured • Transparency in fund management • Effective allocation of funds • Reporting and accountability	**MET** Rental Utility Relief Program	1	0
4	Small Business Development	Oversee and coordinate activities supporting small businesses.	• Outreach and engagement with small businesses • Programs for resilience and growth • Access to capital and technical assistance	**MET** Small Business Program	1	0
5	Economic Improvement Projects	Oversee goals and policies implementing the general plan and development plans.	• Alignment with General and Development Plans • Integration with infrastructure projects • Measurable progress indicators	**UNMET** No formal goals, policies, general or development plans.	0	1
6	Business Resource Hub	Coordinate a resource hub for local and offshore businesses seeking to operate in Honolulu.	• Accessibility and usefulness of the hub • Engagement metrics (queries, partnerships) • Responsiveness and support quality	**UNMET** O`ahu Business Connector for local business, no evidence of external offshore businesses	0	1

Exhibit 3.2: Evaluation of OER's Compliance with Resolution 20-197, FD1 *Continued...*

Item	Category / Responsibility	Key Objectives	Evaluation Criteria	Assessment / Notes	Quantified Met	Quantified Unmet
7	Sector-Specific Economic Support	Oversee support for key sectors: (1) healthcare, (2) sustainable agriculture, (3) regenerative tourism, (4) green energy and transport, (5) innovation and tech, (6) housing and redevelopment, (7) resilient infrastructure, (8) film & entertainment.	• Program coverage across all sectors • Partnerships established • Economic diversification outcomes • Sustainability and resilience impact	**INCOMPLETE** Current operations meets 4 sectors	0	1
8	Economic Revitalization Commission	Establish a nine-member commission with members who have expertise in (a) small business, (b) finance, (c) sustainable economics, and (d) community development; (1) prepare and (2) update a five-year strategic plan guiding the city's economic strategy.	• Commission membership and expertise • Strategic plan completion & updates • Meeting frequency (quarterly) and documentation • Implementation tracking	**INCOMPLETE** While commission members selected and meet quarterly, Honolulu does not have a strategic plan (OER chose to adopt State's CEDS plan). Commission is an advisory board, does not have oversight roles.	0	1
			Total	**8**	**3**	**5**

Source: Resolution 20-197, FD1 and Office of the City Auditor Analysis

Resolution Responsibility 1 — Met

Economic Response and Recovery

We determined that OER met the requirements for Economic Response and Recovery. Key objectives include coordinating and directing the city's response to economic disruptions and aligning with state and federal agencies to leverage funding and execute programs. OER met the responsibilities through overseeing the city's Rental and Utility Relief program. OER served over 25,000 residents with $294 million in federal relief by partnering with organizations such as Catholic Charities and Council of Native Hawaiian Advancement, who reviewed applications and distributed funds.

Exhibit 3.3: Rental Relief Program Expenditures from FY 2021 to FY 2025

	ERA1	ERA2	SLFRF	Total Expenditures
FY 2021	$50,370,398	-	-	$50,370,398
FY 2022	$73,194,138	$63,466,176	-	$136,660,313
FY 2023	$7,549,495	$31,978,652	$45,831,910	$85,360,057
FY 2024	$121,933	$2,738,898	$17,389,715	$20,250,546
FY 2025	-	$1,557,166	-	$1,557,166
Total	**$131,235,963**	**$99,740,892**	**$63,221,625**	**$294,198,480**

Source: Office of Economic Revitalization

Resolution Responsibility 2 — Unmet

Economic Development and Investment (No measurement of KPIs)

We determined that OER did not meet the requirements of item 2, which calls for OER to oversee the city's economic development and investment plans. A review of the Economic Revitalization Commission's April 2023 meeting reveals that the Commission identified the 2022 O`ahu Comprehensive Economic Development Strategy (CEDS) as OER's economic strategy. Under an award from the U.S. Department of Commerce, Economic Development Administration, the CEDS was developed with support from the Economic Development Alliance of Hawai`i and the State of Hawai`i Office of Planning and Sustainable Development. Two Commission members and five OER staff participated in the development of the CEDS.

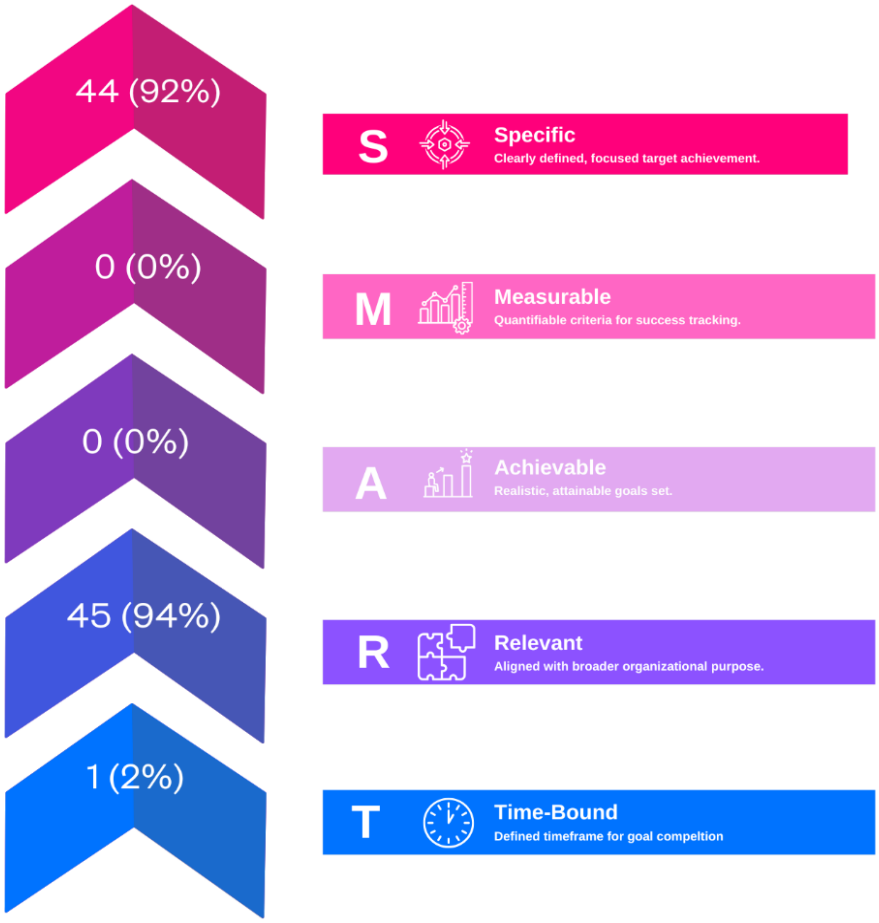
However, outside of the CEDS, we found that OER does not have a specific, standalone plan for its program and operations. Instead, it relies on CEDS, which identifies program objectives for various city, state, and non-profit agencies. While we acknowledge that the CEDS provides a general roadmap for economic revitalization, it lacks sufficient guidance for achieving the specific goals and objectives established in Resolution 20-197, FD1.

