



Presented by the
State of Hawai'i Office
of Homeland Security
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HAWAI'I TARGETED VIOLENCE PREVENTION

2024

IMPLEMENTATION
PLAN

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THE ADMINISTRATOR'S MESSAGE

Frank J. Pace

The State of Hawai'i Office of Homeland Security (OHS) has worked closely with a diverse group of stakeholders, including public, private, and nonprofit organizations, experts, and agencies, to create the Targeted Violence Prevention (TVP) Strategy Implementation Plan. This plan is designed to be a dynamic and comprehensive framework that supports the resilience, security, and continuity of TVP initiatives across all societal levels addressing the constantly changing threats and challenges we face. By adopting both a public health and a whole-community approach, the plan aims to mitigate violence within our state.

This effort highlights OHS's strong dedication to preemptively addressing mass shootings and other violent acts, ensuring we have the resources to handle unexpected incidents. Beyond outlining key strategic measures, the plan emphasizes the importance of sustainable and flexible strategies for preparation, prevention, and ongoing vigilance.

OHS invites you to play an active role in this plan's execution. Your feedback and participation are crucial to our collective success. Together, we can strengthen our state's security and resilience, building a safer and more thriving future for everyone. Should you need more information or assistance with the OHS TVP Strategy Implementation Plan, please don't hesitate to contact our office.

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

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EXECUTIVE SUMMARY

Targeted violence is not random or spontaneous.¹ The *Hawai'i Targeted Violence Prevention (TVP) Strategy*² that the State of Hawai'i Office of Homeland Security (OHS) developed in 2022 defines targeted violence as "acts dangerous to human life that are in violation of the criminal laws of the United States or of any State and that involve a degree of planning and involve a pre-identified target including individual(s) based on actual or perceived identity traits or group affiliation or property based on actual or perceived identity traits or group affiliation; and appears intended to intimidate, coerce, or otherwise impact a broader population beyond the target(s) of the immediate act; or generate publicity for the perpetrator or his or her grievances; and occurs within the territorial jurisdiction of the United States; and excludes acts of interpersonal violence, street or gang-related crimes, or financially motivated crimes." It is important to note that, pursuant to the U.S. Department of Homeland Security (US DHS), all terrorism is targeted violence.³ Individuals that engage in targeted violence often follow a Pathway to Violence, and many may exhibit threatening or concerning behaviors along this pathway (see Figure ES-1).^{4,5,6} Note that someone may exhibit all or none of the specific behaviors shown below, but the key point is that targeted violence is preventable.

PATHWAY TO VIOLENCE

- **Pathway warning behavior:** any behavior that is part of research, planning, preparation, or implementation of an attack
- **Fixation:** any behavior that indicates an increasingly pathological preoccupation with a person or a cause
- **Identification:** any behavior that indicates a psychological desire to have a "warrior mentality," closely associate with weapons or other military or law enforcement paraphernalia, identify with previous attackers, or identify oneself as an agent to advance a particular cause or belief system
- **Novel aggression:** acts of violence unrelated to attack behavior that are committed for the first time. Such behaviors test the ability of the subject to actually do a violent act.
- **Leakage:** the communication to a third party of an intent to do harm to a target
- **Energy burst:** an increase in the frequency or variety of any noted activities related to the target
- **Directly communicated threat:** the direct communication of a threat to the target or law enforcement beforehand
- **Last resort:** increasing desperation or distress through declaration in word or deed



Adapted from:
Calhoun, F.S. & Weston, S.W. (2003). *Contemporary Threat Management: A practical guide for identifying, assessing, and managing individuals of violent intent*. San Diego: Specialized Training Services.
Meloy, J.R., and O'Toole, M.E. (2011). "The concept of leakage in threat assessment." *Behavioral Sciences and the Law* (https://drreidmeloy.com/wp-content/uploads/2015/12/2011_theconceptofleakage.pdf).

Figure ES-1: Pathway to Violence

¹ https://digitalcommons.usf.edu/cgi/viewcontent.cgi?article=1145&context=mhlp_facpub

² https://law.hawaii.gov/ohs/wp-content/uploads/sites/2/2024/01/2022-HAWAII-TARGETED-VIOLENCE-PREVENTION-STRATEGY_FINAL-1.pdf

³ U.S. Department of Homeland Security, Center for Prevention Programs and Partnerships (2023).

⁴ <https://vptraining.org/courses/community-member-training/lessons/module-2-notice-and-identify/topics/the-pathway-to-violence/>

⁵ <https://www.dhs.gov/sites/default/files/2023-04/Behavioral%20Approach%20to%20Violence%20Prevention%202.0.pdf>

⁶ <https://www.cisa.gov/sites/default/files/publications/dhs-pathway-to-violence-09-15-16-508.pdf>

These warning signs enable bystanders to report concerning behaviors and the appropriate authorities to intervene to prevent escalation along the pathway and ultimately prevent an attack from occurring. The United States Secret Service (USSS) National Threat Assessment Center (NTAC) also states, “targeted violence is preventable when communities are equipped with the appropriate tools, training, and resources.”

This Implementation Plan aims to outline the activities OHS and Implementing Partners will take in accordance with the three phases of TVP efforts (see Figure ES-2) to help equip Hawaii’s communities with the right tools, training, and resources to prevent targeted violence in Hawai’i.

In addition to outlining the specific activities OHS and partners will complete, this Plan utilizes the Center for Prevention Programs and Partnerships (CP3) Implementation Plan Template⁷ in Section 3 to display the necessary inputs/resources that partners will require for each activity, the estimated time frame for partners to complete each activity, and the anticipated outputs of each activity. This Plan also utilizes the CP3 Measurement Plan Template⁸ to highlight the ways in which OHS will measure progress made toward each of the 11 goals (see Figure ES-2) identified in the **Hawai’i Targeted Violence Prevention (TVP) Strategy** over the course of the three-year implementation plan period (2024-2026).



Figure ES-2: 11 Goals

⁷ https://www.dhs.gov/sites/default/files/2023-01/CP3_IMP_Template_508.pdf
⁸ Ibid.

SECTION I: INTRODUCTION

Hawai'i is the first state in the Nation to publish a TVP Strategy Implementation Plan and one of the first five states in the Nation to have a published TVP Strategy.⁹ The two main resources OHS used to develop this Implementation Plan include Hawai'i's TVP Strategy and the National Governors Association (NGA) State Targeted Violence Prevention: Programming & Key Performance Indicators. NGA (2022) outlines three phases of activities for State-level TVP implementation:

The first (Preparation) and last (Monitoring) are 'back-end' activities to help state governments lay the groundwork for effective programming and sustain those efforts in perpetuity. The middle category (Prevention) follows the public health model of violence prevention and incorporates four levels of prevention—Primordial, Primary, Secondary, and Tertiary—that address community and individual susceptibility to targeted violence (see Figure 1-1).¹⁰

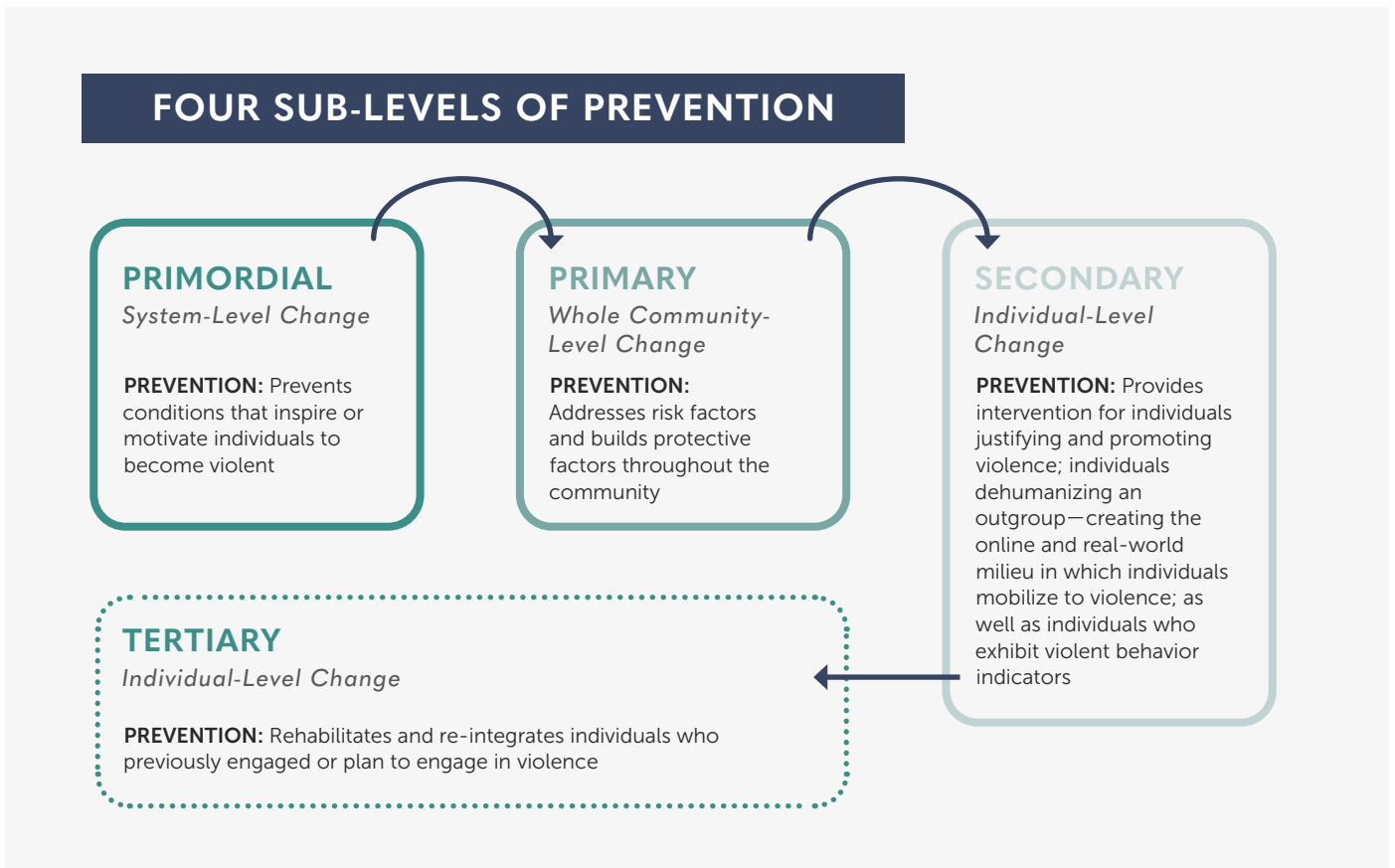


Figure 1-1: Four sub-levels of Prevention

Violence prevention professionals from the healthcare domain as well as those from several other implementation domains have widely adopted this approach, which requires extensive collaboration to comprehensively address violence and prioritize the health and safety of diverse populations.

⁹ The other four states with a TVP Strategy as of the publication of this plan are Colorado, Florida, Illinois, and New York.
¹⁰ https://www.nga.org/wp-content/uploads/2022/04/State_Targeted_Violence_Prevention_Programming_KPIs_April2022.pdf

VISION

The State of Hawai'i recognizes an urgent need to commit additional State resources to address the persistent threat of targeted violence, especially mass targeted violence, to Hawai'i's public safety. The OHS leads the effort to implement the Hawai'i TVP Strategy through modern, operational methodologies and best practices (see Figure 1-2).

MISSION

To strengthen public safety across Hawai'i by mitigating or preventing all forms of targeted violence, including mass targeted violence, across all social domains.

OVERVIEW OF IMPLEMENTATION STRATEGY

OHS identified 11 goals, and further breaks down each goal into objectives and activities. Each goal falls into one of the NGA's recommended three phases of TVP efforts: Goals 1-4 fall into Preparation, Goals 5-9 are in the Prevention phase, and Goals 10-11 make up Monitoring. In this approach, each phase informs the next; however, they are not sequential.

Preparation lays the groundwork for effective TVP programming. This phase includes establishing a statewide TVP Program construct, building a multi-domain network to implement the TVP Program, securing a conducive environment for TVP Program implementation, and building capacity among key stakeholders and agencies.

The Prevention phase incorporates the four levels of prevention—Primordial, Primary, Secondary, and Tertiary—as described in Figure 1-1 to address targeted susceptibility to targeted violence on both an individual and community level. Goal 5 focuses on reducing risk factors and incorporates the primordial sub-level of prevention; Goal 6 focuses on increased awareness and incorporates the primary sub-level of prevention; Goal 7 concentrates on threat assessment and management teams and relates to the secondary sub-level of prevention; and Goals 8 and 9 concentrate on bolstering community resilience and rehabilitating individuals, and their activities incorporate the tertiary sub-level of prevention.

The Monitoring phase is designed to sustain TVP efforts over the long term. It is important to maintain the conducive environment for TVP Program implementation in terms of funding and political will. Over time, it may be necessary to return to a prior phase and, for example, focus on rebuilding capacity among key stakeholders and agencies. This is an iterative process, and repeated cycles will strengthen and improve it.

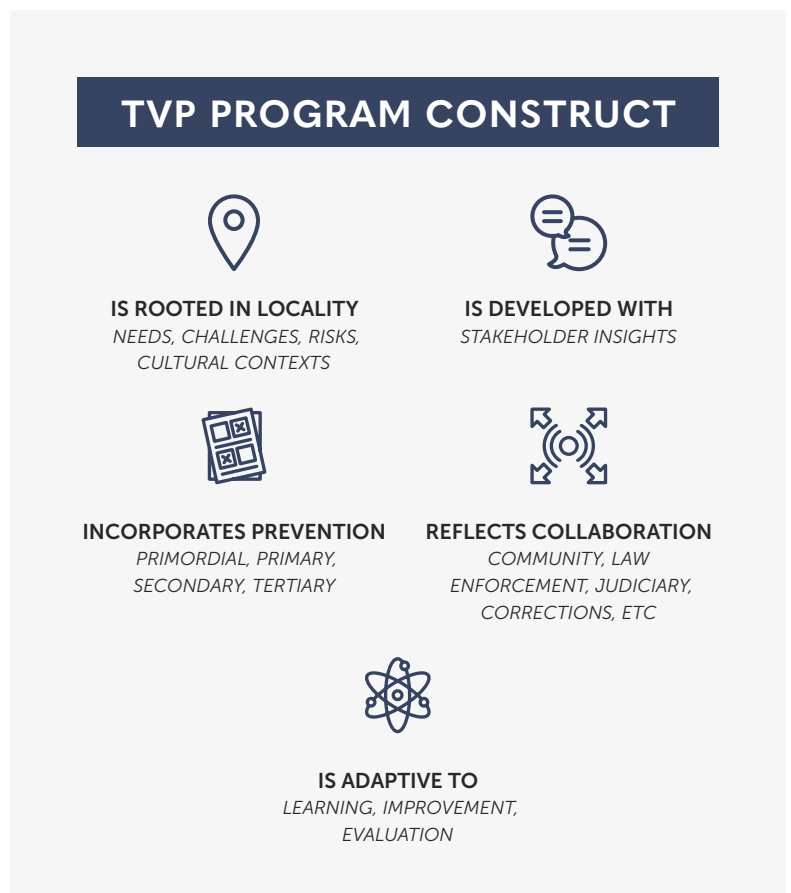


Figure 1-2: TVP Program Vision

Section 2 of this Plan explains the planning process and methodology. Section 3 explains each of the 11 goals in detail, along with timeframes, inputs/resources, data collection methods, anticipated outputs, outcomes, and the Implementing Partners who will lead and support each activity.

SECTION II: PLANNING PROCESS/METHODOLOGY

OHS developed this plan over nine months using the Federal Emergency Management Agency’s (FEMA) Six Step Planning Process (see Figure 2-1).¹¹ Figure 2-2 highlights the major project activities aligned to the FEMA Six Step Planning Process.

To inform the TVP Strategy Implementation Plan, OHS engaged stakeholders throughout the state from different entities through a series of interviews and surveys. OHS also invited stakeholders to participate in eight Working Group (WG) meetings, four of which were Subcommittee meetings (see Figure 2-3). In addition to engaging stakeholders, OHS also reviewed over 380 documents for best practices, lessons learned, available resources, and other items to consider in the development of this plan (see Figure 2-4).

Figure 2-3 provides an overview of the stakeholder engagement activities OHS completed to utilize a collaborative whole community approach.¹²



Figure 2-1: FEMA Six-Step Planning Process

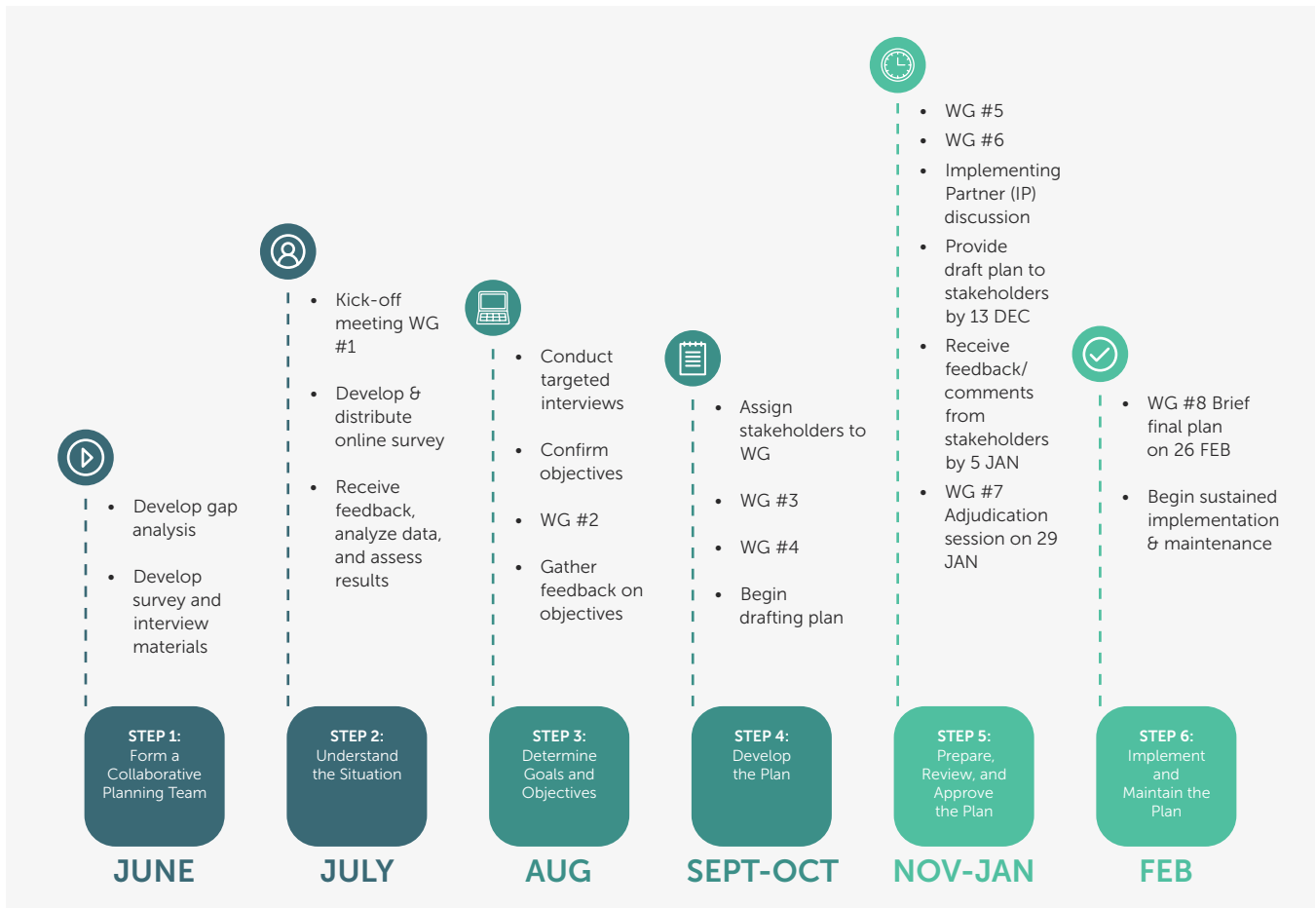


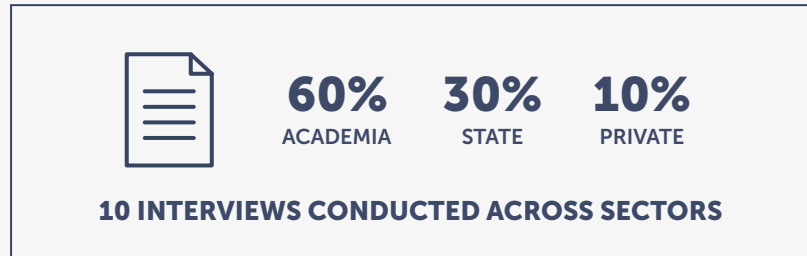
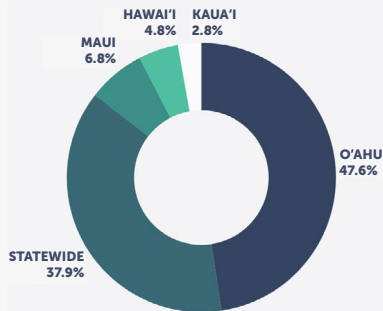
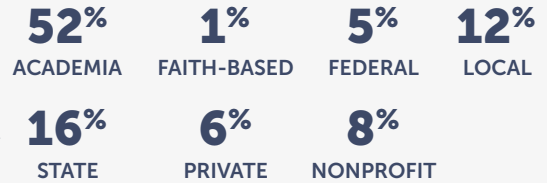
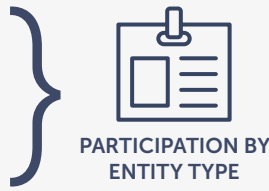
Figure 2-2: Project Timeline

¹¹ https://www.fema.gov/sites/default/files/2020-05/CPG_101_V2_30NOV2010_FINAL_508.pdf

¹² Some organizations, such as schools/offices within the Hawai'i Department of Education (HIDOE) and the University of Hawai'i (UH) System represent Academia but are also State agencies. For the purposes of these metrics, OHS only counted each entity once, under the Academia category.

STAKEHOLDER ENGAGEMENT

SURVEYS



WORKING GROUP MEETINGS

- WORKING GROUP #1:** Stakeholder Kickoff Meeting (07/31/2023)
- WORKING GROUP #2:** Back Brief of Results (08/23/2023)
- WORKING GROUP #3:** Preparation Subcommittee (09/25/2023)
- WORKING GROUP #4:** Prevention Subcommittee (10/30/2023)
- WORKING GROUP #5:** Monitoring Subcommittee (11/27/2023)
- WORKING GROUP #6:** Measurement Subcommittee (12/07/2023)
- WORKING GROUP #7:** Adjudication Session (01/29/2024)
- WORKING GROUP #8:** Final Brief (02/26/2024)



Figure 2-3: Overview of Stakeholder Engagement Activities

Figure 2-4 displays an overview of the number and types of documents OHS reviewed to inform the development of this plan. For additional information on the work OHS did during the Gap Analysis, see Appendix E: References Tab 1.

GAP ANALYSIS



387 DOCUMENTS REVIEWED

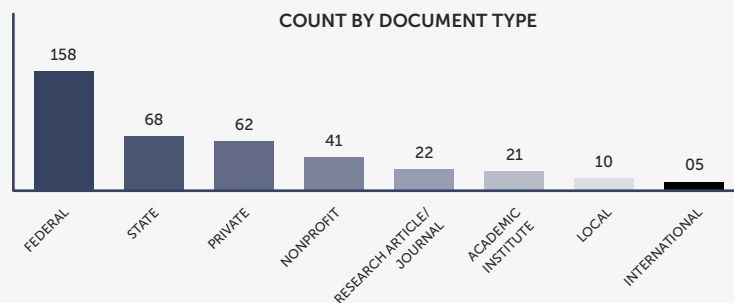


Figure 2-4: Gap Analysis Summary

SECTION III: TARGETED VIOLENCE PREVENTION STRATEGY GOALS

OHS identified objectives and activities for each of the 11 goals from the TVP Strategy¹³ (see Figure 3-1) and utilized the CP3 Implementation Plan and Measurement Plan templates¹⁴ to complete this section of the Implementation Plan.

The information in the following subsections is organized using the NGA's three phases for State TVP efforts¹⁵: Preparation (Goals 1-4), Prevention (Goals 5-9), and Monitoring (Goals 10-11) (see Figure 3-2).

Figure 3-1, Right: Hawai'i OHS TVP Strategy

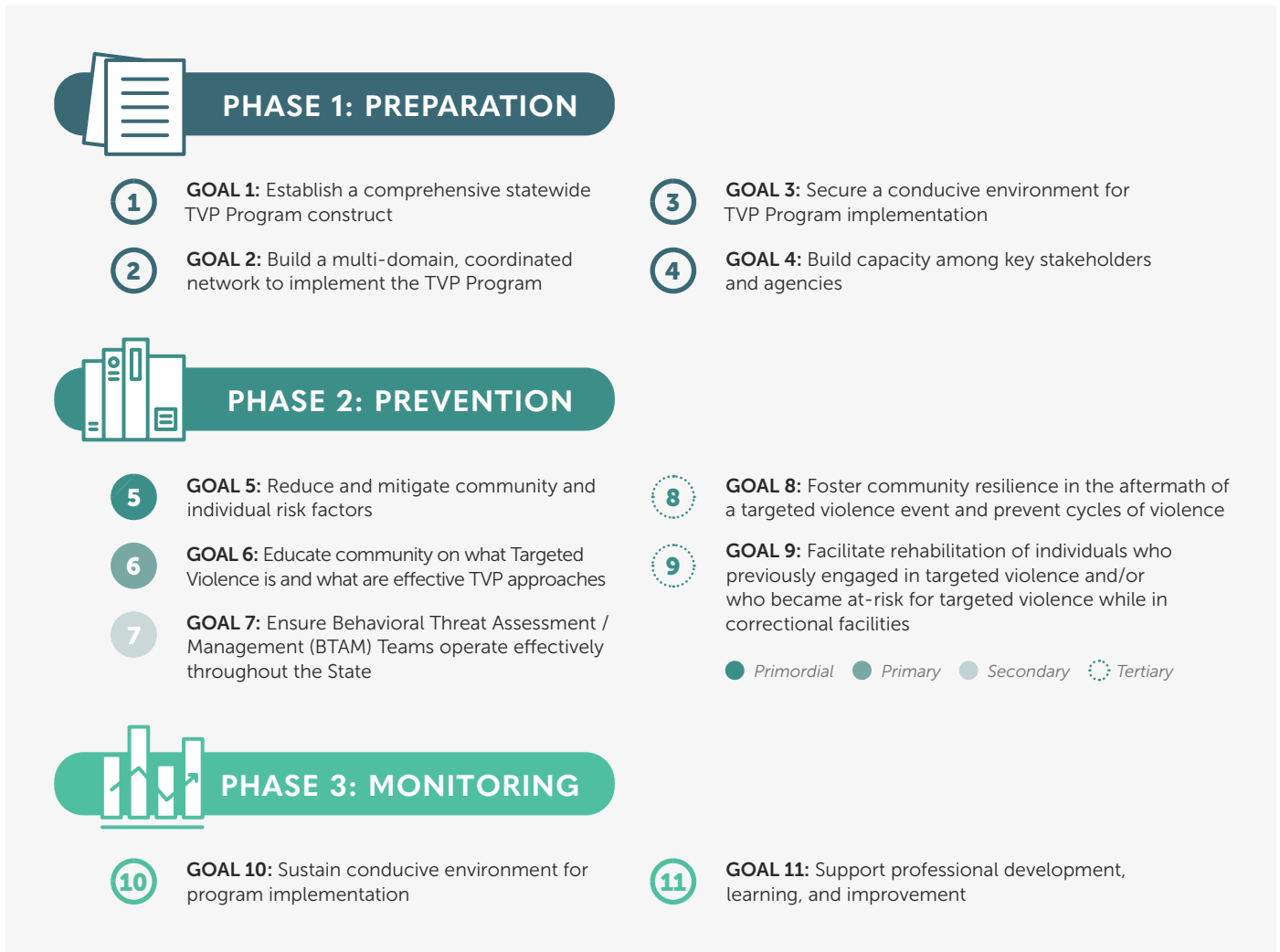


Figure 3-2: TVP Efforts by Phase

¹³https://law.hawaii.gov/ohs/wp-content/uploads/sites/2/2024/01/2022-HAWAII-TARGETED-VIOLENCE-PREVENTION-STRATEGY_FINAL-1.pdf

¹⁴https://www.dhs.gov/sites/default/files/2023-01/CP3_IMP_Template_508.pdf

¹⁵<https://www.nga.org/publications/state-targeted-violence-prevention-programming-key-performance-indicators/>

This plan covers a duration of three years, and each year is broken down into quarters. Time frames are written as Year (Y) and Quarter (Q); for example, an activity that OHS expects to complete between January and March 2024, falls into the category Year 1 Quarter 1 and is written as Y1-Q1. See Figure 3-3 for clarification on the time frames in this section.

