



# *Homeland Security Forum*

Office of Homeland Security

Ft. Ruger

Rm 113, Bldg 306

3949 Diamond Head Rd, Honolulu HI 96816

(and Teams)

19 September 2024

# For Your Convenience

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## RESTROOMS

Right out the meeting room doors, immediately past entrance hall on right

## WIFI INFO

SSID Name: WiFi SOH-Guest  
Username: [Law.wifi@hawaii.gov](mailto:Law.wifi@hawaii.gov)  
Password: D2faC

## IN CASE OF EMERGENCY

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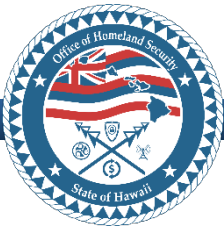


# Agenda

- 08:00** *Networking*
- 08:30** **Welcome, Administrative Remarks** (Frank Pace, OHS Administrator)
- 08:45** **Threat Brief** (Kevin Baggs, Hawaii State Fusion Center Director)
- 09:15** **Elections Security Progress, Challenges, and Work Leading up to November**  
(Scott Nago, State Elections Officer)
- 10:00** *Break*
- 10:15** **OHS Planning Update**
  - Cyber Incident Response Plans and Exercises; Workforce Development**  
(Nick Matthews)
  - Critical Infrastructure Security and Resilience** (Michael Covert)
- 11:00** **Cybersecurity Program – Progress on grant allocations** (Jimmie Collins, OHS Chief Planning & Operations)
- 11:30** *Lunch Break*
- 12:30** **Fusion Liaison Officer Program** (Kevin Baggs, Hawaii State Fusion Center Director)
- 12:45** **Training & Exercises - Calendar of Events** (Jimmie Collins, OHS Chief Planning & Operations)
- 1:00** *Break*
- 1:15** **Impacts of Disinformation and Foreign Influence During Disaster Response**  
(Frank Pace, OHS Administrator)
- 2:00** ~~**Targeted Violence and Conflict Resolution in Our Communities**~~ (tentative; Dr. Michael Champion, Senior Advisor for Mental Health and the Justice System, Office of Governor)
- 2:45** *Open Discussion*
- 3:15** **Closing Comments** (Frank Pace, OHS Administrator)
- 3:20** *Adjourn*



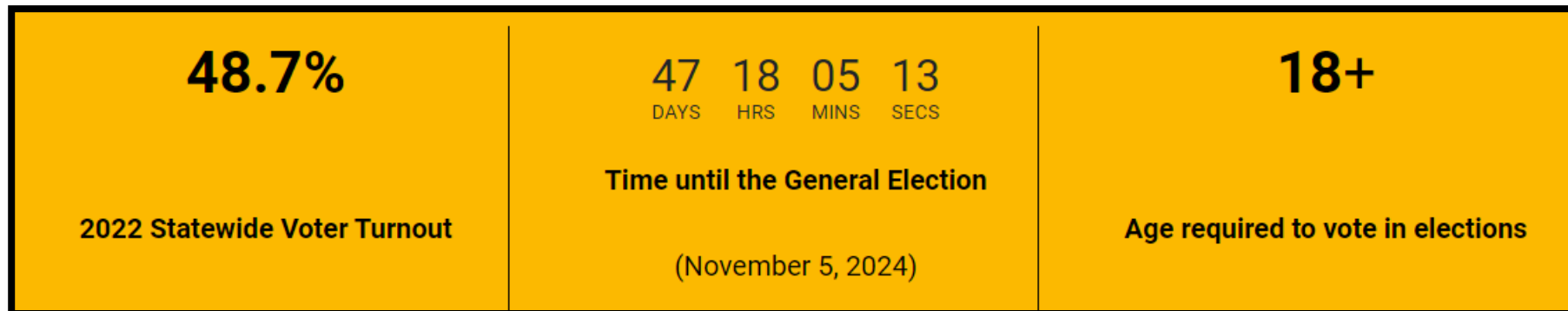
# Threat Brief



# 2024 Election Security

## Mis-, Dis-, and Malinformation Threat Picture

- Physical Threats
  - Elected Officials, Political Candidates, Elections Workers & Volunteers
  - Voter Service Centers/Ballot Drop Boxes
- Election Process Threats
  - Confidence in democratic processes

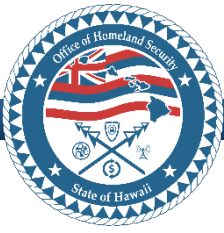




# 2024 Election Security

## Mis-, Dis-, and Malinformation

- **Misinformation** – Information that is false, but not created or shared with the intention of causing harm.
- **Disinformation** – False information that is deliberately created to mislead, harm, or manipulate a person, organization, or county.
- **Malinformation** – Information that is based on fact, but used out of context to mislead, harm or manipulate a person, organization or country



# 2024 Election Security

## Mis-, Dis-, and Malinformation

- **WHO**

- Foreign Malign Influence
  - Russian, Chinese and Iranian state-sponsored
- Social Media Influencers
- Scammers
- Cyber Criminals

- **WHY**

- Create chaos
- Generate division
- Promote agendas
- Manipulate opinion
- Generate SM activity
- Undermine confidence in election process



# FBI & CISA Public Service Announcement

- FBI and CISA issued an announcement to raise awareness of attempts to undermine public confidence in the security of U.S. elections infrastructure through spread of disinformation and falsely claiming that cyber attacks compromised U.S. voter registration databases.
  - Do not accept claims of intrusion at face value, and remember that these claims may be meant to influence public opinion and undermine the American people's confidence in our democratic process.
  - Be cautious of social media posts, unsolicited emails from unfamiliar email addresses, or phone calls or text messages from unknown phone numbers that make suspicious claims about the elections process or its security.
  - If you have questions about election security and/or administration in your jurisdiction, rely on state and local government election officials as your trusted sources for election information.
  - Visit your state and local elections office websites for accurate information about the elections process. Many of these offices have websites that use a ".gov" domain, indicating they are an official government site.





