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Office of Homeland Security  
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# HAWAI'I HOMELAND SECURITY STRATEGY

2022-2025



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## THE GOVERNOR'S MESSAGE

David Y. Ige

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As the Governor of the great state of Hawai'i, I am pleased to present the 2022-2025 Hawai'i Homeland Security Strategy. The Strategy sets out a vision for statewide homeland security, providing goals and objectives to build on our previous successes and address the emerging challenges and requirements.

The Strategy is flexible in order to remain effective as conditions change, while providing opportunities to continue to improve the safety and wellbeing of all who reside in and enter Hawai'i.

This Strategy provides the mechanism for actively managing Homeland Security risks and ensuring we are ready to deliver the right capabilities at the time and in the places they are most needed. At the same time, it ensures respect for individual privacy, civil rights, and civil liberties.

An effective implementation of the Strategy requires multi-agency, multi-jurisdictional, public-private, and non-profit collaboration. The people of Hawai'i have a long history of working together to prepare for and overcome challenges of all sorts, and every individual has a role to play in our Homeland Security preparedness. Working together, we will succeed in building a more secure and resilient Hawai'i.

With warmest regards,

David Y. Ige  
Governor, State of Hawai'i





## THE ADJUTANT GENERAL'S MESSAGE

### Major General Kenneth S. Hara

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The 2022-2025 Hawai'i Homeland Security Strategy incorporates an all-threats approach, designed to provide a strategic framework for establishing and addressing statewide Homeland Security priorities driven by risk- and capabilities-based planning.

Recent history demonstrates that Homeland Security efforts must be designed to meet a broad array of emergent threats and often unpredictable impactful incidents. This strategy is a fluid document that facilitates revision as threats continuously evolve. In an uncertain environment, we must work together to achieve a Hawai'i that is safeguarded against threats to security, stability, and resiliency.

The primary purpose of the Hawai'i Homeland Security Strategy is to provide the vision, purpose, and path to guide all stakeholders, with an all-of-community approach, and focused on protecting and securing the State of Hawai'i against all threats. In addition to its fundamental purpose, this document will guide Hawai'i's applications for future federal Homeland Security grant funding, to continue to build Hawai'i's capabilities in the Homeland Security mission areas of prevention, protection, mitigation, response, and recovery.

This Strategy will be reviewed periodically to ensure it encapsulates the latest developments, addresses the challenges, and yet stays true to the core mission of preparing and protecting the State of Hawai'i from all threats and mitigating its vulnerabilities.

As The Adjutant General and the Director of Homeland Security for the State of Hawai'i, I want to thank the Office of Homeland Security, and the multiple entities that participated in the publication of the 2022-2025 Hawai'i Homeland Security Strategy.

A handwritten signature in black ink, appearing to read "Kenneth S. Hara". The signature is stylized with long, sweeping lines.

Major General Kenneth S. Hara, Hawai'i Adjutant General  
Director of the State of Hawai'i Office of Homeland Security

# EXECUTIVE SUMMARY

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The Hawai'i Homeland Security Strategy is the strategic framework for establishing and addressing statewide Homeland Security priorities driven by risk- and capabilities-based planning. Implementing the strategic plan requires a coordinated effort by the whole community: county, State, and federal agencies, the private sector, and residents and visitors in the state of Hawai'i.

The Office of Homeland Security (OHS), as part of the State of Hawai'i Department of Defense, is tasked to assist authorities in providing for the safety, welfare, and defense of the people of Hawai'i.

No single agency at the local, state, federal, or private level possesses the authority and the expertise to act unilaterally on the many complex issues that could arise in response to Homeland Security threats. Action requires open communication and coordination between and among OHS and various public and private partners, especially law enforcement, public safety, public health, and emergency management.

With this in mind, OHS provided partner agencies and organizations the opportunity to share their concerns, needs, and recommendations as part of the strategic planning process. This feedback was thoughtfully considered and incorporated in OHS's strategic goals and objectives.

## Strategic Planning Targets

This strategic planning initiative was designed to:

- Identify gaps in support for OHS strategic priorities.
- Draw programmatic connections across Homeland Security programs; in other words, "connect the dots" to show grant resourcing and program relationships and dependencies.
- Demonstrate how OHS grants support its strategic priorities.
- Harmonize separate grant and programmatic activities.
- Develop a clear plan for implementing strategic priorities.