See Figure 3-4 for clarification on the progress symbols used in the Goal 1-11 Implementation Plan tables. The project team worked with stakeholders to identify activities that had just started, or that were almost complete as of the publishing of this plan.

	YEAR ONE	YEAR TWO	YEAR THREE
Q1	JAN-MAR 2024	JAN-MAR 2025	JAN-MAR 2026
Q2	APR-JUN 2024	APR-JUN 2025	APR-JUN 2026
Q3	JULY-SEP 2024	JULY-SEP 2025	JULY-SEP 2026
Q4	OCT-DEC 2024	OCT-DEC 2025	OCT-DEC 2026

Figure 3-3: Time Frame Breakdown

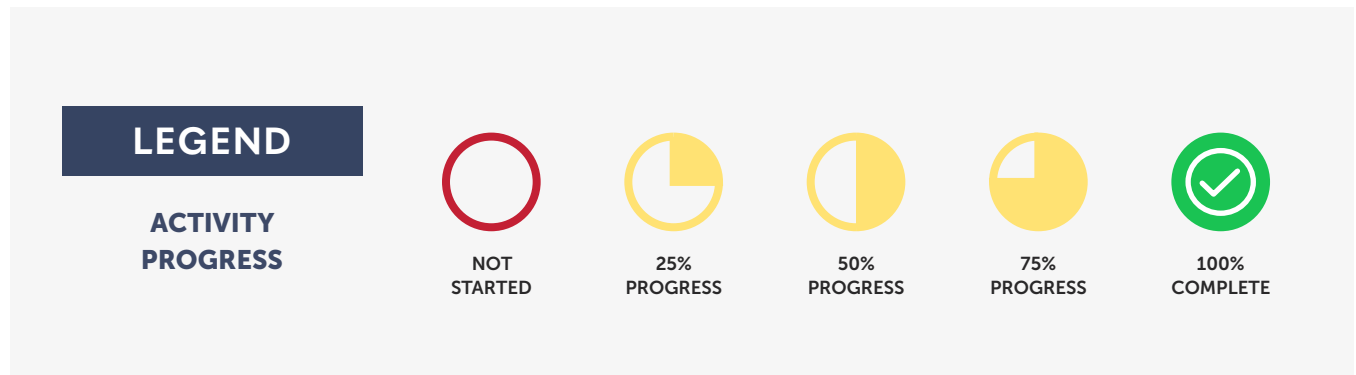


Figure 3-4: Implementation Plan Activity Progress Legend

GOAL ONE: ESTABLISH A COMPREHENSIVE STATEWIDE TVP PROGRAM CONSTRUCT

Goal 1 is part of the Preparation Phase and OHS anticipates it will take place throughout the duration of the plan (until Y3-Q4) (see Figure 3.1-1). Goal 1 consists of five objectives and 10 activities. During the development of this plan, OHS has completed one activity aligned to this Goal. The Leads for Goal 1 are OHS and the TVP Program Manager and they receive support from the Implementing Partners identified in Table 3.1-1. Additionally, OHS will continue to engage identified potential collaborators regarding possible opportunities for their participation in activities to which they are aligned.

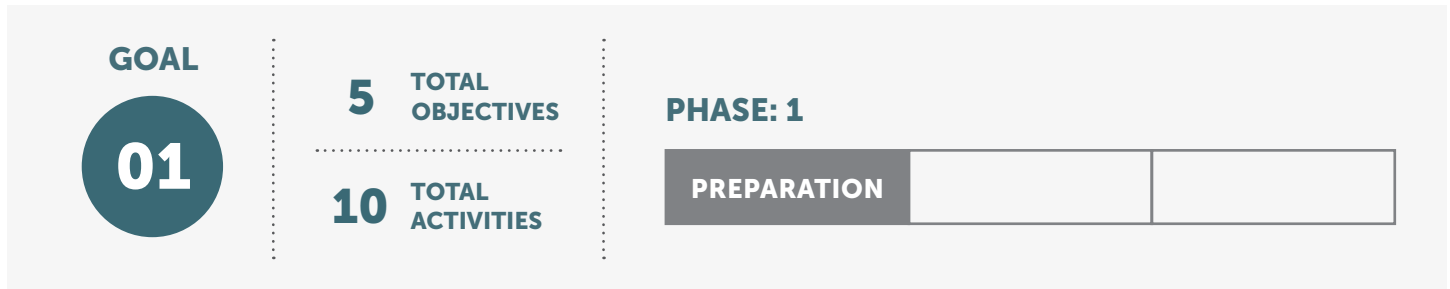




Figure 3.1-1: Goal 1 Overview

Table 3.1-1: Goal 1 Implementation Plan


OBJECTIVE 1.1: Implementation is rooted in local needs, risk, challenges, and cultural contexts					
ACTIVITY	INPUTS/ RESOURCES	DATA COLLECTION METHOD(S)	TIME FRAME	ANTICIPATED OUTPUTS	PARTNERS
<p>Activity 1.1.1: Outline the list of specific community and individual risk factors the TVP Program aims to address</p>	<p>Stakeholder meetings Survey(s) Interview(s) Input/briefings from local representatives/ partners</p>	<p>Survey(s) Interview(s) Meeting Minutes</p>	<p>Y1-Q1 </p>	<p>Two expert- and diversity-informed lists</p> <ul style="list-style-type: none"> • One specific to the community risk factors the TVP Program aims to address • One specific to the individual risk factors the TVP Program aims to address 	<p>Lead: TVP Program Manager/HSFC Implementing Partner(s): Hawai'i Governor's Office (GOV), Hawai'i Department of Education (HIDOE)</p>
ACTIVITY 1.1.1 IDENTIFIED POTENTIAL COLLABORATOR(S)					
<p>Bank of Hawai'i, Catholic Charities Hawai'i, Domestic Violence Action Center (DVAC), Grand Wailea Resort, Hawai'i Community College, Hawai'i Department of Health (DOH), Hawai'i Department of Human Resources Development (DHRD), Hawai'i Department of Human Services (DHS), Hawai'i Department of the Attorney General (AG), Hawai'i Government Employees Association (HGEA), Hawai'i Tourism Authority, Hawai'i Vet 2 Vet Inc, Ho'ala School, Punahou School, University of Hawai'i (UH) Office of Public Health Studies (OPHS)</p>					

(Activities continue on next page)

Activity 1.1.2: <i>Collaborate with relevant agencies and experts to conduct community-focused targeted violence threat and vulnerability assessments statewide</i>	Stakeholder meetings Subject matter experts Input from BTAM Teams Records of threats Tips/leads Violent extremism trends occurring online	Survey(s) Interview(s) Reporting systems External intel assessments	Y3-Q1 	Specific, expert- and diversity-informed, community-focused threat and vulnerability assessments <i>(See Activity 1.1.3)</i>	Lead: TVP Program Manager/HSFC Implementing Partner(s): GOV, HIDEOE, Moonshot
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ACTIVITY 1.1.2 IDENTIFIED POTENTIAL COLLABORATOR(S)

AG, Aulani Disney Hawai'i Resort, Bank of Hawai'i, Catholic Charities Hawai'i, Central Pacific Bank, City & County of Honolulu Department of Emergency Management (DEM), DHS, DOH, Four Seasons, Grand Wailea Resort, Hawai'i Community College, Hawai'i County Civil Defense Agency, Hawai'i Emergency Management Agency (HI-EMA), Hawai'i Police Department, Hawai'i Vet 2 Vet Inc, Honolulu Police Department (HPD), Island Pacific Academy (IPA), Kaiser Permanente, Kamehameha Schools, Kauai Emergency Management Agency (KEMA), Kauai Police Department (KPD), Maui Emergency Management Agency (MEMA), Maui Police Department (MPD), Punahou School, Shinshu Kyokai Mission of Hawai'i, UH OPHS

Activity 1.1.3: <i>Based on the threat and vulnerability assessments (conducted in Y3-Q1), develop community-focused targeted violence needs assessments</i>	Threat and Vulnerability Assessments (focused on the community)	Threat and Vulnerability Assessments (focused on the community)	Y3-Q2 	Specific, expert- and diversity-informed, community-focused needs assessments <i>(See Activity 1.1.2)</i>	Lead: TVP Program Manager/HSFC Implementing Partner(s): Hawai'i Department of Defense/Hawai'i Army National Guard (HIARNG), HIDEOE, Moonshot, University of Hawai'i West Oahu (UHWO)
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ACTIVITY 1.1.3 IDENTIFIED POTENTIAL COLLABORATOR(S)


AG, Bank of Hawai'i, Catholic Charities Hawai'i, DHS, DOH, GOV, Grand Wailea Resort, Hawai'i Community College, Hawai'i Vet 2 Vet Inc, Hawai'i Public Health Institute (HIPHI), Ho'ala School, Kaiser Permanente, Punahou School

Activity 1.1.4: <i>Support multilingual communication, when needed</i>	Translators Communication channels (online hubs, ethnic radio/TV stations, social media, etc.)	Survey(s)	Y3-Q4 	Translated resources (e.g., presentations, hand-outs, public service announcements, etc.) <i>(See Activity 3.1.5)</i>	Lead: TVP Program Manager/HSFC Implementing Partner(s): HIDEOE, DOH Office of Language Access (OLA), UHWO
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ACTIVITY 1.1.4 IDENTIFIED POTENTIAL COLLABORATOR(S)

Catholic Charities Hawai'i, DHS, Grand Wailea Resort, Hawai'i Community College, Hawai'i Vet 2 Vet Inc, Ho'ala School, Roots Reborn Lahaina, Shinshu Kyokai Mission of Hawai'i, We Are Oceania

OBJECTIVE 1.2: Implementation includes insights from different stakeholders, e.g., State government agencies, relevant NGOs, community leaders


ACTIVITY	INPUTS/ RESOURCES	DATA COLLECTION METHOD(S)	TIME FRAME	ANTICIPATED OUTPUTS	PARTNERS
Activity 1.2.1: <i>Solicit and incorporate feedback on implementation from external experts (e.g., from out-of-State) and different communities within the State</i>	Stakeholder meetings Stakeholder review cycles	Survey(s) Interview(s) Meeting minutes Feedback documentation on materials	Y3-Q1 	Involvement in meetings, surveys, interviews, and feedback on draft products	Lead: TVP Program Manager/HSFC Implementing Partner(s): TVP IP Planning WG

OBJECTIVE 1.3: Implementation incorporates primordial, primary, secondary, and tertiary prevention of targeted violence

ACTIVITY	INPUTS/ RESOURCES	DATA COLLECTION METHOD(S)	TIME FRAME	ANTICIPATED OUTPUTS	PARTNERS
Activity 1.3.1: <i>Map existing community resilience and broader violence prevention resources within the State and specific areas</i>	List of TVP resources and their locations (e.g., resources listed on the Prevention Practitioners Network app) GIS software	Threat and Vulnerability Assessments Needs Assessments Input from different communities and stakeholders	Y3-Q3 	Interactive map of community resilience and violence prevention resources	Lead: TVP Program Manager/HSFC Implementing Partner(s): HIDEO, UHWO

ACTIVITY 1.3.1 IDENTIFIED POTENTIAL COLLABORATOR(S)


Catholic Charities Hawai'i, City & County of Honolulu DEM, Hawai'i County Civil Defense Agency, Hawai'i State Coalition Against Domestic Violence, Hawai'i Pacific Health (HPH), Hawai'i Police Department, Hawai'i Statewide GIS Program, HI-EMA, HPD, KEMA, KPD, MEMA, MPD, Punahou School, Sex Abuse Treatment Center (SATC), WorkLife Hawai'i

Activity 1.3.2: <i>Use stakeholder and expert insights to adapt a research- and best-practice-driven Theory of Change (TOC) that encompasses prevention, disruption, and mitigation of targeted violence (in following with the public health approach to violence prevention)</i>	Stakeholder and expert insights A list of best approaches for TVP in the State A list of approaches to incorporate existing TVP efforts in the State Review of available research and best practices	Survey(s) Interview(s) Literature Review Gap Analysis	Y1-Q1 	Theory of Change based on available research and best practices	Lead: OHS Implementing Partner(s): TVP IP Planning WG, TVP Program Manager/HSFC
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ACTIVITY 1.3.2 IDENTIFIED POTENTIAL COLLABORATOR(S)


U.S. Department of Homeland Security Center for Prevention Programs and Partnerships (CP3)

OBJECTIVE 1.4: Implementation reflects collaboration across relevant State agencies and community organizations

ACTIVITY	INPUTS/ RESOURCES	DATA COLLECTION METHOD(S)	TIME FRAME	ANTICIPATED OUTPUTS	PARTNERS
<p>Activity 1.4.1: <i>Solicit input from different communities and stakeholders (including those with diverse professional, demographic, geographic, and ideological backgrounds, as well as those with opposing views) on best approaches for TVP in the State — both as a whole and in specific areas</i></p>	<p>Stakeholder meetings Town halls Language service assistance (oral interpretation and written translation)</p>	<p>Survey(s) Interview(s)</p>	<p>Y1-Q4 </p>	<p>A list of best approaches for TVP in the State — both as a whole and in specific areas</p>	<p>Lead: TVP Program Manager/HSFC Implementing Partner(s): DOH OLA, GOV, HIDEOE, OHS, UHWO</p>

ACTIVITY 1.4.1 IDENTIFIED POTENTIAL COLLABORATOR(S)


AG, DHS, DOH

<p>Activity 1.4.2: <i>Solicit input from different communities and stakeholders (including those with diverse professional, demographic, geographic, and ideological backgrounds, as well as those with opposing views) on how to incorporate existing TVP efforts in the State—both as a whole and in specific areas</i></p>	<p>Stakeholder meetings Town halls Language service assistance (oral interpretation and written translation)</p>	<p>Survey(s) Interview(s)</p>	<p>Y1-Q4 </p>	<p>A list of approaches to incorporate existing TVP efforts in the State—both as a whole and in specific areas <i>(See Activity 2.3.1)</i></p>	<p>Lead: TVP Program Manager/HSFC Implementing Partner(s): DOH OLA, GOV, HIDEOE, OHS, UHWO</p>
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ACTIVITY 1.4.2 IDENTIFIED POTENTIAL COLLABORATOR(S)

AG, DHS, DOH

OBJECTIVE 1.5: Implementation includes mechanisms for learning, continuous improvement, and outcome evaluation

ACTIVITY	INPUTS/ RESOURCES	DATA COLLECTION METHOD(S)	TIME FRAME	ANTICIPATED OUTPUTS	PARTNERS
Activity 1.5.1: Utilize the NGA's State Targeted Violence Prevention list of performance and outcome metrics to utilize throughout the State to facilitate process and outcome evaluations	Survey(s) NGA website	Survey(s)	Y3-Q4 	A list of easy-to-track metrics that are specific to entity types and generalizable throughout the State to be tracked across regions	Lead: OHS Implementing Partner(s): TVP IP Planning WG

OHS will measure Goal 1 progress using the following metrics identified in the Goal 1 Measurement Plan in Table 3.1-2.

Outcomes for this goal include the following: 1.) Needs assessments accurately assess and reflect local needs and vulnerabilities, 2.) The State TVP Implementation Plan provides guidance Implementing Partners can use for their TVP efforts, and 3.) Stakeholders representing various professions and demographic groups support TVP Implementation efforts.

Table 3.1-2: Goal 1 Measurement Plan

GOAL	EXEMPLARY MEASURE(S)	HOW OHS WILL MEASURE THIS GOAL
Goal 1: Establish a comprehensive statewide TVP Program construct	The number and type (State, Federal, Local, Private, Nonprofit, Faith-based, Academia) of stakeholders involved, by County	Stakeholder Contact List Meeting Minutes Attendance Sheets (designed to capture profession and demographics) from meetings
	A clear TVP implementation plan which Implementing Partners can use as guidance for TVP efforts	Clearly delineated roles and responsibilities within a published TVP Implementation Plan
	The number of needs assessments conducted that accurately assess and reflect local needs and vulnerabilities	Documented area-specific, expert- and diversity-informed, community-focused needs assessments
	The response rate of needs assessments conducted	The number of requests distributed (for each needs assessment conducted) The number of responses received (for each needs assessment conducted)

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GOAL TWO: BUILD A MULTI-DOMAIN, COORDINATED NETWORK TO IMPLEMENT THE TVP PROGRAM

Goal 2 is part of the Preparation Phase and OHS anticipates it will take place throughout the duration of the plan (until Y3-Q4) (see Figure 3.2-1). Goal 2 consists of three objectives and eight activities. During the development of this plan, OHS completed two activities aligned to this Goal. The Leads for Goal 2 are OHS and the TVP Program Manager and they receive support from the Implementing Partners identified in Table 3.2-1. Additionally, OHS will continue to engage identified potential collaborators regarding possible opportunities for their participation in activities to which they are aligned.




Figure 3.2-1: Goal 2 Overview

Table 3.2-1: Goal 2 Implementation Plan

OBJECTIVE 2.1: Secure participation of key federal, State, and local governmental agencies and non-governmental organizations in TVP Program implementation (hereafter, "Implementing Partners")					
ACTIVITY	INPUTS/ RESOURCES	DATA COLLECTION METHOD(S)	TIME FRAME	ANTICIPATED OUTPUTS	PARTNERS
Activity 2.1.1: <i>Recruit key government agencies and non-government organizations to participate in TVP Program implementation</i>	Prospective stakeholders contact list TVP one-pager Emails Phone/Teams Calls Working Group meetings	Emails to stakeholders Meeting minutes	Y1-Q1 	A list of key government agencies and non-government organizations to participate in TVP Program implementation	Lead: OHS Implementing Partner(s): TVP IP Planning WG
Activity 2.1.2: <i>Establish a working group of Implementing Partner representatives</i>	Identified stakeholders contact list Working Group facilitator Working Group charter Working Group schedule	Emails to stakeholders Preferred meeting cadence survey Attendance Sheet	Y1-Q1 	Working group of Implementing Partner representatives Working Group meeting minutes	Lead: OHS Implementing Partner(s): TVP IP Planning WG



(Activities continue on next page)

Activity 2.1.3: <i>Coordinate with the Governor's Office</i>	Identified point of contact Invitations to meetings/ Working Group sessions Emails Phone/Teams Calls	Email responses Meeting Attendance Sheets Survey(s) Interview(s)	Y3-Q4 	Interest/support from the Governor's Office on TVP efforts, especially to amplify messaging Involvement in some TVP efforts (surveys, meetings, interviews, etc.)	Lead: OHS Implementing Partner(s): GOV, HIDEO
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ACTIVITY 2.1.3 IDENTIFIED POTENTIAL COLLABORATOR(S)



AG, DHS, DOH

OBJECTIVE 2.2: Outline areas of responsibility for each Implementing Partner

ACTIVITY	INPUTS/ RESOURCES	DATA COLLECTION METHOD(S)	TIME FRAME	ANTICIPATED OUTPUTS	PARTNERS
Activity 2.2.1: <i>Designate position(s) to coordinate and monitor TVP Program implementation efforts</i>	Funding Job descriptions Level of effort required for TVP implementation efforts	Meeting(s)	Y2-Q1 	Dedicated employee(s) to coordinating TVP Program implementation and monitoring the status of TVP implementation efforts Sustained maintenance and monitoring of TVP activities in the State of Hawai'i throughout the time frame of the Implementation Plan and afterward	Lead: OHS Implementing Partner(s): TVP Program Manager/HSFC
Activity 2.2.2: <i>The working group determines and delineates areas of responsibility and complementary objectives for each Implementing Partner</i>	Working Group meetings Subcommittee meetings TVP Strategy CP3 Implementation Plan template Review Cycles	Meeting Minutes Survey(s) Feedback in track changes	Y1-Q1 	Specified areas of responsibility and complementary objectives for each Implementing Partner (See Activity 1.3.2)	Lead: OHS Implementing Partner(s): TVP IP Planning WG

OBJECTIVE 2.3: Ensure strong collaboration and communication strategies among Implementing Partners

ACTIVITY	INPUTS/ RESOURCES	DATA COLLECTION METHOD(S)	TIME FRAME	ANTICIPATED OUTPUTS	PARTNERS
Activity 2.3.1: <i>Each Implementing Partner identifies how the TVP Program can be incorporated into their existing TVP efforts</i>	Stakeholder meetings An inventory of existing TVP-relevant efforts	Survey(s) Interview(s)	Y1-Q4 	A list of suggestions for incorporation of the TVP Program in existing TVP-related efforts A spreadsheet/ database tracking existing TVP-related effort (See Activity 1.4.2)	Lead: OHS Implementing Partner(s): TVP IP Planning WG

Activity 2.3.2: <i>Codify/create and agree on policies that will guide the collaboration among Implementing Partners</i>	Stakeholder meetings Working Group charter	Meeting minutes	Y1-Q2 	One policy document that will guide the collaboration among Implementing Partners	Lead: OHS Implementing Partner(s): TVP Program Manager/ HSFC
Activity 2.3.3: <i>Convene regular all-partner meetings</i>	Calendar with regularly scheduled meetings	Attendance Sheet Meeting Minutes	Y3-Q4 	Regular all-partner meetings throughout the duration of the Implementation Plan and afterward	Lead: TVP Program Manager/HSFC Implementing Partner(s): UHWO

OHS will measure Goal 2 progress using the following metrics identified in the Goal 2 Measurement Plan in Table 3.2-2.

Outcomes for this goal include the following: 1.) Implementing Partners include those from key critical infrastructure sectors and all four Counties, and 2.) Implementing Partners collaborate effectively on TVP Implementation efforts.

Table 3.2-2: Goal 2 Measurement Plan

GOAL	EXEMPLARY MEASURE(S)	HOW OHS WILL MEASURE THIS GOAL
Goal 2: Build a multi-domain, coordinated network to implement the TVP Program	The number and type (State, Federal, Local, Private, Nonprofit, Faith-based, and Academia) of stakeholders involved, by location	Stakeholder Contact List (to include County information, alignment to 16 sectors of Critical Infrastructure, and methods for tracking out of state stakeholders) Meeting Minutes Attendance Sheets (designed to capture profession and demographics) from meetings Tracking cross-connections between stakeholders (instances of collaboration/ coordination)
	The number of positions designated to coordinating and monitoring TVP Program implementation efforts	Job description(s) Filled Position(s)
	The number of regular all-partner meetings	Meeting Minutes Attendance Sheets (designed to capture profession and demographics) from meetings Post-meeting survey(s) (evaluating effectiveness)
	The number of data sharing agreements in place	Data sharing agreements

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GOAL THREE: SECURE A CONDUCTIVE ENVIRONMENT FOR TVP PROGRAM IMPLEMENTATION

Goal 3 is part of the Preparation Phase and OHS anticipates it will take place throughout the duration of the plan (until Y3-Q4) (see Figure 3.3-1). Goal 3 consists of two objectives and 13 activities. During the development of this plan, OHS has not yet completed any activities aligned to this Goal. The Leads for Goal 3 are OHS and the TVP Program Manager and they receive support from the Implementing Partners identified in Table 3.3-1. Additionally, OHS will continue to engage identified potential collaborators regarding possible opportunities for their participation in activities to which they are aligned.