Key performance indicators not tracked and measurable

The CEDS includes 48 key performance indicators which fall under the purview of OER. We requested data for these KPIs from FY 2021 to FY 2025, but OER could not provide the information. According to management, OER established CEDS metrics and KPI's in 2024, so no data prior to 2024 was available. Management also reported that they have some data from prior years, but it may not align with the CEDS. OER could not provide data to support alignment with the CEDS metrics and KPI's. In another communication, the department provided the following response when asked for their performance metrics, *Under the direction of the Managing Director's office, the Office of Economic Revitalization (OER) does not report any performance benchmarks. The closest concept OER has to performance metrics is tracking progress towards our goals that are embedded within the O`ahu CEDS*.

Although OER was unable to provide baseline data for the CEDS metrics and relevant KPIs, we performed our own review of the 48 CEDS metrics and KPIs based off of goals that are specific, measurable, achievable, relevant, and timely (SMART goals framework) and found that none of the 48 KPIs met all five SMART criteria. Forty-four out of the 48 metrics (92%) were specific and 45 out of the 48 metrics (94%) were relevant. None of the metrics were measurable or achievable and one out of the 48 was timely. Two metrics did not meet any of the SMART criteria. Our full analysis of the OER's key performance indicators in the CEDS can be found in Appendix A. A summary of our analysis is below.

Exhibit 3.4: OER Key Performance Indicators S.M.A.R.T. Goals Assessment



Source: 2022 O`ahu Comprehensive Economic Development Strategy, Office of Economic Revitalization, and Office of the City Auditor Analysis

Other jurisdictions establish and track key performance indicators

We reviewed the city of San Antonio, TX and the city of San Diego, CA's Economic Development Departments (EDD) and found that both jurisdictions established and track KPIs. The city of San Diego's EDD is programmatic based and the city of San Antonio's EDD is strategy based, both with SMART performance metrics. The table below describes each department's orientation, focus areas of KPIs, and how each jurisdiction measures their KPIs.

Exhibit 3.5: National Comparison of the City of San Antonio, TX and the City of San Diego, CA Economic Development Departments' Focus Areas and Measurement of KPIs

Category	San Diego EDD	San Antonio EDD
Orientation	Programmatic — outputs and investment impact	Strategic — citywide economic health and performance
Focus Areas	Jobs, small business support, investment, housing, facilities, partnerships	Demographics, workforce, income, housing, connectivity, job/wage growth
Measurement Level	Department-driven (internal programs and partnerships)	City/regional level (macro indicators)
Data Use	Performance reporting and accountability	Strategic planning and benchmarking

Source: City of San Antonio, TX and City of San Diego, CA Economic Development Departments'

A detailed list of each EDD's KPIs can be found in Appendix B.

Resolution Responsibility 3 — Met

Funding Identification and Management for Purpose of Economic Revitalization (is in progress)

We determined that OER met the requirements of item 3, which calls for OER to identify and manage funds for the purpose of economic revitalization. The Rental and Utility Relief program (RURP) achieved transparency, effective allocation of funds, and accountability through close out reports to the federal government, monthly collaborations with non-profit partners, and the development of a RURP dashboard. In more recent efforts, the city entered into a $250,000 agreement with Essential Leap, LLC on June 4, 2024 to assist the Managing Director's Office to provide comprehensive grant services including a needs analysis, research, capacity analysis, and a final report detailing the results of its research with recommendations. The funds derived from State and Local Fiscal Recovery Funds to support this program expires on September 30, 2026. OER management acknowledged the services of the grants contractor which resulted in OER receiving funds for its first two proposals that the contractor assisted with and multiple pending federal grants. While the grants contractor is not dedicated to OER and includes multiple agencies within the Managing Director's Office, we acknowledge the effort the city is taking towards identifying grant funds.

Resolution Responsibility 4

Met

Small Business Development (met by program for O`ahu Business Connector and Idea2Biz)

We determined that OER met the requirements for item 4, which calls for OER to oversee and coordinate activities supporting small businesses. OER has developed the O`ahu Business Connector (OBC) and Idea2Biz to address small business needs and development through its Small Business and Finance Program. OBC, which launched in 2024, provides an online directory which provides small businesses resources that are tailored to businesses' specific needs. Resource Connectors reach out to small businesses in person to educate them about these resources. Additionally, Idea2Biz, which launched in 2025, is a small business incubator program geared to West O`ahu. OER has partnered with HawaiiUSA Federal Credit Union to provide $2,500 to attendees who successfully complete the program. The exhibit below shows events from the Small Business and Finance program area that occurred between FY 2022 and FY 2025 that totaled $610,105 in funding.

Exhibit 3.6: Small Business and Finance Program Projects and Outreach Events from FY 2022 to FY 2025

Program / Project / Outreach	Fiscal Year	Funding Type	Amount Awarded	Contractor / Grantee	Description
Native Hawaiian Chamber of Commerce's Hoʻomana Small Business Incubator pilot	2023	Private Funds	$15,000	Native Hawaiian Chamber of Commerce	Total FTE involved in the grant: 1 Grant: National League of Cities for Inclusive Entrepreneurship (Kauffman Foundation)
State Small Business Credit Initiative (SSBCI)	2024	Federal Funds	$186,232	Uptima	Provide technical assistance for Very Small Businesses (VSBs) and Socially-Economically Disadvantaged (SEDI) owned businesses to access HI-CAP loans and other government-backed capital Total FTE involved in the grant: 10 (OBC team, Communications team, Admin team)
Disaster Resilience Navigator (Stay Open Oʻahu)	2025	Federal Funds	$249,999	SourceLink Other Contractors: TBD	Expand the Oʻahu Business Connector program to include disaster preparedness and resilience resources for small businesses Total FTE involved in the grant: 13 (OBC team, Data team, Communications team, Admin team)
Oʻahu Business Connector initial CRM build out and implementation	2023	General Funds	$99,999	SourceLink	Total FTE involved in the program: 13 (OBC team, Communications team, Data team, Admin team) Note: over 1900 searches for assistance using the Resource Finder since program inception
SourceLink CRM (Renewal) - Oʻahu Business Connector - SourceLink Enterprise - Stay Open Oʻahu	2025	General Funds	$33,875	SourceLink	Total FTE involved in the program: 13 (OBC team, Communications team, Data team, Admin team) Note: over 1900 searches for assistance using the Resource Finder since program inception
Small Business Connection Kapolei Hale	See Description				Date(s): Feb 2023-present Number of attendees: 132+ Total FTE involved in event: 5 Note: Monthly thematic workshops in partnership with the Small Business Administration through a formal co-sponsorship agreement
Small Business Connection-Hub Coworking, North Shore, ʻAiea, Waiʻanae, Kokokahi	See Description				Event cost: $0 Date(s): April 2023-present Number of attendees: 100+ Total FTE involved in event: 6 Note: Monthly 1:1 appointments with small businesses
Hawaiʻi Small Business Fair (2022, 2023, 2024)	See Description				Event cost: $0 Number of attendees: 300+ Total FTE involved in the event: 8 (OBC team, Communications team) Note: OER has been on the planning committee along with other State and Federal government entities and nonprofits
Idea2Biz: Startup Incubator	2025	General Funds	$25,000		Number of participants: 20 Total FTE involved in program: 13 (OBC team, Communications team, Data team, Admin team) Note: HawaiiUSA to provide a total of $50,000 to program participants (up to $2,500/participant) upon graduation as seed funding
		Total	**$610,105**		

Source: Office of Economic Revitalization

Resolution Responsibility 5

Unmet

Economic Improvement Projects (not started)

We determined that OER did not meet the requirements for item 5, which calls for OER to oversee goals and policies implementing the general and development plans. As discussed above for item 2, outside of the CEDS, there are no formal goals, policies, and general and development plans. Furthermore, the general and development plans referred to in item 5 are the city's O`ahu general and development plans administered by the Department of Planning and Permitting rather than the strategic plan from Resolution 20-197, FD1.