## Hawai'i Homeland Security Goals

- Goal 1: Strengthen State of Hawai'i homeland security governance.
- Goal 2: Codify the processes, partnerships, and systems for information and intelligence analysis and dissemination.
- Goal 3: Grow a professional cadre of homeland security experts.
- Goal 4: Develop functional core programs to cultivate a state of readiness for homeland security threats.
- Goal 5: Mobilize, motivate, and educate a network of homeland security champions.
- Goal 6: Solidify statewide homeland security resilience through planning, resource acquisition, training, and exercises.
- Goal 7: Advance homeland security capabilities utilizing a continuous improvement cycle.
- Goal 8: Promote proactive vigilance toward homeland security threats that have the potential to impact Hawai'i.




# INTRODUCTION

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Homeland Security is an integrated concept developed as a result of the 11 September 2001 attacks on the United States (U.S.). The 2010 Quadrennial Homeland Security Review describes Homeland Security as the intersection of evolving threats and hazards with traditional governmental and civic responsibilities for civil defense, emergency response, law enforcement, customs, border control, and immigration<sup>1</sup>. Homeland Security is a widely distributed and diverse national enterprise comprised of the collective efforts and shared responsibilities of federal, state, local, tribal, territorial, nongovernmental, and private-sector partners, individuals, families, and communities to maintain critical Homeland Security capabilities.<sup>2</sup>

As Hawai'i's Homeland Security enterprise moves forward, it will protect its residents and visitors through a robust and culturally informed Homeland Security program. It is imperative that this undertaking harnesses the skills, expertise, interests, and perspectives of federal, State, county, military, private, and non-governmental organization (NGO) partners to develop a Hawai'i Homeland Security Strategy that fully represents all relevant issues affecting the people of the State.

There is a shared commitment among the federal, State, and county governments and the private sector in Hawai'i to enhance our Homeland Security posture. With such a commitment, we will continue developing and improving the State's capabilities to deter, prevent, protect against, respond to, and recover from acts of terrorism, major disasters, and other emergencies. The State will apply resources provided by the U.S. Department of Homeland Security (DHS) and other federal agencies to address its planning, equipment, training, and exercise capability gaps to build an enhanced and sustainable capacity to prevent, mitigate the effects of, respond to, and recover from risks and threats to the state and our nation's security.

A photograph of a duck standing in a green field, looking towards a mountain range under a hazy sky. The duck is in the foreground, and the mountains are in the background.

OHS will manage the Homeland Security threats facing the state by setting the state's strategic goals and objectives and provide a foundation for a supporting implementation plan.

The goals, objectives, and implementation plan will guide OHS and its partners to effectively fulfill Hawai'i's Homeland Security mission and OHS service obligations to community members.

# VULNERABILITIES AND THREATS

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## CRITICAL VULNERABILITIES

It is critical to consider the geographic, demographic, and infrastructure vulnerabilities that may have significant consequences for how the State of Hawai'i may be affected by, respond to, and recover from a Homeland Security-related incident. Some of the critical vulnerabilities<sup>3</sup> faced by Hawai'i are:<sup>4</sup>



### HIGH TOURISM LOCATIONS

The Hawai'i economy remains heavily reliant on domestic and international tourism, to include hosting of high-profile national/international conferences and events. In 2019, prior to the COVID-19 pandemic, tourism generated approximately 23% of local economic activity in Hawai'i<sup>5</sup>. Several iconic locations throughout the state with year-round tourism industries create clear targets for terrorist attacks or other active assailant situations, as evidenced by worldwide terror attacks in recent years. Many sites across the state can be considered a high threat for terrorist or targeted violence actions.



### MILITARY AND LAW ENFORCEMENT FACILITIES

There are 15 U.S. military bases located throughout Hawai'i, including the headquarters for the U.S. Indo-Pacific Command and the headquarters of all of its service component commands. Military bases have become an increasingly popular target for targeted violence incidents committed by civilians and service members alike. Recent high-profile incidents at the Pearl Harbor Naval Shipyard, Naval Air Station Pensacola, and Naval Air Station Corpus Christi highlight the potential ease of attacking a military facility. There are also multiple federal, state, and local law enforcement facilities located across Hawai'i, with a similar threat level.