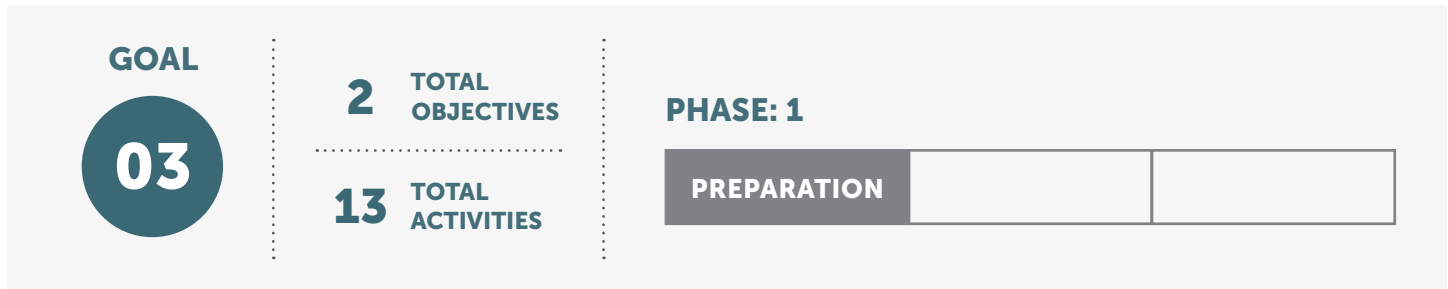









Figure 3.3-1: Goal 3 Overview

Table 3.3-1: Goal 3 Implementation Plan

OBJECTIVE 3.1: Ensure political will and community buy-in					
ACTIVITY	INPUTS/ RESOURCES	DATA COLLECTION METHOD(S)	TIME FRAME	ANTICIPATED OUTPUTS	PARTNERS
Activity 3.1.1: <i>Develop a strategic communications plan, which includes both advocacy and public messaging efforts on the TVP Program and why it is important</i>	Stakeholder meetings Stakeholder reviews Communications experts	Meeting minutes Documented feedback on plan drafts	Y1-Q2 	One comprehensive strategic communications plan <i>(See Activities 3.1.3 and 10.1.1)</i>	Lead: OHS Implementing Partner(s): Anaina Hou Community Park, DOH OLA, EDC360, HIDEO, OHS Grants Management Branch, TVP Program Manager/ HSFC, UHWO
ACTIVITY 3.1.1 IDENTIFIED POTENTIAL COLLABORATOR(S)					
Bank of Hawai'i, Catholic Charities Hawai'i, Grand Wailea Resort, Hawai'i Community College, Hawai'i Vet 2 Vet Inc, Ho'ala School, UH Academy for Creative Media System					
Activity 3.1.2: <i>Integrate messaging in relevant communications from the Governor to the public and State legislature</i>	Staff from the Governor's Communications Office Support from the Governor's Office	Transcripts of speeches Documented newsletters Ke Ala Hou monthly emails	Y3-Q4 	Annual mention of TVP efforts in the Governor's Monthly Newsletters Annual mention of TVP efforts in the Ke Ala Hou monthly emails Annual mention of TVP efforts in the Governor's State of the State Address	Lead: OHS Implementing Partner(s): GOV, TVP Program Manager/HSFC


<p>Activity 3.1.3: <i>Identify advocates for the TVP Program in each County</i></p>	<p>TVP one-pager Awareness briefings Personalized messaging Advocacy software (e.g., engage supporters, generate reports, etc.)</p>	<p>Survey(s) Interview(s) Meeting minutes Reports from software</p>	<p>Y1-Q3 </p>	<p>A list of identified advocates for the TVP Program, by County Signed advocate letters of commitment from identified advocates</p>	<p>Lead: TVP Program Manager/HSFC Implementing Partner(s): OHS, TTH, UHWO</p>
<p>Activity 3.1.4: <i>Establish a network for and pursue 'grassroots' advocacy for the TVP Program and the tenets of behavioral threat assessment and management</i></p>	<p>List of identified advocates Informational materials Social media Advocacy events</p>	<p>Transcripts from events Recordings from events Registrations from events Event Participant feedback forms</p>	<p>Y1-Q4 </p>	<p>A TVP advocacy network of organizations and individuals working together to achieve progress for the TVP Program and the tenets of behavioral threat assessment and management</p>	<p>Lead: TVP Program Manager/HSFC Implementing Partner(s): OHS, TTH, UHWO</p>
<p>Activity 3.1.5: <i>Execute an advocacy campaign to target different levels of leadership (e.g., county, city, State legislature)</i></p>	<p>TVP one-pager Awareness briefings Personalized messaging Advocacy software (e.g., engage supporters, generate reports, etc.) Engagement events</p>	<p>Documented emails Attendance sheets from briefings Reports from software Transcripts from events Recordings from events Registrations from events Event Participant feedback forms</p>	<p>Y2-Q1 </p>	<p>One advocacy campaign to recruit political support for the TVP Program One letter of support from the State Governor Four letters of support from the County Mayors One letter of support from the State Senate One letter of support from the State House <i>(See Activities 3.1.1, 10.1.1, and 10.1.2)</i></p>	<p>Lead: OHS Implementing Partner(s): EDC360, HIDEO, OHS Grants Management Branch, TVP Program Manager/HSFC, UHWO</p>
<p>ACTIVITY 3.1.5 IDENTIFIED POTENTIAL COLLABORATOR(S)</p>					
<p>Catholic Charities Hawai'i, Grand Wailea Resort, Hawai'i Community College, Hawai'i Vet 2 Vet Inc, Ho'ala School, Kaiser Permanente</p>					
<p>Activity 3.1.6: <i>Conduct outreach to key stakeholder groups to cultivate influential public validators of TVP programming, and provide support to validators accordingly</i></p>	<p>TVP one-pager Awareness briefings Personalized messaging Outreach events Language service assistance (oral interpretation and written translation)</p>	<p>Documented emails Attendance sheets Transcripts from events Recordings from events Registrations from events</p>	<p>Y2-Q4 </p>	<p>One letter of support from a Statewide key stakeholder group Four letters of support from County specific key stakeholder groups (one per County)</p>	<p>Lead: OHS Implementing Partner(s): DOH OLA, HIDEO, TVP Program Manager/HSFC, UHWO</p>
<p>ACTIVITY 3.1.6 IDENTIFIED POTENTIAL COLLABORATOR(S)</p>					
<p>Bank of Hawai'i, Catholic Charities Hawai'i, City & County of Honolulu DEM, Grand Wailea Resort, Hawai'i Community College, Hawai'i County Civil Defense Agency, Hawai'i Police Department, Hawai'i Vet 2 Vet Inc, HI-EMA, Ho'ala School, HPD, KEMA, KPD, MEMA, MPD, Punahou School</p>					

(Activities continue on next page)

<p>Activity 3.1.7: <i>Develop and maintain a public-facing multi-lingual information hub where community members can learn about radicalization to violence, the threat of targeted violence, and Statewide TVP efforts, participants, approaches, implementing partners, etc.</i></p>	<p>Translation experts Online platform Web designers Information technology support Chatbot FAQs Attendance sheets and event registrations (which identify language encounters)</p>	<p>Website views Chat transcripts</p>	<p>Y3-Q1 </p>	<p>One up-to-date comprehensive multi-lingual hub for information on the State TVP efforts, strategy, and its implementation <i>(See Activity 1.1.4)</i></p>	<p>Lead: TVP Program Manager/HSFC Implementing Partner(s): DOH OLA, HIDEO, Moonshot, UHWO</p>
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ACTIVITY 3.1.7 IDENTIFIED POTENTIAL COLLABORATOR(S)


Bank of Hawai'i, Catholic Charities Hawai'i, Grand Wailea Resort, Hawai'i Vet 2 Vet Inc, Ho'ala School

<p>Activity 3.1.8: <i>Execute a public messaging campaign that uses a varied set of communication channels (social media, TV, public transportation) and reaches diverse audiences (uses different languages, present in a wide range of localities)</i></p>	<p>Outreach and awareness materials (e.g., posters, fliers, etc.) Social media posts Television ads Radio ads Translation services Stakeholder meetings Town halls</p>	<p>Social media listening Meeting minutes Attendance sheets from Town Halls Feedback forms</p>	<p>Y2-Q1 </p>	<p>One wide-reaching and informative public awareness/messaging campaign Enhanced understanding of what TVP is and what are effective TVP approaches</p>	<p>Lead: OHS Implementing Partner(s): DOH OLA, TVP Program Manager/HSFC, UHWO</p>
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ACTIVITY 3.1.8 IDENTIFIED POTENTIAL COLLABORATOR(S)





Bank of Hawai'i, Catholic Charities Hawai'i, Chinese Chamber of Commerce of Hawai'i, Council for Native Hawaiian Advancement (CNHA), Grand Wailea Resort, Hawai'i Community College, Hawai'i United Okinawa Association, Hawai'i Vet 2 Vet Inc, Hispanic Chamber of Commerce Hawai'i, Ho'ala School, Marshallese Community Organization of Hawai'i (MCOH), Office of Hawaiian Affairs (OHA), PBS Hawai'i, Punahou School

OBJECTIVE 3.2: Ensure implementation transparency and civil rights protections of communities and individuals affected by TVP programming

ACTIVITY	INPUTS/ RESOURCES	DATA COLLECTION METHOD(S)	TIME FRAME	ANTICIPATED OUTPUTS	PARTNERS
<p>Activity 3.2.1: <i>Ensure open and easy public access to policies and procedures guiding the Statewide efforts and interagency collaboration</i></p>	<p>Policies Procedures Information hub Social media HSFC website OHS website</p>	<p>Website views Documented requests for information Social media listening</p>	<p>Y3-Q2 </p>	<p>Documented location(s) of where the public can access policies and procedures guiding Statewide efforts and interagency collaboration Posts, comments, likes, shares on social media <i>(See Activity 3.2.3)</i></p>	<p>Lead: TVP Program Manager/HSFC Implementing Partner(s): HIDEO</p>

ACTIVITY 3.2.1 IDENTIFIED POTENTIAL COLLABORATOR(S)

AG, DHS, DOH, GOV

<p>Activity 3.2.2: <i>Provide the public with information on State facilitated TVP activities</i></p>	<p>Documented State facilitated TVP activities</p> <p>Information hub</p> <p>Social media posts</p> <p>Radio ads</p>	<p>Website views</p> <p>Social media listening</p> <p>Documented requests for information</p>	<p>Y3-Q2</p> 	<p>Documented location(s) of where the public can access information on State facilitated TVP activities (e.g., Eventbrite)</p> <p>Radio ads featuring information on State facilitated TVP activities</p> <p>Posts, comments, likes, shares on social media</p>	<p>Lead: OHS</p> <p>Implementing Partner(s): HIARNG, HIDEO, TVP Program Manager/HSFC, UHWO</p>
<p>ACTIVITY 3.2.2 IDENTIFIED POTENTIAL COLLABORATOR(S)</p>					
<p>Bank of Hawai'i, Catholic Charities Hawai'i, City & County of Honolulu DEM, Grand Wailea Resort, Hawai'i Community College, Hawai'i County Civil Defense Agency, Hawai'i Police Department, Hawai'i Public Radio, Hawai'i Vet 2 Vet Inc, HI-EMA, Ho'ala School, HPD, KEMA, KPD, MEMA, MPD, Shinshu Kyokai Mission of Hawai'i, ThinkTech Hawai'i, TVP Program Manager/HSFC, University of Hawai'i at Manoa Office of Civic & Community Engagement</p>					
<p>Activity 3.2.3: <i>Draft guidance, policies, standard operating procedures, and administrative rules informed by legal research</i></p>	<p>Civil rights experts</p> <p>Legal experts</p> <p>Legal research</p> <p>Stakeholder meetings with civil rights groups</p> <p>Review cycles</p>	<p>Survey(s)</p> <p>Interview(s)</p> <p>Meeting minutes</p> <p>Documented feedback on draft policies and procedures</p>	<p>Y1-Q2</p> 	<p>Documented policies and procedures</p> <p>Stakeholders have access to the policies and procedures</p> <p><i>(See Activities 3.2.1 and 4.4.1)</i></p>	<p>Lead: TVP Program Manager/HSFC</p> <p>Implementing Partner(s): GOV, HIDEO, Moonshot, UHWO</p>
<p>ACTIVITY 3.2.3 IDENTIFIED POTENTIAL COLLABORATOR(S)</p>					
<p>AG, Bank of Hawai'i, Catholic Charities Hawai'i, DHS, DOH, Grand Wailea Resort, Hawai'i Community College, Hawai'i Vet 2 Vet Inc, Ho'ala School, Legislative Reference Bureau, The Legal Clinic Hawai'i</p>					
<p>Activity 3.2.4: <i>Develop privacy protection procedures and processes</i></p>	<p>Privacy protection experts</p> <p>Legal experts</p> <p>Stakeholder meetings</p> <p>Review cycles</p>	<p>Survey(s)</p> <p>Interview(s)</p> <p>Meeting minutes</p> <p>Documented feedback on draft privacy protection procedures and processes</p>	<p>Y1-Q2</p> 	<p>Documented procedures and processes <i>(See Activity 4.4.1)</i></p> <p>Number of stakeholders who have access to the procedures and processes</p>	<p>Lead: TVP Program Manager/HSFC</p> <p>Implementing Partner(s): EDC360, HIDEO, UHWO</p>
<p>ACTIVITY 3.2.4 IDENTIFIED POTENTIAL COLLABORATOR(S)</p>					
<p>AG, Bank of Hawai'i, DHS, DOH, GOV, Grand Wailea Resort, Hawai'i Community College, Ho'ala School, SATC</p>					
<p>Activity 3.2.5: <i>Identify and provide trainings, presentations, or briefings on topics such as civil rights protections, cultural understanding and sensitivity, and cross-cultural competence</i></p>	<p>Event venue(s)</p> <p>Event curricula</p> <p>Event participants</p> <p>Event facilitator(s)</p> <p>Event registration mechanism (e.g., EventBrite, MS Form, etc.)</p> <p>Pre-/Post-knowledge check surveys</p>	<p>Attendance sheets</p> <p>Participant feedback forms</p> <p>Pre-/Post-knowledge checks during events</p>	<p>Y2-Q2</p> 	<p>Number of individuals with cultural understanding and sensitivity throughout the State</p> <p>Number of individuals with cross-cultural competence</p> <p>Number of individuals with awareness of civil rights protections</p>	<p>Lead: TVP Program Manager/HSFC</p> <p>Implementing Partner(s): Anaina Hou Community Park, GOV, HIDEO, Moonshot, UHWO</p>
<p>ACTIVITY 3.2.5 IDENTIFIED POTENTIAL COLLABORATOR(S)</p>					
<p>AG, Bank of Hawai'i, Catholic Charities Hawai'i, Chinese Chamber of Commerce of Hawai'i, CNHA, DHS, DOH, Grand Wailea Resort, Hawai'i Community College, Hawai'i United Okinawa Association, Hawai'i Vet 2 Vet Inc, Hispanic Chamber of Commerce Hawai'i, Ho'ala School, OHA, MCOH, Shinshu Kyokai Mission of Hawai'i</p>					

OHS will measure Goal 3 progress using the following metrics identified in the Goal 3 Measurement Plan in Table 3.3-2.

Outcomes for this goal include the following: 1.) Members of the public are aware of and support the TVP Program, 2.) Different levels of leadership are aware of and support the TVP Program, 3.) Different stakeholder groups are aware of and support the TVP Program, and 4.) TVP services/ events are helpful to the public.

Table 3.3-2: Goal 3 Measurement Plan

GOAL	EXEMPLARY MEASURE(S)	HOW OHS WILL MEASURE THIS GOAL
<p>Goal 3: Secure a conducive environment for TVP Program implementation</p>	<p>A clear strategic communications plan</p>	<p>Advocacy and public messaging efforts on the TVP Program and why it is important outlined in a clear strategic communications plan</p>
	<p>Number of members from different levels of leadership (e.g., county, city, State legislature) who support the TVP Program</p>	<p>Documented letter(s)/expression(s) of support Records of public statements about TVP</p>
	<p>Number of key stakeholder groups that support the TVP Program</p>	
	<p>Number of individuals engaging in TVP services/ events and finding them helpful</p>	<p>Survey(s) Social media listening</p>
	<p>Results of Pre-/Post- Knowledge Checks</p>	<p>Calculating the results of Pre-/Post- knowledge check survey(s)</p>

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GOAL FOUR: BUILD CAPACITY AMONG KEY STAKEHOLDERS AND AGENCIES




Goal 4 is part of the Preparation Phase and OHS anticipates it will take place throughout the duration of the plan (until Y3-Q4) (see Figure 3.4-1). Goal 4 consists of four objectives and 12 activities. During the development of this plan, OHS has not yet completed any activities aligned to this Goal. The Leads for Goal 4 are OHS and the TVP Program Manager and they receive support from the Implementing Partners identified in Table 3.4-1. Additionally, OHS will continue to engage identified potential collaborators regarding possible opportunities for their participation in activities to which they are aligned.





Figure 3.4-1: Goal 4 Overview

Table 3.4-1: Goal 4 Implementation Plan

OBJECTIVE 4.1: Secure funding to provide TVP programming implementation and evaluation support					
ACTIVITY	INPUTS/ RESOURCES	DATA COLLECTION METHOD(S)	TIME FRAME	ANTICIPATED OUTPUTS	PARTNERS
Activity 4.1.1: <i>Identify funding sources (e.g., federal, State, foundation) relevant for different areas of TVP programmatic efforts and independent evaluations</i>	Stakeholder discussions State Mandates	Website searches Surveys Gap analysis Meeting minutes	Y1-Q4 	A user-submitted list/database of available funding sources relevant for different areas of TVP efforts (HSFC to manage location of list/database)	Lead: TVP Program Manager/HSFC Implementing Partner(s): GOV, HIDEO, OHS Grants Management Branch, UHWO
ACTIVITY 4.1.1 IDENTIFIED POTENTIAL COLLABORATOR(S)					
AG, Catholic Charities Hawai'i, DHS, DOH, Grand Wailea Resort, Hawai'i Community College, Hawai'i Vet 2 Vet Inc, Ho'ala School, SATC					
Activity 4.1.2: <i>Develop grant proposals in support of the TVP Program</i>	Review of available grants Grant writers Collaborating partners (for joint grant opportunities) Investment needs (e.g., capacity gaps, capability gaps, etc.) Stakeholder discussions	Meeting minutes Survey(s) Interview(s)	Y1-Q3	Number of submitted grant applications by stakeholders Number of awarded grant applications to stakeholders	Lead: OHS Grants Management Branch Implementing Partner(s): TVP Program Manager/ HSFC, collaborating partners that HSFC/ OHS identify to jointly apply for select grant opportunities

<p>Activity 4.1.3: <i>Develop targeted legislative proposals (for future legislation cycles) to include anti-bullying programs, training standards for trauma-informed services, alternative dispute resolution programs, online media literacy, veterans' mental wellness (via funding, establishing positions, or others)</i></p>	<p>Research Hawai'i State Constitution Review of relevant existing legislation Proposal writers Collaborating partners (to support and/or sponsor proposals) Discussions with political leaders</p>	<p>Meeting minutes Proposal draft(s)</p>	<p>Y3-Q4  </p>	<p>At least one targeted legislative proposal, to include anti-bullying programs, training standards for trauma-informed services, alternative dispute resolution programs, online media literacy, veterans' mental wellness, to introduce to the Hawai'i State Legislature</p>	<p>Lead: TVP Program Manager/HSFC Implementing Partner(s): OHS Planning and Operations Branch, OHS Administrator</p>
<p>Activity 4.1.4: <i>Research and develop proposals for institutionalizing the TVP Program that are not limited to legislation; to articulate responsibilities, authorities, and other indications of commitment</i></p>	<p>Research Hawai'i State Constitution Proposal writers Collaborating partners (to support and/or sponsor proposals) Discussions with the Governor's Office of Wellness and Resilience Discussions with the Hawai'i Department of the Attorney General Discussions with the Department of Law Enforcement leadership</p>	<p>Meeting minutes Proposal draft(s)</p>	<p>Y3-Q4 </p>	<p>At least one policy proposal to articulate responsibilities, authorities, and other indications of commitment</p>	<p>Lead: TVP Program Manager/HSFC Implementing Partner(s): First Preventers, OHS Planning and Operations Branch, OHS Administrator</p>
<p>ACTIVITY 4.1.4 IDENTIFIED POTENTIAL COLLABORATOR(S)</p>					
<p>AG, GOV</p>					


OBJECTIVE 4.2: Facilitate TVP programming implementation and evaluation efforts

ACTIVITY	INPUTS/ RESOURCES	DATA COLLECTION METHOD(S)	TIME FRAME	ANTICIPATED OUTPUTS	PARTNERS
<p>Activity 4.2.1: <i>Develop a resource library of appropriate program implementation supports for each implementation domain (e.g., law enforcement, mental and behavioral health, etc.)</i></p>	<p>Resources for stakeholders (e.g., Handbooks, Training, External conferences, etc.)</p> <p>List of current/ ongoing program implementation supports by implementation domain</p>	<p>Survey(s) Interview(s)</p>	<p>Y1-Q3 </p>	<p>Program implementation supports (e.g., Handbooks, Training, External conferences, etc.) are available to each implementation domain</p> <p>List of resources by implementation domain for stakeholders to complete implementation of TVP Program activities</p>	<p>Lead: TVP Program Manager/HSFC</p> <p>Implementing Partner(s): First Preventers, OHS, Prevention Practitioners Network</p>
<p>Activity 4.2.2: <i>Develop a resource library of appropriate monitoring and evaluation supports for each implementation domain (e.g., law enforcement, mental and behavioral health, etc.)</i></p>	<p>Resources for stakeholders (e.g., Handbooks, Training, External consultants, etc.)</p> <p>List of current/ ongoing monitoring and evaluation supports by implementation domain</p>	<p>Survey(s) Interview(s)</p>	<p>Y1-Q3 </p>	<p>Monitoring and evaluation supports are available to each implementation domain</p> <p>Implementing partners from each implementation domain receive support</p> <p>List of resources by implementation domain for stakeholders to complete monitoring and evaluation</p>	<p>Lead: TVP Program Manager/HSFC</p> <p>Implementing Partner(s): First Preventers, UHWO</p>

ACTIVITY 4.2.2 IDENTIFIED POTENTIAL COLLABORATOR(S)


Hawai'i Community College, Hawai'i Vet 2 Vet Inc, Ho'ala School

OBJECTIVE 4.3: Equip implementing partners with knowledge relevant to targeted violence and best practices in prevention and intervention for different areas of service provision

ACTIVITY	INPUTS/ RESOURCES	DATA COLLECTION METHOD(S)	TIME FRAME	ANTICIPATED OUTPUTS	PARTNERS
<p>Activity 4.3.1: <i>Conduct and/or facilitate trainings (e.g., from the US Department of Homeland Security (US DHS) CP3 Regional Prevention Coordinators and the National Threat Evaluation and Reporting (NTER) Master Trainer Program) to equip a range of implementing partners (to include BTAM members and licensed clinical providers offering support to at-risk individuals) in different domains and across regions with awareness and skills needed to prevent and intervene in targeted violence</i></p>	<p>Training facilitator(s) Training presentation(s)/ curricula Training venue(s) Training participants Registration mechanism(s) (e.g., EventBrite, MS Forms, etc.) Pre-/Post-knowledge check surveys</p>	<p>Attendance sheets Participant Feedback Forms Pre-/Post-knowledge checks during trainings</p>	<p>Y1-Q3 </p>	<p>Stakeholders with awareness and skills needed to prevent and intervene in targeted violence Representation from all the islands participate in trainings</p>	<p>Lead: TVP Program Manager/HSFC Implementing Partner(s): Anaina Hou Community Park, First Preventers, GOV, HIDEOE, Prevention Practitioners Network, U.S. Secret Service (USSS) National Threat Assessment Center (NTAC), UHWO, US DHS National Threat Evaluation and Reporting (NTER) Program Office</p>

ACTIVITY 4.3.1 IDENTIFIED POTENTIAL COLLABORATOR(S)





AG, Association of Threat Assessment Professionals (ATAP), Boston Children’s Hospital, Catholic Charities Hawai’i, City & County of Honolulu DEM, CP3, Cybersecurity & Infrastructure Security Agency (CISA), DHS, DOH, Federal Bureau of Investigation (FBI), Grand Wailea Resort, Hawai’i Community College, Hawai’i County Civil Defense Agency, Hawai’i Police Department, Hawai’i Vet 2 Vet Inc, HI-EMA, Ho’ala School, HPD, KEMA, KPD, MEMA, MPD, Readiness and Emergency Management For Schools (REMS) Technical Assistance (TA) Center, SATC, United States Department of Education (US DOE), Violence Prevention Network

<p>Activity 4.3.2: <i>Participate and facilitate participation in national and international TVP forums and exchanges (e.g., Institute on Violence, Abuse and Trauma; McCain Institute Prevention Practitioners Network; Strong Cities Network; State Department CVE programs)</i></p>	<p>A list of available relevant forums Submitted calls for presentations Funding Travel</p>	<p>Forum Event Agendas Attendee brief-backs</p>	<p>Y3-Q4 </p>	<p>Awareness of TVP efforts in the State of Hawai’i Awareness of national and international best practices A stakeholder contact list with TVP stakeholders from other states/countries</p>	<p>Lead: TVP Program Manager/HSFC Implementing Partner(s): First Preventers, GOV, HIDEOE, UHWO</p>
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ACTIVITY 4.3.2 IDENTIFIED POTENTIAL COLLABORATOR(S)

AG, DHS, DOH

OBJECTIVE 4.4: Establish unified systems and provide technologies that will facilitate implementation monitoring and evaluation

ACTIVITY	INPUTS/ RESOURCES	DATA COLLECTION METHOD(S)	TIME FRAME	ANTICIPATED OUTPUTS	PARTNERS
Activity 4.4.1: <i>Outline relevant data-related policies and procedures that must guide data collection, storage, and sharing of TVP-related data</i>	Stakeholder meetings Hawai'i Revised Statutes (HRS) pertaining to data collection, storage, and sharing Review cycles	Web searches for best practices Meeting minutes Documented feedback on draft policies and procedures	Y2-Q4 	A data-related policies and procedures manual that guides how stakeholders collect, store, and share TVP-related data (See Activities 3.2.3 and 3.2.4)	Lead: TVP Program Manager/HSFC Implementing Partner(s): First Preventers, HIDEOE, Moonshot, UHWO
ACTIVITY 4.4.1 IDENTIFIED POTENTIAL COLLABORATOR(S)					
Bank of Hawai'i, Catholic Charities Hawai'i, Hawai'i Office of Enterprise Technology Services (ETS), Grand Wailea Resort, Hawai'i Community College, Hawai'i Vet 2 Vet Inc, Ho'ala School					
Activity 4.4.2: <i>Conduct trainings on data collection, storage, exchange, and monitoring</i>	Training facilitator(s) Training curricula Training participants Training venue(s) Registration mechanism(s) Pre-/Post-knowledge check surveys	Attendance Sheets Participant Feedback Form(s) Pre-/Post-knowledge checks during trainings	Y3-Q1 	Stakeholders trained on data collection, storage, exchange, and monitoring Number and date of trainings completed	Lead: TVP Program Manager/HSFC Implementing Partner(s): Anaina Hou Community Park, EDC360, First Preventers, HIDEOE, UHWO
ACTIVITY 4.4.2 IDENTIFIED POTENTIAL COLLABORATOR(S)					
Bank of Hawai'i, Catholic Charities Hawai'i, ETS, Grand Wailea Resort, Hawai'i Community College, Hawai'i Vet 2 Vet Inc, Ho'ala School, United States Census Bureau					
Activity 4.4.3: <i>Provide a monitoring and reporting system, where stakeholders can track activities outlined in this TVP Implementation Plan</i>	Stakeholder meetings Funding for system IT Support Training on how to use the system Training participants	Meeting minutes Participant Feedback Forms Pre-/Post-knowledge checks during trainings	Y3-Q1 	One centralized monitoring and reporting system where stakeholders can track TVP activities Stakeholders with access to the system Number of stakeholders trained on how to use the system	Lead: TVP Program Manager/HSFC Implementing Partner(s): First Preventers, OHS
ACTIVITY 4.4.3 IDENTIFIED POTENTIAL COLLABORATOR(S)					
ETS					
Activity 4.4.4: <i>Provide systems for secure data sharing</i>	Stakeholder meetings Funding for system Documented processes/ procedures for using agreed-upon system	Survey(s)	Y3-Q1 	One recognized system for securely sharing TVP-related data Number of stakeholders trained on how to use agreed upon system One processes/ procedures document for stakeholders to utilize when securely sharing data	Lead: TVP Program Manager/HSFC Implementing Partner(s): First Preventers, OHS
ACTIVITY 4.4.4 IDENTIFIED POTENTIAL COLLABORATOR(S)					
ETS					

OHS will measure Goal 4 progress using the following metrics identified in the Goal 4 Measurement Plan in Table 3.4-2.

Outcomes for this goal include the following: 1.) Implementing partners seek out and receive [grant] funding, 2.) Implementing partners from different domains and geographies complete trainings that equip them with awareness and skills necessary for preventing and intervening in targeted violence, 3.) Implementing partners collect and report progress data to HSFC to support evaluation efforts, and 4.) HSFC receives quality and timely progress data from implementing partners.

Table 3.4-2: Goal 4 Measurement Plan

GOAL	EXEMPLARY MEASURE(S)	HOW OHS WILL MEASURE THIS GOAL
<p style="text-align: center;">Goal 4: Build capacity among key stakeholders and agencies</p>	<p>The number of implementing partners receiving [grant] funding to support TVP efforts</p>	<p>Survey(s) Interview(s)</p>
	<p>The number of trainings conducted and/or facilitated to equip a range of implementing partners in different domains and across geographies with awareness and skills needed to prevent and intervene in targeted violence</p>	<p>Documented date(s), time(s), location(s) of training(s) Attendance Sheets (designed to capture profession and demographics) from training(s) Participant Feedback Forms</p>
	<p>The number of implementing partners who completed trainings designed to equip them with awareness and skills needed to prevent and intervene in targeted violence</p>	
	<p>The number of implementing partners who collect and report progress data to HSFC</p>	<p>Feedback received from data requests (e.g., surveys, interviews, etc.)</p>
	<p>The quality and timeliness of progress data HSFC receives from implementing partners</p>	<p>Feedback received from data requests (e.g., surveys, interviews, etc.) The unified system or technology that facilitates implementation monitoring and evaluation</p>

GOAL FIVE: REDUCE AND MITIGATE COMMUNITY AND INDIVIDUAL RISK FACTORS

Goal 5 is part of the Prevention Phase and OHS anticipates it will take place throughout the duration of the plan (until Y3-Q4) (see Figure 3.5-1). Goal 5 consists of two objectives and six activities. During the development of this plan, OHS has not yet completed any activities aligned to this Goal. The Leads for Goal 5 are HSFC and the TVP Program Manager and they receive support from the Implementing Partners identified in Table 3.5-1. Additionally, OHS will continue to engage identified potential collaborators regarding possible opportunities for their participation in activities to which they are aligned.

