

Presented by the State of Hawai'i
Office of Homeland Security
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HAWAI'I HOMELAND SECURITY STRATEGY

2022-2025

IMPLEMENTATION
PLAN

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ADMINISTRATOR'S MESSAGE

Frank J. Pace

As the Homeland Security Administrator, I am proud to be introducing this Implementation Plan as the operational mechanism for the 2022-2025 Hawai'i Homeland Security Strategy. The Implementation Plan identifies the tasks, and individuals responsible to achieve the Strategy's goals and priorities.

This Implementation Plan focuses the energy of the entire office to work toward fulfilling those priorities and ultimately improving the safety and resiliency of the State of Hawai'i.

Both documents are the result of the hard work of the Office of Homeland Security team and were developed in coordination with partner agencies statewide.

The execution of the Homeland Security Strategy strategic priorities into action is the responsibility of the dedicated team at the Office of Homeland Security. The utilization of the items already established here, as well as the process for priority reassessment and redevelopment as needed, will continue to build a safer and more resilient Hawai'i for generations to come.

Frank J. Pace
Administrator, State of Hawai'i Office of Homeland Security

INTRODUCTION

This Implementation Plan is a companion document to the Hawai'i Homeland Security Strategy 2022-2025.

It operationalizes the strategy by outlining milestones associated with each goal and objective. Together, these documents help commit the organization toward forward movement toward achieving its objectives. **This Implementation Plan is intended for the internal use of the State of Hawai'i Office of Homeland Security (OHS) and its partners.**

OHS developed eight Homeland Security goals for the State of Hawaii. 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 occurring locally and on the mainland. OHS then provided supporting objectives for each goal that further define the process taken to achieve the overarching strategy and set a clear, achievable path toward strategic attainment. Details on the development of the objectives and the goals can be found in the Hawai'i Homeland Security Strategy.

For reference, the goals articulated in the Hawai'i Homeland Security Strategy are reiterated below:

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

Once OHS had developed its a list of objectives, it applied an evaluation tool to score each one objective using value-and effort-based conditions. Each objective was assessed on eight value-based measurements and six effort-based measurements.

VALUE ASSESSMENT MEASURES

- 1 Does this initiative help increase or improve **people, policy, or resources**?
- 2 Will this initiative have a positive impact on **public/political perception**?
- 3 Does this initiative **raise the visibility** of OHS and/or Homeland Security issues?
- 4 Is this initiative a **grant requirement**?
- 5 Will this initiative have a **positive impact on readiness, including via threat assessment**?
- 6 Does this initiative have a positive impact on **historically under-served or marginalized people**?
- 7 Does this initiative **support the OHS mission**?
- 8 Does this initiative help **build operational capabilities**?

EFFORT ASSESSMENT MEASURES

- 1 Are there **funds** available to cover initiative costs within the desired timeline?
- 2 Are there **other resources (e.g., staff)** available to accomplish the initiative within the desired timeline?
- 3 Does the initiative have **positive characteristics related to feasibility**, such as design or plan flexibility, ease of implementation, and/or a sufficient range of options?
- 4 Can this initiative be **readily accomplished in the short term**?
- 5 Does the initiative have a **committed champion**?
- 6 Is there existing **political will** to accomplish this initiative?

Each objective was assessed against each measure on a scale of 1 to 5, with 1 being a strong no, 3 being neutral, and 5 being a strong yes. The value assessment was then added to the effort

assessment. These scores were used to identify a raw priority of the objectives for the initial implementation phase. In addition to the quantitative scoring, OHS refined the priority of the objectives using the following criteria:

PURE SCORING	DEPENDENCY	COMPARATIVE SCORING
Highest two scoring objectives under each strategy.	Objectives that need to be accomplished before working on the highest scored objectives.	Any item that scored higher than the lowest-ranked item in the pure scoring.

Out of the initial 47 objectives developed, a total of 26 were identified as initial priority objectives. Although these are the initially prioritized list, they will be shifted based on the needs of the state throughout the period of the strategic plan.

Each of the initial priority objectives were reviewed in detail and interpreted into milestones. The milestones were developed with a focus on manageable steps toward achieving the objective and the goal.