# Recent Election-Related Incidents Nationwide

- White Sands New Mexico
- June 20, 2024
- Marine Corps Veteran arrested and charged federally In New Mexico
- US Army Base had to cancel scheduled trainings

The El Paso Times

## Veteran arrested for making threats against federal employees, President Biden supporters

Aaron Martinez, El Paso Times

Updated June 22, 2024 · 3 min read



38

## Social media posts declare war on U.S., threatens Biden supporters



Joey Rose

May 13 · 🌐

Ashley Biden. The DAUGHTER of CURRENT US PRESIDENT JOE BIDEN. CONFIRMED that JOE BIDEN SEXUALLY MOLESTED HER MULTIPLE TIMES AS A CHILD.

If you vote for Joe Biden I'll shoot you on sight for supporting pedophilia.



Joey Rose

14 hours ago · 🌐

If Biden grants Amnesty for these illegal immigrants im officially declaring war on the United States and I will attack federal employees on sight.

Yea federal government this is a direct threat.



# Recent Election-Related Incidents Nationwide

- June 11, 2024 New Mexico
- Hoped to incite a race war prior to the upcoming presidential election
- Had 7 firearms at the time of his arrest
- He sold assault rifles to FBI informants whom he believed shared his racist ideologies
- Targeted a Rap concert because he believed there would be a high concentration African Americans
- Targeted Georgia because he perceived the politics were shifting as a result of the Black population

## Arizona man indicted on federal firearms charges for allegedly planning attack targeting Black people at Atlanta concert

By Dakin Andone and Nick Valencia, CNN  
4 minute read · Published 4:09 PM EDT, Wed June 12, 2024





# Recent Election-Related Incidents Nationwide

- May 17, 2024 Pekin, Illinois
- Social media posts promoting a civil war to kill democrat politicians
- Perceived election fraud





# Recent Election-Related Incidents Nationwide

- 11 March 2024 Waterville, Maine
- Threats to
  - President Biden
  - Former President Obama
  - George Soros
  - LGBTQ+ community
  - Mexican politicians
  - Manhattan District Attorney Alvin Bragg
  - FBI,
  - CIA
  - Stockpiling weapons in preparation of Civil War
  - Immigrants

## **Waterville man arrested by FBI over online threats suffers from mental illness, family says**

Benjamin Brown, 45, was arrested March 11 by the FBI over online threats to gun down President Biden, other politicians and immigrants and is being held pending further appearance in U.S. District Court in Bangor.



# Recent Election-Related Incidents Nationwide

- 30 January 2024 Levittown Pennsylvania
- Called for a civil war to "Fight the Democrats"
- Father was a federal employee
- Called his father a traitor
- Encouraged violence against government officials
- Fled to a National Guard Facility
- 20 minute video espoused numerous conspiracy theories
  - Biden Administration
  - Immigration and the border
  - Fiscal policy
  - Urban crime
  - War in Ukraine

## Man accused of beheading his father in suburban Philadelphia home and posting gruesome video online





# Recent Election-Related Incidents Nationwide

## Trump Assassination Attempts:

13 July 2024

- Butler, Pennsylvania
- One rally attendee killed and two critically wounded

15 September 2024

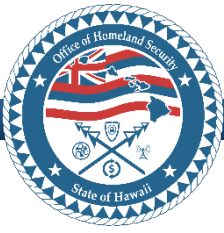
- West Palm Beach Florida
- Suspect resided in Hawaii

### Violent threats and attacks escalate tensions in Trump-Harris race

The 2024 election season has been repeatedly marked by extraordinary acts and threats of violence, prompting heightened security measures at events.

11 min 3688





# So, What Can Be Done?

- Rely on trusted sources:
  - State and local election authority websites
  - Verified social media accounts from government sources
- Understand warning signs of Pathway to Violence
- Threat Team Hawaii
- Report suspicious activity to the HSFC
- Go to the OHS Elections Website for more resources

## Resources for Educators, Parents and Students

Resource	Link
Civic Online Reasoning Curriculum (Stanford)	<a href="#">Click Here to Visit</a>
Poynter Institute Fact Checking Games for Youth	<a href="#">Click Here to Visit</a>
GovTech: Libraries Fighting Election Disinformation	<a href="#">Click Here to Visit</a>
American Library Association: Fighting Misinformation	<a href="#">Click Here to Visit</a>
MIT: Talking to Teens about Misinformation	<a href="#">Click Here to Visit</a>

## Understanding AI

Resource	Link
IBM Definition of AI	<a href="#">Click Here to Visit</a>
Google Definition of AI	<a href="#">Click Here to Visit</a>
Microsoft: Artificial Intelligence (AI) vs Machine Learning (ML)	<a href="#">Click Here to Visit</a>
CISA Roadmap for AI	<a href="#">Click Here to Visit</a>
Sample AI Detector by Content at Scale	<a href="#">Click Here to Visit</a>
Sample AI Detector by Scribbr	<a href="#">Click Here to Visit</a>
Play an AI Drawing and Guessing Game by Google	<a href="#">Click Here to Visit</a>

(U) Resources:

<https://law.hawaii.gov/ohs/elections/>



# HSFC Election-Related Products

## Important Date Reminders:

- 18 October 2024 Voters receive ballots (sent via mail)
- 22 October 2024 Voter Service Centers open
- 05 November 2024 Election Day General

**HAWAII STATE FUSION CENTER** | Election Security Bulletin  
Hawai'i, 2024

**(U) Election Security Bulletin: Hawai'i 2024**  
HSFC ESB 2024-0722 | 22 July 2024

**(U) Scope Note**

(U) The Hawaii State Fusion Center (HSFC) and FBI Honolulu provide this Election Security Bulletin (ESB) to address potential threats and protect citizens' safety during the 10 August 2024 US Primary and 5 November 2024 General Elections. This bulletin includes Hawaii Revised Statutes (HRS) for law enforcement personnel responding to election-related calls and information is current as of 22 July 2024.