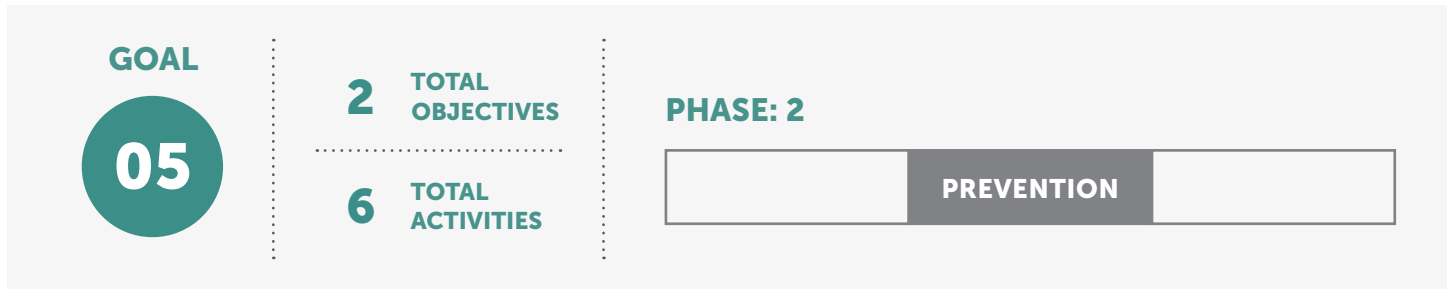



Figure 3.5-1: Goal 5 Overview


Table 3.5-1: Goal 5 Implementation Plan

OBJECTIVE 5.1: Support development or adaptation of evidence-based efforts that address individual-level risk factors					
ACTIVITY	INPUTS/ RESOURCES	DATA COLLECTION METHOD(S)	TIME FRAME	ANTICIPATED OUTPUTS	PARTNERS
Activity 5.1.1: <i>Examine whether social services are sufficient for each area's needs or there is access to virtual services</i>	Assessment of social services available in each area	Environmental scans Survey(s) Notes from site visits Website searches	Y1-Q4 	A publicly shared inventory of available social services in each area	Lead: TVP Program Manager/HSFC Implementing Partner(s): Anaina Hou Community Park, First Preventers, Moonshot, Prevention Practitioners Network
ACTIVITY 5.1.1 IDENTIFIED POTENTIAL COLLABORATOR(S)					
Crime Victim Compensation Commission (CVCC), DHS, Hawai'i Community College, Hawai'i Vet 2 Vet Inc, The Salvation Army, Windward Community College					
Activity 5.1.2: <i>Examine whether mental and behavioral health services are sufficient for each area's needs or there is access to virtual services</i>	Assessment of mental and behavioral health services available in each area	Environmental scans Survey(s) Notes from site visits Website searches	Y1-Q4 	A publicly shared inventory of available mental and behavioral health services in each area	Lead: TVP Program Manager/HSFC Implementing Partner(s): First Preventers, GOV, HIDEOE, Moonshot, Prevention Practitioners Network
ACTIVITY 5.1.2 IDENTIFIED POTENTIAL COLLABORATOR(S)					
CVCC, HIDEOE, DHS, DOH, Hawai'i Community College, Hawai'i Vet 2 Vet Inc, Prevention Practitioners Network, The Salvation Army, Windward Community College					

Activity 5.1.3: <i>Offer opportunities for people of different ages that are interesting, empowering, and/or facilitate the sense of belonging</i>	Event(s) Event Space(s) Event Agenda/Theme Event Registration Mechanism(s) Event Participants Stakeholder meetings CDC Connecting the Dots Tool	Registrations Participant Feedback Forms Meeting minutes	Y3-Q4 	At least 12 events (at least one per year in each County) designed to empower people of different ages and facilitate the sense of belonging	Lead: TVP Program Manager/HSFC Implementing Partner(s): Anaina Hou Community Park, Honolulu Community College, The Steven A. Cohen Military Family Clinic at Child & Family Service, UHWO
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ACTIVITY 5.1.3 IDENTIFIED POTENTIAL COLLABORATOR(S)


DHS, DOH, Great Life Hawai'i, Hawai'i Community College, Hawai'i Youth Services Network (HYSN), Hawai'i Youth Soccer Association, Hawai'i Vet 2 Vet Inc, The Parent Line, The Salvation Army, YMCA Honolulu

Activity 5.1.4: <i>Create a statewide network of vetted prevention practitioners offering support to at-risk individuals</i>	A list of requirements to become a vetted prevention practitioner Invitations to meetings/Working Group sessions Emails Phone/Teams Calls	Email responses Meeting Minutes Survey(s) Interview(s)	Y3-Q4 	A State-vetted ¹⁶ directory of vetted prevention practitioners offering support to at-risk individuals	Lead: TVP Program Manager/HSFC Implementing Partner(s): Prevention Practitioners Network
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ACTIVITY 5.1.4 IDENTIFIED POTENTIAL COLLABORATOR(S)

Moonshot, Prevention practitioners who complete the requirements and become vetted

OBJECTIVE 5.2: Support development or adaptation of evidence-based efforts that address community-level risk factors

ACTIVITY	INPUTS/ RESOURCES	DATA COLLECTION METHOD(S)	TIME FRAME	ANTICIPATED OUTPUTS	PARTNERS
Activity 5.2.1: <i>Bring people from different backgrounds together in various environments</i>	Event(s) Event space(s) Event agenda(s)/ theme(s) Event registration mechanism(s) Event participants Stakeholder meetings CDC Connecting the Dots Tool ¹⁷	Registrations Participant Feedback Forms Meeting minutes	Y3-Q4 	At least four events (one in each County) designed to bring people together	Lead: TVP Program Manager/HSFC Implementing Partner(s): Anaina Hou Community Park, HIOE, Honolulu Community College, One World Strong Foundation, The Steven A. Cohen Military Family Clinic at Child & Family Service, TTH, UHWO


ACTIVITY 5.2.1 IDENTIFIED POTENTIAL COLLABORATOR(S)

Chinese Chamber of Commerce of Hawai'i, CNHA, Hawai'i Community College, Hawai'i County Civil Defense Agency, Hawai'i United Okinawa Association, Hawai'i Vet 2 Vet Inc, MCOH, Hispanic Chamber of Commerce of Hawai'i, OHA, Prevent Suicide Hawai'i Taskforce, The Salvation Army, Windward Community College

(Activities continue on next page)

¹⁶Inclusion in the statewide directory of vetted prevention practitioners is for the information and convenience of the public, and does not constitute endorsement, recommendation, or favoring by the Office of Homeland Security or Hawai'i State Fusion Center. Seeking services from these practitioners is at the discretion of the individuals seeking support.

¹⁷https://www.cdc.gov/violenceprevention/pdf/connecting_the_dots-a.pdf

<p>Activity 5.2.2: <i>Engage partners to utilize existing real-life and digital communal spaces to help encourage sense of belonging, community, and support</i></p>	<p>Social media page(s) Administrator(s) for social media page(s) Facilities Stakeholder meetings</p>	<p>Social media listening (e.g., likes, views, comments, etc.) Survey(s) to determine interest Event attendance Meeting minutes</p>	<p>Y3-Q4 </p>	<p>Stakeholder(s) use their digital communal space(s) quarterly to help encourage sense of belonging, community, and support (for a total of 12 times throughout the duration of the plan) Stakeholder(s) use their real-life communal space(s) in each county (at least 12 total) to encourage sense of belonging, community, and support</p>	<p>Lead: OHS Social Media Implementing Partner(s): HIDOE, Honolulu Community College, Moonshot, One World Strong Foundation, The Steven A. Cohen Military Family Clinic at Child & Family Service, TVP Program Manager/HSFC, UHWO</p>
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ACTIVITY 5.2.2 IDENTIFIED POTENTIAL COLLABORATOR(S)

City & County of Honolulu DEM, Great Life Hawai'i, Hawai'i Community College, Hawai'i County Civil Defense Agency, Hawai'i Police Department, Hawai'i Vet 2 Vet Inc, Hawai'i Youth Services Network (HYSN), Hawai'i Youth Soccer Association, HI-EMA, HPD, KEMA, KPD, MEMA, MPD, The Salvation Army, Windward Community College, YMCA Honolulu

OHS will measure Goal 5 progress using the following metrics identified in the Goal 5 Measurement Plan in Table 3.5-2.

Outcomes for this goal include the following: 1.) People attend community events that address community-level risk factors, 2.) People attend community events that address individual-level risk factors, and 3.) People across the State have access to services implementing partners and others provide.

Table 3.5-2: Goal 5 Measurement Plan

GOAL	EXEMPLARY MEASURE(S)	HOW OHS WILL MEASURE THIS GOAL
Goal 5: Reduce and mitigate community and individual risk factors	The number of community events designed to bring people together	Documented date(s), time(s), location(s) of events
	The number of people who attended community events designed to bring people together	Attendance sheets (designed to capture profession and demographics) from events Participant Feedback Forms
	Whether social services are sufficient for each area's needs or there is access to virtual services	Documented assessment of social services available in each area (e.g., Hilo, Kona on Hawai'i Island; West Maui, Wailuku-Kahului, Kihei-Makena, Makawao-Pukalani-Kula, Paia-Haiku, Hana on Maui; Molokai; and Lanai; Waianae Coast, Ewa-Kapolei, Honolulu, Windward, North Shore on Oahu; Waimea, Hanapepe-'Ele'ele, South Kauai, Lihue, East Kauai, North Shore on Kauai; etc.)
	Whether mental and behavioral health services are sufficient for each area's needs or there is access to virtual services	Documented assessment of mental and behavioral health services available in each area (e.g., Hilo, Kona on Hawai'i Island; West Maui, Wailuku-Kahului, Kihei-Makena, Makawao-Pukalani-Kula, Paia-Haiku, Hana on Maui; Molokai; and Lanai; Waianae Coast, Ewa-Kapolei, Honolulu, Windward, North Shore on Oahu; Waimea, Hanapepe-'Ele'ele, South Kauai, Lihue, East Kauai, North Shore on Kauai; etc.)
	The number of community events designed to empower people of different ages and facilitate the sense of belonging	Documented date(s), time(s), location(s) of events
	The number of people who attended community events designed to empower people of different ages and facilitate the sense of belonging	Attendance sheets (designed to capture profession and demographics) from events Participant Feedback Forms

GOAL SIX: EDUCATE COMMUNITY ON WHAT TARGETED VIOLENCE IS AND WHAT ARE EFFECTIVE TVP APPROACHES

Goal 6 is part of the Prevention Phase and OHS anticipates it will take place throughout the duration of the plan (until Y3-Q4) (see Figure 3.6-1). Goal 6 consists of four objectives and eight activities. During the development of this plan, OHS has not yet completed any activities aligned to this Goal. The Leads for Goal 6 are HSFC and the TVP Program Manager and they receive support from the Implementing Partners identified in Table 3.6-1. Additionally, OHS will continue to engage identified potential collaborators regarding possible opportunities for their participation in activities to which they are aligned.

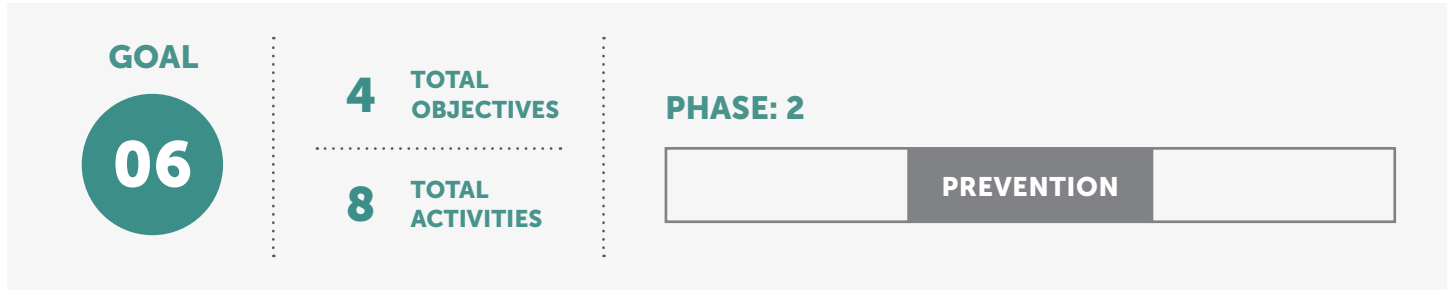



Figure 3.6-1: Goal 6 Overview

Table 3.6-1: Goal 6 Implementation Plan

OBJECTIVE 6.1: Educate the public about radicalization to violence, threats of targeted violence, ways to intervene, and other TVP-related topics					
ACTIVITY	INPUTS/ RESOURCES	DATA COLLECTION METHOD(S)	TIME FRAME	ANTICIPATED OUTPUTS	PARTNERS
Activity 6.1.1: <i>Conduct public trainings, presentations, or briefings on TVP that are accessible throughout the State</i>	Event venue(s) Event curricula Event participants Event facilitator(s) Event registration mechanism (e.g., EventBrite, MS Form, etc.) Pre-/Post-knowledge check surveys Language service assistance (oral interpretation and written translation)	Attendance sheets Participant feedback forms Pre-/Post-knowledge checks during events Heat map of trained personnel	Y3-Q4 	Host at least twelve (at least one per year per County) hybrid events that are open to the public virtually and in person Recorded trainings, presentations, or briefings (at least one for each event mentioned above) that the public can access online <i>(See Activities 6.1.2, 6.2.1, 6.2.2, and 6.3.1)</i>	Lead: TVP Program Manager/HSFC Implementing Partner(s): Anaina Hou Community Park, DOH OLA, HIDEOE, Leeward Community College, NTER
ACTIVITY 6.1.1 IDENTIFIED POTENTIAL COLLABORATOR(S)					
AG, City & County of Honolulu DEM, CP3, Hawai'i Community College, Hawai'i County Civil Defense Agency, Hawai'i Police Department, Hawai'i Vet 2 Vet Inc, HI-EMA, HPD, KEMA, KPD, MEMA, MPD, Pax Bello Security Solutions Hawai'i, UH System, Windward Community College					


(Activities continue on next page)

<p>Activity 6.1.2: Conduct public trainings, presentations, or briefings on recognizing the risk factors for, and protective factors against, radicalizing to violence, the warning signs of radicalization, and drivers and grievances that create susceptibility to extremist rhetoric</p>	<p>Event venue(s) Event curricula Event participants Event facilitator(s) Event registration mechanism (e.g., EventBrite, MS Form, etc.) Pre-/Post-knowledge check surveys Language service assistance (oral interpretation and written translation)</p>	<p>Attendance sheets Participant feedback forms Pre-/Post-knowledge checks during events</p>	<p>Y3-Q4 </p>	<p>Host at least twelve (at least one per year in each of the four counties) hybrid events that are open to the public virtually and in person in each County Recorded trainings, presentations, or briefings (at least one for each event mentioned above) that the public can access online (See Activity 6.1.1)</p>	<p>Lead: HSFC Implementing Partner(s): Anaina Hou Community Park, DOH OLA, Leeward Community College, The Steven A. Cohen Military Family Clinic at Child & Family Service</p>
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ACTIVITY 6.1.2 IDENTIFIED POTENTIAL COLLABORATOR(S)

AG, City & County of Honolulu DEM, CP3, Hawai'i Community College, Hawai'i County Civil Defense Agency, Hawai'i Police Department, Hawai'i Vet 2 Vet Inc, HI-EMA, HPD, KEMA, KPD, MEMA, MPD, Pax Bello Security Solutions Hawai'i, UH System, Windward Community College


OBJECTIVE 6.2: Increase the number of State- and non-State professionals in different domains (e.g., healthcare, mental and behavioral health, education, etc.) who receive relevant trainings, presentations, or briefings on radicalization to violence, threat of targeted violence, and TVP

ACTIVITY	INPUTS/ RESOURCES	DATA COLLECTION METHOD(S)	TIME FRAME	ANTICIPATED OUTPUTS	PARTNERS
<p>Activity 6.2.1: Conduct industry/ domain specific TVP trainings, presentations, or briefings for a diverse set of professionals working in health, mental and behavioral health, education, management, law enforcement, and other domains deemed relevant</p>	<p>Event venue(s) Event curricula Event participants Event facilitator(s) Event registration mechanism (e.g., EventBrite, MS Form, etc.) Pre-/Post-knowledge check surveys</p>	<p>Attendance sheets Participant feedback forms Pre-/Post-knowledge checks during events</p>	<p>Y3-Q4 </p>	<p>Host at least twelve (at least one per year in each of the four counties) hybrid events that are open to the public virtually and in person in each County Recorded trainings, presentations, or briefings (at least one for each event mentioned above) that the public can access online (See Activity 6.1.1)</p>	<p>Lead: HSFC Implementing Partner(s): Anaina Hou Community Park, First Preventers, Leeward Community College, Moonshot, USSS NTAC, The Steven A. Cohen Military Family Clinic at Child & Family Service</p>

ACTIVITY 6.2.1 IDENTIFIED POTENTIAL COLLABORATOR(S)

AG, City & County of Honolulu DEM, CP3, Hawai'i Community College, Hawai'i County Civil Defense Agency, Hawai'i Police Department, Hawai'i Vet 2 Vet Inc, HI-EMA, HPD, KEMA, KPD, MEMA, MPD, Pax Bello Security Solutions Hawai'i, UH System, Windward Community College


(Activities continue on next page)

<p>Activity 6.2.2: Conduct public trainings, presentations, or briefings on media literacy for news agencies, social media managers, and other professionals that would publish information during a targeted violence event</p>	<p>Event venue(s) Event curricula Event participants Event facilitator(s) Event registration mechanism (e.g., EventBrite, MS Form, etc.) Pre-/Post-knowledge check surveys</p>	<p>Attendance sheets Participant feedback forms Pre-/Post-knowledge checks during events</p>	<p>Y3-Q4 </p>	<p>Host at least twelve (at least one per year in each of the four counties) hybrid events that are open to the public virtually and in person in each County Recorded trainings, presentations, or briefings (at least one for each event mentioned above) that the public can access online (See Activity 6.1.1)</p>	<p>Lead: OHS Social Media Implementing Partner(s): Anaina Hou Community Park, First Preventers, HIDEOE, Leeward Community College</p>
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ACTIVITY 6.2.2 IDENTIFIED POTENTIAL COLLABORATOR(S)


AG, CP3, CP3 TVTP grantees outside Hawai'i, Hawai'i Community College, UH System

OBJECTIVE 6.3: Increase public willingness and knowledge of how to seek help for individuals at risk



ACTIVITY	INPUTS/ RESOURCES	DATA COLLECTION METHOD(S)	TIME FRAME	ANTICIPATED OUTPUTS	PARTNERS
<p>Activity 6.3.1: Conduct public trainings, presentations, or briefings on active bystandership</p>	<p>Event venue(s) Event curricula (e.g., NTER Master Trainer Program) Event participants Event facilitator(s) Event registration mechanism (e.g., EventBrite, MS Form, etc.) Pre-/Post-knowledge check surveys Language service assistance (oral interpretation and written translation)</p>	<p>Attendance sheets Participant feedback forms Pre-/Post-knowledge checks during events</p>	<p>Y3-Q4 </p>	<p>Host at least twelve (at least one per year in each of the four counties) hybrid events that are open to the public virtually and in person, in each County Recorded trainings, presentations, or briefings (at least one for each event mentioned above) that the public can access online (See Activity 6.1.1)</p>	<p>Lead: TVP Program Manager/HSFC Implementing Partner(s): Anaina Hou Community Park, DOH OLA, First Preventers, Leeward Community College, NTER</p>

ACTIVITY 6.3.1 IDENTIFIED POTENTIAL COLLABORATOR(S)

CISA, City & County of Honolulu DEM, CP3, Hawai'i Community College, Hawai'i County Civil Defense Agency, Hawai'i Police Department, Hawai'i Vet 2 Vet Inc, HI-EMA, HPD, KEMA, KPD, MEMA, MPD, UH System, Windward Community College

<p>Activity 6.3.2: Consider running online campaign(s) to reach bystanders with offers of support</p>	<p>Stakeholder meetings Best practices from other States Discussions with HSFC leadership</p>	<p>Meeting minutes Survey(s) Interview(s)</p>	<p>Y3-Q4 </p>	<p>Trained licensed clinical providers (e.g., psychologists, social workers, psychiatrists, and behavioral health professionals) provide input on connecting with bystanders the State reaches online and how to work with bystanders to address their needs</p>	<p>Lead: TVP Program Manager/HSFC Implementing Partner(s): HSFC-vetted violence prevention practitioners, Moonshot, Prevention Practitioners Network</p>
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OBJECTIVE 6.4: Ensure that outreach, education, and training on violent extremism and targeted violence are based on intelligence that is timely and relevant to the State as a whole and smaller communities based on specific needs

ACTIVITY	INPUTS/ RESOURCES	DATA COLLECTION METHOD(S)	TIME FRAME	ANTICIPATED OUTPUTS	PARTNERS
<p>Activity 6.4.1: <i>Conduct an ongoing systematic review of information and intelligence available to HSFC on Violent Extremism (VE) and TV</i></p>	<p>HSFC personnel and vetted practitioners Federal and state fusion liaisons Homeland Security Information Network (HSIN) Non-governmental organizations (NGOs) Online VE narratives and current trends</p>	<p>Intelligence analysis conducted in the regular course of HSFC business (incl. OSINT) Review of Federal and State products Publications and events from NGOs who support TVP efforts HSFC tips and leads HSFC alert websites</p>	<p>Ongoing </p>	<p>Quarterly unclassified briefings suitable for a wide audience of TVP stakeholders Quarterly unclassified products</p>	<p>Lead: TVP Program Manager/HSFC Implementing Partner(s): HSFC-vetted violence prevention practitioners, Moonshot</p>
<p>Activity 6.4.2: <i>Support stakeholder TVP efforts by identifying and responding to stakeholder questions and concerns</i></p>	<p>HSFC personnel Requests for Information (RFIs) and Requests for Assistance (RFAs) in regular course of HSFC business HSFC annual statewide threat assessment</p>	<p>Intelligence analysis conducted in regular course of HSFC business (responding to RFIs)</p>	<p>Ongoing </p>	<p>HSFC annual state threat assessment Responses to RFIs At least one outreach, education, and training event or resource per year specifically designed to respond to threat patterns discerned from commonly occurring stakeholder questions/concerns</p>	<p>Lead: TVP Program Manager/HSFC Implementing Partner(s): OHS/ Planning and Operations Branch Chief</p>

OHS will measure Goal 6 progress using the following metrics identified in the Goal 6 Measurement Plan in Table 3.6-2.

Outcomes for this goal include the following: 1.) Members of the general public across the State increase their knowledge of what targeted violence is and public health informed prevention approaches, and 2.) Members of professional communities across the State increase their domain-specific knowledge of what targeted violence is and public health informed prevention approaches.

Table 3.6-2: Goal 6 Measurement Plan

GOAL	EXEMPLARY MEASURE(S)	HOW OHS WILL MEASURE THIS GOAL
<p>Goal 6: Educate community on what Targeted Violence is and what are effective TVP approaches</p>	<p>The number of trainings, presentations, and/or briefings conducted on TVP, recognizing the risk factors for and protective factors against radicalizing to violence, and active bystandership</p>	<p>Documented date(s), time(s), location(s) of events</p>
	<p>The number of people who attended events on TVP, recognizing the risk factors for and protective factors against radicalizing to violence, and active bystandership</p>	<p>Attendance Sheets (designed to capture profession and demographics) from events Participant Feedback Forms</p>
	<p>The percentage of the general public across the State aware of what targeted violence is and public health informed prevention approaches</p>	<p>Survey(s) Participant Feedback Forms Pre-/Post-Tests at events</p>
	<p>The number of industry/domain specific TVP trainings, presentations, and/or briefings conducted</p>	<p>Documented date(s), time(s), location(s) of training</p>
	<p>The number of people who attended industry/domain-specific events</p>	<p>Attendance Sheets (designed to capture profession and demographics) from event(s) Participant Feedback Forms</p>
	<p>The percentage of members in different professional communities across the State with domain-specific knowledge of what targeted violence is and public health informed prevention approaches</p>	<p>Survey(s) Participant Feedback Forms at Trainings/Events Pre-/Post- Tests at Trainings/Events</p>

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GOAL SEVEN: ENSURE BEHAVIORAL THREAT ASSESSMENT/MANAGEMENT (BTAM) TEAMS OPERATE EFFECTIVELY THROUGHOUT THE STATE

Goal 7 is part of the Prevention Phase and OHS anticipates it will take place throughout the duration of the plan (until Y3-Q4) (see Figure 3.7-1). Goal 7 consists of six objectives and 18 activities. During the development of this plan, OHS has not yet completed any activities aligned to this Goal. The Leads for Goal 7 are HSFC, the TVP Program Manager, TTH, and UHWO and they receive support from the Implementing Partners identified in Table 3.7-1. Additionally, OHS will continue to engage identified potential collaborators regarding possible opportunities for their participation in activities to which they are aligned.