Each milestone was assigned a task manager. The task manager may be the person accomplishing the milestone or working with a team or a contractor to accomplish it. The task managers are responsible for tracking progress, providing updates, and developing the work plan for reaching each milestone.

Each milestone was also reviewed for resource availability. OHS identified if and where resources were available, dedicated, or needed in order to accomplish each milestone. Resources included funding, personnel, and supply access or availability.

The details of the assigned task manager and the resource availability were then reviewed and used to develop an initial sequencing of the milestones. The sequencing provided goal dates to the milestones to give accountability to addressing each of the milestones and ultimately each of the objectives and goals.

The strategic planning process is a starting point and not a finish line. Continuous assessment and updating of the strategic plan will continue to take place. OHS is using the initial sequenced milestone list to begin addressing the initial priority objectives identified. On a regular rotation, OHS will assess progress towards milestones. As objectives and milestones begin to be met, additional assessments will take place on the goals. This may mean prioritizing new milestones

to existing objectives, adding new objectives to existing goals, or even assessing additional goals for ongoing progress.

Conversely, changes may be needed to de-prioritize projects. If administrative support changes, resource availability changes, or the political climate lends itself differently to the objectives, then a reassessment of the sequencing will be done.

OHS believes that the plan outlined in this document will provide the State with the best services. Ultimately, the goal is to best protect the people of Hawaii. The goals provided throughout this document place OHS and the State of Hawai'i on the path towards an improved Homeland Security program.

IMPLEMENTATION PLAN MAINTENANCE

As a part of implementation management, continuous assessment is critical. Below is a recommended approach for regularly reviewing and updating the Implementation Plan. These recommendations should be weighed against external forces such as real-life events, staffing capabilities, political support, resource availability, and any unforeseen circumstances.

MONTHLY REVIEW	BIANNUAL REVIEW	ANNUAL REVIEW
<ol style="list-style-type: none">1. Milestone accomplishments2. Changes to the sequence and tasking for the following months milestones3. Coordination needs for the following months milestones4. Additional milestones that are needed5. Risks or issues in accomplishing the milestones	<ol style="list-style-type: none">1. Progress toward accomplishing objectives2. Additional objectives that are needed3. Changes to the prioritization of objectives	<ol style="list-style-type: none">1. Review all the goals2. Review of all objectives as a method for meeting the goals

IMPLEMENTATION MILESTONES

GOAL ONE: Strengthen State of Hawai'i Homeland Security governance.

OBJECTIVE/TASK	MANAGER	DUE
1.1 Hawaii Homeland Security Strategy		6/30/22
1.1.1 Develop a list of critical stakeholders.	Jimmie	5/31/21
1.1.2 Schedule interviews with individual stakeholders.	Frank	5/31/21
1.1.3 Complete Strategy for Gov's signature including IPRs.	Jimmie	12/31/21
1.1.4 Develop a communication plan for the Homeland Security Strategy.	Frank	1/31/23
1.1.5 Develop presentation/talking points on the strategy and goals.	Jimmie	12/31/21
1.1.6 Schedule annual update with stakeholders to review progress.	Frank	1/31/23

OBJECTIVE/TASK	MANAGER	DUE
1.2 Hawaii Homeland Security Strategy Implementation Plan		12/31/22
1.2.1 Complete Strategy Implementation Plan for TAG's signature.	Jimmie	1/24/23
1.2.2 Develop strategy and implementation plan presentation/talking.	Jimmie	10/31/22
1.2.3 Discuss responsibilities, assignments, and outcomes with staff.	Frank	9/30/22
1.2.4 Schedule/conduct regular update discussions on task's progress.	Frank	12/30/22
1.2.5 Establish a date to review and update all strategies and objectives.	Jimmie	1/31/23

OBJECTIVE/TASK	MANAGER	DUE
1.3 Homeland Security Executive Advisory Counsel		12/30/22
1.3.1 Develop an initial draft charter for TAG's signature including IPRs.	Frank	1/31/23
1.3.2 Select and notify membership of the HSEAC.	Frank	1/31/23
1.3.3 Select and notify membership of the HSEAC SLCGP subcommittee.	Jimmie	10/31/22
1.3.4 Select and notify membership of the HSEAC HSGP subcommittee.	Frank	1/31/23
1.3.5 Develop an agenda for an initial HSEAC meeting.	Jimmie	1/31/23
1.3.6 Develop an agenda for an initial SLCGP subcommittee meeting.	Jimmie	9/15/22
1.3.7 Develop an agenda for an initial HSGP subcommittee meeting.	Jimmie	1/24/23
1.3.8 Conduct an initial HSEAC meeting.	Frank	1/31/23
1.3.9 Conduct an initial SLCGP subcommittee meeting.	Frank	9/19/22
1.3.10 Conduct an initial HSGP subcommittee meeting.	Frank	1/31/23
1.3.11 Establishing required HSEAC working groups.	Frank	2/28/23