(U) While states have principal responsibility for overseeing the election process and conducting free and fair elections, the FBI plays an important role in protecting federal interests and constitutional rights. A Homeland Security Information Network (HSIN) Connect, a web-based Common Operating Picture platform, will be used during election-related operations and events, starting in late July 2024. A link to the HSIN Connect room will be shared with appropriate event planners and security partners. Reach out to HSFC staff members for further information.

**(U) Implications**

(U) The 2024 election cycle is vulnerable to multiple threats which could affect public safety to include physical and infrastructure security, civil rights, and foreign malign influence.<sup>1</sup> Currently, Hawaii is among eight states allowing all elections to vote by mail.<sup>2</sup> Consequently, it is likely fewer Hawaii voters will be casting ballots at physical polling locations compared to states without an established mail-in voting system. However, threats to disrupt the election process remain. According to a May 2024 Brennan Center for Justice survey, safety concerns reached or exceeded levels from the last federal election year and 38% of election officials experienced threats, harassment or abuse while on the job; 54% were concerned about the safety of their colleagues and staff, and 28% were concerned about their family or loved ones being threatened or harassed.<sup>2</sup>

(U) Source: [State of Hawaii, Office of Elections](#)

(U) Source: [State Office of Elections, https://www.facebook.com/elections808/](#)

\* (U) According to the [National Conference of State Legislatures](#), the following states established a vote by mail system for all elections: Hawaii, California, Colorado, Nevada, Oregon, Utah, Vermont, Washington, and the District of Columbia.

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HOME ABOUT US PRIVACY PROGRAMS REGISTRATION SUBMIT TIP / LEAD CONTACT LOGIN



## Hawaii State Fusion Center

Dedicated to Information Sharing and Analysis  
To Better Protect Our Communities

### About the Hawaii State Fusion Center

The Hawaii State Fusion Center (HSFC) is a Hawaii State government program that facilitates intelligence sharing between local, state, and federal agencies, and the public and private sectors.

As the nation's 77th Fusion Center, it is uniquely structured to empower front-line law enforcement, public safety, fire service, emergency response, public health, critical infrastructure partners, and private sector security personnel to understand local implications of national intelligence, thus enabling local officials to better protect their communities.

### What We Do

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

### Hawaii Severe Weather

### Join Us

The HSFC serves multiple sectors in a "whole of community" approach.

[Click here to Register](#)

### SUBMIT TIP/LEAD

Report criminal activity and potential threats

[Submit A Tip/Lead](#)

[Submit School Tip/Lead](#)

Report Suspicious Activity to the HSFC!  
[HSFC@hawaii.gov](mailto:HSFC@hawaii.gov) or at <https://hsfc.hawaii.gov>

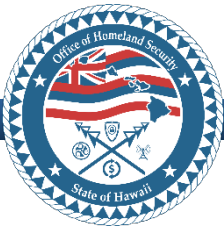
# Elections Security Progress, Challenges, and Work Leading up to November

# Break

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*Presentation will resume at 1015*

# OHS Planning Update: Cyber Incident Response Plans and Exercises; Workforce Development



# Agenda

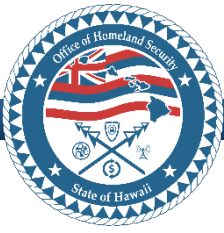
- Purpose
- Workstream 3: Cybersecurity
  - Obj. 3 – Statewide Cybersecurity Strategy and Implementation Plan
  - Obj. 4 – Subrecipient Cyber Incident Response Plans
  - Obj. 5 – Statewide Cyber Workforce Development Strategy
- Action Items/Wrap-Up
- Open Discussion/Questions





# Purpose

Provide an update on OHS planning efforts related to the Cybersecurity Workstream



# Cyber Workstream

## Objective 3

### Statewide Cybersecurity Strategy and Implementation Plan



### Hawai'i Statewide Cybersecurity Strategy and Implementation Plan

Hawai'i Office of Homeland Security



September 26, 2023

## Objective 4

### Subrecipient Cyber Incident Response Plans

Develop subrecipient Cyber Incident Response Plans:

- Synchronize to the State Cyber Disruption Response Plan and model after the Office of Enterprise Technology Services Cyber Incident Response Plan
- Develop and implement field county/entity Cyber Incident Response Plan Exercises

## Objective 5

### Statewide Cyber Workforce Development Strategy

Develop Statewide Cyber Workforce Development Strategy and County/Entity Level Implementation Plans:

- Establish continuous testing, evaluation, and structured assessments approach
- Define data gathering schema and metrics
- Establish strategic relationships with ongoing Hawaii workforce efforts



# Obj. 3 Project Scope

## Develop Statewide Cybersecurity Strategy and Implementation Plan:

- Aligned with DHS guidance for the State and Local Cybersecurity Grant Program (SLCGP)
- Articulated multi-year vision for building and strengthening cybersecurity capabilities across the state
- Proposed 16 cybersecurity projects for potential future SLCGP funding
- Submitted prior to 29 September deadline; approved by DHS in October



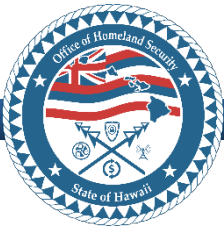
## Hawai'i Statewide Cybersecurity Strategy and Implementation Plan