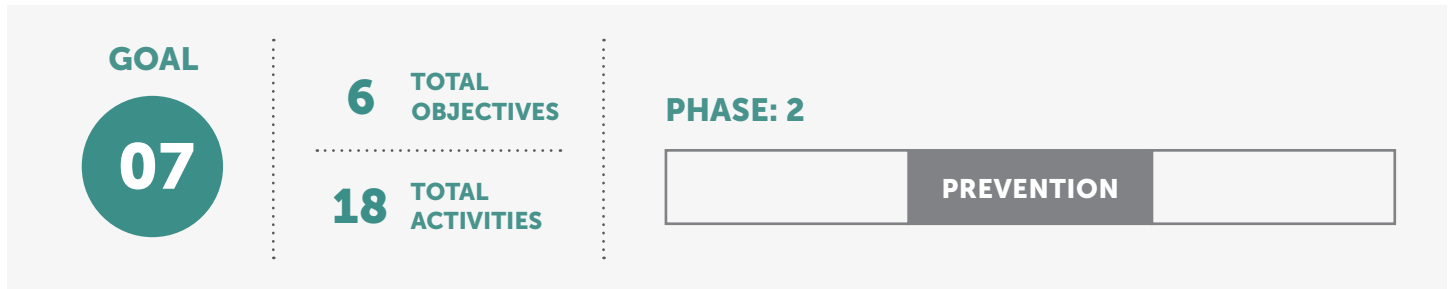





Figure 3.7-1: Goal 7 Overview

Table 3.7-1: Goal 7 Implementation Plan


OBJECTIVE 7.1: Leverage existing BTAM Teams to develop resource materials on establishing and conducting BTAM Teams					
ACTIVITY	INPUTS/ RESOURCES	DATA COLLECTION METHOD(S)	TIME FRAME	ANTICIPATED OUTPUTS	PARTNERS
Activity 7.1.1: <i>Document best practices, challenges, and lessons learned for establishing and conducting BTAM Teams</i>	Stakeholder Contact List Representatives from existing BTAM Teams Representatives outside the State	Survey(s) Interview(s) Meeting minutes	Y3-Q4 	Comprehensive documentation with feedback that can be used to develop additional resource materials	Lead: TTH Co-Leads Implementing Partner(s): First Preventers, Honolulu Community College, TVP Program Manager/ HSFC, UHWO
ACTIVITY 7.1.1 IDENTIFIED POTENTIAL COLLABORATOR(S)					
ATAP					
Activity 7.1.2: <i>Create a roster of subject matter experts to provide instructions/guidance to entities interested in establishing BTAM Teams</i>	Subject matter expert contact information Meetings with subject matter experts	Emails to subject matter experts Interest/Capacity survey for subject matter experts Meeting minutes	Y2-Q1 	A stakeholder contact list notating subject matter experts able/willing to provide instructions/guidance to entities interested in establishing BTAM Teams <i>(See Activities 1.2.1, 1.3.2, and 2.1.2)</i>	Lead: TTH Co-Leads Implementing Partner(s): First Preventers, Prevention Practitioners Network, TTH, TVP Program Manager/HSFC
ACTIVITY 7.1.2 IDENTIFIED POTENTIAL COLLABORATOR(S)					
CVCC, DHS, DOH					

OBJECTIVE 7.2: Identify the need for BTAM Team coverage in areas throughout the State


ACTIVITY	INPUTS/ RESOURCES	DATA COLLECTION METHOD(S)	TIME FRAME	ANTICIPATED OUTPUTS	PARTNERS
Activity 7.2.1: Map out existing BTAM Teams	A comprehensive list of BTAM Teams and ECHO teams (to include government, private, non-profit, and community BTAM Teams) with their locations Mapping software	Survey(s)	Y2-Q4 	Map of existing BTAM Teams <i>(See Activity 1.3.1)</i>	Lead: TTH Co-Leads Implementing Partner(s): First Preventers

ACTIVITY 7.2.1 IDENTIFIED POTENTIAL COLLABORATOR(S)

Hawai'i Statewide GIS Program


Activity 7.2.2: Identify different institutions and organizations in different regions, particularly rural areas, interested in establishing BTAM Teams	List of key TVP regions Stakeholder Contact List Stakeholder meetings Existing BTAM Teams throughout the State	Emails to stakeholders Stakeholder surveys Meeting minutes	Y3-Q4 	A list of institutions/ organizations with which existing BTAM Teams share resource materials for establishing BTAM Teams <i>(See Activity 7.1.1)</i>	Lead: TTH Implementing Partner(s): First Preventers, TVP Program Manager/HSFC
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OBJECTIVE 7.3: Educate the public, different domains, and BTAM Team members on available aftercare services throughout the State


ACTIVITY	INPUTS/ RESOURCES	DATA COLLECTION METHOD(S)	TIME FRAME	ANTICIPATED OUTPUTS	PARTNERS
Activity 7.3.1: Map aftercare services, as well as case input available throughout the State	Stakeholder meetings List of aftercare services available Mapping software	Meeting minutes Survey(s)	Y2-Q4 	Interactive map of aftercare services available <i>(See Activity 1.3.1)</i>	Lead: TVP Program Manager/ HSFC Implementing Partner(s): First Preventers, HIDEO, Prevention Practitioners Network

ACTIVITY 7.3.1 IDENTIFIED POTENTIAL COLLABORATOR(S)




CVCC, DHS, DOH, GOV, Hawai'i Community College, Windward Community College

Activity 7.3.2: Share map/list of available aftercare services with existing BTAM Teams	Contact information for existing BTAM Teams	Emails	Y3-Q4 	BTAM Teams are informed of available aftercare services	Lead: TVP Program Manager/HSFC Implementing Partner(s): First Preventers, TTH
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(Activities continue on next page)

<p>Activity 7.3.3: Include module(s)/ session(s) on available aftercare services during trainings, presentations, or briefings on TVP</p>	<p>Presenter(s) Content Module/session participants</p>	<p>Documented emails Meeting minutes Survey(s)</p>	<p>Y3-Q4 </p>	<p>Host at least twelve (at least one per year in each of the four counties) hybrid events that are open to the public virtually and in person in each County Recorded trainings, presentations, or briefings (at least one for each event mentioned above) that the public can access online <i>(See Activities 6.1.1, 6.1.2, 6.2.1, 6.3.1)</i></p>	<p>Lead: UHWO Implementing Partner(s): First Preventers, TTH, TVP Program Manager/HSFC</p>
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OBJECTIVE 7.4: Equip BTAM Teams to conduct their work and help facilitate effective collaboration

ACTIVITY	INPUTS/ RESOURCES	DATA COLLECTION METHOD(S)	TIME FRAME	ANTICIPATED OUTPUTS	PARTNERS
<p>Activity 7.4.1: Identify and provide regular trainings (e.g., introductory, refresher) and exercises (e.g., table-tops, lessons-learned) to build capacity of all BTAM Teams in the State</p>	<p>Training venue(s) Training curricula (e.g., NTER Training Suite) Training participants Training facilitator(s) Training registration mechanism (e.g., EventBrite, MS Form, etc.) Training certification(s) (e.g., NTER Master Trainer Program) Pre-/Post-knowledge check surveys</p>	<p>Attendance sheets Participant feedback forms Pre-/Post-knowledge checks during trainings Survey(s) Quick Look Reports</p>	<p>Y3-Q4 </p>	<p>Number of trainings and exercises held by County Percentage of BTAM Team members throughout the State who feel confident in their ability to conduct their work <i>(See Activities 3.2.5 and 4.4.2)</i></p>	<p>Lead: UHWO Implementing Partner(s): Anaina Hou Community Park, NTER, TTH, TVP Program Manager/HSFC</p>
<p>Activity 7.4.2: Ensure that trainings, presentations, and briefings are culturally competent and that any quantitative assessment tools are validated (beyond evidence-based)</p>	<p>Research Partners Review of curricula Review of venue(s)</p>	<p>Documentation of findings</p>	<p>Y3-Q4 </p>	<p>Trainings, presentations, and briefings are culturally competent Validation study/ studies of any quantitative assessment tool(s)</p>	<p>Lead: UHWO Implementing Partner(s): First Preventers, TTH, TVP Program Manager/HSFC</p>
<p>Activity 7.4.3: Provide certification to BTAM Team members</p>	<p>Training venue(s) Training curricula Training participants Training facilitator(s) Training registration mechanism (e.g., EventBrite, MS Forms, etc.)</p>	<p>Certificates of Completion Attendance sheets</p>	<p>Y3-Q4 </p>	<p>Number of BTAM Team members that are certified</p>	<p>Lead: UHWO Implementing Partner(s): TTH, TVP Program Manager/HSFC</p>


OBJECTIVE 7.5: Plan for the development of a secure, effective, and diverse referral and case management system

ACTIVITY	INPUTS/ RESOURCES	DATA COLLECTION METHOD(S)	TIME FRAME	ANTICIPATED OUTPUTS	PARTNERS
<p>Activity 7.5.1: : <i>Consider ways to restructure the State "Submit a Tip" webpage to foster a comprehensive, secure, and user-friendly referral system</i></p>	<p>Stakeholder meetings Collaboration with other Tip/Lead Programs in other states Funding for system IT Support Training on how to use the system Training participants</p>	<p>Meeting minutes Participant Feedback Forms Pre-/Post-knowledge checks during trainings</p>	<p>Y1-Q4 </p>	<p>Recommendations for making the referral system more user-friendly</p>	<p>Lead: HSFC Implementing Partner(s): DOH OLA, First Preventers, Moonshot, NTER's Nationwide Suspicious Activity Reporting Initiative (NTER-NSI), Prevention Practitioners Network</p>
<p>ACTIVITY 7.5.1 IDENTIFIED POTENTIAL COLLABORATOR(S)</p>					
<p>DHS, New York State DHS (NY DHS)</p>					
<p>Activity 7.5.2: <i>Consider ways to restructure the State "Submit a Tip" webpage to foster a comprehensive, secure, and user-friendly case management system capable of running anonymized reports</i></p>	<p>Stakeholder meetings Funding for system IT Support Training on how to use the system Training participants</p>	<p>Meeting minutes Participant Feedback Forms Pre-/Post-knowledge checks during trainings</p>	<p>Y1-Q4 </p>	<p>Recommendations for incorporating one centralized case-management system capable of running anonymized reports <i>(See Activity 4.4.3)</i></p>	<p>Lead: HSFC Implementing Partner(s): First Preventers, Prevention Practitioners Network, Moonshot</p>
<p>ACTIVITY 7.5.2 IDENTIFIED POTENTIAL COLLABORATOR(S)</p>					
<p>NTER-NSI, NY DHS, US DHS</p>					
<p>Activity 7.5.3: <i>Consider multiple ways to refer an individual for an assessment (e.g., public referral system, through service providers, through schools, through a BTAM Team)</i></p>	<p>List of service providers Referral process for schools Referral process for the public</p>	<p>Survey(s)</p>	<p>Y1-Q4 </p>	<p>Recommendations for various ways to refer an individual for an assessment</p>	<p>Lead: HSFC Implementing Partner(s): First Preventers, Prevention Practitioners Network, Moonshot, TTH Co-Leads</p>
<p>ACTIVITY 7.5.3 IDENTIFIED POTENTIAL COLLABORATOR(S)</p>					
<p>NTER-NSI, NY DHS, US DHS</p>					



(Activities continue on next page)

<p>Activity 7.5.4: <i>Consider multiple methods (e.g., phone, mobile app) people can use for referrals</i></p>	<p>Mobile app Phone number Email address Planning discussions</p>	<p>Meeting minutes Survey(s)</p>	<p>Y1-Q4 </p>	<p>Number and list of methods the State will make available for referrals (e.g., phone number, email address, mobile app, etc.) Number of websites on which the methods for making a referral are publicly posted</p>	<p>Lead: TVP Program Manager/HSFC Implementing Partner(s): DOH OLA, First Preventers, Prevention Practitioners Network, Moonshot</p>
<p>ACTIVITY 7.5.4 IDENTIFIED POTENTIAL COLLABORATOR(S)</p>					
<p>NY DHS</p>					
<p>Activity 7.5.5: <i>Examine ways to make the referral system accessible to people who speak languages other than English and to people with disabilities</i></p>	<p>Translation resources 508 compliance resources Stakeholder meetings</p>	<p>Meeting minutes</p>	<p>Y3-Q3 </p>	<p>A list of languages through which the referral system will be made available The methods to ensure the referral system is 508 compliant <i>(See Activities 1.1.4 and 3.1.5)</i></p>	<p>Lead: TVP Program Manager/HSFC Implementing Partner(s): Anaina Hou Community Park, NTER, TTH, TVP Program Manager/HSFC</p>
<p>ACTIVITY 7.5.5 IDENTIFIED POTENTIAL COLLABORATOR(S)</p>					
<p>AG, NY DHS</p>					
<p>Activity 7.5.6: <i>Develop, and maintain a list of locally relevant services and contact information for providers who can refer individuals for those services</i></p>	<p>Stakeholder Contact List Stakeholder meetings</p>	<p>Emails Survey(s) Meeting minutes</p>	<p>Y2-Q1 </p>	<p>A list of locally relevant services and contact information for providers who can make referrals <i>(See Activities 5.2.1 and 5.2.2)</i></p>	<p>Lead: TTH Co-Leads Implementing Partner(s): First Preventers, Prevention Practitioners Network, Moonshot, One World Strong Foundation, TVP Program Manager/HSFC</p>
<p>ACTIVITY 7.5.6 IDENTIFIED POTENTIAL COLLABORATOR(S)</p>					
<p>City & County of Honolulu DEM, DHS, Hawai'i County Civil Defense Agency, Hawai'i Police Department, HI-EMA, HPD, KEMA, KPD, MEMA, MPD, NY DHS</p>					
<p>Activity 7.5.7: <i>Consider ways to proactively offer support to bystanders and individuals at-risk of violence online, in a manner that respects privacy, civil rights, and civil liberties</i></p>	<p>Stakeholder meetings Best practices from other States Current VE trends online Civil rights experts Legal experts</p>	<p>Emails Survey(s) Meeting minutes</p>	<p>Y3-Q4 </p>	<p>Documented considerations of potential ways to proactively support bystanders and individuals at-risk of violence online</p>	<p>Lead: TVP Program Manager/HSFC Implementing Partner(s): First Preventers, HSFC-vetted Prevention Practitioners</p>
<p>ACTIVITY 7.5.7 IDENTIFIED POTENTIAL COLLABORATOR(S)</p>					
<p>EDC360, Hawai'i Vet 2 Vet Inc., UHWO</p>					

(Activities continue on next page)

<p>Activity 7.5.8: <i>Explore approaches to developing statewide guidance on case management, that respects private health information, civil rights, and civil liberties</i></p>	<p>Stakeholder meetings Best practices from other States Civil rights experts Legal experts</p>	<p>Meeting minutes Website searches Requests for Information</p>	<p>Y3-Q4 </p>	<p>Stakeholders involved in planning for the development of a case management system are more informed on possible case management approaches</p>	<p>Lead: HSFC Implementing Partner(s): First Preventers, Moonshot</p>
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OBJECTIVE 7.6: Monitor and evaluate BTAM Teams for performance effectiveness

ACTIVITY	INPUTS/ RESOURCES	DATA COLLECTION METHOD(S)	TIME FRAME	ANTICIPATED OUTPUTS	PARTNERS
<p>Activity 7.6.1: <i>Develop a checklist with national/ international best practices to measure BTAM Team performance</i></p>	<p>Research Existing literature Evaluators External representative feedback</p>	<p>Website reviews Academic reviews on the efficacy of BTAM Teams Review of NGO publications that have commented on BTAM Team effectiveness and policy issues Media coverage of BTAM Teams Legislative hearings/ task force investigations, etc. on BTAM Teams</p>	<p>Ongoing </p>	<p>Evaluation checklists Stakeholder feedback on measuring effectiveness of programs</p>	<p>Lead: TTH Training Committee Implementing Partner(s): TVP Program Manager/HSFC</p>
<p>Activity 7.6.2: <i>Monitor and conduct evaluation of BTAM Teams to ensure performance effectiveness</i></p>	<p>Evaluators National/ international best practice guidance Evaluation checklists Existing BTAM Team member feedback External representative feedback</p>	<p>BTAM Team performance evaluations Meeting minutes Survey(s) Interview(s) Academic reviews on the efficacy of BTAM Teams Review of NGO publications that have commented on BTAM Team effectiveness and policy issues Media coverage of BTAM Teams Legislative hearings/ task force investigations, etc. on BTAM Teams</p>	<p>Ongoing </p>	<p>Annual evaluation of each BTAM Team's effectiveness</p>	<p>Lead: TTH Training Committee Implementing Partner(s): TVP Program Manager/HSFC</p>

OHS will measure Goal 7 progress using the following metrics identified in the Goal 7 Measurement Plan in Table 3.7-2.

Outcomes for this goal include the following: 1.) Existing BTAM Teams develop resource materials on establishing and conducting BTAM Teams, 2.) BTAM Teams have access to a map/list of available aftercare services, 3.) Trainings and exercises are conducted to build the capacity of all BTAM Teams in the State, 4.) People participate in trainings and exercises, 5.) BTAM Team members throughout the State feel confident in their ability to conduct their work, 6.) BTAM Team members have certification(s), and 7.) BTAM Teams undergo annual evaluations.

Table 3.7-2: Goal 7 Measurement Plan

GOAL	EXEMPLARY MEASURE(S)	HOW OHS WILL MEASURE THIS GOAL
<p>Goal 7: Ensure Behavioral Threat Assessment/ Management (BTAM) Teams operate effectively throughout the State</p>	Existing BTAM Teams develop resource materials on establishing and conducting BTAM Teams	Documented best practices, challenges, and lessons learned for establishing and conducting BTAM Teams
	The percentage of BTAM Teams with access to a map/list of available aftercare services	Survey(s) Interview(s)
	The number of trainings and exercises conducted to build capacity of all BTAM Teams in the State	Documented date(s), time(s), location(s) of events Attendance Sheets from events
	The number of people who participated in trainings and exercises	Participant Feedback Forms Quick Look Reports
	The percentage of BTAM Team members throughout the State who feel confident in their ability to conduct their work	Survey(s) Pre-/Post-Tests during events Participant Feedback Form(s)
	The percentage of BTAM Team members with certification(s)	Certificates of completion against total number of BTAM Team members Attendance sheets Survey(s)
	Whether or not the BTAM Teams underwent an annual evaluation	Independent evaluators complete evaluation checklists

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GOAL EIGHT: FOSTER COMMUNITY RESILIENCE IN THE AFTERMATH OF A TARGETED VIOLENCE EVENT AND PREVENT CYCLES OF VIOLENCE

Goal 8 is part of the Prevention Phase and OHS anticipates it will take place throughout the duration of the plan (until Y3-Q4) (see Figure 3.8-1). Goal 8 consists of three objectives and four activities. During the development of this plan, OHS has not yet completed any activities aligned to this Goal. The Leads for Goal 8 are HSFC, OHS Social Media, the TVP Program Manager, and TTH and they receive support from the Implementing Partners identified in Table 3.8-1. Additionally, OHS will continue to engage identified potential collaborators regarding possible opportunities for their participation in activities to which they are aligned.

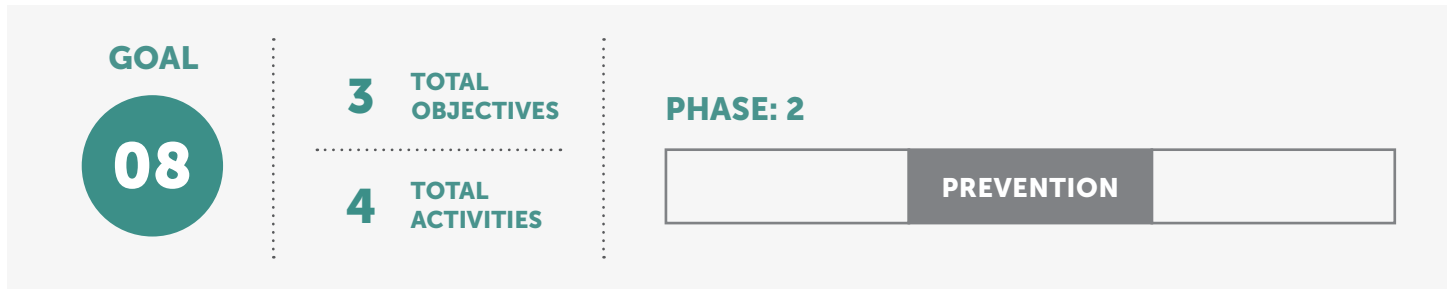




Figure 3.8-1: Goal 8 Overview

Table 3.8-1: Goal 8 Implementation Plan


OBJECTIVE 8.1: Develop clear and effective action plans for how implementing partners and other stakeholders should engage to foster community resilience and prevent cycles of violence in the aftermath of a targeted violence event					
ACTIVITY	INPUTS/ RESOURCES	DATA COLLECTION METHOD(S)	TIME FRAME	ANTICIPATED OUTPUTS	PARTNERS
Activity 8.1.1: <i>Develop action plans</i>	Action plan templates Relevant existing State Plans Stakeholder meetings Review cycles	Meeting minutes Feedback documentation on draft action plans Survey(s)	Y1-Q2 	One clear and effective action plan per county detailing how implementing partners and other stakeholders should engage Implementing partners and other stakeholders are prepared to engage in necessary efforts in the aftermath of a targeted violence event Memorandums of agreement (MOA) and memorandums of understanding (MOU) are in place for stakeholders to support each other in mitigating the consequences of a targeted violence event	Lead: TVP Program Manager/HSFC Implementing Partner(s): HIDEOE, OHS/Planning and Operations
ACTIVITY 8.1.1 IDENTIFIED POTENTIAL COLLABORATOR(S)					
CVCC, Hawai'i Community College, Hawai'i Vet 2 Vet Inc, The Salvation Army, Windward Community College					

OBJECTIVE 8.2: Ensure that culturally sensitive tailored services are available for individuals, families, and communities

ACTIVITY	INPUTS/ RESOURCES	DATA COLLECTION METHOD(S)	TIME FRAME	ANTICIPATED OUTPUTS	PARTNERS
<p>Activity 8.2.1: <i>Identify the necessary culturally sensitive services/ supports and determine their availability</i></p>	<p>Stakeholder meetings Mapping software</p>	<p>Survey(s) Interview(s) Meeting minutes</p>	<p>Y1-Q3 </p>	<p>Interactive map of available culturally sensitive tailored services Summary of individuals, families, and communities with limited access to culturally sensitive services by county, for the purpose of targeting efforts (See Activity 3.2.5)</p>	<p>Lead: TTH Implementing Partner(s): DOH OLA, HIDEO, TVP Program Manager/HSFC</p>

ACTIVITY 8.2.1 IDENTIFIED POTENTIAL COLLABORATOR(S)


Hawai'i Community College, Hawai'i Statewide GIS Program, Hawai'i Vet 2 Vet Inc, The Salvation Army, Windward Community College

<p>Activity 8.2.2: <i>Provide trainings, presentations, or briefings on service provision in the aftermath of a targeted violence event</i></p>	<p>Trauma-informed training, presentation, briefing curricula Event facilitator(s) Event venue(s) Event participants Registration mechanism(s) (e.g., EventBrite, MS Forms, etc.) Language service assistance (oral interpretation and written translation) Pre-/Post-knowledge check surveys After Action Report</p>	<p>Attendance sheets Participant Feedback Forms Pre-/Post-knowledge checks during events</p>	<p>Y2-Q2 </p>	<p>Host at least four (one per County) hybrid events available virtually or in person Recorded trainings, presentations, or briefings (at least one for each event mentioned above) that service providers can access online Stakeholders are prepared to provide services in the aftermath of a targeted violence event Presentation/briefing materials on service provisions in the aftermath of a targeted violence event</p>	<p>Lead: HSFC Implementing Partner(s): Anaina Hou Community Park, DOH OLA, HIDEO, One World Strong Foundation, TTH, UHWO</p>
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ACTIVITY 8.2.2 IDENTIFIED POTENTIAL COLLABORATOR(S)

CVCC, Hawai'i Community College, Hawai'i Vet 2 Vet Inc

OBJECTIVE 8.3: Disseminate information to the public about the availability of supports

ACTIVITY	INPUTS/ RESOURCES	DATA COLLECTION METHOD(S)	TIME FRAME	ANTICIPATED OUTPUTS	PARTNERS
Activity 8.3.1: <i>Disseminate information about the availability of services and supports to the public</i>	Website Multi-lingual Information Hub Relevant existing State Plans Social media post(s) Radio ad(s) Television ad(s) Governor’s Newsletter Call Center FAQs	Website views Social listening Feedback survey	Y3-Q4 	A library of information about available services and supports ready for dissemination as needed Comprehensive, wide-spread multi-media and multi-lingual public awareness campaign(s) about the availability of services and supports	Lead: OHS Social Media Implementing Partner(s): Anaina Hou Community Park, DOH OLA, HIDEOE, OHS Public Affairs, TVP Program Manager/HSFC
ACTIVITY 8.3.1 IDENTIFIED POTENTIAL COLLABORATOR(S)					
City & County of Honolulu DEM, Hawai’i Community College, Hawai’i County Civil Defense Agency, Hawai’i Police Department, Hawai’i Vet 2 Vet Inc, HI-EMA, HPD, KEMA, KPD, MEMA, MPD, Pax Bello Security Solutions Hawai’i, The Salvation Army					

OHS will measure Goal 8 progress using the following metrics identified in the Goal 8 Measurement Plan in Table 3.8-2.

Outcomes for this goal include the following: 1.) Implementing partners are prepared to engage in needed efforts in the aftermath of a targeted violence event, and 2.) The general public across the State is aware of the availability of services and supports to them.

Table 3.8-2: Goal 8 Measurement Plan

GOAL	EXEMPLARY MEASURE(S)	HOW OHS WILL MEASURE THIS GOAL
Goal 8: Foster community resilience in the aftermath of a targeted violence event and prevent cycles of violence	The percentage of implementing partners prepared to engage in needed efforts in the aftermath of a targeted violence event	Expectations for how implementing partners and other stakeholders should engage are clearly outlined in an action plan Survey(s) Interview(s)
	The number of trainings, presentations, and/or briefings conducted on service provision to prepare for the aftermath of a targeted violence event	Documented date(s), time(s), location(s) of events Attendance Sheets (designed to capture profession and demographics) from events Participant Feedback Form(s) Pre-/Post-Tests during events
	The number of people who attended trainings, presentations, and/or briefings conducted on service provision to prepare for the aftermath of a targeted violence event	Participant Feedback Form(s) Pre-/Post-Tests during events
	The percentage of the general public across the State aware of the availability of services and supports to the public	Survey(s) Social media listening

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GOAL NINE: FACILITATE REHABILITATION OF INDIVIDUALS WHO PREVIOUSLY ENGAGED IN TARGETED VIOLENCE AND/OR WHO BECAME AT-RISK FOR TARGETED VIOLENCE WHILE IN CORRECTIONAL FACILITIES

Goal 9 is part of the Prevention Phase and OHS anticipates it will take place throughout the duration of the plan (until Y3-Q4) (see Figure 3.9-1). Goal 9 consists of four objectives and eight activities. During the development of this plan, OHS has not yet completed any activities aligned to this Goal. The Leads for Goal 9 are the TVP Program Manager/HSFC and they receive support from the Implementing Partners identified in Table 3.9-1. Additionally, OHS will continue to engage identified potential collaborators regarding possible opportunities for their participation in activities to which they are aligned.