Resolution Responsibility 6

Unmet

Business Resource Hub (in progress, locally focused only and lacked overseas component)

We determined that OER's efforts for item 6, which calls for OER to coordinate a resource hub for local and offshore businesses seeking to operate in Honolulu, was incomplete. While OER has created the O`ahu Business Connector and launched the small business incubator, Idea2Biz, for local businesses, there is no evidence that OER has created a resource hub for offshore businesses. In FY 2025, OER received $33,875 in General Funds for its renewal of its contract with SourceLink, the organization tasked with managing the O`ahu Business Connector, and $25,000 in General Funds for the Idea2Biz Startup Incubator. The snapshots below from OER's O`ahu Business Connector website are examples of OER's focus on local businesses.

Exhibit 3.7: O`ahu Business Connector Website Snapshots

The O'ahu Business Connector (OBC) connects small businesses and entrepreneurs to nonprofits, government partners, and support organizations to help them grow and create jobs.

The OBC is part of the City and County of Honolulu's strategy to support small businesses and is managed by the City's Office of Economic Revitalization.

The heart of the program is its grassroots team of Resource Connectors who personally reach out to businesses and educate them about available resources. They've already helped more than 3,000 local businesses.

OBC offers events, seminars, and professional development to small businesses, and an online directory where businesses can find resources that meet their specific needs.

We Listen.We Connect. We Help.

Local companies and startups can sign up for in-person workshops and one-on-one business counseling.



TOPICS:

- **February 19, 2025** Are Your Numbers Adding Up?
- **March 27, 2025** Recipe for Success
- **April 23, 2025** Business Planning
- **May 7, 2025** Mix Plate Small Business Month
- **June 18th, 2025** Marketing Madness

Source: Office of Economic Revitalization's O`ahu Business Connector website

Resolution Responsibility 7



In progress

Sector-Specific Economic Support (partially met)

We found that OER has not met all the requirements of item 7, which calls for economic support to sector-specific areas which include sustainable agriculture, regenerative tourism, green energy and transportation, innovation and technology, housing and re-development, and resilient infrastructure. Film and entertainment was another sector-specific area included, but for the purposes of this audit, we did not include this in our assessment.[1] OER provided support in four areas: sustainable agriculture, regenerative tourism, innovation and technology, and resilient infrastructure. OER did not provide economic support in three areas: healthcare, green energy and transportation, and housing and re-development.

1 We did not include the Honolulu Film Office under this audit. A performance audit of the Honolulu Film Office is on our FY 2026 work plan.

Exhibit 3.8: OER's Sector-Specific Economic Support Assessment

Sector-Specific Economic Support Area	Assessment / Notes	Quantified Met	Quantified Unmet
Healthcare	No		1
Sustainable Agriculture	**Yes** O'ahu Good Food Program-Partnership with CCSR, North Shore EVP's food Safety Training to O'ahu Farmer June 2023, Agriculture Grants $2.5 million, GoFarm with UH Manoa , and People's Open Market Strategic Planning with DPR	1	
Regenerative Tourism	**Yes** Good Food Program-two shows targeted at hospitallity 2021; O'ahu Destination Management Action Plan (DMAP) partnership with HTA 2022; Regenerative Toursim Education and Training at Manoa Chocolate, Hawaiian Rainbow Bee, and Lonohana Estate 2023; Facilitations of Communications for Bill 41 GetAroundOahu website; Hot Spot Management-role in initiating commercial transport contract; and Dine, Art Shop, Love Honolulu Fest 2025	1	
Green energy and Transportation	No		1
Innovation and Technology	**Yes** Broadband Equity, Access, and Deployment Program (BEAD) August to December 2024 Digital Equity Planning and Capacity Grant	1	
Housing and Re-Development	No		1
Resilient Infrastructure	**Yes** Broadband Equity, Access, and Deployment Program (BEAD) August to December 2024 Digital Equity Planning and Capacity Grant	1	
	Total	**4**	**3**

Source: Office of Economic Revitalization and Office of the City Auditor Assessment

Resolution Responsibility 8



In progress

Economic Revitalization Commission (has not developed required strategic plan for OER)

We found that OER has not met all the requirements of item 8, which calls for the establishment of an Economic Revitalization Commission. From our perspective, the commission's primary mission is to establish a strategic plan and ensure that the plan is implemented. Since we determined that the commission has not yet established a formal, stand-alone plan, we consider this requirement in process.

The Commission's role is more advisory than oversight.

We found that the commission meets quarterly. However, the commission discusses one or two of the department's eight program areas at each meeting, leaving several program areas without regular oversight or performance review. According to OER, the commission does not have a performance management role as Resolution 20-197, FD1 establishes this role and calls for the commission's adoption of a strategic plan and a five year renewal of that plan.

In four of the eight quarterly meeting minutes we reviewed, the commission discussed only one OER program area. In one meeting, two program areas were discussed. In its July 2024 meeting, the commission discussed events and topics relating to 4 OER program areas and in its May 2024 meeting, 5 OER program areas were discussed. Although the commission adopted the O`ahu CEDS as its strategic plan, much of the commissions focus is in one program area, OER's Small Business Program. This was the only program area consistently discussed in all of the quarterly meetings. By limiting its discussions to only OER's Small Business Program, the commission did not perform a comprehensive review across the department's eight program areas as envisioned in the CEDS. As a result, OER may not be benefiting fully from the commission's advisory capacity to support performance improvement across all programs. The commission's focus, while providing depth and focus in one area, reduced its effectiveness and efficiency as a governance mechanism intended to promote strategic alignment and comprehensive oversight over OER's complete program objectives.

Exhibit 3.9: Economic Revitalization Commission Coverage

Quarterly Meeting	Programs Areas & Topics Discussed	# of Program Areas Discussed
July 2023	• *Small Business-Business Incubator (P)* • *Workforce Development-Good Jobs Hawai'i (P)* • Grant Administration	2
November 2023	• *Small Business-Business Incubator (P)* • Grant Administration	1
January 2024	• *Small Business-Business Incubator, O'ahu Business Connector (P)* • Grant Administration	1
March 2024	• *Small Business-Oahu Business Connector (P)* • *Workforce Development-Good Jobs Hawai'i (P)*	2
May 2024	• *Small Business-Oahu Business Connector (P)* • Three point plan (clean energy, ***technological innovation, regenerative tourism, sustainable agriculture, creative industries***) (4 Ps) • State Economic Development Administration	5
July 2024	• *Small Business (P)* • *Sustainable Agriculture-Wahiawa Value Added Product Development Center (P)* • *Regenerative Tourism-Council for Native Hawaiian Advancement (P)* • *Community Equity-Economy Recovery Corps (P)*	4
September 2024	• Small Business-*UHERO Study, O'ahu Business Connector, Business Incubator (P)* • People's Interaction Group-Local preference in city contracting	1
November 2024	• *Small Business (P)* • People's Interaction Group-Local preference in city contracting	1

Source: Economic Revitalization Commission

OER Program Efforts May Be Duplicative of Other City and State Programs

We reviewed OER's seven program areas and compared their activities with other local city and state departments and programs. For the purposes of this audit, we reviewed OER's program areas from a high level and generally found that all of OER's program activities had some degree of duplication with existing city and/or state programs. Specifically we found that:

- Three program areas (Sustainable Agriculture and Food Systems, Workforce Development, and Community Equity), were duplicative with similar city and state program activities. For example, OER's Workforce Development Program drew similarities with the Department of Community Services' WorkHawaii division and the state's Workforce Development division.