Hawai'i Office of Homeland Security



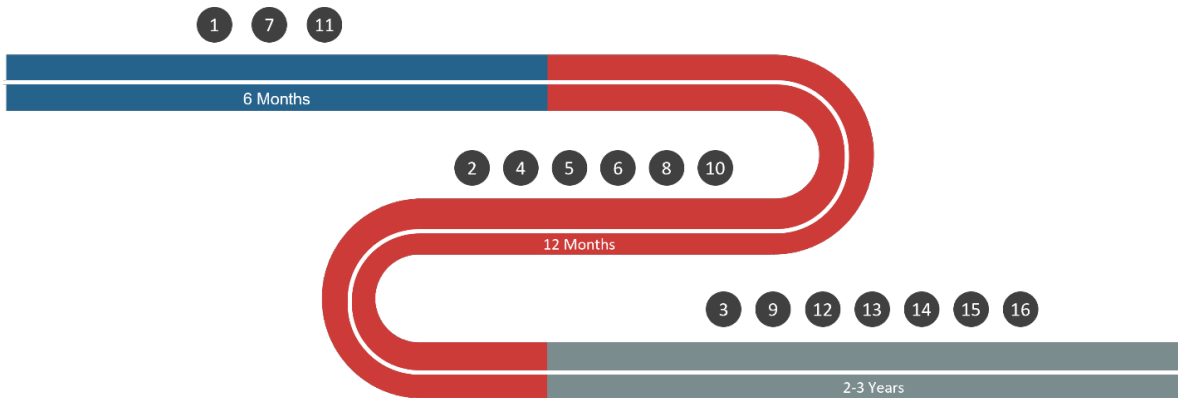
| September 26, 2023



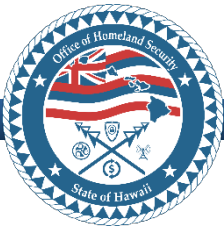


# Obj. 3 Implementation Plan

The Implementation Plan serves as a roadmap to steer Hawai'i towards the realization of the strategic timelines, goals, and projects outlined in this plan.



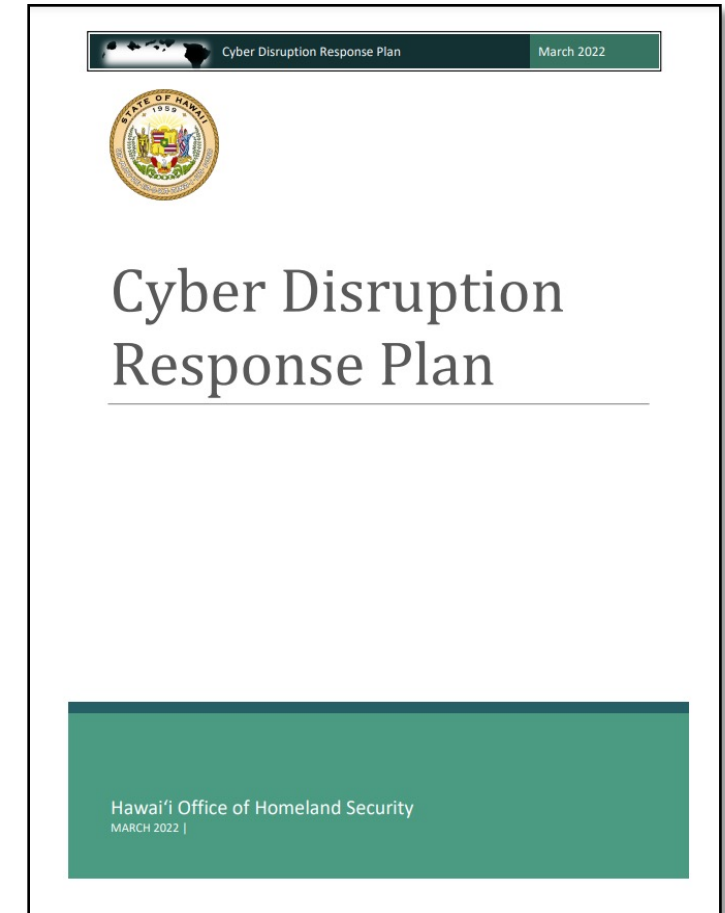
#	Project Name	Timeframe	#	Project Name	Timeframe
1	Expansion and Formalization of the Roles and Responsibilities of the SLCGP Subcommittee	6 Months	9	Integrate County, Legislative, Judicial Partners, and Decision Makers Into Cybersecurity Planning Efforts	2 Years
2	Enhance Cybersecurity Workforce Recruitment and Staffing	12 Months	10	Expand Existing and Develop New Relationships With Academic Partners Across Hawai'i	12 Months
3	Develop Purchasing Standards for Cybersecurity Third-Party Vendors	2-3 Years	11	Develop Educational Materials on Cybersecurity Insurance	6 Months
4	Continue the Development and Deployment of the CRT Team	12 Months	12	Develop and Provide Tailored Cybersecurity Planning Resources to State and County Partners	2 Years
5	Support Funding of Cybersecurity Projects at the County Level	12 Months	13	Implement an Annual Assessment Process for Cybersecurity Plans	3 Years
6	Develop a Framework, Process, and Associated Platforms to Promote Threat Intelligence and Information Sharing Across Hawai'i	12 Months	14	Develop and Implement a Robust Cybersecurity Training Program	2 Years
7	Expand Existing and Develop New Relationships With Critical Infrastructure Partners and Private Infrastructure Owners Across Hawai'i	6 Months	15	Develop and Implement a Mature Exercise Program	2 Years
8	Integrate State Executive Leaders and Decision Makers Into Cybersecurity Planning Efforts	12 Months	16	Secure and Enhance Connections in Cybersecurity Infrastructure	3 Years