### EXTREMIST ORGANIZATIONS WITH GEOGRAPHIC CONNECTIONS TO HAWAI'I

Since 2016, extremist political organizations have grown nationwide. The goal of these organizations is often to engage in political violence as they promote far-right, neo-fascist views. In January 2021, several members of these groups were involved in the violent siege of the U.S. Capitol Building in Washington, D.C. Many of these organizations have known ties to Hawai'i, including the Knights of Aloha, Proud Boys, and Young Americans for Freedom. Notably, the leader of the O'ahu chapter of the Proud Boys (a former University of Hawai'i at Mānoa student) was arrested by federal authorities due to his involvement in the Capitol unrest. The individual had also started the O'ahu chapter of Young Americans for Freedom in an attempt to bring more conservative speakers and views to the University of Hawai'i at Mānoa campus to counter "rampant liberalism" in Hawai'i<sup>6</sup>.



### GOVERNMENT FACILITIES

Due to recent political and racial unrest, government facilities have become an elevated target for peaceful and violent protests. In Spring 2020, a protest at the Michigan State Capitol was attended by armed militias, and weeks later, the Chamber of the House of Representatives was mobbed by the same protestors carrying semiautomatic rifles and demanding entrance. In January 2021, the U.S. Capitol Building in Washington, D.C., was breached by thousands of armed protestors also demanding entrance into the Congressional chambers. Hawai'i government facilities, such as Washington Place, the State Capitol, Honolulu Hale, and other state legislature buildings, can become the target of similar demonstrations locally.



### EDUCATIONAL INSTITUTIONS

While no active shooter or active assailant attacks have occurred in Hawai'i since 2011, public and private K-12 schools, colleges, and universities are a popular target for targeted violence events. Between 2010 and 2018, schools and institutes of higher education made up almost 21% of all active shooter incidents<sup>7</sup>.





### **RACE-RELATED PROTESTS**

While the statewide threat in Hawai'i related to race relations is generally low, 2020 brought nationwide high-profile racial tension and the subsequently increasing threat of escalating violence and domestic terrorism. The threat analysis across Hawai'i on this vulnerability remains low; however, the race-based inequities in Hawai'i leave native Hawaiian and the Pacific Islander populations at a great disadvantage<sup>8</sup>, and may therefore be easier to radicalize.



### **MARITIME ACTIVITIES**

With over a thousand miles of coastline and ten commercial harbors, the movement of persons and supplies on/off vessels provides additional opportunities for terrorism or targeted violence attacks. Between the high volume of cruise ships, commercial fishing boats, and the two inter-island ferries, several unique preparedness and response challenges arise for maritime activities.



### **CYBERSECURITY**

A well-executed cyberattack would likely include impacts on vulnerabilities of critical infrastructure and the public. Currently, cyberattack planning and critical infrastructure hardening are the responsibility of each department. In the future, coordinated state-wide cyber recommendations will be critical.

## **THREAT ENVIRONMENT**

According to DHS, combatting terrorism will always be a priority at the federal level<sup>9</sup>. National threats reflect the concerns at the State level and OHS uses the national threat assessment as a standard for the current threat landscape in Hawai'i. The 2020 Homeland Threat Assessment takes a holistic approach to look at the threats facing the U.S. There are seven major threats identified in the Homeland Threat Assessment:



### **CYBER**

Cyber threats to the U.S. from both nation-states and non-state actors have grown in recent years and will continue to remain an acute risk. Federal, state, local, tribal and territorial governments, as well as the private sector, are vulnerable to experience an array of cyber-enabled threats designed to access sensitive information, steal money, and force ransom payments. Critical infrastructure, in particular, faces advanced threats of disruptive or destructive cyber-attacks.



### **MALIGN FOREIGN INFLUENCE**

Foreign Influence includes any covert, fraudulent, deceptive, or unlawful activity of foreign governments—or persons acting on their behalf—undertaken with the purpose or effect of influencing, undermining confidence in, or adversely affecting democratic processes or institutions or otherwise affecting socio-political sentiment or public discourse to achieve malign objectives. Foreign influence activity will target foreign and domestic policy, international events such as COVID-19, and democratic processes and institutions, including the 2020 Presidential election. Russia is the likely primary covert influence actor and purveyor of disinformation and misinformation within the U.S. Russia's likely primary objective is to increase its global standing and influence by weakening America—domestically and abroad—through efforts to sow discord, distract, shape public sentiment, and undermine trust in Western democratic institutions and processes.