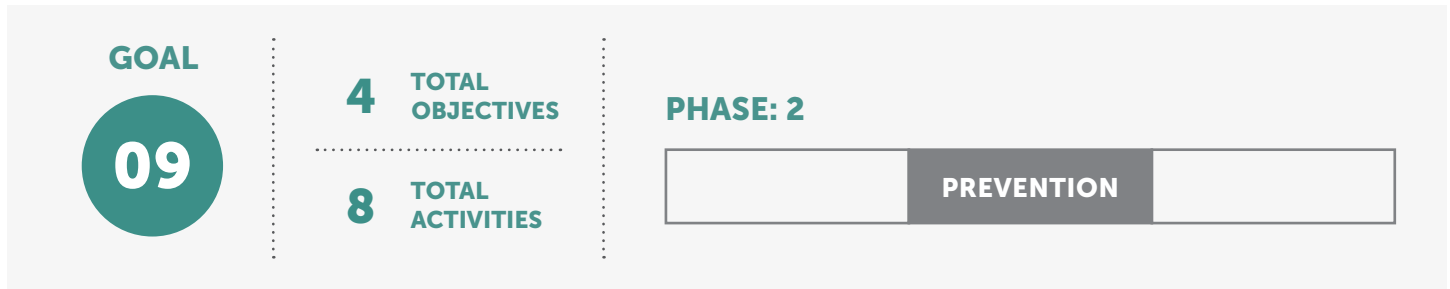




Figure 3.9-1: Goal 9 Overview

Table 3.9-1: Goal 9 Implementation Plan


OBJECTIVE 9.1: Support in-prison disengagement programs					
ACTIVITY	INPUTS/ RESOURCES	DATA COLLECTION METHOD(S)	TIME FRAME	ANTICIPATED OUTPUTS	PARTNERS
Activity 9.1.1: Assist with conducting a needs assessment on disengagement programs	Stakeholder meetings Subject matter experts	Meeting minutes Survey(s) Interview(s)	Y1-Q4 	Specific, expert- and diversity-informed needs assessments	Lead: TVP Program Manager/HSFC Implementing Partner(s): Life After Hate, OHS
ACTIVITY 9.1.1 IDENTIFIED POTENTIAL COLLABORATOR(S)					
Federal Bureau of Prisons (BOP), CP3, Episcopal Diocese of Hawai'i Prison Ministry, Hawai'i Community College, Hawai'i Vet 2 Vet Inc, HIPHI, Prison Fellowship Hawai'i, Roman Catholic Diocese of Honolulu, The Salvation Army, Veterans Affairs (VA), Windward Community College					

(Activities continue on next page)

Activity 9.1.2: Assist with identifying funding sources for in-prison disengagement and re-entry programs	Stakeholders with grant writing experience List of available funding sources relevant to prison disengagement and re-entry programs (See Activity 4.1.2) Prison Ministries	Website searches	Y2-Q3 	Number of grants applied for to support funding prison disengagement and re-entry programs Number of grants awarded to support funding prison disengagement and re-entry programs	Lead: TVP Program Manager/HSFC Implementing Partner(s): Life After Hate
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ACTIVITY 9.1.2 IDENTIFIED POTENTIAL COLLABORATOR(S)


AG, Episcopal Diocese of Hawai'i Prison Ministry, First Circuit Court, Judiciary, Hawai'i Community College, Hawai'i Department of Corrections and Rehabilitation (DCR), Hawai'i Vet 2 Vet Inc, HIPHI, Prison Fellowship Hawai'i, Roman Catholic Diocese of Honolulu, The Salvation Army, VA, Veterans Treatment Court, Windward Community College

Activity 9.1.3: Support identification of best practices and evidence-based practices, culturally competent tools that assess risk for committing targeted violence among inmate populations	Stakeholder discussions National Institute of Justice (NIJ) research	Website searches Meeting Minutes	Y3-Q1 	A resource library of best practices and evidence-based best practices, as well as validated and culturally competent tools that assess risk for committing targeted violence among inmate populations that can be shared with prisons in the State	Lead: TVP Program Manager/HSFC Implementing Partner(s):
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ACTIVITY 9.1.3 IDENTIFIED POTENTIAL COLLABORATOR(S)


DCR, First Circuit Court, VA

OBJECTIVE 9.2: Support provision of wrap-around aftercare/ re-entry services

ACTIVITY	INPUTS/ RESOURCES	DATA COLLECTION METHOD(S)	TIME FRAME	ANTICIPATED OUTPUTS	PARTNERS
Activity 9.2.1: Assist in identifying available aftercare, re-entry, and disengagement services	Stakeholder discussions Needs Assessments by County (See Activity 1.1.3)	Meeting Minutes	Y3-Q4 	Mapping of aftercare, re-entry, and disengagement services (e.g., housing, employment, healthcare, etc.) (See Activity 7.3.1)	Lead: TVP Program Manager/HSFC Implementing Partner(s): Life After Hate

ACTIVITY 9.2.1 IDENTIFIED POTENTIAL COLLABORATOR(S)


Episcopal Diocese of Hawai'i Prison Ministry, First Circuit Court, Going Home Hawai'i, Hahoko, Hawai'i Community College, Hawai'i Statewide GIS Program, Hawai'i Vet 2 Vet Inc, Judiciary, Prison Fellowship Hawai'i, Roman Catholic Diocese of Honolulu, The Salvation Army, VA, Veterans Treatment Courts, Windward Community College

Activity 9.2.2: Solicit input from subject matter experts on best approaches for disengagement and re-entry	A list of subject matter experts Stakeholder meetings	Website searches Emails/Phone Calls with government and non-governmental stakeholders from other jurisdictions	Y2-Q1 	A list of best approaches to disengagement and re-entry	Lead: TVP Program Manager/HSFC Implementing Partner(s):
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ACTIVITY 9.2.2 IDENTIFIED POTENTIAL COLLABORATOR(S)

Hawai'i Community College, Hawai'i Vet 2 Vet Inc, Judiciary, Saguaro Correctional Center, The Salvation Army, Windward Community College


(Activities continue on next page)

<p>Activity 9.2.3: Conduct trainings, presentations, and briefings for relevant implementing partners, including probation and parole officers, on best practices</p>	<p>Event Facilitator(s) Event curricula Event venue(s) Event participants Registration mechanism(s) (e.g., EventBrite, MS Forms, etc.) Pre-/Post-knowledge check surveys</p>	<p>Attendance sheets Participant Feedback Forms Pre-/Post-knowledge checks during events</p>	<p>Y2-Q2 </p>	<p>Stakeholders, including probation and parole officers, understand best practices Recorded events that can be made available to the necessary stakeholders Trainings, presentations, or briefings with stakeholders summarizing best practices of disengagement and re-entry programs, and disseminate results to stakeholders</p>	<p>Lead: TVP Program Manager/HSFC Implementing Partner(s): Anaina Hou Community Park</p>
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ACTIVITY 9.2.3 IDENTIFIED POTENTIAL COLLABORATOR(S)

DCR, Hawai'i Community College, Hawai'i Vet 2 Vet Inc, Judiciary, Pax Bello Security Solutions Hawai'i, Windward Community College


OBJECTIVE 9.3: Support implementation of disengagement programs for individuals who previously engaged in targeted violence, with or without recent justice system involvement

ACTIVITY	INPUTS/ RESOURCES	DATA COLLECTION METHOD(S)	TIME FRAME	ANTICIPATED OUTPUTS	PARTNERS
<p>Activity 9.3.1: Support long-term follow up with former offenders</p>	<p>Probation and parole officers Prison Ministries Case-management system capable of running anonymized reports (See Activity 7.5.2)</p>	<p>Case-management system</p>	<p>Y3-Q4 </p>	<p>Identify resources needed to follow-up with former offenders based on best practices, to include determining an appropriate length of time for follow-up interventions</p>	<p>Lead: TVP Program Manager/HSFC Implementing Partner(s):</p>

ACTIVITY 9.3.1 IDENTIFIED POTENTIAL COLLABORATOR(S)

DCR, Hawai'i Community College, Hawai'i Vet 2 Vet Inc, Hope Services, Judiciary, The Salvation Army, Windward Community College

OBJECTIVE 9.4: Prepare communities to receive individuals who previously engaged in targeted violence upon their release

ACTIVITY	INPUTS/ RESOURCES	DATA COLLECTION METHOD(S)	TIME FRAME	ANTICIPATED OUTPUTS	PARTNERS
<p>Activity 9.4.1: Support programming that bolsters protective factors around an individual upon their release, including family and community connectedness</p>	<p>A list of programs that support individuals upon their release (See Activity 1.3.1) Stakeholder discussions</p>	<p>Website searches Meeting Minutes</p>	<p>Y3-Q4 </p>	<p>Programming events in each County meant to bolster protective factors around an individual upon their release</p>	<p>Lead: TVP Program Manager/HSFC Implementing Partner(s): Moonshot</p>

ACTIVITY 9.4.1 IDENTIFIED POTENTIAL COLLABORATOR(S)

AG, City & County of Honolulu DEM, DCR, DHS, Hawai'i Community College, Hawai'i County Civil Defense Agency, Hawai'i Police Department, Hawai'i Vet 2 Vet Inc, HI-EMA, HPD, Judiciary, KEMA, KPD, KEMA, MPD, The Salvation Army, Windward Community College

OHS will measure Goal 9 progress using the following metrics identified in the Goal 9 Measurement Plan in Table 3.9-2.

Outcomes for this goal include the following: 1.) Relevant implementing partners, including probation and parole officers, are familiar with best practices, 2.) Individuals participate in events designed to bolster protective factors, and 3.) Events help prevent recidivism and facilitate disengagement.

Table 3.9-2: Goal 9 Measurement Plan

GOAL	EXEMPLARY MEASURE(S)	HOW OHS WILL MEASURE THIS GOAL
<p>Goal 9: Facilitate rehabilitation of individuals who previously engaged in targeted violence and/or who became at-risk for targeted violence while in correctional facilities</p>	<p>The percentage of relevant implementing partners, including probation and parole officers, who are familiar with best practices</p>	<p>Documented date(s), time(s), location(s) of events</p> <p>Attendance Sheets (designed to capture profession and demographics, as well as whether attendee is a family member of an individual recently released or soon to be released from a correctional facility) from events</p> <p>Participant Feedback Form(s)</p> <p>Pre-/Post-Tests during events</p>
	<p>The number of events (e.g., trainings, community events, tabling, etc.) designed to bolster protective factors around an individual upon their release, by County</p>	<p>Documented date(s), time(s), location(s) of events</p> <p>Attendance Sheets (designed to capture profession and demographics, as well as whether attendee is a family member of an individual recently released or soon to be released from a correctional facility) from events</p> <p>Participant Feedback Form(s)</p>
	<p>The number of people who attended events designed to bolster protective factors around an individual upon their release, by County</p>	

GOAL TEN: SUSTAIN CONDUCTIVE ENVIRONMENT FOR PROGRAM IMPLEMENTATION


Goal 10 is part of the Monitoring Phase and OHS anticipates it will take place throughout the duration of the plan (until Y3-Q4) (see Figure 3.10-1). Goal 10 consists of three objectives and eight activities. During the development of this plan, OHS has not yet completed any activities aligned to this Goal. The Leads for Goal 10 are the OHS Administrator and the TVP Program Manager/HSFC and they receive support from the Implementing Partners identified in Table 3.10-1. Additionally, OHS will continue to engage identified potential collaborators regarding possible opportunities for their participation in activities to which they are aligned.




Figure 3.10-1: Goal 10 Overview

Table 3.10-1: Goal 10 Implementation Plan

OBJECTIVE 10.1: Sustain political will					
ACTIVITY	INPUTS/ RESOURCES	DATA COLLECTION METHOD(S)	TIME FRAME	ANTICIPATED OUTPUTS	PARTNERS
<p>Activity 10.1.1: <i>Continue advocacy activities in support of the statewide TVP efforts</i></p>	<p>Strategic communications plan</p> <p>Influential public validators of TVP programming</p> <p>Outreach/engagement events</p> <p>TVP one-pager</p> <p>Awareness briefings</p> <p>Personalized messaging</p>	<p>Registrations from events</p> <p>Participant feedback forms</p> <p>Social media listening</p> <p>Attendance sheets from briefings</p> <p>Documented emails</p>	<p>Ongoing</p> <p>○</p>	<p>Continued efforts to recruit political support for the TVP Program</p> <p>One letter of support from the State Governor</p> <p>Four letters of support from the County Mayors</p> <p>One letter of support from the State Senate</p> <p>One letter of support from the State House</p> <p>One letter of support from a Statewide key stakeholder group</p> <p>Four letters of support from County specific key stakeholder groups (one per County) (See Activities 3.1.3, 3.1.4)</p>	<p>Lead: OHS Administrator</p> <p>Implementing Partner(s): TVP Program Manager/HSFC</p>


Activity 10.1.2: <i>Keep political leaders at all levels informed about the current trends in targeted violence, progress of BTAM Teams, education and awareness-raising efforts, and other TVP activities</i>	Personalized messaging Updated TVP one-pager(s) Update briefing(s) Engagement events Survey findings Trainings Presentations	Documented emails Attendance Sheets from meetings/ events/trainings	Ongoing 	Political leaders at all levels are invited to regular TVP meetings, events, and trainings	Lead: OHS Administrator Implementing Partner(s): HSFC
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OBJECTIVE 10.2: Sustain public awareness and support

ACTIVITY	INPUTS/ RESOURCES	DATA COLLECTION METHOD(S)	TIME FRAME	ANTICIPATED OUTPUTS	PARTNERS
Activity 10.2.1: <i>Maintain efforts to involve the public in TVP-related activities and events</i>	Engagement events Personalized messaging	Documented newsletters Ke Ala Hou monthly emails Transcripts from events Recordings from events Registrations from events Event Participant feedback forms Survey(s)	Ongoing 	Members of the public participate in TVP-related trainings and activities <i>(See Activities 3.2.5, 5.1.1, 5.1.2, 5.2.3, 6.1.1, 6.1.2, 6.3.1)</i>	Lead: TVP Program Manager/ HSFC Implementing Partner(s): UHWO

ACTIVITY 10.2.1 IDENTIFIED POTENTIAL COLLABORATOR(S)


Bank of Hawai'i, City & County of Honolulu DEM, Hawai'i Community Foundation (HCF), Hawai'i County Civil Defense Agency, Hawai'i Police Department, HI-EMA, HIPHI, HPD, Kaiser Permanente, KEMA, KPD, MEMA, Mental Health America of Hawai'i, MPD, NAMI, Olelo, PBS Hawaii, Prevent Suicide Hawai'i Taskforce, VA

Activity 10.2.2: <i>Maintain efforts to provide the public with comprehensive information about the TVP efforts statewide</i>	Website Multi-lingual Information Hub Social media post(s) Radio ads Television ads Governor's Newsletter Call Center FAQs	Review Page on the information hub Website views Social media listening Feedback survey	Ongoing 	Comprehensive, wide-spread multi-media and multi-lingual public awareness campaign(s) about TVP efforts statewide <i>(See Activities 3.1.5, 3.2.1, 3.2.2, and 8.3.1)</i>	Lead: TVP Program Manager/HSFC Implementing Partner(s): DOH OLA, UHWO
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ACTIVITY 10.2.2 IDENTIFIED POTENTIAL COLLABORATOR(S)

City & County of Honolulu DEM, DOH, Hawai'i County Civil Defense Agency, Hawai'i Police Department, HI-EMA, HPD, KEMA, KPD, MEMA, MPD, VA


(Activities continue on next page)

<p>Activity 10.2.3: Maintain and regularly update the online information hub</p>	<p>Information hub Review mechanism Event/activity calendar Person(s) responsible for collecting updates Person(s) responsible for making updates</p>	<p>List of updates to make Stored website reviews Update date stamp on website</p>	<p>Ongoing </p>	<p>Regularly updated information hub with new and timely TVP-related information (e.g., outreach/engagement events, town halls, available services/supports, etc.) Regularly updated information hub that accounts for review feedback (See Activities 3.1.5, 8.3.1, and 10.2.2)</p>	<p>Lead: TVP Program Manager/HSFC Implementing Partner(s): DOH OLA, HIDEO, UHWO</p>
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ACTIVITY 10.2.3 IDENTIFIED POTENTIAL COLLABORATOR(S)



Bank of Hawai'i, Catholic Charities Hawai'i, Grand Wailea Resort, Hawai'i Vet 2 Vet Inc, Ho'ala School

OBJECTIVE 10.3: Sustain funding¹⁸

ACTIVITY	INPUTS/ RESOURCES	DATA COLLECTION METHOD(S)	TIME FRAME	ANTICIPATED OUTPUTS	PARTNERS
<p>Activity 10.3.1: Evaluate available/prospective TVP funds and whether they can support different TVP implementation domains (e.g., academia, public health, education, law enforcement)¹⁹</p>	<p>Awarded/soon to be awarded grant funding Available grant applications/announcements of grant funding</p>	<p>A comprehensive list/database of available funding sources relevant for different areas of TVP efforts</p>	<p>Ongoing </p>	<p>Availability of prospective TVP funds is shared with implementing partners in different domains</p>	<p>Lead: TVP Program Manager/HSFC Implementing Partner(s): OHS/Grants Management, UHWO</p>

ACTIVITY 10.3.1 IDENTIFIED POTENTIAL COLLABORATOR(S)

HCF

<p>Activity 10.3.2: Continue to apply for grant funding to support the TVP Program efforts</p>	<p>Grant applications Time Personnel with grant knowledge</p>	<p>Database tracking grant opportunities reviewed/applied for</p>	<p>Ongoing </p>	<p>Number of grants applied for Number of grants awarded (See Activity 4.1.2)</p>	<p>Lead: TVP Program Manager/HSFC Implementing Partner(s): OHS/Grants Management</p>
<p>Activity 10.3.3: Continue to pursue efforts to develop a mechanism to support ongoing commitment and resourcing for TVP efforts</p>	<p>Time Bill Sponsor(s) Hawai'i State Legislature Governor's Signature</p>	<p>Hawai'i State Legislature Bill Tracking</p>	<p>Y3-Q4 </p>	<p>An established TVP Program within the State OHS Appropriated funds for TVP Position(s) dedicated to TVP</p>	<p>Lead: OHS Administrator Implementing Partner(s):</p>

¹⁸Some activities where the HSFC is the implementation lead may move outside the HSFC. Some TVP activities HSFC conducts as of this Plan's publication are grant-funded; should grant funding cease, HSFC may be unable to sustain those particular TVP activities and those activities may lose oversight.

¹⁹While OHS will not be the arbiter of all sources of TVP funding, OHS may share information about relevant potential TVP funding sources with the appropriate implementing partners (e.g., OHS may share announcements of grant opportunities for nonprofits with nonprofit implementing partners).

OHS will measure Goal 10 progress using the following metrics identified in the Goal 10 Measurement Plan in Table 3.10-2.

Outcomes for this goal include the following: 1.) Members of the public from different communities across the State support State-led TVP efforts, 2.) Programming across different implementation domains persists and grows, and 3.) Influential public validators throughout the State support the State-led TVP efforts.

Table 3.10-2: Goal 10 Measurement Plan

GOAL	EXEMPLARY MEASURE(S)	HOW OHS WILL MEASURE THIS GOAL
<p>Goal 10: Sustain conducive environment for program implementation</p>	<p>Number of outreach/engagement events</p>	<p>Documented date(s), time(s), location(s) of events Attendance Sheets (designed to capture profession and demographics) from events</p>
	<p>The number of people who attended outreach/engagement events</p>	<p>Participant Feedback Forms Social media listening (events on Facebook, Eventbrite, other platforms) Survey(s) (designed to capture profession and demographics)</p>
	<p>Number of awareness briefings held</p>	<p>Documented date(s), time(s), location(s) of events Attendance Sheets (designed to capture profession and demographics) from briefings</p>
	<p>The number of people who attended awareness briefings</p>	<p>Participant Feedback Forms Survey(s)</p>
	<p>Number of influential public validators who have included TVP in their messaging</p>	<p>Records of public statements about TVP Social media listening (posts, comments, information shared)</p>
	<p>Amount of TVP related grant funding applied for and received</p>	<p>Grant applications and awards</p>
	<p>Number of mechanisms developed to support ongoing commitment and resourcing for TVP efforts</p>	<p>The number of policy proposals developed to articulate responsibilities, authorities, and other indications of commitment to TVP</p>

GOAL ELEVEN: SUPPORT PROFESSIONAL DEVELOPMENT, LEARNING, AND IMPROVEMENT




Goal 11 is part of the Monitoring Phase and OHS anticipates it will take place throughout the duration of the plan (until Y3-Q4) (see Figure 3.11-1). Goal 11 consists of four objectives and eight activities. During the development of this plan, OHS has not yet completed any activities aligned to this Goal. The Leads for Goal 11 are the TVP Program Manager/HSFC and they receive support from the Implementing Partners identified in Table 3.11-1. Additionally, OHS will continue to engage identified potential collaborators regarding possible opportunities for their participation in activities to which they are aligned.






Figure 3.11-1: Goal 11 Overview

Table 3.11-1: Goal 11 Implementation Plan

OBJECTIVE 11.1: Provide implementing partners with available up-to-date research evidence and best practices for effective TVP efforts					
ACTIVITY	INPUTS/ RESOURCES	DATA COLLECTION METHOD(S)	TIME FRAME	ANTICIPATED OUTPUTS	PARTNERS
Activity 11.1.1: <i>Establish a research evidence and best practices online hub for implementing partners and TVP stakeholders to collaborate and access information such as locally relevant services and contact information for providers who can refer individuals</i>	Online platform Web designers Information technology support Chatbot FAQs	Website views Chat transcripts	Y3-Q1 	One up-to-date comprehensive hub for information on research evidence and best practices (See Activity 3.1.5)	Lead: TVP Program Manager/HSFC Implementing Partner(s): Moonshot
Activity 11.1.2: <i>Regularly update the hub content with new research evidence and emerging best practices</i>	Person(s) responsible for collecting updates Person(s) responsible for making updates List of updates to make	Research of emerging best practices Research of latest research evidence	Ongoing 	Regularly updated research and best practices hub (See Activity 10.2.3)	Lead: TVP Program Manager/HSFC Implementing Partner(s): Moonshot

OBJECTIVE 11.2: Support professional development of implementing partners and relevant stakeholders					
ACTIVITY	INPUTS/ RESOURCES	DATA COLLECTION METHOD(S)	TIME FRAME	ANTICIPATED OUTPUTS	PARTNERS
Activity 11.2.1: <i>Organize professional development activities targeting different implementation domains and accessible to implementing partners from different parts of the State and diverse professional and demographic backgrounds</i>	Event venue(s) Event curricula Event participants Event facilitator(s) Event registration mechanism (e.g., EventBrite, MS Form, etc.) Pre-/Post-knowledge check surveys	Attendance sheets Participant feedback forms Pre-/Post-knowledge checks during events	Y3-Q4 	Number of professional development activities organized Number of participants from different implementation domains and different parts of the State <i>(See Activities 3.2.5, 4.3.1, 4.3.2, 4.4.2, 6.1.1, 6.1.2, 6.2.1, 6.2.2, 6.3.1, 7.3.3, 7.4.1, 7.4.2, 8.2.2, 9.2.3)</i>	Lead: TVP Program Manager/HSFC Implementing Partner(s): Moonshot, USSS NTAC
ACTIVITY 11.2.1 IDENTIFIED POTENTIAL COLLABORATOR(S)					
ASIS International, Department of Commerce and Consumer Affairs (DCCA), State Licensing Boards					
OBJECTIVE 11.3: Monitor the program implementation					
ACTIVITY	INPUTS/ RESOURCES	DATA COLLECTION METHOD(S)	TIME FRAME	ANTICIPATED OUTPUTS	PARTNERS
Activity 11.3.1: <i>Coordinate monitoring activities across different implementing partners</i>	Measurement Plan Coordinated messaging Timeline for activities	Measurement Plan	Y3-Q4 	Implementing partners will monitor activities according to the metrics outlined in the Measurement Plan	Lead: TVP Program Manager/HSFC Implementing Partner(s):
Activity 11.3.2: <i>Conduct program implementation monitoring activities and support timely reporting by implementing partners</i>	Measurement Plan Coordination messaging Timeline for activities	Measurement Plan	Y3-Q4 	An updated Measurement Plan based on reports received from different implementing partners	Lead: TVP Program Manager/HSFC Implementing Partner(s): TVP Strategy Implementation Plan Implementing Partners

OBJECTIVE 11.4: Facilitate Ongoing Learning and Improvement Activities

ACTIVITY	INPUTS/ RESOURCES	DATA COLLECTION METHOD(S)	TIME FRAME	ANTICIPATED OUTPUTS	PARTNERS
<p>Activity 11.4.1: <i>Facilitate learning and improvement events to discuss the monitoring results, identify successes and areas for improvement</i></p>	<p>Event Venue(s) Event Curricula Event Participants Event Facilitator(s) Event Registration mechanism (e.g., EventBrite, MS Form, etc.)</p>	<p>Attendance sheets Participant feedback forms</p>	<p>Y3-Q4 </p>	<p>Host at least four (at least one in each of the four counties) hybrid learning events that are available virtually and in person in each County Recorded trainings, presentations, or briefings (at least one for each event mentioned above) that professionals can access online</p>	<p>Lead: TVP Program Manager/HSFC Implementing Partner(s):</p>
<p>Activity 11.4.2: <i>Work with an external evaluator to facilitate outcome evaluation through adaptable intervention design, support for data collection, etc</i></p>	<p>External evaluator</p>	<p>Outcome evaluation</p>	<p>Y3-Q4 </p>	<p>Outcome evaluation to improve upon program efforts</p>	<p>Lead: TVP Program Manager/HSFC Implementing Partner(s):</p>
<p>ACTIVITY 11.4.2 IDENTIFIED POTENTIAL COLLABORATOR(S)</p>					
<p>DOH, HIPHI</p>					
<p>Activity 11.4.3: <i>Facilitate implementation of the actionable recommendations and program updates and improvements</i></p>	<p>Outcome evaluation List of actionable recommendations, program updates, and improvements</p>	<p>Measurement Plan</p>	<p>Y3-Q4 </p>	<p>Implementation of changes based on outcome evaluation list of actionable recommendations, program updates, and improvements</p>	<p>Lead: TVP Program Manager/HSFC Implementing Partner(s): TVP Strategy Implementation Plan Implementing Partners</p>
<p>ACTIVITY 11.4.3 IDENTIFIED POTENTIAL COLLABORATOR(S)</p>					
<p>CP3</p>					

OHS will measure Goal 11 progress using the following metrics identified in the Goal 11 Measurement Plan in Table 3.11-2.

Outcomes for this goal include the following: 1.) Implementing partners use best available research evidence and practices to inform their efforts, and 2.) Gaps in implementation efforts are identified and remedied in a timely manner.

Table 3.11-2: Goal 11 Measurement Plan

GOAL	EXEMPLARY MEASURE(S)	HOW OHS WILL MEASURE THIS GOAL
<p>Goal 11: Support professional development, learning, and improvement</p>	<p>The number of professional development activities targeting different implementation domains and accessible to implementing partners from different parts of the State and diverse professional and demographic backgrounds</p>	<p>Documented date(s), time(s), location(s) of activities Attendance Sheets (designed to capture profession and demographics) from activities Participant Feedback Form(s)</p>
	<p>The number of professionals who attended these professional development activities</p>	<p>Pre-/Post-Tests during activities (designed to capture domain specific measures)</p>
	<p>The number of learning and improvement events designed to discuss the monitoring results, identify successes and areas for improvement</p>	<p>Documented date(s), time(s), location(s) of learning events Attendance Sheets (designed to capture profession and demographics) from learning events</p>
	<p>The number of people who attended these learning and improvement events</p>	<p>Participant Feedback Form(s)</p>
	<p>The number of identified successes and areas for improvement</p>	<p>Meeting minutes/transcript(s) from learning event(s) Participant Feedback Form(s)</p>
	<p>The number of actionable recommendations for improvement</p>	<p>Meeting minutes/transcript(s) from improvement events</p>

APPENDIX A: IMPLEMENTING PARTNERS AND IDENTIFIED POTENTIAL COLLABORATORS

Table A-1 displays a comprehensive summary of the lead (identified with “L”) and implementing partners aligned to the activities associated with each of the 11 identified goals identified in this plan (see Figure A-1). Implementing Partners may be supporting as few as three or as many as all of the activities associated with the checked goals.