# Obj. 4 Project Scope

## Develop Subrecipient Cyber Incident Response Plans:

1. Synchronize to the State Cyber Disruption Response Plan and model after the Office of Enterprise Technology Services Cyber Incident Response Plan
2. Develop and implement field county/entity Cyber Incident Response Plan Exercises





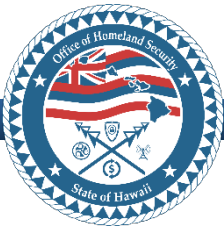
# Next Steps: CIRP Plan

- **Complete:** Working Group review and comment on draft plan
- **In-Progress:** Routing final draft for final approval/signature
- **October-November:** Technical assistance sessions for subrecipients



# Next Steps: CIRP Exercises

- **In-Progress:** Logistical planning (e.g., venue search, etc.)
- **October-November:** Participant outreach
- **November-January:** Exercise Planning
- **January:** Tabletop exercises targeted for last week in January 2025



# Obj. 5 Project Scope

## Develop Statewide Cyber Workforce Development Strategy and County/Entity Level Implementation Plans:

- Establish continuous testing, evaluation, and structured assessments approach
- Define data gathering schema and metrics
- Establish strategic relationships with ongoing Hawaii workforce efforts

	<b>Collect and Operate</b> Provides specialized denial and deception operations and collection of cybersecurity information that may be used to develop intelligence.	Specialty Areas
	<b>Investigate</b> Investigates cybersecurity events or crimes related to information technology (IT) systems, networks, and digital evidence.	Specialty Areas
	<b>Operate and Maintain</b> Provides the support, administration, and maintenance necessary to ensure effective and efficient information technology (IT) system performance and security.	Specialty Areas
	<b>Oversee and Govern</b> Provides leadership, management, direction, or development and advocacy so the organization may effectively conduct cybersecurity work.	Specialty Areas
	<b>Protect and Defend</b> Identifies, analyzes, and mitigates threats to internal information technology (IT) systems and/or networks.	Specialty Areas
	<b>Securely Provision</b> Conceptualizes, designs, procures, and/or builds secure information technology (IT) systems, with responsibility for aspects of system and/or network development.	Specialty Areas



# Workforce Strategy Contents

## EDUCATION AND TRAINING

Defining programs for education, training, and certifications to equip individuals with the necessary cybersecurity skills.

## RECRUITMENT AND RETENTION

Developing strategies to attract and retain talent in the cybersecurity field.

## CONTINUOUS LEARNING AND DEVELOPMENT

Promoting ongoing learning and professional development within the cybersecurity workforce to keep pace with evolving threats and technologies.



## PARTNERSHIPS AND COLLABORATION

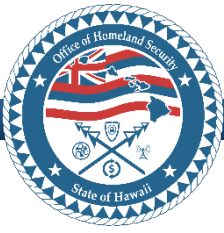
Engaging with industry partners, government agencies, academic institutions, and professional organizations to share knowledge, best practices, and resources for collective growth and development.

## ADAPTABILITY AND FLEXIBILITY

Creating a workforce that can adapt to changing cybersecurity landscapes and emerging technologies by fostering a culture of innovation, agility, and adaptability.

## DIVERSITY AND INCLUSION

Encouraging diversity and inclusivity in the cybersecurity workforce to bring in different perspectives and ideas.



# Next Steps: Cyber Workforce Development Strategy

- **In-Progress:** OHS review of first draft
- **September 27:** Working Group review of first draft
- **October 2:** Next Working Group meeting
- **November:** Finalize workforce strategy



# Open Discussion/Questions



## Primary Point of Contact

Jimmie Collins, Hawai'i State Office of Homeland Security

[jimmie.l.collins@Hawaii.gov](mailto:jimmie.l.collins@Hawaii.gov)



## Project Manager

Jon Shear, ReadyZoneHQ

[jon.shear.consultant@hawaii.gov](mailto:jon.shear.consultant@hawaii.gov)



## Project Leads

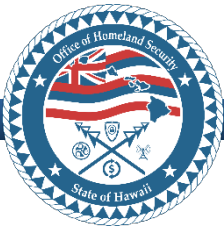
Nick Matthews: Workstream 3 (Cyber)

[nick.matthews.consultant@hawaii.gov](mailto:nick.matthews.consultant@hawaii.gov)

[Nick.Matthews@cadmusgroup.com](mailto:Nick.Matthews@cadmusgroup.com)



# OHS Planning Update: Critical Infrastructure Security and Resilience



# Agenda

- Purpose
- Plan Development Timeline
- CISRP Implementation Plan Walkthrough
- Wrap-Up