OBJECTIVE/TASK	MANAGER	DUE
1.4 Budget Program ID		1/28/22
1.4.1 Develop justification for the importance of a program ID.	Frank	12/31/21
1.4.2 Present justification to the TAG and the Governor for support.	Frank	1/7/22
1.4.3 Gov/TAG directive to budget and finance requesting a program ID.	Frank	1/28/22

GOAL TWO: Codify the processes, partnerships, and systems for information and intelligence analysis and dissemination.

OBJECTIVE/TASK	MANAGER	DUE
2.1 Fusion Center Charter		5/31/24
2.1.1 Identify critical processes of the fusion center including staffing and outcomes.	Kevin	03/30/24
2.1.2 Identify critical partner sectors to include as a part of the fusion center.	Kevin	03/30/24
2.1.3 Write charter for TAG's signature including IPRs.	Kevin	03/30/24
2.1.4 Socialize the HSFC charter with the correct committees in the legislature.	Frank	03/31/24
2.1.5 Codify charter as part of HRS 128 language.	Frank	5/31/24

OBJECTIVE/TASK	MANAGER	DUE
2.2 HSFC SOPs		3/31/24
2.2.1 Review inventory identifying all applicable recommendations.	Kevin	2/28/24
2.2.2 Identify programs and processes needing standardized guidance.	Kevin	2/28/24
2.2.3 Consolidate results from 2.2.1-2.2.3; list by OHS program.	Kevin	2/28/24
2.2.4 Identify a list of SOPs needed based on the recommendations identified.	Kevin	2/28/24
2.2.5 Develop a template SOP for standardization of all internal guidance.	Kevin	2/28/24
2.2.6 Develop system for tracking and reference of all internal SOPs.	Kevin	2/28/24
2.2.7 Develop, document review/update standard timeline and process.	Kevin	2/28/24
2.2.8 Develop and document distribution and access to the most frequent SOP.	Kevin	2/28/24
2.2.9 Systemically write SOPs starting with the most frequently used.	Kevin	3/31/24

OBJECTIVE/TASK	MANAGER	DUE
2.3 Partner MOU/MOA/IFAs		12/30/24
2.3.1 Establish baseline language for MOUs.	Kevin	12/30/23
2.3.2 Review partner list and activities with the Administrator for approval.	Frank	1/31/23
2.3.3 Provide partner list and activities to advisory council for recommendations.	Frank	1/31/23
2.3.4 Develop agendas and schedule meetings with each identified partner.	Kevin	3/31/24
2.3.5 Conduct meetings to review and court buy-in on intended MOUs.	Kevin	12/30/24
2.3.6 Establish MOUs with partners with appropriate reviews and signatures.	Kevin	6/30/24
2.3.7 Develop a standard review and update calendar for all MOUs.	Kevin	12/30/24

GOAL THREE: Grow a professional cadre of Homeland Security experts.

OBJECTIVE/TASK	MANAGER	DUE
3.1 OHS professional staff growth		12/30/22
3.1.1 Socialize concept with full staff and individual items with select staff.	Frank	12/30/22
3.1.2 Develop a list of knowledge, skills, and abilities (KSAs) for each position.	Frank	2/28/23
3.1.3 Develop/document incentives professional growth participation.	Frank	3/31/23
3.1.4 Include professional growth discussion in annual job assessments.	Frank	3/31/23
3.1.5 Develop a template for sharing/tracking opportunities.	Frank	3/31/23
3.1.6 Develop KSA-based list of Planning & Operations trainings for each position.	Jimmie	1/31/23
3.1.7 Develop KSA-based list of Planning & Operations events for each position.	Jimmie	1/31/23
3.1.8 Develop KSA-based list of Fusion Center trainings for each position.	Kevin	1/31/23
3.1.9 Develop KSA-based list of Fusion Center events for each position.	Kevin	1/31/23
3.1.10 Develop KSA-based list of Communications trainings for each position.	Everett	1/31/23
3.1.11 Develop KSA-based list of Communications events for each position.	Everett	1/31/23
3.1.12 Develop KSA-based list of Grants Management trainings for each position.	Glen	1/31/23
3.1.13 Develop KSA-based list of Grants Management events for each position.	Glen	1/31/23

GOAL FOUR: Develop functional core programs to cultivate a state of readiness for Homeland Security threats.