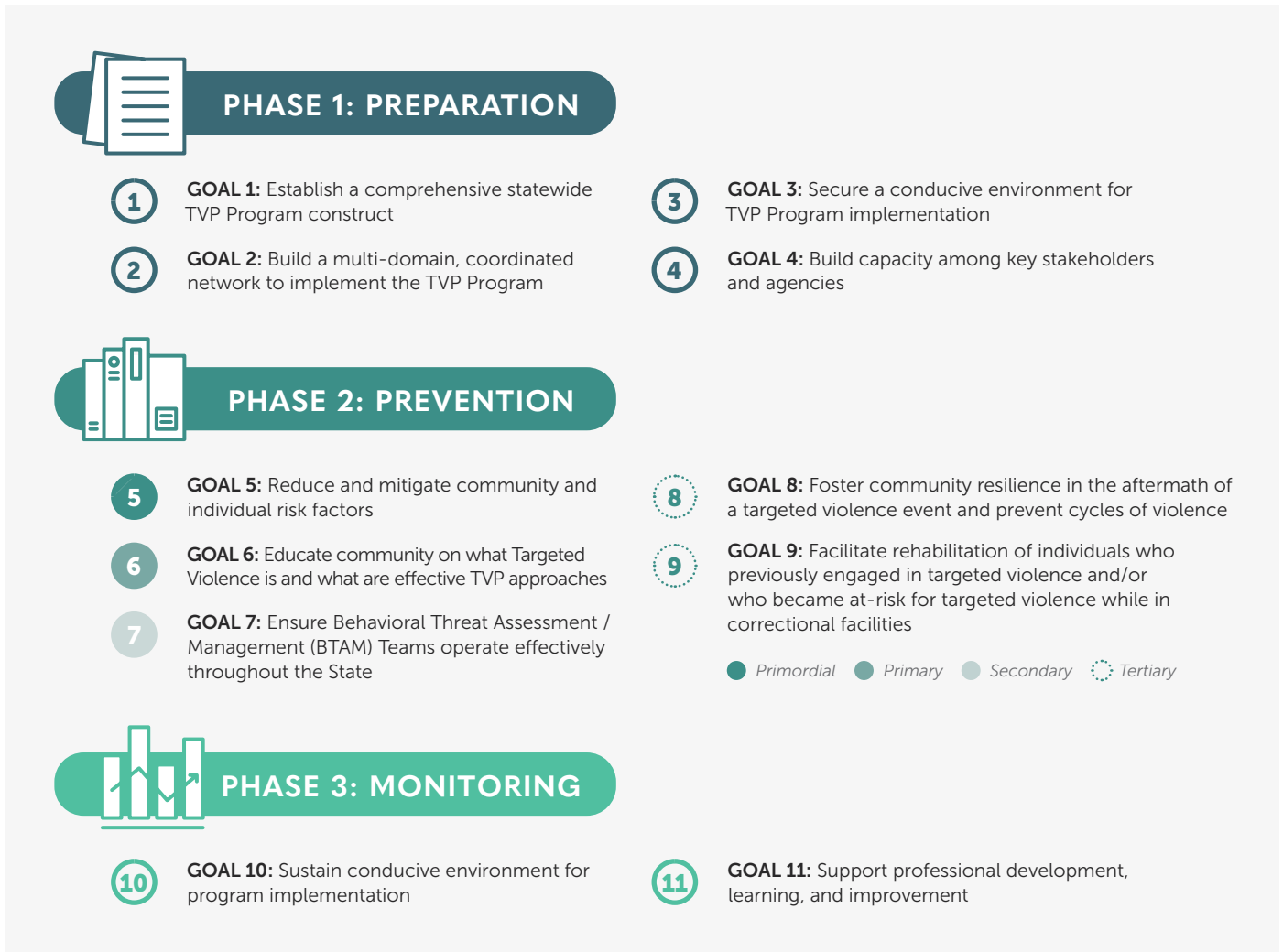


Figure A-1: Hawai'i State TVP Strategy 11 Identified Goals

Table A-1: Lead and Implementing Partners

LEAD AND IMPLEMENTING PARTNER(S)	GOALS										
	1	2	3	4	5	6	7	8	9	10	11
Anaina Hou Community Park			•	•	•	•	•	•	•		•
EDC360			•	•							•
First Preventers				•	•	•	•				•
Hawai'i Department of Defense/Hawai'i Army National Guard (HIARNG)	•		•								•
Hawai'i Department of Education (HIDOE)	•	•	•	•	•	•	•	•		•	•
Hawai'i Department of Health (DOH) Office of Language Access (OLA)	•		•			•	•	•		•	•
Hawai'i Governor's Office (GOV)	•	•	•	•	•						•
Honolulu Community College					•		•				•
Leeward Community College						•					•
Life After Hate									•		•
Moonshot	•		•	•	•	•	•		•		•
One World Strong Foundation					•		•	•			•
Prevention Practitioners Network				•	•	•	•				•
State of Hawai'i Office of Homeland Security (OHS)	L	L	L	•					•		•
State of Hawai'i Office of Homeland Security (OHS) Administrator				•						L	•
State of Hawai'i Office of Homeland Security (OHS) Grants Management Branch			•	•						•	•
State of Hawai'i Office of Homeland Security (OHS) Planning and Operations Branch				•				•			•
State of Hawai'i Office of Homeland Security (OHS) Planning and Operations Branch Chief							•				•
State of Hawai'i Office of Homeland Security (OHS) Public Affairs								•			•
State of Hawai'i Office of Homeland Security (OHS) Social Media					L			L			•
State of Hawai'i Office of Homeland Security (OHS) TVP Program Manager/Hawai'i State Fusion Center (HSFC)	L	L	L	L	L	L	L	L	L	L	L
The Steven A. Cohen Military Family Clinic at Child and Family Services					•	•					•
Threat Team Hawai'i (TTH)			•		•		L	L			•
Threat Team Hawai'i (TTH) Training Committee							L				•
United States Department of Homeland Security National Threat Evaluation and Reporting (NTER) Program Office				•		•	•				•
University of Hawai'i West Oahu (UHWO)	•	•	•	•	•		L	•		•	•
U.S. Secret Service (USSS) National Threat Assessment Center (NTAC)				•		•					•

Table A-2 displays a comprehensive summary of the identified potential collaborators aligned to the activities associated with each of the 11 identified goals identified in this plan (see Figure A-1). Identified potential collaborators may be aligned to as few as one or as many as all of the activities associated with the checked goals.

Table A-2: Identified Potential Collaborators

IDENTIFIED POTENTIAL COLLABORATORS	GOALS											
	1	2	3	4	5	6	7	8	9	10	11	
ASIS International												•
Association of Threat Assessment Professionals (ATAP)				•			•					•
Aulani Disney Hawai'i Resort	•											•
Bank of Hawai'i	•		•	•							•	•
Boston Children's Hospital				•								•
Catholic Charities Hawai'i	•		•	•							•	•
Central Pacific Bank	•											•
Chinese Chamber of Commerce of Hawai'i			•		•							•
City & County of Honolulu Department of Emergency Management (DEM)	•		•	•	•	•	•	•	•	•	•	•
Council for Native Hawaiian Advancement (CNHA)			•		•							•
Crime Victim Compensation Commission (CVCC)					•		•	•				•
Cybersecurity & Infrastructure Security Agency (CISA)				•		•						•
Domestic Violence Action Center (DVAC)	•											•
EDC360							•					
Episcopal Diocese of Hawai'i Prison Ministry									•			•
Federal Bureau of Investigation (FBI)				•								•
Federal Bureau of Prisons (BOP)									•			•
First Circuit Court									•			•
Four Seasons	•											•
Going Home Hawai'i									•			•
Grand Wailea Resort	•		•	•							•	•
Great Life Hawai'i					•							•
Hahoko									•			•
Hawai'i Community College	•		•	•	•	•	•	•	•			•
Hawai'i Community Foundation											•	•
Hawai'i County Civil Defense Agency	•		•	•	•	•	•	•	•	•	•	•
Hawai'i Department of Commerce and Consumer Affairs (DCCA)												•
Hawai'i Department of Corrections and Rehabilitation (DCR)									•			•
Hawai'i Department of Health (DOH)	•	•	•	•	•		•				•	•
Hawai'i Department of Human Resources Development (DHRD)	•											•
Hawai'i Department of Human Services (DHS)	•	•	•	•	•		•		•			•
Hawai'i Department of the Attorney General (AG)	•	•	•	•		•	•		•			•

IDENTIFIED POTENTIAL COLLABORATORS	GOALS										
	1	2	3	4	5	6	7	8	9	10	11
Hawai'i Emergency Management Agency (HI-EMA)	•		•	•	•	•	•	•	•	•	•
Hawai'i Government Employees Association (HGEA)	•										•
Hawai'i Governor's Office (GOV)	•		•				•				•
Hawai'i Office of Enterprise Technology Services (ETS)				•							•
Hawai'i Pacific Health (HPH)	•										•
Hawai'i Police Department	•		•	•	•	•	•	•	•	•	•
Hawai'i Public Health Institute (HIPHI)	•								•	•	•
Hawai'i Public Radio			•								•
Hawai'i State Coalition Against Domestic Violence	•										•
Hawai'i Statewide GIS Program	•						•	•	•		•
Hawai'i Tourism Authority	•										•
Hawai'i United Okinawa Association			•		•						•
Hawai'i Vet 2 Vet Inc	•		•	•	•	•	•	•	•	•	•
Hawai'i Youth Services Network (HYSN)					•						•
Hawai'i Youth Soccer Association					•						•
Hispanic Chamber of Commerce Hawai'i				•	•						•
Ho'ala School	•		•	•						•	•
Honolulu Police Department (HPD)	•		•	•	•	•	•	•	•	•	•
Hope Services									•		•
Island Pacific Academy (IPA)	•										•
Judiciary									•		•
Kaiser Permanente	•		•							•	•
Kamehameha Schools	•										•
Kauai Emergency Management Agency (KEMA)	•		•	•	•	•	•	•	•	•	•
Kauai Police Department (KPD)	•		•	•	•	•	•	•	•	•	•
Legislative Reference Bureau			•								•
Marshallese Community Organization of Hawai'i (MCOH)			•		•						•
Maui Emergency Management Agency (MEMA)	•		•	•	•	•	•	•	•	•	•
Maui Police Department (MPD)	•		•	•	•	•	•	•	•	•	•
Mental Health America of Hawai'i										•	•
Moonshot					•						
National Alliance on Mental Illness (NAMI)										•	•
New York State DHS (NY DHS)							•				•
Office of Hawaiian Affairs (OHA)			•		•						•
Olelo										•	•
Pax Bello Security Solutions Hawai'i						•		•	•		•
PBS Hawai'i			•							•	•

IDENTIFIED POTENTIAL COLLABORATORS	GOALS										
	1	2	3	4	5	6	7	8	9	10	11
Prevent Suicide Hawai'i Taskforce					•					•	•
Prison Fellowship Hawai'i									•		•
Punahou School	•		•								•
Readiness and Emergency Management for Schools (REMS) Technical Assistance (TA) Center				•							•
Roman Catholic Diocese of Honolulu									•		•
Roots Reborn Lahaina	•										•
Saguaro Correctional Center									•		•
Sex Abuse Treatment Center (SATC)	•		•	•							•
Shinshu Kyokai Mission	•		•								•
The Legal Clinic Hawai'i			•								•
The Parent Line					•						•
The Salvation Army					•			•	•		•
ThinkTech Hawai'i			•								•
UH Academy for Creative Media System			•								•
UH Manoa Office of Civic & Community Engagement			•								•
UH Office of Public Health Studies (OPHS)	•										•
UH System						•					•
UHWO							•				•
United States Census Bureau				•							•
United States Department of Education (US DOE)				•							•
United States Department of Homeland Security (US DHS)							•				•
United States Department of Homeland Security Center for Prevention Programs and Partnerships (CP3)	•			•		•			•		•
Veterans Affairs (VA)									•	•	•
Veterans Treatment Court									•		•
Violence Prevention Network				•							•
We Are Oceania	•										•
Windward Community College					•	•	•	•	•		•
WorkLife Hawai'i	•										•
YMCA Honolulu					•						•

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APPENDIX B: RISK MANAGEMENT PLAN

At the beginning of the Implementation Plan project, OHS inquired about which objectives stakeholders believed would present the biggest challenges to the State of Hawaii's TVP efforts and why. Stakeholders identified the objectives in Figure B-1.

OBJECTIVES THAT PRESENT THE BIGGEST CHALLENGES

During Working Group (WG) #1, OHS surveyed stakeholders to find out which objectives they felt would present the biggest challenges.



- 1.1** Implementation is rooted in local needs, risk, challenges, and cultural contexts.
- 2.1** Secure participation of key federal, State, and local governmental agencies and non-governmental organizations in TVP Program Implementation.
- 3.1** Ensure political will and community buy-in.
- 4.3** Equip implementing partners with knowledge relevant to targeted violence and best practices in prevention and intervention for different areas of service provision.
- 5.1** Support development or adaptation of evidence-based efforts that address individual-level risk factors.
- 6.3** Increase public willingness and knowledge of how to seek help for individuals at risk.
- 7.5** Plan for the development of a secure, effective, and diverse referral and case management system.
- 8.1** Develop clear and effective action plans for how implementing partners and other stakeholders should engage to foster community resilience and prevent cycles of violence in the aftermath of a targeted violence event.
- 9.4** Prepare communities to receive individuals who previously engaged in targeted violence upon their release.
- 10.1** Sustain political will.
- 10.3** Sustain funding.

Figure B-1: Objectives that present the biggest challenges to TVP efforts

OHS developed the following risk assessment chart using feedback stakeholders provided during interviews, surveys, and WG meetings (see Table B-1).

Table B-1: TVP Risk Assessment Chart

OBJECTIVES	RISK IDENTIFIED	RISK ANALYSIS	RISK MANAGEMENT PLAN
<p>1.1 Implementation is rooted in local needs, risk, challenges, and cultural contexts</p>	<p>Stakeholder needs, considerations, and capabilities are not sufficiently addressed in TVP products</p>	<p>Stakeholders provide a unique breadth of experience, knowledge, and value to TVP discussions and products, so if their feedback is not accounted for during the development of products, it may lack critical information one may not find elsewhere</p>	<p>Engage stakeholders in the planning process and include them as an integral part of the plan, conduct periodic content review periods to allow stakeholder review/comment, adjudicate review comments and provide feedback to the stakeholder to address concerns</p>
<p>2.1: Secure participation of key federal, State, and local governmental agencies and non-governmental organizations in TVP Program implementation</p>	<p>Disengaged local stakeholders in targeted violence prevention efforts</p>	<p>Stakeholders are not fully aware of current efforts, do not have the time to participate, and/or do not understand how efforts relate to their organization</p>	<p>Increase visibility on targeted violence prevention activities through awareness campaigns. Strengthen stakeholder relationships and encourage collaboration among stakeholders where possible to bolster community efforts</p>
<p>3.1: Ensure political will and community buy-in</p>	<p>Disengaged politicians/local leaders in targeted violence prevention efforts</p>	<p>Politicians/local leaders have different concerns/issues they identify as a priority to address while in office/a position of authority</p>	<p>Keep politicians/local leaders informed of efforts</p>
<p>4.3: Equip implementing partners with knowledge relevant to targeted violence and best practices in prevention and intervention for different areas of service provision</p>	<p>Development of lengthy, overly detailed TVP products that do not address knowledge gaps</p>	<p>Even if the deliverables are exactly what are required in the project plan, they may not provide value if the intended audience does not utilize them</p>	<p>Monitor Flesch-Kincaid readability scores/levels and utilize graphics/flow charts/checklists/bullet points as much as possible</p>
<p>5.2: Support development or adaptation of evidence-based efforts that address community-level risk factors</p>	<p>TVP events do not have attendance from people from different backgrounds</p>	<p>Events could be planned without sufficient marketing</p>	<p>Work with organizers to market events through multiple channels</p>
<p>6.3: Increase public willingness and knowledge of how to seek help for individuals at risk</p>	<p>There is an extreme shortage of mental health coverage which may discourage people from seeking help for individuals at risk</p>	<p>Without access to mental health resources people may be unwilling to send referrals</p>	<p>Work with DOH and healthcare providers to streamline procedures to expedite referral process for emergency situations</p>
<p>7.5: Plan for the development of a secure, effective, and diverse referral and case management system</p>	<p>Lack of clear scope for referral case management system</p>	<p>Unclear project scope for a referral and case management system might result in changes or re-work to certain deliverables, thus potentially delaying the project timeline for the completion of that system</p>	<p>Continually monitor and review the scope of activities to ensure a common understanding of requirements. Also conduct progress reviews to gather ongoing feedback from stakeholders</p>

OBJECTIVES	RISK IDENTIFIED	RISK ANALYSIS	RISK MANAGEMENT PLAN
8.1: Develop clear and effective action plans for how implementing partners and other stakeholders should engage to foster community resilience and prevent cycles of violence in the aftermath of a targeted violence event	Specific activities from the TVP project might disrupt current stakeholder operations outside the effort	Many stakeholders are not focused on TVP efforts 100% of the time, and their commitment outside of the TVP project must be considered when setting a timeline for deliverables	Communicate/publish the project timeline of activities prior to and provide reminders during meetings, distribute meeting invites/advisories well in advance (use placeholders when appropriate), and verify that the proposed activity dates are acceptable with stakeholders during ongoing meetings (as able)
9.4: Prepare communities to receive individuals who previously engaged in targeted violence upon their release	The program may diminish over time	The program may diminish due to limited stakeholder engagement, infrequent communication, and a lack of awareness surrounding activities	Provide adequate instructions, procedures, agendas, and contact lists to ensure a smooth continuity of efforts
10.1: Sustain political will	Disengaged politicians/local leaders in targeted violence prevention efforts	Politicians/local leaders have different concerns/issues they identify as a priority to address while in office/a position of authority	Keep politicians/local leaders informed of efforts
10.3: Sustain funding	Minimal funding available to support TVP efforts	Limited funds could impede the progress or continuity of TVP efforts	Encourage consistent emphasis on maintaining and applying for new grants or funding sources as needed
	Some activities where the HSFC is the implementation lead may move outside the HSFC	Certain TVP activities the HSFC conducts as of this Plan's publication are grant-funded. Should such grant funding cease, HSFC may be unable to sustain those activities, and those activities may lose oversight	If TVP grant funding ceases, HSFC may still support TVP activities that fall within HSFC's normal course of business

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APPENDIX C: ACRONYMS

Table C-1 displays acronyms OHS used throughout this document.

Table C-1: Acronyms

ACRONYMS	
AG	Hawai'i Department of the Attorney General
ATAP	Association of Threat Assessment Professionals
BHA	Hawai'i Department of Health Behavioral Health Services Administration
BIT	Behavioral Intervention Training
BTAM	Behavioral Threat Assessment/Management
BOP	Federal Bureau of Prisons
CBO	Community-Based Organization
CDC	Centers for Disease Control and Prevention
CISA	Cybersecurity and Infrastructure Security Agency
CMS	Content Management System
CNHA	Council for Native Hawaiian Advancement
CP3	United States Department of Homeland Security Center for Prevention Programs and Partnerships
CPT	Core Planning Team
CPTED	Crime Prevention Through Environmental Design
CRM	Customer Relationship Management
CSTAG	Comprehensive School Threat Assessment Guidelines
CSTPV	Center for the Study of Terrorism and Political Violence
CVCC	Crime Victim Compensation Commission
CVE	Countering Violent Extremism
DCR	Hawai'i Department of Corrections and Rehabilitation
DEM	City & County of Honolulu Department of Emergency Management
DHRD	Hawai'i Department of Human Resources Development
DHS	Hawai'i Department of Human Services
DLE	Hawai'i Department of Law Enforcement
DLNR	Hawai'i Department of Land and Natural Resources
DOH	Hawai'i Department of Health
DPAD	Deflection and Pre-Arrest Diversion
DTA	Digital Threat Assessment
DVAC	Domestic Violence Action Center
ETS	Hawai'i Office of Enterprise Technology Services
FBI	Federal Bureau of Investigation

ACRONYMS	
FBO	Faith-Based Organization
GIS	Geographic Information System
GOV	Hawai'i Governor's Office
GTD	Global Terrorism Database
HAH	Healthcare Association of Hawai'i
HAIS	Hawai'i Association of Independent Schools
HANO	Hawai'i Alliance of Nonprofit Organizations
HCF	Hawai'i Community Foundation
HESD	Honolulu Emergency Services Department
HGEA	Hawai'i Government Employees Association
HHS	U.S. Department of Health and Human Services
HIARNG	Hawai'i Army National Guard
HIDOE	Hawai'i Department of Education
HI-EMA	Hawai'i Emergency Management Agency
HIPHI	Hawai'i Public Health Institute
HPD	Honolulu Police Department
HPH	Hawai'i Pacific Health
HRS	Hawai'i Revised Statute
HSFC	Hawai'i State Fusion Center
HSI	Homeland Security Investigations
HSIN	Homeland Security Information Network
HTA	Hawai'i Tourism Authority
HTAC	Hawai'i Threat Assessment Conference
HYSN	Hawai'i Youth Services Network
ICCT	International Centre for Counter-Terrorism
IED	Improvised Explosive Device
INDOPACOM	Department of Defense Indo-Pacific Command
IP	Implementation Plan
IPA	Island Pacific Academy
I-PAG	Integrated Prevention Advisory Group
JCAT	Joint Counterterrorism Assessment Team
KEMA	Kauai Emergency Management Agency
KPD	Kauai Police Department
KPI	Key Performance Indicator
MCOH	Marshallese Community Organization of Hawai'i
MEMA	Maui Emergency Management Agency
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding

ACRONYMS

MPD	Maui Police Department
NAMI	National Alliance for Mental Illness
NCTC	National Counterterrorism Center
NIJ	National Institute of Justice
NGA	National Governors Association
NGO	Non-Governmental Organization
NI	Neighbor Islands
NHPI	Native Hawaiian and Pacific Islander
NTAC	United States Secret Service National Threat Assessment Center
NTER	United States Department of Homeland Security National Threat Evaluation and Reporting Program Office
NTER-NSI	National Threat Evaluation and Reporting Program Office's Nationwide Suspicious Activity Reporting Initiative
NY DHS	New York State Department of Homeland Security
OHA	Office of Hawaiian Affairs
OHE	Hawai'i Department of Health Office of Health Equity
OHS	State of Hawai'i Office of Homeland Security
OLA	Hawai'i Department of Health Office of Language Access
OPHS	University of Hawai'i Office of Public Health Studies
OSINT	Open Source Intelligence
PBS	Public Broadcasting Service
PII	Personally Identifiable Information
REMS	Readiness and Emergency Management for Schools
RFA	Request for Assistance
RFI	Request for Information
RZHQ	ReadyZoneHQ
SATC	Sex Abuse Treatment Center
SCP	Situational Crime Prevention
SVI	Social Vulnerability Index
TAT	Threat Assessment Team
TERC	Threat Evaluation and Reporting Course
TIAH	The Interfaith Alliance of Hawai'i
TOC	Theory of Change
TSA	Transportation Security Agency
TTH	Threat Team Hawai'i
TV	Targeted Violence
TVP	Targeted Violence Prevention
TVTP	Targeted Violence and Terrorism Prevention
UH	University of Hawai'i

ACRONYMS

UHWO	University of Hawai'i West Oahu
USARPAC	United States Army Pacific
US DHS	United States Department of Homeland Security
US DOE	United States Department of Education
USSS	United States Secret Service
VA	Veterans Affairs
VE	Violent Extremism
WG	Working Group
WIA	Workforce Investment Act

APPENDIX D: GLOSSARY

Table D-1 displays terms OHS used throughout this document and their meanings in the context of targeted violence prevention. Some words may have multiple definitions; the definition given is the one that OHS is using in the context of the State of Hawaii’s Targeted Violence Prevention efforts.

Table D-1: Glossary

TERM	DEFINITION
Active bystander	Someone who not only witnesses a situation but takes action to keep a situation from escalating or to disrupt a problematic situation. ¹
Aftercare	The program and services organized for the rehabilitation of inmates released from correctional facilities. ²
Behavioral threat assessment	A threat assessment orientation based on the idea that the subject will exhibit identifiable behaviors indicating the intent to commit an act of targeted violence. ³
Behavioral Threat Assessment/Management (BTAM)	A multidisciplinary, fact-based, systematic process designed to identify, assess, and manage potentially dangerous or violent situations. ⁴
BTAM Team	A team that uses a problem-solving approach to evaluate the risk of violence posed by someone and to intervene and resolve the issues that underlie the threatening behavior. ⁵
Breach	A situation where the usual security measures have been circumvented. ⁶
Community resilience	A measure of the sustained ability of a community to utilize available resources to respond to, withstand, and recover from adverse situations. ⁷
Digital threat assessment training	A system that teaches participants to establish a Digital Behavioral Baseline through a School Safety/Threat Assessment lens. By engaging with popular social media applications, participants learn how to find and document worrisome digital content originating from the school community. ⁸
Directly communicated threat	The direct communication of a threat to the target or law enforcement beforehand. ⁹
Disengagement	The social and psychological process whereby an individual’s commitment to and involvement in violent extremism is reduced to the extent that they are no longer at risk of involvement and engagement in violent activity. ¹⁰
Disruption	A break or interruption (that might be violent) in the continuation of some activity or process. ¹¹
Energy burst	An increase in the frequency or variety of any noted activities related to the target. ¹²
Evidence-based	Any concept or strategy that is derived from or informed by objective evidence. ¹³
Extremist	Individuals who encourage, condone, justify, or support the commission of a violent act to achieve political, ideological, religious, social, or economic goals. ¹⁴
Fixation	Any behavior that indicates an increasingly pathological preoccupation with a person or a cause. ¹⁵

¹<https://www.luc.edu/coalition/prevention/bystander/>

²<https://www.jstor.org/stable/43950295>

³Calhoun & Weston, Contemporary Threat Management.

⁴<https://www.nasponline.org/resources-and-publications/resources-and-podcasts/school-safety-and-crisis/systems-level-prevention/threat-assessment-at-school>

⁵<https://www.cmcss.net/wp-content/uploads/2021/02/threat-assessment.pdf>

⁶ibid.

⁷<https://www.rand.org/topics/community-resilience.html>

⁸<https://saferschoolstogether.com/digital-threat-services/digital-threat-assessment-training/digital-threat-assessment/>

⁹Calhoun & Weston, Contemporary Threat Management.

¹⁰https://www.start.umd.edu/pubs/START_PIRUS_DesistanceDisengagementDeradicalization_July2019.pdf

¹¹<https://www.merriam-webster.com/dictionary/disruption#>

¹²Calhoun & Weston, Contemporary Threat Management.

¹³<https://www.ksde.org/Agency/Division-of-Learning-Services/Special-Education-and-Title-Services/Announcements-Special-Education-and-Title-Services/Best-Practices#:~:text=Evidence%2Dbased%3A%20Any%20concept%20or%2C%20teacher%2C%20and%20student%20performance>

¹⁴<https://www.aclu.org/wp-content/uploads/legal-documents/Don-t-Be-a-Puppet-Pull-Back-the-Curtain-on-Violent-Extremism.pdf>

¹⁵Calhoun & Weston, Contemporary Threat Management.