## **ECONOMIC SECURITY**

Economic stability and solvency provide strength to the government. Some of the threats to economic security include COVID-19 effects on economic and health security such as destabilization of the U.S. supply chain. Additional threats include exploitation of U.S. academic institutions and research and foreign investment in the U.S. both by foreign governments (such as China), non-COVID-19 related threats to supply chain integrity, and violations of trade laws and policies.



## **TERRORISM**

Ideologically motivated lone offenders and small groups pose the most likely terrorist threat to the U.S., with domestic violent extremists presenting the most persistent and lethal threat. Foreign terrorist organizations will continue to call for U.S.-based attacks but will likely remain constrained in their ability to direct such plots over the next year due to COVID-19 concerns. U.S.-based violent extremists have capitalized on increased social and political tensions in 2020, which continues to drive an elevated threat environment for domestic terrorism.



## **TRANSNATIONAL CRIMINAL ORGANIZATIONS**

Transnational Criminal Organizations (TCOs) will continue to undermine public health and safety and threaten U.S. national security interests. Beyond the complicity in the 71,000 drug overdose deaths in the U.S. last year, TCOs destabilize partner nations, decrease citizen belief in good governance, foment corruption, and destroy confidence in the international banking system.



## **ILLEGAL IMMIGRATION**

Migration is shaped not only by the traditional push and pull factors stemming from weak economic and political conditions in the region, but also by COVID-19 in these unprecedented times. COVID-19's impact on underdeveloped nations increases the chance of a mass migration event from these areas. While most migrants do not pose a national security or public safety threat, pathways used by migrants have been exploited by threat actors. As a result, surges of migrants could undermine the ability to effectively secure the border without adversely impacting other parts of the immigration system.



## **NATURAL DISASTERS**

Natural disasters—which refer to all types of severe weather, including floods, earthquakes, hurricanes, wildfires, and winter storms—remain an ongoing threat to the U.S. These disasters pose a significant threat to human health and safety, property, critical infrastructure, and homeland security while subjecting the nation to frequent periods of insecurity, disruption, and economic loss. Observations since 1950 indicate increases in some forms of extreme weather events. The Intergovernmental Panel on Climate Change predicts further increases in the twenty-first century, including a growing frequency of heat waves, rising wind speed of tropical cyclones, and increasing intensity of droughts. A one-in-20-years “hottest day” event is likely to occur every other year by the end of the twenty-first century. Heavy precipitation events are also on the rise, potentially impacting the frequency of floods and almost certainly affecting landslides<sup>10</sup>.







# STATUTORY AUTHORITY

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OHS is legislatively assigned under the State of Hawai'i Department of Defense (DOD) in the State's executive branch. The context of OHS within the DOD and in the greater state system is fundamental to understanding its roles and accomplishments. A brief overview of the organizational structure below includes its statutorily assigned responsibilities.

As a legislatively assigned office, OHS's legislative responsibilities are defined in the Hawai'i Revised Statutes (HRS). OHS is a relatively new agency established by Act 175, passed by the 2013 State legislature, codified in HRS chapter 128A<sup>11</sup>, and added to in 2015 with HRS chapter 128B<sup>12</sup>. Updates to HRS are pending at the time of this writing. The information below reflects selected excerpts from the updated HRS 128A and 128B:

## **HRS 12A, HRS 128B**

HRS 128A establishes OHS and its responsibilities, while HRS 128B establishes additional powers and duties relative to cybersecurity. HRS 128A's stated purpose is to "provide for all homeland security functions of this State and its counties" through the following:

1. Provide for homeland security by the State and to authorize the creation of organizations for homeland security in the counties of the State; and
2. In coordination with county agencies, other state and federal agencies, and the private sector, provide programs to educate and train publicly and privately employed workers and the general public to be prepared for potential attacks.

## **ATTACK**

"Attack" is defined in this statute as: any attack or series of attacks by anyone causing, or which may cause, damage or injury to persons or property in the United States in any manner by the use of chemical, biological, radiological, nuclear, explosives, firearms, cyber, or other weapons or processes; and any form of hostile action.

## **HOMELAND SECURITY**

"Homeland security" is defined in this statute as a concerted effort to:

1. Prevent terrorist attacks within the United States;
2. Reduce the State's vulnerability to attacks and terrorist activities; and
3. Minimize the damage and recover from attacks that occur.