OBJECTIVE/TASK	MANAGER	DUE
4.1 Amend the HRS 128A and B		1/24/23
4.1.1 Initial Draft of proposal J-Sheet to Department.	Frank	8/25/22
4.1.1.1 DEF-05(23) Cybersecurity Program Amendments.	Jimmie	8/25/22
4.1.1.2 DEF-06(23) Data Protection.	Jimmie	8/25/22
4.1.1.3 DEF-07(23) State Fusion Center.	Jimmie	8/25/22
4.1.1.4 DEF-09(23) Targeted Violence Program.	Jimmie	8/25/22
4.1.1.5 DEF-08(23) Statewide Interoperable Exec & SWIC.	Everett	8/25/22
4.1.2 Division Review of J-Sheets & LP summary w/ATAG.	Frank	8/29/22
4.1.3 J-Sheets & LP summary Due to MSO.	Frank	9/20/22
4.1.3.1 DEF-05(23) Cybersecurity Program Amendments.	Jimmie	9/20/22
4.1.3.2 DEF-06(23) Data Protection.	Jimmie	9/20/22
4.1.3.3 DEF-07(23) State Fusion Center.	Frank	9/20/22
4.1.3.4 DEF-09(23) Targeted Violence Program.	Frank	9/20/22
4.1.3.5 DEF-08(23) Statewide Interoperable Exec & SWIC.	Everett	9/20/22
4.1.4 Departments informed of Governor's decisions.	Frank	10/1/22
4.1.5 LP final versions.	Frank	10/17/22
4.1.6 Final versions due to MSO.	Frank	11/4/22
4.1.7 Final bill version submit to MSO.	Frank	11/29/22
4.1.8 State of the State: Admin package drop.	Frank	1/24/23

OBJECTIVE/TASK	MANAGER	DUE
4.2 Programmatic Guidance Framework		12/29/23
4.2.1 Standardized framework template/format/content, fillable document, standard workflow processes.	Jimmie	12/29/23

OBJECTIVE/TASK	MANAGER	DUE
4.3 Counterterrorism/Counter DVE Program		4/28/23
4.3.1 Establish Terrorism and Targeted Violence Annex to the State EOP.	Jimmie	3/31/21
4.3.2 Publish Annex on OHS/P&O page.	Jimmie	10/29/21
4.3.3 Establish Terrorism Prevention Strategy.	Jimmie	1/31/23
4.3.4 Publish Strategy on OHS/P&O page.	Jimmie	2/28/23
4.3.5 Establish Terrorism Prevention Strategy Implementation Plan.	Jimmie	3/31/23
4.3.6 Publish Implementation Plan on OHS/P&O page.	Jimmie	4/28/23

OBJECTIVE/TASK	MANAGER	DUE
4.4 Targeted Violence Prevention Program		4/28/23
4.4.1 Establish Targeted Violence Prevention Strategy.	Jimmie	8/31/22
4.4.2 Publish Strategy on OHS page.	Jimmie	9/30/22
4.4.3 Establish Targeted Violence Prevention Strategy Implementation Plan.	Jimmie	3/31/23

4.4 Targeted Violence Prevention Program (Continued)		1/31/23
4.4.4 Publish Implementation Plan on OHS page.	Jimmie	4/28/23