- Four OER program areas have similar or overlapping programs administered by other city departments.

- Six OER program areas have similar programs administered at the state level.

A detailed review can be found in Appendix C.

Exhibit 3.10: Overlap County of OER Program Areas, Other City Program Areas, and the State of Hawai`i Programs

Program Area	OER	Other C&C Agencies/Programs	State of Hawai`i	Overlap Count
Sustainable Agriculture and Food Systems	x	x	x	3
Regenerative Tourism	x		x	2
Small Business Assistance	x		x	2
Workforce Development	x	x	x	3
Innovation and Technology	x		x	2
Community Equity	x	x	x	3
Rent and Utility Relief	x	x		2

Source: Office of the City Auditor Analysis

OER's focus is not different than other government and city supporting agencies.

While OER, city programs, and state programs share similar objectives, missions, and target populations, OER does not have a formal process to coordinate, align, or differentiate its activities from those of other city or state agencies. OER developed its programs independently to address community needs as a result of delays in program implementation and administration's priorities in other areas. OER did not consider performing a comprehensive review or inventory of existing city or state efforts before implementing programs. In addition, there is no centralized city mechanism to review new programs for overlap or redundancy. As a result, there is a potential risk of inefficient use of city resources, confusion among residents and stakeholders about where to seek assistance, missed opportunities for collaboration and leveraging external funding, and difficulty measuring the effectiveness of OER's contribution to citywide goals.

Chapter 4
Conclusion and Recommendations

Conclusion

This performance audit assessed whether the Office of Economic Revitalization (OER) was established and operated in accordance with City Council intent as expressed in Resolution 20-197, FD1, assess OER's goals and initiatives to identify any redundancies or inconsistencies with other existing efforts in the city, compare OER's functions activities, and goals with other jurisdictions agencies, and make recommendations, as appropriate. Based on our review, we conclude that the department prioritized internal organizational setup and staffing capacity over timely program implementation, which limited transparency, reduced accountability, and delayed fulfillment of its mandated responsibilities.

Although the Honolulu City Council established OER in 2020 to lead economic recovery and revitalization efforts, OER did not begin to formally establish program operations or separately report its budget and staffing in the City's operating budget until FY 2025. During this period, staffing and funding information was not consistently or transparently reported, with discrepancies between budget documents, personnel records, and internal departmental data. The continued coexistence of the former and reorganized department within the Office of the Managing Director further obscured accountability and hindered clear oversight of departmental resources.

The department's emphasis on staffing and administrative development over program delivery introduced programmatic risks. Our internal risk assessment identified fiscal sustainability and program effectiveness as critical risk areas, reflecting concerns that delayed implementation and unclear program structures may reduce the long-term impact of economic revitalization efforts and strain future funding. Despite receiving over $325.4 million in city, federal, and private funding across program areas from FY 2021 to FY 2025, OER's program outcomes remain limited. Further, beginning in FY 2026, the department plans to increase general fund expenditures by $2.3 million to support program operations and 20 staff positions, heightening the importance of demonstrable results and transparent reporting.

In addition, the department has not fully met the responsibilities outlined in Resolution 20-197, FD1. Of the eight specific mandates established by the resolution, the department has only accomplished or made measurable progress toward three—economic response and recovery, identification and management of funds for revitalization, and small business support—since its creation in October 2020. Five required functions remain unimplemented or incomplete, including economic development and investment initiatives, economic improvement projects, a centralized business resource hub, sector-specific economic support, and establishment of an economic revitalization commission. Some of the department's activities also appear to overlap with existing city and state programs, raising concerns about duplication and inefficient use of resources. Because OER did not establish sufficient baseline data and key performance indicators for all of its resolution-mandated responsibilities, we were unable to do a complete comparison of OER with other jurisdictions and agencies that performed similar economic development functions.

Overall, the City Administration's decision to prioritize organizational setup over program implementation undermined the intent of Resolution 20-197, FDI and delayed the department's ability to provide comprehensive economic revitalization leadership. Without timely program execution, clear delineation of responsibilities, and transparent reporting of staffing and funding, the department's effectiveness and accountability remain constrained. Addressing these issues will be critical to ensuring that the department fulfills its intended role, deliver measurable economic benefits to the City, and justify its value going forward.

Recommendations

OER should:

1. Establish a long-term sustainability plan including an assessment of current operations and costs, identify program funding resources, and provide it to the Honolulu City Council.

2. Provide, at least annually, a performance report aligned with the department's own KPIs to support informed decision-making and accountability.

3. Evaluate program and services that are shared with other city departments and the state for cost efficiency, innovation, and to avoid duplication.

4. Ensure that it meets the five outstanding required responsibilities of Resolution 20-197, FD1 which include economic development & investments, economic improvement projects, a business resource hub, sector-specific economic support, and the economic revitalization commission's department-specific five year strategic plan.

The Economic Revitalization Commission should:

5. Establish a department-specific, five-year strategic plan in accordance with Resolution 20-197, FD1.

Management Response

The Office of Economic Revitalization (OER) provided a written response to a draft of this audit report. In their letter, OER generally accepted the audit's findings and recommendations. OER noted that they remain committed to strengthening transparency and establish priorities collaboratively with continuous improvement going forward.

We did not make any substantive changes to the draft audit report as a result of OER's comments, but made non-technical, nonsubstantive amendments for the purposes of clarity and style. A copy of management's full response can be found on page 50.

OFFICE OF ECONOMIC REVITALIZATION
KE KE'ENA HO'OMOHALA WAIWAI
CITY AND COUNTY OF HONOLULU
711 Kapi'olani Boulevard, FLOOR 12 • HONOLULU, HAWAI'I 96813
PHONE: (808) 768-5764 • FAX: (808) 768-4242 • WEBSITE: revitalizeoahu.org

RICK BLANGIARDI
MAYOR
MEIA

AMY ASSELBAYE
EXECUTIVE DIRECTOR
PO'O HO'OKŌ

DEBORAH ZYSMAN
DEPUTY DIRECTOR
HOPE PO'O

January 9, 2026

Troy Shimasaki, Acting City Auditor
Office of the City Auditor
1001 Kamokila Boulevard, Suite 216
Kapolei, Hawai'i 96707

Dear Mr. Shimasaki:

SUBJECT: Response to Audit of the Office of Economic Revitalization

This memo constitutes the Office of Economic Revitalization's (OER) formal response to the Office of the City Auditor's January 2026 draft report, "Audit of the Office of Economic Revitalization." The audit was self-initiated by the Office of the City Auditor pursuant to Section 3-502.1(c) of the Revised Charter of Honolulu.