## **THE DIRECTOR & ADMINISTRATOR**

The Director of Homeland Security and Administrator of Homeland Security, through the Office of Homeland Security, has the discretionary authority to:

1. Prepare comprehensive plans and programs for homeland security and homeland defense; provided that these plans and programs shall be integrated and coordinated with the plans of the counties and the federal government to the fullest possible extent;
2. Make studies and surveys of the vulnerabilities of critical infrastructure and essential resources in this State as may be necessary, and participate in planning for their protection;
3. Develop and maintain a list of critical infrastructure, coordinating the list with the counties of the State, other state agencies, federal agencies (including the Departments of Defense and Homeland Security), the private sector, and other agencies and organizations as necessary;



4. Develop and maintain a capability to process security-clearance applications for civilian workers of the state and county governments;
5. Foster coordination on security matters with all nations of the Pacific region to the extent permitted under federal law, including but not limited to coordinating planning efforts, as appropriate; sponsoring discussions and seminars; and hosting periodic international conferences; and
6. Solicit and manage funding, including but not limited to grants from the federal government, funds from other divisions in the department of defense and other state agencies, and funds to provide personnel support to the office of homeland security.

#### **HRS 128B**

HRS 128B added to the Office of Homeland Security authorities, requiring:

##### **a) Partnering with representatives from the following entities:**

1. The Hawai'i state fusion center;
2. The Hawai'i state cyber resiliency center;
3. Federal government agencies;
4. State government agencies;
5. The counties of the State;
6. Institutions of higher education; and
7. Other entities within the power, water, communications, transportation, and finance sectors, including public utilities, private telecommunications companies, airlines, financial institutions, and private information technology companies.

##### **b) Developing the requirements and methods for:**

1. Improving cyber resiliency within the State through the development of a structure that shall include education, cybersecurity, and critical infrastructure protection ("Cyber resiliency" was defined as: the ability to complete vulnerability assessments, identify potential cyber-attacks, mitigate losses from cyber-attacks, and recover quickly and efficiently from cyber-attacks.);
2. Improving the State's critical infrastructure network and resiliency, including identifying interdependencies of critical infrastructures, points of connection between critical infrastructures, the most critical nodes, and the cascading effects of a cyber-attack on these points of connection between critical infrastructure;
3. Improving the State's cybersecurity by using existing resources within the State;
4. Examining specific requirements and actions to accelerate the growth of the cybersecurity industry in the State;
5. Defining the requirements and opportunities to secure state, federal, and private moneys for cybersecurity activities and related educational programs;
6. Forming partnerships to implement cyber resiliency structures and protocols to identify and share information about possible cyber-attacks and mitigate damage and recover quickly and efficiently from cyber-attacks; and
7. Expanding the State's cybersecurity and cyber resiliency understanding and workforce through education.

# OFFICE OF HOMELAND SECURITY FUNCTIONS

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OHS's primary responsibility is to enhance Hawai'i's security preparedness and resilience in an integrated, synergistic, relevant, proactive, flexible, cost-effective, full-spectrum effort across all domains to prevent, protect, mitigate, respond to, and recover from attacks, natural disasters, and emerging threats. OHS has four programmatic functions: fusion center, planning and operations, interoperability, and grants management.

## THE HAWAI'I STATE FUSION CENTER

The Hawai'i State Fusion Center (HSFC) is a Hawai'i State government program that facilitates intelligence sharing between local, state, and federal agencies and the public and private sectors. As the nation's 77th Fusion Center, it is uniquely structured to empower front-line law enforcement, public safety, fire service, emergency response, public health, critical infrastructure partners, and private sector security personnel to understand local implications of national intelligence, thus enabling local officials to better protect their communities.

The HSFC collects tips, leads, and other threat information through suspicious activity reporting (SAR). It conducts analysis, disseminates intelligence, and provides training and technology resources. The top priorities are counterterrorism and cyber security.

## PLANNING & OPERATIONS

The OHS Planning and Operations Branch translates the State's Homeland Security Strategy and policy guidance into OHS mission execution through the development of operational and response plans, which guide and direct OHS's and the state homeland security enterprise's activities for priority threats and challenges to the state and national homeland security.