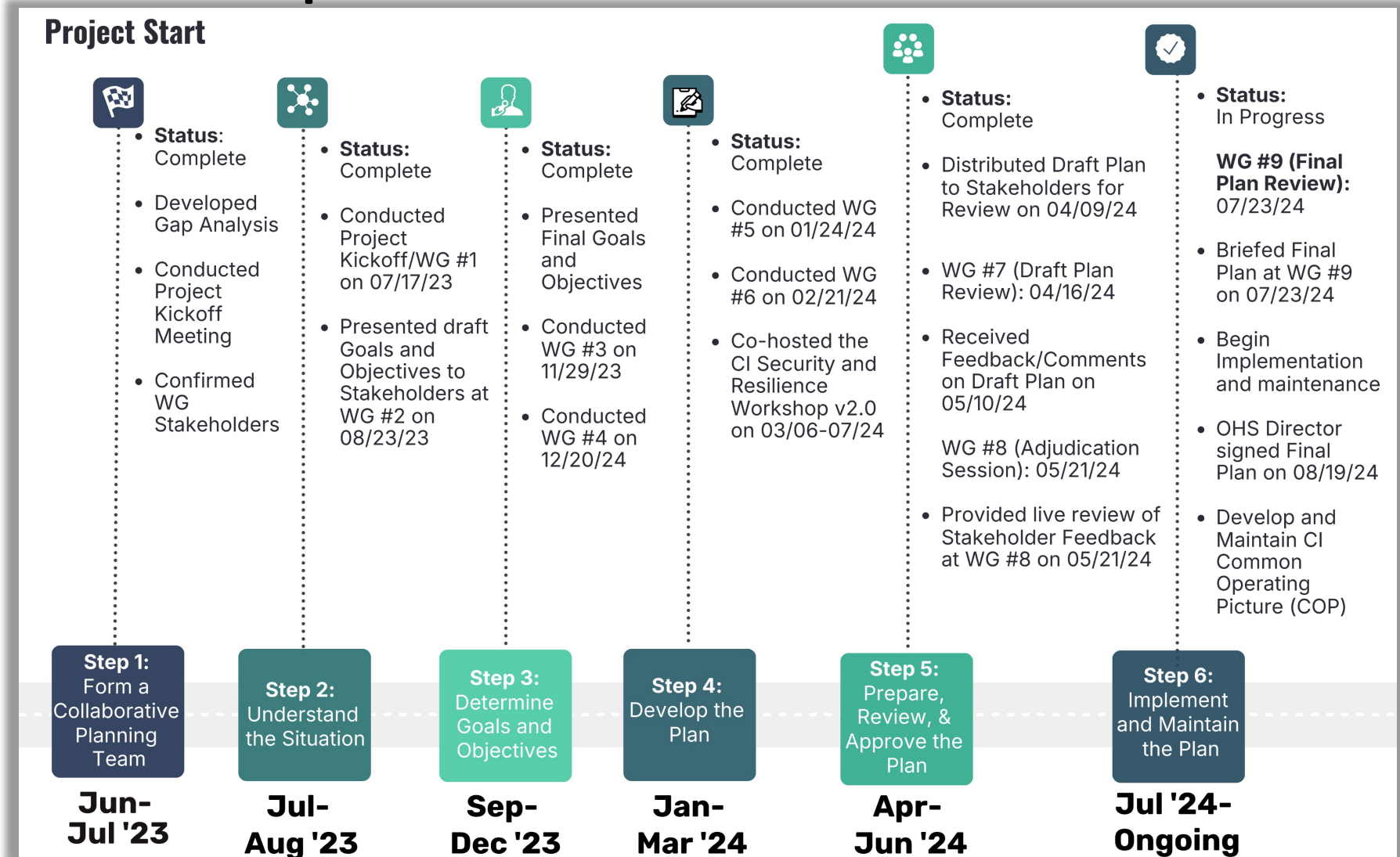
# Purpose

Provide an overview of  
the OHS CISRP  
Implementation Plan.

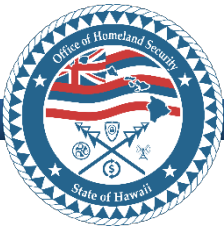
# Plan Development Timeline



# Plan Development Timeline



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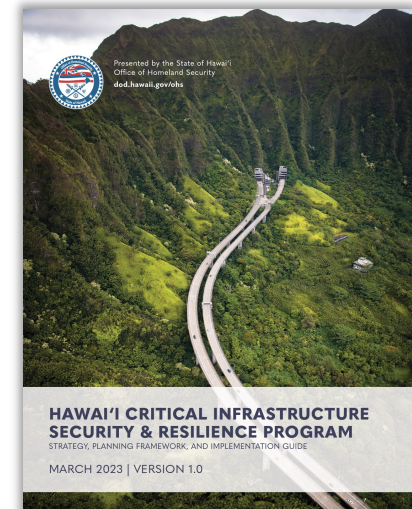
# Project Scope

Develop an Implementation Plan for establishing a critical infrastructure data management system to include:

- “Articulate” the conduct of a comprehensive inventory and baseline interdependency assessment of the state’s critical infrastructure and their dependencies/interdependencies to inform the development of:
  - Threat mitigation activities
  - Incident response capabilities and capacity
  - Long-term resiliency investment planning
- **Synchronize plan and execution to current critical infrastructure inventories and related data and systems**