We appreciate the time and resources dedicated to this audit by the Office of the City Auditor, and express our appreciation to you and your staff for the recommendations contained therein. In addition to the response detailed herein, OER offers the following contextual comments for the record.

First, supplemental documentation is provided in the appendix to more fully document OER's economic recovery programs. These materials address the report's primary finding that "City Management Did Not Sufficiently Separate the Office of Economic Revitalization from Its Authorization to Accomplish Its Responsibilities Until FY 2025," and that, as a result, "The Office of Economic Revitalization Prioritized Staffing and Organizational Set Up over actual program implementation."

OER accepts the audit's finding that transparency and budget reporting were insufficient. At the same time, it is important that the public record fully reflects the scope and scale of the nearly $350 million in economic relief programs administered by OER from 2020 to the present. OER remains committed to strengthening transparency and improving budget and external funding reporting practices going forward.

Second, we acknowledge that OER did not fully satisfy all eight responsibilities enumerated in Resolution 20-197, FD1. During the height of the COVID-19 emergency (2020–2022), OER appropriately prioritized Economic Response and Recovery, Funding Identification and Management for Economic Revitalization, and Small Business Support.

OER continues to administer millions of dollars in pandemic-related funding through 2026.

OER agrees that a thoughtful analysis of unfulfilled responsibilities, such as offshore business attraction, investment recruitment, and sector strategies, is warranted given existing resource constraints. As OER transitions from emergency response to long-term economic development, we will work collaboratively with the City Council and the Administration to establish priorities among the eight responsibilities based on current economic conditions and available resources.

With regard to the Auditor's conclusion and recommendations, OER should:

1. Develop a long-term funding strategy including an assessment of current operations and costs to determine the fiscal impact of transitioning from SLFRF funds to city funds, identify program funding resources, and provide it to the city council;

Agree. The Office of Economic Revitalization should develop a long-term funding strategy to identify federal, state, and private competitive funds as well as necessary general fund support for staffing to accomplish the mission of building a strong economy that improves the quality of life for every community, small business, and 'ohana on O'ahu. OER is committed to continuous improvement and looks forward to sharing a detailed funding and operations strategy with the City Council.

2. Provide, at least annually, a performance report aligned with the department's own KPIs to support informed decision-making and accountability;

Agree. In 2026, the Economic Revitalization Commission will work to refine a strategic plan aligned with the Oahu Comprehensive Economic Development Strategy (CEDS). Concurrently, OER will utilize the CEDS metrics aligned with current program areas driving towards the overall goals of:

1. Annual increases in the median wage of workers on O'ahu
2. Growth in the number of startups including small businesses and farmers on O'ahu
3. Increased access to knowledge, resources, and tools to support entrepreneurial startups, expansion, and resiliency in the face of natural or man-made disasters

3. Evaluate program and services that are shared with other city departments and the State to for cost efficiency, innovation, and to avoid duplication; and

Agree in principle. OER will continue to evaluate its programs and coordination with our partner agencies. However, OER does not equate overlap with duplication. Effective economic development requires multiple agencies to address related challenges from distinct but complementary perspectives. While the auditor noted some topical similarities, we view this as essential coordination and collaboration for ecosystem building, not wasteful duplication.

Troy Shimasaki, Acting City Auditor
January 9, 2026
Page 3

OER leadership and the program management team will continue to work in coordination with our Federal, State, and City counterparts to ensure our efforts are aligned and complementary. As noted in the audit, the forthcoming Economic Development District (EDD) under the Department of Business, Economic Development, and Tourism will further clarify to all audiences the State and County roles and responsibilities for economic development aligned with the CEDS. The state-level EDD board will also help to secure additional federal and other competitive funding for DBEDT and all County Offices of Economic Development.

4. Ensure that it meets the 5 outstanding required responsibilities of Resolution 20-197, FD1, which include economic development & investments, economic improvement projects, a business resource hub, sector-specific economic support, and the economic revitalization commission's department-specific five-year strategic plan.

Agree with qualification. Given current staffing and resources, OER largely fulfills the intent of Resolution 20-197, FD1. Responsibilities that remain unmet should be reviewed to assess their priority and continued inclusion in the resolution given available resources and capacity.

The Economic Revitalization Commission should:

5. Establish a department-specific, five-year strategic plan in accordance with Resolution 20-197, FD1.

Agree. The Commission will develop the strategic plan for OER derived from Oahu's Comprehensive Economic Development Strategy (CEDS) and align it more clearly with the mission and vision of OER.

Thank you for the opportunity to provide comments and responses to the audit report. Please contact me at (808) 768-6638 should you have any questions or require additional information.

Sincerely,

Digitally signed by Asselbaye, Amy
Date: 2026.01.09 14:43:35 -10'00'

Amy Asselbaye
Executive Director

APPROVED:

Michael D. Formby, Managing Director
Office of the Managing Director

OER CRF Data Summary

OIG Category as of 9-28-2022	Vendor Name	Jrnl Posting Amt	Exp Amt
Food Programs - Food Distribution	Hawaii Foodbank, Inc.	$ 2,225,000.00	$ 2,225,000.00
Food Programs - Meal Distribution	Hawaii Public Health Institute	$ 3,000,000.00	$ 3,000,000.00
Food Programs - City Card Program	Mobility Capital Finance, Inc.	$ 2,032,745.04	$ 2,032,745.04
Food Programs - Meal Distribution	WAIANAE DISTRICT COMPREHENSIVE HEALTH & HOSPITAL BOARD INC.	$ 345,417.64	$ 345,417.64
Economic Support - Aina Workforce Program	Pacific American Foundation	$ 81,501.89	$ 81,501.89
Economic Support - Oahu Back to Work Program	UNIVERSITY OF HAWAII	$ 4,300,014.75	$ 4,300,014.75
Improve Telework Capabilities of Public Employees	PC Specialists, Inc.	$ 17,485.12	$ 17,485.12
Improve Telework Capabilities of Public Employees	CDW Government LLC.	$ 2,772.30	$ 2,772.30
Personal Protective Equipment - Back on the Wave Program	BE WELL HAWAII OHANA, LLC	$ -	$ 810,975.00
Public Health Expense - One Oahu Communications	3Point Consulting, LLC	$ 31,413.60	$ 31,413.60
Public Health Expense - One Oahu Communications	FaceBook	$ 840.51	$ 840.51
Public Health Expense - Community Resource Network	Hawaii Primary Care Association	$ 8,979,749.68	$ 8,979,749.68
Public Health Expense - Back on the Wave Communications	Service Printers Hawaii, Inc.	$ 5,923.55	$ 1,231.41
Small Business Assistance - Back on the Wave Website	Fernweh Technology, LLC	$ 156,200.00	$ 80,000.00
Small Business Assistance - Innovation Fund Program	Hawaii Investment Ready	$ 3,212,187.50	$ 2,569,750.00
Small Business Assistance - Back on the Wave Collateral	HONBLUE INC	$ -	$ 99,921.43
Small Business Assistance - Small Business Resource Network	Oahu Economic Development Board	$ 1,000,000.00	$ 1,000,000.00
Small Business Assistance - Back on the Wave Collateral	Service Printers Hawaii, Inc.	$ 1,887.17	$ 1,887.17
Small Business Assistance - Back on the Wave UHERO Survey	UNIVERSITY OF HAWAII	$ -	$ 32,840.80
TOTAL			**$ 25,613,546.34**