Additionally, the Planning and Operations Branch manages the training and exercise elements related to OHS's mission. It provides development and sponsorship of educational and training opportunities for practitioners across the homeland security enterprise on topics such as school safety, mass gatherings/large-scale events, and responding to threats like weapons of mass destruction and active shooter events. It also assembles relevant stakeholders, organizations, and support groups to exercise operational and response plans and prepare for various homeland security threats such as cyber incidents and disruptions, active shooter, HAZMAT issues, improvised explosive devices (IEDs), civil unrest, and more.

## INTEROPERABILITY

To do their jobs effectively, public safety responders depend on sophisticated communications systems to relay mission-critical information in real-time. Today's wireless communications systems must support an ever-expanding set of missions, such as responses to domestic terrorism and weapons of mass destruction, requiring coordinated participation from agencies at all levels of government. Interoperability, or the ability for emergency responders to communicate among jurisdictions, disciplines, and levels of government, using a variety of frequency bands as needed and as authorized, is crucial to responders.

## GRANTS MANAGEMENT

The State of Hawai'i receives Homeland Security Grant Program (HSGP) funding supports prevention, protection, response, recovery, and mitigation in the areas of planning, equipment, training, and exercises throughout the state. HSGP plays an important role in the implementation of the National Preparedness System (NPS) by supporting the building, sustainment, and delivery of core capabilities essential to achieving the National Preparedness Goal (NPG) of a secure and resilient Nation.

## **VISION**

A Hawai'i that is safeguarded against threats to security, stability, and resiliency.

## **MISSION**

Resolutely safeguard the people of Hawai'i, our community values, and our homeland.

## **VALUES**

- **Unity:** Harmonize efforts for the benefit of all who live in, serve, and visit Hawai'i.
- **Honor:** Demonstrate honesty, integrity, fairness, and credibility in everyday actions.
- **Vigilance:** Always aware, alert, and prepared to face new challenges and threats.
- **Resilience:** Withstand, recover, and overcome challenges to our security.

## **PURPOSE**

Protect and secure the State of Hawai'i; provide for its safety against threats.





# HOMELAND SECURITY GOALS & OBJECTIVES

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The eight critical homeland security goals are based on feedback from key stakeholders, the State’s risk profile, and lessons learned from incidents and disasters both locally occurring and those on the mainland. Goals require context and clear objectives to become actionable statements of intent. OHS provided context around why the goals are important, what they are attempting to achieve, and what specific objectives are necessary for the strategy to succeed. Each goal contains supporting objectives that further define the process to achieve the overarching strategy and set a clear, achievable path toward strategic attainment.

- 1 STRENGTHEN**  
Strengthen State of Hawai'i homeland security governance.
- 2 CODIFY**  
Codify the processes, partnerships, and systems for information and intelligence analysis and dissemination.
- 3 GROW**  
Grow a professional cadre of homeland security experts.
- 4 DEVELOP**  
Develop functional core programs to cultivate a state of readiness for homeland security threats.
- 5 MOBILIZE**  
Mobilize, motivate, and educate a network of homeland security champions.
- 6 SOLIDIFY**  
Solidify statewide homeland security resilience through planning, resource acquisition, training, and exercises.
- 7 ADVANCE**  
Advance homeland security capabilities utilizing a continuous improvement cycle.
- 8 PROMOTE**  
Promote proactive vigilance toward homeland security threats that have the potential to impact Hawai'i.

## GOAL ONE

### Strengthen State of Hawai'i Homeland Security governance.

Establishing proper governance is paramount to OHS's ability to coordinate and support Homeland Security efforts in the State of Hawai'i.

Putting the proper governance in place would entail clarifying and updating its statutory, formally publishing and promoting its strategic plan, and establishing category funding ability.

#### STRATEGIC ATTAINMENT

Utilizing the State's Homeland Security Strategy to assist with the statute's amendment, securing budgetary ability, and implementing an advisory committee structure.

#### OBJECTIVES

- 1.1 Establish, publish, and promote the Hawai'i Homeland Security Strategy.
- 1.2 Establish and promulgate the OHS implementation plan for the Hawai'i Homeland Security Strategy.
- 1.3 Establish a Homeland Security Advisory Committee that includes counties and state public safety agencies and other private sector partners.
- 1.4 Establish a budget program ID.
- 1.5 Conduct continuity and crisis management planning for OHS.