OBJECTIVE/TASK	MANAGER	DUE
4.5 Cybersecurity Program		8/31/24
4.5.1 Establish Cyber Incident Response Plan with ETS.	Jimmie	8/31/24
4.5.2 Establish Cyber Disruption Response Plan Annex to State EOP.	Jimmie	12/31/22
4.5.3 Publish Annex on OHS/P&O page.	Jimmie	12/31/21
4.5.4 Establish Cybersecurity Strategy.	Jimmie	2/28/23
4.5.5 Publish Strategy on OHS/P&O page.	Jimmie	5/19/23
4.5.6 Establish Cybersecurity Strategy Implementation Plan.	Jimmie	5/19/23
4.5.6.1 Develop CIRPs.	Jimmie	8/31/23
4.5.6.2 Develop Statewide Cyber Workforce Development Strategy and County/Entity-Level Implementation Plans.	Jimmie	12/29/23
4.5.7 Publish Implementation Plan on OHS/P&O page.	Jimmie	5/31/23

OBJECTIVE/TASK	MANAGER	DUE
4.6 Critical Infrastructure Security and Resilience Program		4/28/23
4.6.1 Establish Critical Infrastructure Security and Resilience Strategy.	Jimmie	12/30/22
4.6.2 Publish Strategy on OHS/P&O page.	Jimmie	12/30/22
4.6.3 Establish Critical Infrastructure Security and Resilience Strategy Implementation Plan.	Jimmie	12/30/22
4.6.4 Publish Implementation Plan on OHS/P&O page.	Jimmie	12/30/22

OBJECTIVE/TASK	MANAGER	DUE
4.7 Emerging Threats Program		10/31/23
4.7.1 Establish Emerging Threats Strategy.	Jimmie	4/28/23
4.7.2 Publish Strategy on OHS/P&O page.	Jimmie	5/31/23
4.7.3 Establish Emerging Threats Strategy Implementation Plan.	Jimmie	9/29/23
4.7.4 Publish Implementation Plan on OHS/P&O page.	Jimmie	10/31/23

OBJECTIVE/TASK	MANAGER	DUE
4.8 Interoperable Communications Program		9/30/22
4.8.1 Establish Framework for interoperable communications Program.	Everett	2/28/23
4.8.2 Publish documented program on OHS page.	Everett	3/31/23

OBJECTIVE/TASK	MANAGER	DUE
4.9 OHS Continuity and Crisis Management Planning		2/29/24
4.9.1 Establish OHS (DLE) Continuity of Operations Plan.	Jimmie	1/31/24
4.9.2 Publish COOP on OHS/P&O page.	Jimmie	2/29/24

GOAL FIVE: Mobilize, motivate, and educate a network of Homeland Security champions.

OBJECTIVE/TASK	MANAGER	DUE
5.1 Communications and Messaging Campaign		12/29/23
5.1.1. Determine need, if any, for partner agency or contracted support.	Frank	1/31/23
5.1.2 Develop a strategic plan for a messaging campaign.	Frank	3/31/23
5.1.3 Develop and finalize initial draft content for the first ¼ of the total campaign.	PAO	4/28/23
5.1.4 Develop visual design and graphic support for the initial ¼ of the total campaign.	PAO	4/28/23
5.1.5 Develop and finalize initial draft content for the last ¾ of the total campaign.	PAO	5/31/23
5.1.6 Develop visual design and graphic support for the last ¾ of the total campaign.	PAO	6/30/23
5.1.7 Review campaign against the goals and strategies for efficacy.	Frank	12/29/23

OBJECTIVE/TASK	MANAGER	DUE
5.2 County/State Leadership Champions		1/31/23
5.2.1	Frank	1/31/23

OBJECTIVE/TASK	MANAGER	DUE
5.3 Federal Partners		1/31/23
5.3.1	Frank	1/31/23

OBJECTIVE/TASK	MANAGER	DUE
5.4 Private/NGO Sectors/Champions		1/31/23
5.4.1	Frank	1/31/23

OBJECTIVE/TASK	MANAGER	DUE
5.5 State/Federal Legislative Champions		1/31/23
5.5.1	Frank	1/31/23

GOAL SIX: Solidify statewide Homeland Security resilience through planning, resource acquisition, training, and exercises.