OER Rent Utility Relief Program

ERA1	Expenditures
2021	$50,370,397.59
2022	$73,194,137.53
2023	$7,549,494.96
2024	$121,932.77
Total ERA1	**$131,235,962.85**

ERA 2	Expenditures
2022	$63,466,175.94
2023	$31,978,652.46
2024	$2,738,897.88
2025	$1,557,166.03
2026	$1,455,690.85
Total ERA2	**$101,196,583.16**

RURP SLFRF	Expenditures
2023	$45,831,909.89
2024	$17,389,715.39
Total SLFRF	**$63,221,625.28**

Total Expenditures for Rent and Utilty Relief		
	2021	$50,370,397.59
	2022	$136,660,313.47
	2023	$85,360,057.31
	2024	20,250,546.04
	2025	1,557,166.03
	2026	1,455,690.85
	Total	**$295,654,171.29**

OER SLFRF by program area

		Expended	Encumbered
Increasing Fed. Grants			
GA-0001080	OER - Contract: Grants Coordinator	**$113,508.55**	136,491.45
OER Admin			
GA-0001041	OER Executive Director	$387,077.07	0.00
GA-0001121	PERSONNEL: OER DEPUTY DIRECTOR	$171,010.66	0.00
GA-0001082	OER - Administrative Specialist	$218,936.86	0.00
GA-0001224	T2: OER Current Expenses for FY24 (Project 39)	$47,546.37	0.00
TOTAL Admin		**$824,570.96**	0.00
Call Center			
GA-0001040	OER Call Center Staff	**$176,070.49**	0.00
Sustainable Agriculture			
GA-0001085	OER – Agricultural Grants Level I	$2,351,785.53	0.00
GA-0001083	OER - Food Access Equity Specialist	$174,370.24	0.00
GA-0001225	PERSONNEL: Sustainable Agriculture and Food Systems Program Manager	$150,608.69	2,470.53
Total Agriculture		**$2,676,764.46**	**$2,470.53**
Pac Islander Community Equity			
GA-0001044	OER Pacific Islander Liaison	$387,251.10	0.00
GA-0001197	Compacts of Free Association COVID-19 Funeral Assistance	$155,943.30	1,844,056.70
Total Comm Equity		**$543,194.40**	**$1,844,056.70**

Rent/Utility Relief			
GA-0001214	T2: Rental and Utility Relief Program (RURP)	$25,000,000.00	0.00
GA-0001128	Rental and Utility Relief Program (RURP)	$31,221,625.28	0.00
GA-0001194	T1: Rental and Utility Relief Program (RURP)	$7,000,000.00	0.00
GA-0001126	PERSONNEL: Rental and Utility Relief Program Manager (To replace GA-0001050)	$362,721.88	0.00
Total Rent/Util Relief		**$63,584,347.16**	**$0.00**

Small Business and Finance			
GA-0001045	OER Business Constituent Educators	$483,403.11	0.00
GA-0001084	OER – Oahu Business Recovery Grant Program	$10,500,000.00	
GA-0001043	OER Planner V	$137,016.47	0.00
Total Small Business		**$11,120,419.58**	**$0.00**

Workforce Development			
GA-0001079	OER - Workforce Development Program Manager	$288,662.63	0.00
GA-0001190	Oahu Back to Work 3.0 - T2: CP 9, 13	$4,184,628.92	815,371.08
Total Workforce Development		$4,473,291.55	$815,371.08

Regenerative Tourism			
GA-0001063	OER Regenerative Tourism Program Manager	**$169,719.91**	0.00

Innovation and Tech			
GA-0001064	OER Innovation and Technology Program Director	**$344,403.79**	0.00

Data and Communications			
GA-0001081	OER - Data Administrator	$273,273.20	7,006.48
GA-0001076	OER – Personnel: Digital Information Specialist	$111,040.36	
GA-0001042	OER Information Specialist III	$407,502.55	0.00
Total Data and Communications		**$791,816.11**	**$7,006.48**

Total SLFRF expended & encumbered to date	**$84,818,106.96**	**$2,805,396.24**

Appendix A

Evaluation of OER's Key Performance Indicators from the 2022 O`ahu Comprehensive Economic Development Strategy

SUSTAINABLE AGRICULTURE & FOOD SYSTEM

OER is focused on increasing agricultural production to provide O'ahu residents with more locally grown products, to better care for our place, and to increase access to value-added Hawai'i products for residents and visitors. OER works closely with all stakeholders in local agriculture to capitalize on agricultural funding opportunities from state and federal agencies, and collaborates with the state and private partners on issues of mutual concern. OER looks at all aspects of the food system from production through food waste remediation, fulfilling the agricultural needs of O'ahu, and identifying key leverage points to create a sustainable food system through timely program implementation and key policy changes.

Priorities Metrics/KPIs	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**Targeted Goal**	**Is this KPI S.M.A.R.T.?**	**Analysis**
Remove barriers for small and medium-sized farms by improving access to land, water, funding, and essential business services.							
Number of farmers gain access to land	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is specific and relevant	*What is the number that they are hoping to achieve? Is it realistic?*
Number of farmers who are able to access federal, state, private, and loan funds	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is specific and relevant	*Does this include first-time applicants to funds or all farmers? What is the baseline number of farmers?*
Number of farmers who gain access to resources to expand and improve their businesses	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is specific and relevant	*What is the number that they are hoping to achieve? Is it realistic?*
Support programs that address health disparities by increasing access to fresh, local food and community land stewardship.							
Number of farmers who are able to partner with distributors and health centers	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is specific and relevant	*What is the number that they are hoping to achieve? Is it realistic?*
Number of programs like Food as Medicine are more easily accessible by food producers	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is specific and relevant	*What is the number that they are hoping to achieve? Is it realistic?*
Number of food hubs are better supported by the city	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is specific and relevant	*What is the number that they are hoping to achieve? What does "better supported" mean? Dollar amount or percentage?*
Establish food hubs and cooperatives to expand market access and strengthen local food supply chains.							
Number of food hubs who are able to support more local producers and low-income consumers	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is specific and relevant	*What is the number that they are hoping to achieve? Is it realistic?*
Number of food hubs	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is specific and relevant	*What is the number that they are hoping to achieve? Is it realistic?*

Source: 2022 O'ahu Comprehensive Economic Development Strategy & Office of Economic Revitalization

WORKFORCE DEVELOPMENT

All OER activities are aimed at establishing good jobs that will transition O'ahu's economy away from the 20th century toward a more promising, emerging economy. OER defines a good job as one that provides financial security with benefits that enhance the quality of life, is conducive to a healthy family and community, is attuned to the changing world, and adds to the community and environment more than it subtracts.