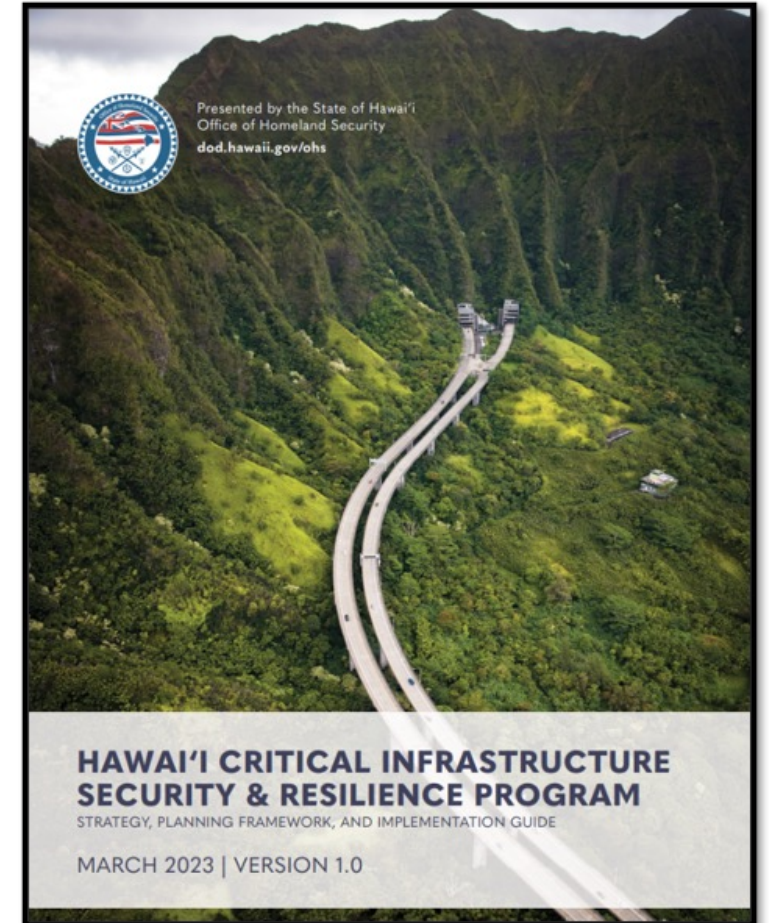
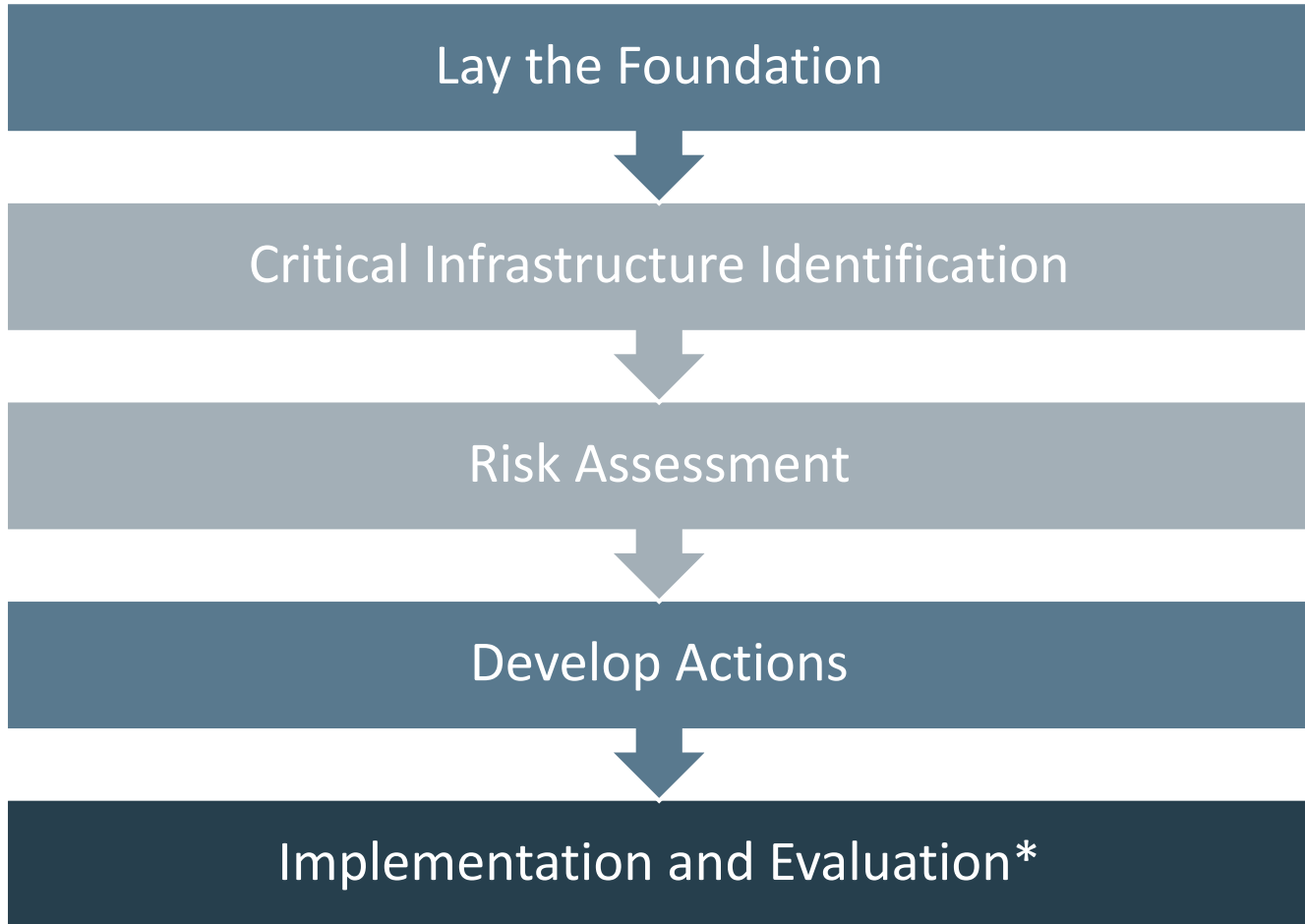
Source: <https://www.cisa.gov/resources-tools/resources/infrastructure-resilience-planning-framework-irpf>