## GOAL TWO

### **Codify the processes, partnerships, and systems for information and intelligence analysis and dissemination.**

Deploying and delivering Homeland Security services requires close coordination and collaboration across many partners and systems.

This requires codification of essential processes to achieve operational success, intelligence integration, policy management and enforcement, training, and administrative function.

#### **STRATEGIC ATTAINMENT**

Formalizing and solidifying the partner network through establishing SOPs, chartering the fusion center, and attaining the required system resources to meet data management needs.

#### **OBJECTIVES**

- 2.1** Develop a fusion center charter that includes priority partners and processes such as a Multi-State Information Sharing and Analysis Center (MS-ISAC).
- 2.2** Establish standard operating procedures (SOPs) in accordance with federal standards and guidelines.
- 2.3** Formalize relationships with key partners including memorandums of understanding or agreement (MOU/ MOA/IFA).
- 2.4** Identify and provide required system resources that meet data management needs (collection, retention, tracking, and dissemination).

## GOAL THREE

### Grow a professional cadre of Homeland Security experts.

No Homeland Security effort can succeed without a workforce to support it, especially one facing emerging threats. A well-trained, continuous workforce is critical to accomplishing the Homeland Security mission.

Unlike other contiguous states, it is difficult to rely on adjacent states to augment the state's Homeland Security workforce. Consequently, the State of Hawai'i must have a long-range plan to attract, educate, train, develop and retain Homeland Security professionals to serve locally.

#### STRATEGIC ATTAINMENT

Building Homeland Security careers by adjusting positions and establishing incentives for current professionals, career pathways, and internships for upcoming professionals, and developing a Homeland Security communication and messaging campaign that includes forming a professional association in Hawai'i.

#### OBJECTIVES

- 3.1 Incentivize and promote professional growth for OHS staff.
- 3.2 Establish a tailored career pathway for each OHS function.
- 3.3 Establish a Homeland Security internship and mentorship program.
- 3.4 Develop a Homeland Security professional association that is active in the state of Hawai'i.
- 3.5 Adjust OHS staff salaries through conversion of positions to exempt.
- 3.6 Discover the balance between state and federal funding for all positions.



## GOAL FOUR

### Develop functional core programs to cultivate a state of readiness for Homeland Security threats.

The Homeland Security mission is supported through the development and implementation of various programs. These programs help to equip, train, educate, and coordinate state and local government security professionals as well as private security professionals to handle emergent threats to Hawai'i.

#### STRATEGIC ATTAINMENT

Establishing a general programmatic guidance framework and threat assessment program to spur the development of cybersecurity, critical infrastructure, malign influence, misinformation/disinformation, counterterrorism and counter domestic violence extremist (DVE), interoperable communications program, and counterespionage and counterintelligence programs.

#### OBJECTIVES

- 4.1 Amend the HRS 128A and B to synchronize with the Hawai'i Homeland Security Strategy and Implementation Plan.
- 4.2 Develop a general programmatic guidance framework.
- 4.3 Develop a counterterrorism and counter DVE program in accordance with the programmatic guidance framework.
- 4.4 Develop a threat assessment program in accordance with the programmatic guidance framework.
- 4.5 Develop a cybersecurity program in accordance with the programmatic guidance framework.
- 4.6 Develop a critical infrastructure program in accordance with the programmatic guidance framework.
- 4.7 Develop an emerging threats program.
- 4.8 Develop an interoperable communications program in accordance with the programmatic guidance framework.
- 4.9 Conduct continuity and crisis management planning for OHS.

## GOAL FIVE

### **Mobilize, motivate, and educate a network of Homeland Security champions.**

Homeland security was born out of the need to coordinate and collaborate across all community sectors to prevent, protect and respond to new threats.

Unlike traditional threats, the evolving, pervasive nature of Homeland Security threats cut across the entirety of the community. This requires Homeland Security leaders in various public and private sectors to work closely together and coordinate efforts.

#### **STRATEGIC ATTAINMENT**

Energizing a network from public, private, and non-profit sectors that supports efforts to solidify county, State, and federal support and will expand relationships with federal partners.

#### **OBJECTIVES**

- 5.1 Develop a Homeland Security communications and messaging campaign.
- 5.2 Solidify county and State leadership champions.
- 5.3 Strengthen and expand relationships with federal partners.
- 5.4 Identify the private and NGO sectors where champions would be beneficial and identify champions.
- 5.5 Develop a Homeland Security communications and messaging campaign.