Priorities Metrics/KPIs	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**Targeted Goal**	**Is this KPI S.M.A.R.T.?**	**Analysis**
Create career pathways through paid internships, mentorships, and training programs in green jobs and innovation sectors.							
Percentage of participants securing sector-related employment	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is specific and relevant	*There is no baseline to determine what is considered a successful percentage.*
Retention rate of participants in sector-related employment	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is specific and relevant	*There is no baseline to determine what is considered a successful retention rate and if its realistic.*
Participant satisfaction and perceived career readiness	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is specific and relevant	*KPI is specific but satisfaction and perceived career readiness can be perceived as subjective. How do you measure?*
Expand hands-on learning opportunities in emerging sectors through partnerships with community organizations.						Is this KPI S.M.A.R.T.?	
Participant growth in competency	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is relevant	*How much growth is the participant expected to achieve? What is the time-frame? Does it take into account that people learn differently and at different speeds?*
Number of partnerships and programs	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is specific and relevant	*A large amount of partnerships and program can be seen as good but is the goal amount?*
Participant completion rate	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is specific and relevant	*What is considered a successful percentage?*
Participant and employer satisfaction	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is specific and relevant	*What is considered a successful percentage?*
Fund career apprenticeship programs that train, upskill, and reskill residents to pursue jobs in new and emerging sectors.						Is this KPI S.M.A.R.T.?	
Participant completion rate	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is specific and relevant	*What is considered a successful percentage?*
Percentage of participants securing sector-related employment	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is specific and relevant	*There is no baseline to determine what is considered a successful retention rate and if its realistic.*
Participant growth in competency	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is relevant	*How much growth is the participant expected to achieve? What is the time-frame? Does it take into account that people learn differently and at different speeds?*
Wage growth	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is specific and relevant	*What is considered "good" wage growth? Does it take into account inflation and rise of COL?*
Participant and employer satisfaction	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is specific and relevant	*What is considered a successful percentage?*

REGENERATIVE TOURISM

OER has begun to define the city's role in a new model of tourism that protects our environment, lifts up local culture, and offers good jobs for our people. OER manages the city's role in the O'ahu Destination Management Action Plan (DMAP) established by the Hawai'i Tourism Authority. The O'ahu DMAP details a new community-based approach that aims to rebuild, redefine, and reset the direction of the hospitality industry.

Priorities Metrics/KPIs	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**Targeted Goal**	**Is this KPI S.M.A.R.T.?**	**Analysis**
Partner with local organizations to offer eco-friendly and cultural tourism experiences that educate visitors.							
Number of local organizations partnered with	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is specific and relevant	*What is the number that they are hoping to achieve? Is it realistic?*
Percentage of visitors participating in eco-friendly/cultural experiences	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is specific and relevant	*What percentage are they looking for? Is it realistic as people visit Hawai'i for a variety of reasons? How will they track?*
Visitor satisfaction with educational content	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is specific and relevant	*If this will be determined via survey, what is the sample size?*
Invest in public art, cultural events, and outdoor activities to enhance community engagement.							
Number of public art installations and cultural events organized	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is specific and relevant	*What is the number that they are hoping to achieve? Is it realistic?*
Local and visitors participation in cultural events	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is specific and relevant	*Will likely require event registration to make tracking feasible.*
Tourism revenue	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is specific and relevant	*How much more additional revenue are they hoping to earn from regen tourism? Is it a realistic dollar amount?*
Scale successful community-driven tourism models to manage high-traffic destinations sustainably.							
Percentage reduction in over-tourism impact in high-traffic areas	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is specific and relevant	*What percentage reduction are they looking to achieve?*
Number of sustainable tourism models implemented	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is specific	*What is the criteria for choosing a model? Is it necessary to have multiple models implemented? Is it ok to use just one very effective model?*
Visitor satisfaction with sustainability efforts	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is specific and relevant	*If this will be determined via survey, what is the sample size?*

Source: 2022 O'ahu Comprehensive Economic Development Strategy & Office of Economic Revitalization

SMALL BUSINESS AND FINANCE

OER supports growth for businesses and communities by connecting them with resources and developing programs to create a more resilient economy. This includes providing the public with access to information, technical assistance to small businesses, job training and job placement, and building the market infrastructure for locally made products.

Priorities Metrics/KPIs	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**Targeted Goal**	**Is this KPI S.M.A.R.T.?**	**Analysis**
Strengthen the creative entrepreneurship ecosystem by providing access to business development resources.							
Percentage revenue	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	?	*KPI is vague*
Jobs created	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is specific and relevant	*How many jobs is expected to be created? Is it a realistic number?*
Business retention rate	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is specific and relevant	*What is considered a successful retention rate?*
Number of creative businesses supported	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is specific and relevant	*What is the goal number of creative businesses to give support to?*
Offer support for startups and small businesses through incubators, accelerators, and networking programs.							
Number of new businesses established	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is specific and relevant	*How many businesses are they hoping to establish through incubators and accelerators? Alternate KPI: % of incubator/program participants that created businesses*
Jobs created after six months, one year	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is specific, relevant, and time-bound	*How many jobs are expected to be created? Is it achievable?*
Cohort survey post program - satisfaction scores	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is specific and relevant	*What is the sample size? It is possible not all cohort participants will answer a survey.*
Implement policies and incentives that reduce barriers and encourage small business growth.							
Number of annual policy and program changes OER supported for entrepreneurs and small business opportunity within the city and at the city council, State Legislature, and in Congress	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	?	*Who will lobby for these changes? Support doesn't necessary mean a measure will pass. Additionally, policy and program changes can take time to implement if they do pass.*

Source: 2022 O'ahu Comprehensive Economic Development Strategy & Office of Economic Revitalization

TECH & INNOVATION

O'ahu is the state's innovation and economy hub, representing 75% of the statewide innovation market. OER is partnering with community organizations to develop a thriving innovation and technology sector on O'ahu that can simultaneously fulfill the goals of a more diverse and fair economy, local job creation and talent retention, and the cultivation of place-based, culturally relevant, and innovative solutions to social and environmental problems.

Priorities Metrics/KPIs	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**Targeted Goal**	**Is this KPI S.M.A.R.T.?**	**Analysis**
Create policies and incentives to support local startups, attract businesses, and drive innovation.							
Number of startups supported	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is specific and relevant	*What is the target goal of number of startups supported? Is it realistic?*
Increase Business retention rate	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is specific and relevant	*What is considered a successful retention rate?*
Number of private sector investment leveraged	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is specific and relevant	*What is considered a successful investment dollar amount? Is it realistic?*
Number of jobs created in innovation sectors	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is specific and relevant	*What is the number of jobs expected to be created? Is it a realistic figure?*
Develop programs that support development and delivery of broadband, energy, and transportation to enable business and technological growth.							
Number of infrastructure projects initiated/completed	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is specific and relevant	*What is the number of projects expected to be completed? Is it achievable?*
Broadband accessibility	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is specific and relevant	*Will this be measured in # or %? What is the baseline?*
Business adoption of improved services	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is specific and relevant	*Is this for target areas or for all of O'ahu? What is the goal number?*
Public-private partnerships formed	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is specific and relevant	*How many partnerships is considered successful? What is the target amount annually?*
Expand hands-on learning opportunities in emerging sectors through partnerships with community organizations.							
Number of active community partnerships	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is specific and relevant	*How many partnerships is considered successful? What is the target amount annually?*
Number of experiential learning programs conducted	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is specific and relevant	*How many programs are they looking to achieve quarterly, monthly, annually? What is the baseline?*
Participant engagement and satisfaction	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	*OER did not provide*	KPI is specific and relevant	*If this will be determined via survey, what is the sample size?*