OBJECTIVE/TASK	MANAGER	DUE
6.1 Programmatic Guidance - Planning, Training, Exercise		1/31/24
6.1.1 Establish training guidance (vendors, processes, annual and 3-year forecast of priorities/objectives, notice distribution).	Jimmie	3/31/23
6.1.2 Publish training guidance on OHS/P&O page.	Jimmie	4/28/23
6.1.3 Establish planning guidance (references, standard formatting, OHS family of plans and planning calendars/review cycles).	Jimmie	6/30/23
6.1.4 Publish planning guidance on OHS/P&O page.	Jimmie	7/31/23
6.1.5 Establish exercise guidance (catalogue of scenarios (a la TTX Toolkit), exercise development support (i.e., DHS support team), and annual and 3-year forecast of event schedules IPP).	Jimmie	12/29/23
6.1.6 Publish exercise guidance on OHS/P&O page.	Jimmie	1/31/24

OBJECTIVE/TASK	MANAGER	DUE
6.2 Planning		10/31/23
6.2.1 Review/update Terrorism and Targeted Violence Annex, add Mass Violence Response Plan as Attachment.	Jimmie	1/31/23
6.2.2 Publish Annex on OHS/P&O page.	Jimmie	1/31/23
6.2.3 Establish Unmanned Aerial/Underwater Systems/Vehicles (UAS/UUV) Incident Response Plan Annex to State EOP.	Jimmie	9/29/23
6.2.4 Publish Annex on OHS/P&O page.	Jimmie	10/31/23
6.2.5 Establish Special Event Planning - Incident Prevention & Response Preparation Protocols.	Jimmie	3/3/23
6.2.6 Publish Protocols on OHS/P&O page.	Jimmie	3/10/23

OBJECTIVE/TASK	MANAGER	DUE
6.3 Training & Exercise Calendar/Forecast		9/30/22
6.3.1 Provide priorities/objectives input to HI-EMA for 2022-23 IPP.	Jimmie	1/31/22
6.3.2 Catalogue available training relative to 2023-24 IPP priorities and objectives.	Jimmie	1/6/23

OBJECTIVE/TASK	MANAGER	DUE
6.4 Plan Portfolio		12/20/22
6.4.1 Catalogue OHS family of plans, published and/or in need of development; identify 'next in line' emerging threats to consider in plans development.	Jimmie	12/20/22

OBJECTIVE/TASK	MANAGER	DUE
6.5 Training & Exercise Catalogue		10/31/23
6.5.1 Catalogue relevant training resources and relevant training they provide.	Jimmie	10/31/23

GOAL SEVEN: Advance Homeland Security capabilities utilizing a continuous improvement cycle.

OBJECTIVE/TASK	MANAGER	DUE
7.1 THIRA-SPR-IPP-etc Interlocking Process(es)		2/28/23
7.1.1 Assess current state THIRA/SPR: Are the scenarios sufficient? Are the target capabilities appropriate?	Jimmie	12/16/22
7.1.2 Map continuous process in diagram form.	Jimmie	2/28/23
7.1.3 Identify key task dates and necessary preparations to accomplish them.	Jimmie	2/28/23

OBJECTIVE/TASK	MANAGER	DUE
7.2 Integrating Counties		1/31/23
7.2.1 Establish quarterly Homeland Security Forum and include key topics such as THIRA/SPR-IPP.	Jimmie	1/31/23

GOAL EIGHT: Promote proactive vigilance toward Homeland Security threats that have the potential to impact Hawaii.

OBJECTIVE/TASK	MANAGER	DUE
8.1 Communications and Messaging Campaign		8/31/23
8.1.1. Determine need, if any, for partner agency or contracted support.	Frank	1/31/23
8.1.2 Develop a strategic plan for a messaging campaign.	Frank	2/28/23
8.1.3 Develop and finalize initial draft content for the first 1/4 of the total campaign.	PAO	5/31/23
8.1.4 Develop visual design and graphic support for the initial 1/4 of the total campaign.	PAO	5/31/23
8.1.5 Develop and finalize initial draft content for the last 3/4 of the total campaign.	PAO	7/31/23
8.1.6 Develop visual design and graphic support for the last 3/4 of the total campaign.	PAO	8/31/23
8.1.7 Review campaign against the goals and strategies for efficacy.	Frank	8/31/23

OBJECTIVE/TASK	MANAGER	DUE
8.2 Homeland Security Forums		6/30/23
8.2.1	Frank	6/30/23

OBJECTIVE/TASK	MANAGER	DUE
8.3 Asia Pacific Region-Wide Coordination		6/30/23
8.3.1	Frank	6/30/23

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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.