TERM	DEFINITION
Grievance	The cause of someone’s distress or reason for complaint or resentment. In threat assessment contexts, it takes on additional meaning to include a highly personal meaning for the subject, often fueling a feeling of being wronged and translating into behaviors related to a sense of mission, destiny, loss, or desire for revenge. A deeply held grievance develops over time and is directed against anyone or anything that the subject believes wronged them personally or anyone with whom they are close. ¹⁶
Heat map	A representation of data in the form of a map or diagram in which data values are represented as colors. Used to visualize the locations/events within a dataset and assist in directing viewers toward areas on data visualizations that matter most. ¹⁷
Ideation	The process of entertaining ideas specific to the utility and acceptability of violence as a means to address the subject’s particular grievance; the idea that violence is justified and the only effective way to seek redress or enact revenge. ¹⁸
Identification	Any behavior that indicates a psychological desire to have a “warrior mentality,” closely associate with weapons or other military or law enforcement paraphernalia, identify with previous attackers, or identify oneself as an agent to advance a particular cause or belief system. ¹⁹
Influential public validator	A person of great influence within a community who recognizes and accepts information, thoughts, and/or experiences on targeted violence prevention as valid and important.
Intervention	An action or process that has the effect of modifying behavior, thinking, or emotions. In threat assessment, an intervention is the action taken in implementation of a threat management strategy (i.e., interviewing, monitoring, etc.). ²⁰
Implementation	The process of putting a decision or plan into effect. ²¹
Implementing partner	The organization (federal, state, academic, local, nonprofit, faith-based, or private) that provides support, resources, etc. to carry out activities.
Last resort	Increasing desperation or distress through declaration in word or deed. ²²
Lead	The organization responsible for program management, completing activities, stakeholder coordination, etc.
Leakage	When a subject shares information with a third party that reveals clues related to his or her thinking, planning, or execution of an act of targeted violence; an accidental or gradual escape. ²³
Mental and behavioral health services	<p>Those that aim to do the following:</p> <ul style="list-style-type: none"> • Reduce the severity and disability effects related to alcohol and other drug use • Improve the mental health of Hawaii’s people by reducing the prevalence of emotional disorders and mental illness • Improve the emotional well-being of children and adolescents and to preserve and strengthen their families • Promote self-determination.²⁴
Mitigation	The reduction of something harmful or the reduction of its harmful effects. ²⁵
Novel aggression	Acts of violence unrelated to attack behavior that are committed for the first time. Such behaviors test the ability of the subject to actually do a violent act. ²⁶
Pathway to violence	A series of sequential steps—from its beginning with a felt grievance, to violence ideation, research, and planning, specific preparations for violence, critical breaches of security or other boundaries, to a concluding attack—indicating that an individual is progressing towards an act of targeted violence. ²⁷
Pathway warning behavior	Any behavior that is part of research, planning, preparation, or implementation of an attack. ²⁸

¹⁶<https://ptv.unl.edu/wp-content/uploads/2019/06/Threat-Assessment-Glossary.pdf>

¹⁷<https://www.dundas.com/resources/blogs/best-practices/when-and-why-to-use-heat-maps#:~:text=By%20definition%2C%20Heat%20Maps%20are,data%20visualizations%20that%20matter%20most>

¹⁸<https://www.fbi.gov/file-repository/making-prevention-a-reality.pdf/view>

¹⁹Calhoun & Weston, Contemporary Threat Management.

²⁰ibid

²¹<https://www.oxfordlearnersdictionaries.com/us/definition/english/implementation#>

²²Calhoun & Weston, Contemporary Threat Management.

²³https://drreidmelo.com/wp-content/uploads/2015/12/2011_theconceptofleakage.pdf

²⁴<https://health.hawaii.gov/about/program-directory/behavioral-health-services-administration/>

²⁵<https://www.merriam-webster.com/dictionary/mitigation#>

²⁶Calhoun & Weston, Contemporary Threat Management.

²⁷ibid

²⁸ibid

TERM	DEFINITION
Prevention	Any action taken to keep people healthy and well and prevent injury or early death. ²⁹
Primordial (prevention of targeted violence)	An early stage of prevention that focuses on preventing conditions from occurring that inspire or motivate some individuals to radicalize toward violence and aims to keep individuals and communities healthy and strong, so they do not become violent. ³⁰
Protective factors	The characteristics or conditions that help people deal more effectively with stressful events and mitigate or eliminate risk. ³¹
Radicalization	The conversion of a follower of a legitimate belief system to an extremist ideology based on that system, often with the intent of using them to commit or support a future act of violence. ³²
Radicalization to violence	The process wherein an individual comes to believe that the threat or use of unlawful violence is necessary or even justified to accomplish a goal. ³³
Re-entry	The process by which a person in correctional confinement prepares for release and transitions back into the community. ³⁴
Rehabilitation	The process of helping an individual grow and change, allowing them to separate themselves from the environmental factors that made them commit a crime or violent act in the first place. ³⁵
Risk assessment	A process through which options for decreasing risk are considered along with the potential outcomes associated with their implementation, both positive and negative. ³⁶
Risk factor	A characteristic at the biological, psychological, family, community, or cultural level that precedes and is associated with a higher likelihood of negative outcomes (i.e., neighborhood bullying, workplace violence, gender-based violence, recruiter violence, suicidal ideation, stress). ³⁷
Social media listening	The process of identifying and determining what is being said about a brand, individual, idea, or product through different social and online channels. Can include tracking hashtags, keywords, and mentions relevant to a particular topic. ³⁸
Targeted violence	The acts dangerous to human life that are in violation of the criminal laws of the United States or of any State and that involve a degree of planning and involve a pre-identified target including individual(s) based on actual or perceived identity traits or group affiliation or property based on actual or perceived identity traits or group affiliation; and appears intended to intimidate, coerce, or otherwise impact a broader population beyond the target(s) of the immediate act; or generate publicity for the perpetrator or his or her grievances; and occurs within the territorial jurisdiction of the United States; and excludes acts of interpersonal violence, street or gang-related crimes, or financially motivated crimes. ³⁹
Targeted violence prevention (TVP)	The proactive actions to counter efforts by extremists to recruit, radicalize, and mobilize followers to violence, and prevent harm and engage a coalition of stakeholders that extends beyond a state's law enforcement agency. ⁴⁰
Terrorism	An act that is dangerous to human life or potentially destructive of critical infrastructure and is a violation of the criminal laws of the U.S., or any state or other subdivision of the U.S.; AND appears to be intended to intimidate or coerce a civilian population, influence the policy of a government by intimidation or coercion, or affect the conduct of a government by mass destruction, assassination, or kidnapping. ⁴¹
Theory of change	A diagram or written description of the strategies, actions, conditions, and resources that facilitate change and achieve outcomes. ⁴²
Threat	Indication of potential harm to life, information, operations, the environment and/or property. ⁴³
Threat assessment	A product or process of evaluating information based on a set of criteria for entities, actions, or occurrences, whether natural or human-made, that have or indicate the potential to harm life, information, operations, and/or property. ⁴⁴

²⁹<https://health.gov/healthypeople/about/healthy-people-2030-framework>

³⁰<https://www.dhs.gov/sites/default/files/2022-02/The%20Center%20for%20Prevention%20Programs%20and%20Partnerships.pdf>

³¹<https://wmich.edu/suicideprevention/basics/protective#:~:text=Protective%20factors%20are%20skills%2C%20strengths,either%20personal%20or%20external%20environmental>

³²<https://ptv.unl.edu/wp-content/uploads/2019/06/Threat-Assessment-Glossary.pdf>

³³<https://www.dhs.gov/sites/default/files/2022-02/The%20Center%20for%20Prevention%20Programs%20and%20Partnerships.pdf>

³⁴<https://nij.ojp.gov/topics/articles/five-things-about-reentry#note1>

³⁵<https://www.iqi-global.com/dictionary/prison-rehabilitation/118142>

³⁶Calhoun & Weston, Concepts and Case Studies in Threat Management.

³⁷<https://www.samhsa.gov/sites/default/files/20190718-samhsa-risk-protective-factors.pdf>

³⁸<https://www.techtarget.com/searchcustomerexperience/definition/social-media-listening>

³⁹<https://apply07.grants.gov/apply/opportunities/instructions/PKG00266117-instructions.pdf>

⁴⁰<https://www.nga.org/preventing-targeted-violence/>

⁴¹<https://apply07.grants.gov/apply/opportunities/instructions/PKG00266117-instructions.pdf>

⁴²<https://aifs.gov.au/resources/practice-guides/what-theory-change#>

⁴³https://www.dhs.gov/sites/default/files/publications/18_0116_MGMT_DHS-Lexicon.pdf

⁴⁴ibid.

TERM	DEFINITION
Threat management	The managing of a subject’s behavior through interventions and strategies designed to disrupt or prevent an act of targeted violence. ⁴⁵
Trauma-informed	A framework for working with and relating to people who have experienced negative consequences after exposure to dangerous experiences or trauma. ⁴⁶
Validator	A person or group that approves of TVP programming and encourages the public to do so as well.
Validity	The degree to which empirical evidence and theoretical rationales support the adequacy and appropriateness of conclusions drawn from some form of assessment. ⁴⁷
Vulnerability	The characteristics and circumstances of a community, system, or asset that make it susceptible to the damaging effects of a hazard. ⁴⁸
Vulnerability Assessment	Product or process of identifying susceptibility or exposure to hazards of an area of concern. ⁴⁹

⁴⁵<https://www.atapworldwide.org/page/certificationexam#>

⁴⁶https://www.samhsa.gov/sites/default/files/programs_campaigns/childrens_mental_health/atc-whitepaper-040616.pdf

⁴⁷<https://dictionary.apa.org/validity>

⁴⁸<https://wesr.unep.org/article/risk>

⁴⁹https://www.dhs.gov/sites/default/files/publications/18_0116_MGMT_DHS-Lexicon.pdf

APPENDIX E: REFERENCES

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TAB 1: GAP ANALYSIS

The Gap Analysis effort took place over six months between June 2023 and December 2023. During this time, the project team reviewed over 380 documents to aid in the development of this plan. The types of documents in this review process included a search to identify states with TVP Strategies, TVP Strategy Implementation Plans, and TVP WGs. At the time of the project team’s analysis, four other states had published a State TVP Strategy, none had a publicly available TVP Strategy Implementation Plan, and 10 states had TVP-related WGs (see Figure E-1).



Figure E-1: States with TVP Strategies (From Top Left: Florida, Illinois, New York; From Bottom Left: Hawai'i, Colorado)

The project team assessed documents aligned to the 11 goals in the TVP Strategy. The documents had 60% aligned to the Prevention Phase, 25% to the Preparation Phase, and 15% to the Monitoring Phase (see Figure E-2).

The project team then assigned a High, Medium, or Low priority to the relevance of each document for the TVP effort (see Figure E-3).

The project team also categorized the primary content area and the document type (see Figure E-4 and Figure E-5).

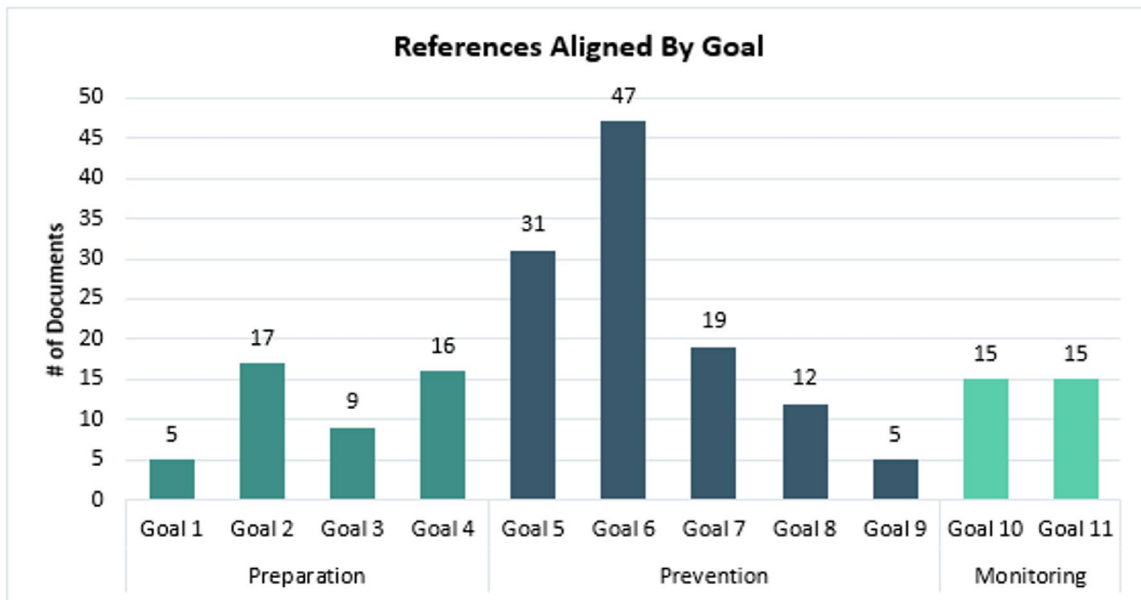


Figure E-2: References Aligned by Goal

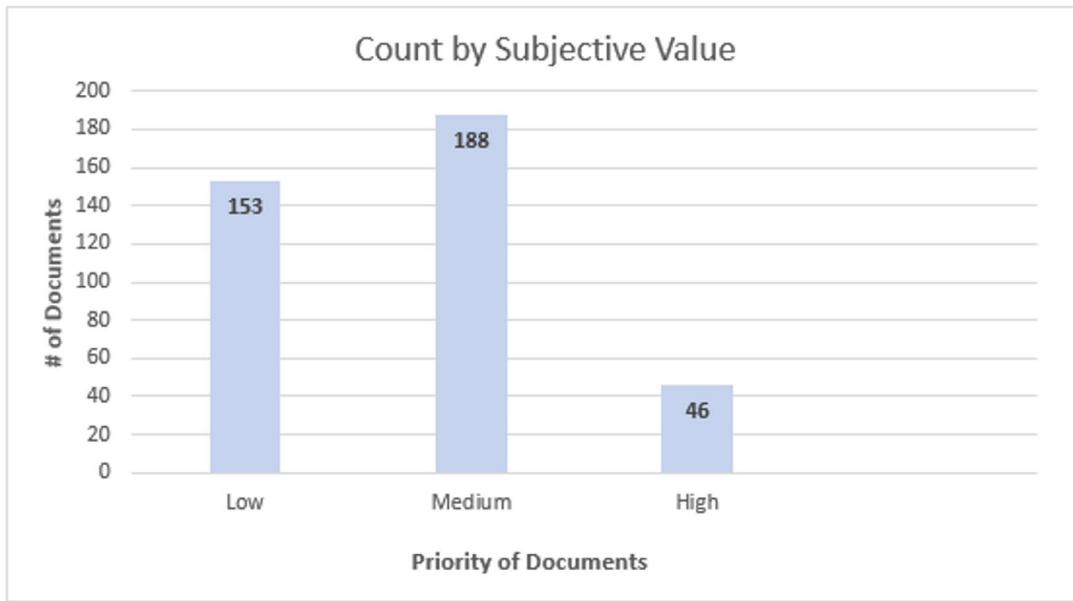


Figure E-3: References Organized by Their Subjective Value

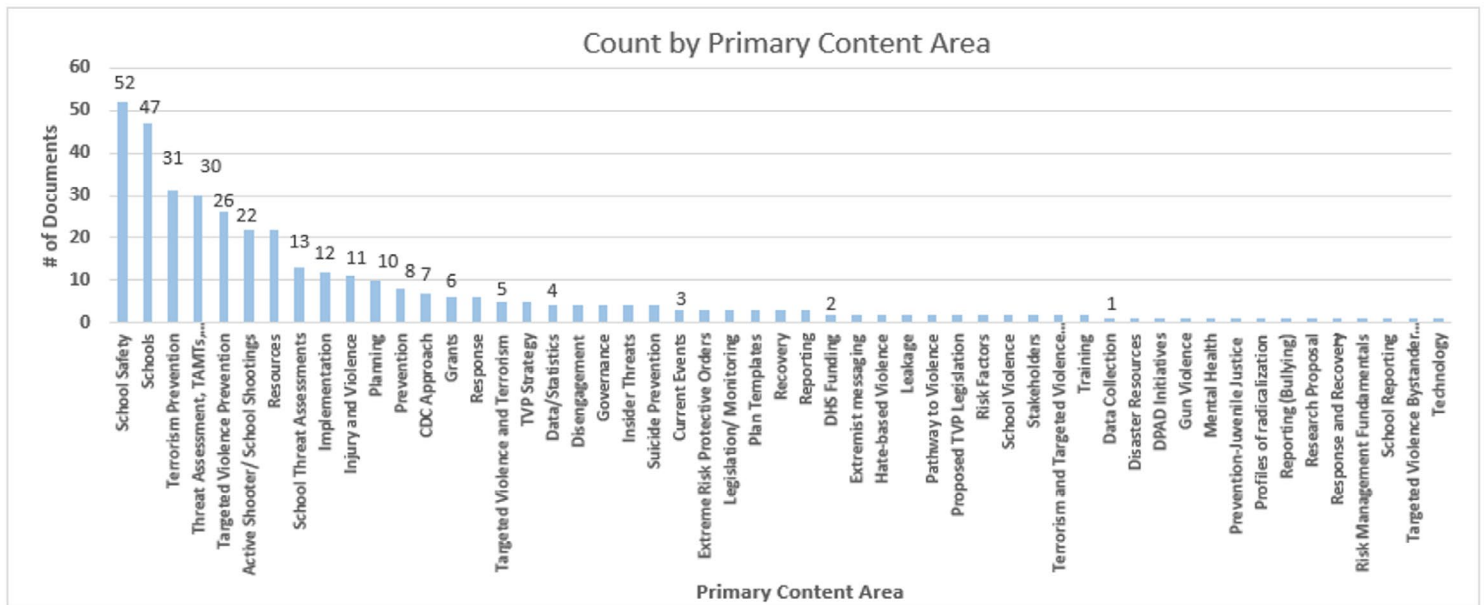


Figure E-4: References Organized by Their Primary Content Area

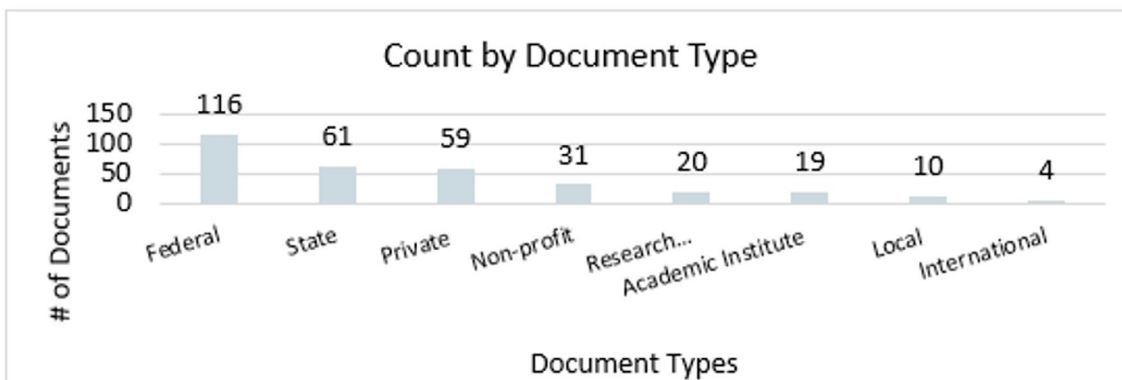
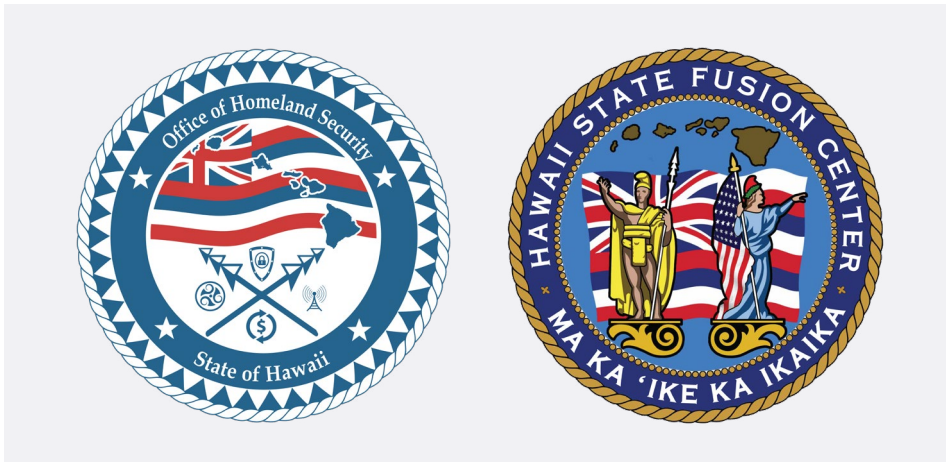


Figure E-5: References Organized by Document Type

APPENDIX F: ACKNOWLEDGEMENTS

We extend our gratitude to the dedicated members of the working group whose commitment and collaborative spirit were instrumental in the development of this plan. Their diverse expertise, tireless efforts, and invaluable assistance have contributed to the success of this endeavor. We would like to express our appreciation to each member for their perspectives and thoughtful insights that shaped the plan into a comprehensive and well-rounded document. For a list of stakeholders who have made contributions to the development of this plan, please refer to the logos and names provided below.



UNIVERSITY
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WEST O'AHU



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LEEWARD
COMMUNITY COLLEGE

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**Prevention
Practitioners
Network**



The Steven A. Cohen
Military Family Clinic
at Child & Family Service



Anaina Hou Community Park
Bank of Hawai'i
Brigham Young University
City and County of Honolulu Department of Emergency Management
Crime Victim Compensation Commission
Cybersecurity & Infrastructure Security Agency
First Preventers
Grand Wailea, A Waldorf Astoria Resort
Hahoko
Hawai'i Community College
Hawai'i County Civil Defense Agency
Hawai'i Department of Commerce and Consumer Affairs
Hawai'i Department of Corrections and Rehabilitation
Hawai'i Paroling Authority
Hawai'i Department of Corrections and Rehabilitation Re-entry Coordination Office
Hawai'i Department of Defense/Hawai'i Army National Guard (HIARNG)
Hawai'i Department of Education
Hawai'i Department of Health Adult Mental Health Division
Hawai'i Department of Health Office of Public Health Preparedness
Hawai'i Department of Human Resources Development
Hawai'i Governor's Office
Hawai'i Department of Labor and Industrial Relations Office of Community Services
Hawai'i Department of Law Enforcement Sheriff's Division
Hawai'i Section- Hilo
Hawai'i Department of Law Enforcement Sheriff's Division
Hawai'i Section- Kona
Hawai'i Department of Law Enforcement Sheriff's Division
Maui Section
Hawai'i Department of the Attorney General
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Hawai'i Government Employees Association
Hawai'i Governor's Office of Wellness and Resilience
Hawai'i Island Salvation Army Family Intervention Services
Hawai'i Pacific Health Sex Abuse Treatment Center
Hawai'i Pacific University
Hawai'i State Office of Enterprise Technology Services
Hawai'i Statewide GIS Program
Hawai'i Vet 2 Vet Inc.
Ho'ala School
Honolulu Police Department
Island Pacific Academy

Kamehameha Schools
Kapolei Middle School
Kauai Police Department
Maui Emergency Management Agency
Maui Police Department
Mental Health America of Hawai'i
Moonshot
One Waterfront Towers
PaxBello
Prevent Suicide Hawai'i Taskforce
Prison Fellowship-Hawai'i
Punahou School
Readiness and Emergency Management for Schools Technical Assistance Center
The Parent Line
The Queen's Medical Center
United States Army
United States Army Garrison Hawai'i Army Community Service
United States Army Pacific
United States Department of Defense Army Integrated Prevention Advisory Group
United States Department of Homeland Security Center for Prevention Programs and Partnerships
United States Department of Homeland Security Homeland Security Investigations
United States Department of Homeland Security National Threat Evaluation and Reporting Program Office
United States Department of Justice/US Attorney's Office, District of Hawai'i
United States Indo-Pacific Command
United States Marine Corps
United States Secret Service Honolulu Field Office
United States Secret Service National Threat Assessment Center
University of Hawai'i System
Veterans Affairs
Windward Community College
YMCA Honolulu

APPENDIX G: PLAN MAINTENANCE

OHS recognizes that continuous assessment is a critical part of implementation management. Figure G-1 demonstrates its approach for regularly reviewing and updating the Implementation Plan. OHS will weigh this proposed approach against external forces such as real-life events, staffing capabilities, political support, resource availability, and any unforeseen circumstances.

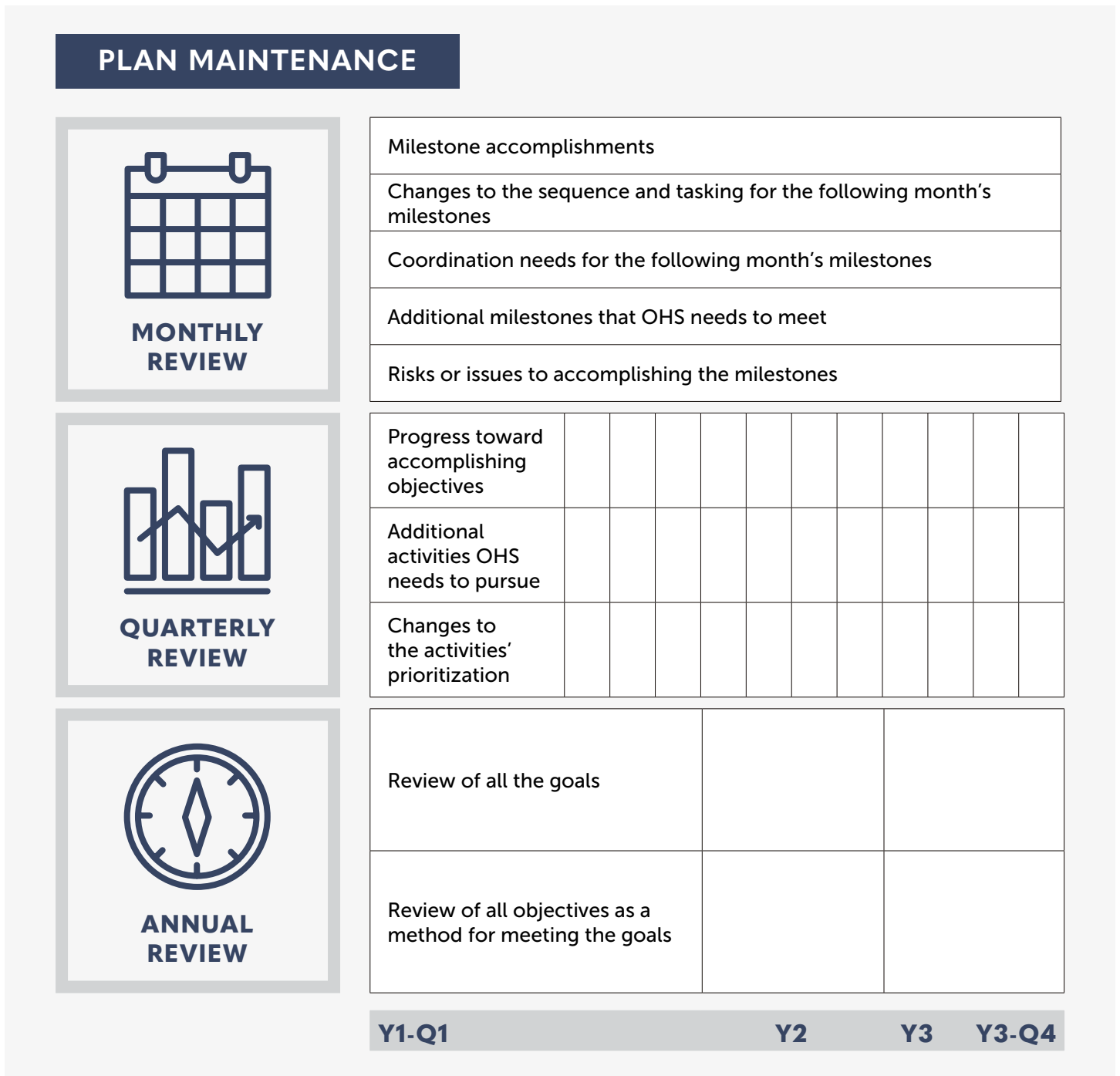


Figure G-1: Plan Maintenance

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