Source: 2022 O'ahu Comprehensive Economic Development Strategy & Office of Economic Revitalization

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Appendix B

City of San Antonio, TX and the City of San Diego, CA Economic Development Departments' Key Performance Indicators

City of San Diego

Economic Development Department (EDD)

- Number of jobs supported by the expansion, attraction, and retention of employers working with the Department
- Number of small businesses assisted, expanded, and retained as a result of small and neighborhood business programs
- Total amount of investment committed to increase housing affordability and supply
- Total amount of investment committed to strengthen small businesses, local entrepreneurs, and workforce initiatives
- Number of Nonprofits funded to serve small businesses in under-resourced communities
- Total amount of investment committed to improve public and private facilities and neighborhood services
- Total amount of corporate partner investment in city and public services, programs, and initiatives
- Revenue generated for the General Fund and Transient Occupancy Tax as a result of EDD programs

City of San Antonio

Economic Performance Indicators (from Economic Development Strategic Framework)

<u>Demographic and Social Characteristics</u>

- Population growth – population estimates over time
- Age groups – population by share of broad age groups
- Race and ethnicity – population by share of race and ethnic groups

- School Enrollment – share of population under 15 by school enrollment status
- Veterans – share of civilian population with veteran status
- People with Disabilities – share of civilian population with a disability
- Health Insurance – share of civilian population that had health insurance coverage at some point in the previous calendar year

Economic Characteristics

- Household income – median household income
- Poverty – share of population with poverty status based on past 12 months of income
- Supplemental assistance – share of households participating in the Supplemental Nutrition Assistance Program (SNAP)

Workforce Characteristics

- Educational attainment – population (25 and older) by educational attainment
- Labor force – population (16 and older) by labor force status
- Commute time – average commuting time in minutes for workers
- Work from home – share of workers who worked from home
- Public employment – public vs private sector employment in industry clusters
- Cluster employment – employment by industry clusters
- Occupational employment – employment by occupational group

Housing Characteristics

- Occupancy – share of housing units by occupancy status and housing type
- Housing stock – share of housing stock by type of structure and share of housing stock by age and structure
- Mobility – residence location one year ago for the current population that is at least one year old
- Housing cost- median home value among owner-occupied units and median monthly rent
- Connectivity – share of households with access to a computer at home and share of households with access to broadband internet at home

Growth Targets

- Jobs – new jobs created and retained
- Wages – median wages of jobs created/retained and share of new jobs created that pay living wages
- Businesses – retention and expansion of existing companies
- Industrial development – amount of new industrial space added to the city's industrial market
- Investment – growth in capital investment disaggregated by specific regional centers, community areas, and corridors

Source: City of San Antonio, TX and the City of San Diego, CA Economic Development Departments

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Appendix C

Comparison of OER Program Areas, Other City Program Areas, and the State of Hawai`i Programs

OER Function	Similar City Program/Agency and Description	Similar State of Hawai`i Program/Agency & Description
Sustainable Agriculture and Food Systems Program: The Sustainable Agriculture and Food Systems Program provides resources for small farmers and producers in the City and County of Honolulu and supports the local food system infrastructure.	Office of Climate Change, Sustainability, and Resilience – **O`ahu Food Systems Plan** - The Resilience Office is drafting a comprehensive Food Systems Plan to guide the actions and investments of the City and County of Honolulu in bringing about a sustainable, prosperous, resilient, equitable, and community-based food system. Note: OER provided staff support in developing and shaping program concept.	Hawai`i, Office of Planning and Sustainable Development (OPSD) – This office's on-going Agricultural Renaissance project involved developing strategic policies and actions that promote food self-sufficiency and food security initiatives in Hawai`i.
Regenerative Tourism Program: The Regenerative Tourism Program works with community and hospitality stakeholders to protect our environment, celebrate local culture, provide good jobs for our people, and enact the goals of O`ahu's Destination Management Action Plan (DMAP).	OER is working with HTA, and there doesn't appear to be any other city agency involved in regenerative tourism.	The Hawai`i Tourism Authority (HTA) is the state agency responsible for representing the Hawaiian Islands globally, **managing tourism sustainably**, and ensuring that tourism benefits the state's economy, culture, and environment.
O`ahu Business Connector Program:  The O`ahu Business Connector (OBC) program is part of the City and County of Honolulu's strategy to support small businesses.	NA	Department of Business, Economic Development & Tourism (DBEDT) - The State of Hawai`i Department of Business, Economic Development & Tourism's (DBEDT) divisions and attached agencies **provide technical assistance, financing opportunities, and economic information to support businesses.**
Workforce Development Program: The Workforce Development program aims to diversify O`ahu's economy by creating more support services and training opportunities for upskilling and career exploration.	Department of Community Service – WorkHawai`i Division – WorkHawai`i's mission is to **develop a quality workforce for Honolulu's businesses, and to empower individuals to meet the current and future needs of employers so that our economy continues to grow.**	Workforce Development Division of DLNR: Duties include- **Referral to Education and Training Opportunities and other services. Employment and Training opportunities for workers interested in improving their employability by upgrading their basic skills or training for a new occupation.**
Innovation and Technology Program: The Innovation and Technology program is focused on broadband access and digital equity, by teaming up with community organizations to build a strong innovation and technology sector on O`ahu.	NA	Hawai`i Technology Development Corporation - HTDC is a dynamic state agency driving Hawai`i's economic diversification by fostering innovation, developing talent, and providing capital. HTDC is accelerating the growth of Hawai`i's tech industry, by creating new job opportunities & possibilities for our island residents.
Community Equity Liaison Program: The Community Equity Liaison program is committed to supporting O`ahu's economic growth by enhancing access to government services for immigrant and underserved communities on O`ahu.	Honolulu Department of Community Services **interacts with immigrant and underserved communities through a variety of programs through community assistance and community based development programs** along with other programs.	The State of Hawai`i's community liaison programs, managed by the Office of Community Services (OCS) and Workforce Development Division (WDD), aim to **improve the economic self-sufficiency of low-income populations, immigrants, and refugees through various programs and initiatives**.
Rent and Utility Relief Program: These services are free and include: mediation to help renters talk with their landlords, eviction prevention, classes about managing money, job training, etc.	Department of Community Services - Community Assistance Division - The Community Assistance Division **provides housing programs to help low-income families on O`ahu afford rents, maintain their owner-occupied units, and assist lower income families to achieve home ownership**.	State of Hawai`i - Department of Human Services – Focus on Maui.

Source: City and County of Honolulu's Office of Economic Revitalization, Department of Community Services, and Office of Climate Change, Sustainability, and Resilience, State of Hawaii's Office of Planning and Sustainable Development, Hawaii Tourism Authority, Department of Business, Economic Development and Tourism, Department of Land & Natural Resources, Hawai`i Technology Development Corporation, Office of Community Services, Workforce Development Division, and Department of Human Services

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