## GOAL SIX

### **Solidify statewide Homeland Security resilience through planning, resource acquisition, training, and exercises.**

Homeland security readiness requires an intentional, coordinated effort of planning and keeping Homeland Security professionals well trained and equipped. This requires continuous efforts to secure funding, program implementation, and offering training.

Solidifying these foundational factors helps to ensure the system is well supported.

#### **STRATEGIC ATTAINMENT**

Developing plans in support of Homeland Security threats that forecast and plan training and exercises; developing communications protocols; identifying longer-term funding strategies; and crosswalk funding opportunities, funds received, and resources acquired to known capability gaps.

#### **OBJECTIVES**

- 6.1** Develop programmatic guidance for planning and training and exercise programs.
- 6.2** Develop plans based on national priorities, program resources, grants, and known threats to support Homeland Security efforts.
- 6.3** Establish a calendar forecast for training and exercises.
- 6.4** Identify all plans that OHS should manage or support, including existing plans and those needing development.
- 6.5** Develop a catalog of resources, including free training.
- 6.6** Develop exercises for established plans and for augmenting the planning process.
- 6.7** Develop communications protocols for training programs.
- 6.8** Develop a long-term funding strategy to include diversification of funding sources.
- 6.9** Crosswalk all funding opportunities, funds received, and resources acquired to known capability gaps.

## GOAL SEVEN

### **Advance Homeland Security capabilities utilizing a continuous improvement cycle.**

Homeland security was born out of the need to coordinate and collaborate across all community sectors to prevent, protect and respond to new threats.

Unlike traditional threats, the evolving, pervasive nature of Homeland Security threats cut across the entirety of the community. This requires Homeland Security leaders in various public and private sectors to work closely together and coordinate efforts.

### STRATEGIC ATTAINMENT

Energizing a network from public, private, and non-profit sectors that supports efforts to solidify county, State, and federal support and will expand relationships with federal partners.

### OBJECTIVES

- 7.1 Develop a Homeland Security communications and messaging campaign.
- 7.2 Solidify county and State leadership champions.
- 7.3 Strengthen and expand relationships with federal partners.
- 7.4 Identify the private and NGO sectors where champions would be beneficial and identify champions.
- 7.5 Develop a Homeland Security communications and messaging campaign.



## GOAL EIGHT

### Promote proactive vigilance toward Homeland Security threats that have the potential to impact Hawai'i.

As new Homeland Security threats are identified, their origins range from the remote corners of our communities to geographies located well beyond our shores.

Therefore, establishing an outreach, communication, and messaging effort to various Homeland Security forums is essential to establishing the necessary vigilance across the Asia-Pacific region.

#### STRATEGIC ATTAINMENT

Identifying and engaging appropriate Homeland Security forums by developing a Homeland Security communication and messaging campaign, engaging in Asia Pacific region-wide coordination, and developing a community outreach and engagement approach for Homeland Security concerns.

#### OBJECTIVES

- 8.1 Develop a Homeland Security communications and messaging campaign.
- 8.2 Identify and engage in appropriate forums for Homeland Security discussions.
- 8.3 Develop a Homeland Security communications and messaging campaign.
- 8.4 Engage in Asia Pacific region-wide Homeland Security coordination.
- 8.5 Develop a community outreach and engagement approach for Homeland Security concerns.

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## CONTACT US

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**Frank Pace**  
**Administrator**  
frank.j.pace@hawaii.gov

**State of Hawai'i Department of Defense**  
**Office of Homeland Security**

3949 Diamond Head Rd.  
Honolulu, HI 96816

**General Inquiries**

dod.ohs@hawaii.gov  
808-369-3570

**Planning and Operations**

808-369-3527

**Grants**

808-369-3524

**Statewide Interoperability Coordinator (SWIC)**

808-369-3523

**Hawaii State Fusion Center**

hawaiiifusioncenter.org  
info@hawaiiifusioncenter.org  
808-369-3589

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**About the cover:**

*The outrigger canoe (wa'a), often a fixture in Hawai'i waters, is a symbol of stability in rough conditions. The outrigger attachment provides support for the paddlers, adding balance and strength to the canoe.*

Cover image by Alexandre Weiss