Source: <https://dod.hawaii.gov/ohs/plans>



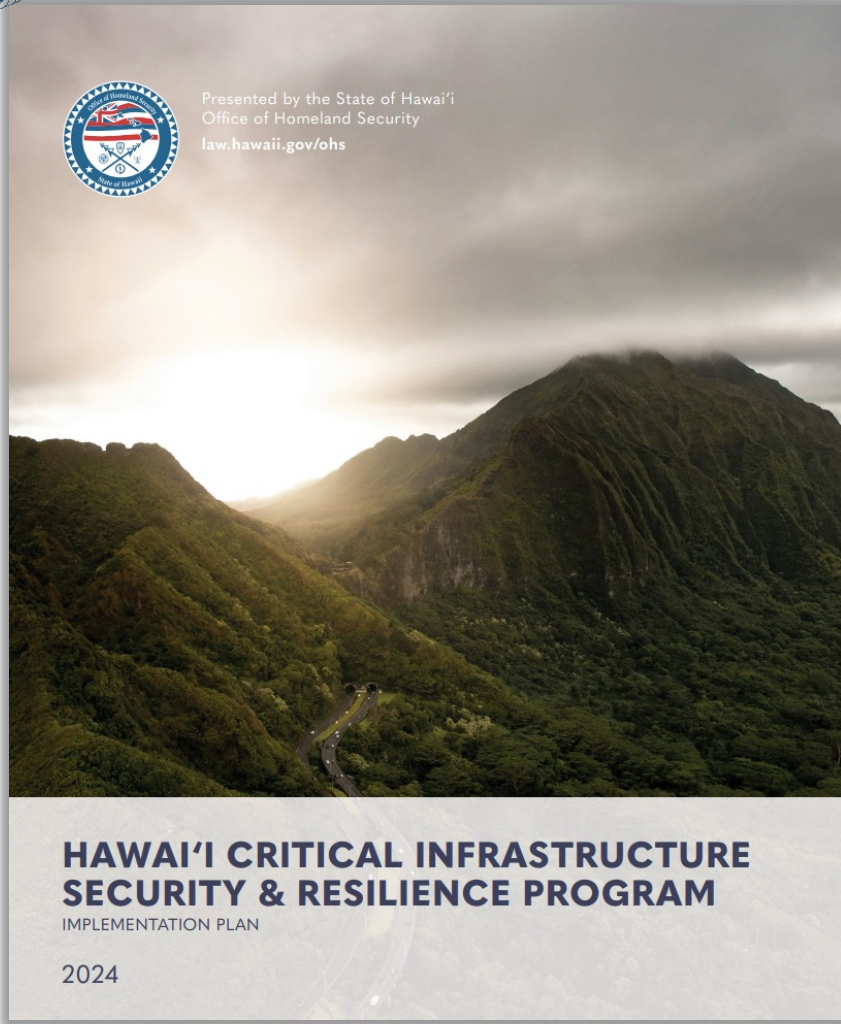
# Critical Infrastructure Security and Resilience Program Overview



The Hawai'i Critical Infrastructure Security & Resilience Program (CISRP) **Planning Framework**

# CISRP Implementation Plan Walkthrough

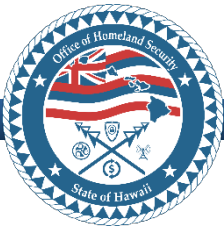




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# Executive Summary

**EXECUTIVE SUMMARY**

The Hawai'i Office of Homeland Security (OHS) published the Hawai'i Critical Infrastructure Security & Resilience Program (CISRP): Strategy, Planning Framework, and Implementation Guide in March 2023 to enable the incorporation of security and resilience considerations in CI planning activities statewide. The Hawai'i Office of Homeland Security (OHS) recognizes the imperative to safeguard our CI systems, networks, data, and operations from evolving threats and has worked with CI owners, operators, and stakeholders to develop the CISRP Implementation Plan.

The CISRP defines CI as *"interdependent systems and assets (existing, proposed, physical or virtual), of which, when compromised, incapacitated, or destroyed would negatively affect security, economic security, public health or safety, or any combination thereof."* Driven by its purpose, this implementation plan encompasses all aspects of Hawai'i's CI and seeks to achieve the goals displayed in **Figure ES-1**.

**PURPOSE**

The ultimate purpose of this project is to collect and document data and information that portrays the critical infrastructure ecosystem in Hawai'i, to better characterize and inform resource prioritization of reduction activities related to vulnerabilities and risk.



**GOAL 1: MITIGATE**  
Reduce vulnerabilities in and risk to critical infrastructure.

**GOAL 2: REDUCE**  
Reduce threat exposure for critical facilities.

**GOAL 3: RESILIENCE**  
Plan for reboundable restoration of critical infrastructure.

**GOAL 4: PLANNING**  
Establish mechanisms for incorporating resilience into planning.

Figure ES-1: Project Purpose and Goals

Completing these goals will help achieve OHS' project purpose and:

- Strengthen the resilience and security of CI against human and natural threats and hazards;
- Break down data silos and enhance data accuracy and transparency across Hawai'i;
- Enhance the continuous availability and reliability of CI systems and services; and
- Enhance situational awareness and incident response capabilities focused on CI.

Definition of CI according to the OHS CISRP

Clarifies OHS' initial effort of focusing on Tier 1 Sectors

Emphasizes the need to improve sustainability in Hawaii's CI environment

Highlights the purpose of this Plan and how OHS developed it



# Introduction

## SECTION I: INTRODUCTION

OHS published the CISRP: Strategy, Planning Framework, and Implementation Guide (CISRP Guide) in March 2023 to enable the incorporation of security and resilience considerations in CI planning activities statewide. The CISRP Guide drew from key concepts of the Department of Homeland Security's (DHS) Cybersecurity and Infrastructure Security Agency (CISA) Infrastructure Resilience Planning Framework (IRPF) (see Figure 1-1). The development of the CISRP Guide was a major upshot from an initial stakeholder outreach event held in April of 2022, the Critical Infrastructure Security and Resilience Workshop. That event brought together more than 75 key leaders from law enforcement, military, state, and critical infrastructure entities in a half-day session focused on critical infrastructure vulnerabilities, security, and incident response.

As noted in the CISRP Starting in July of 2022, to plan for the security underscore the urgent improve the reliability, depend and collect an risk to inform resource

Threats to CI security a Mitigation Strategy an innovative mitigation, highlights Governor G

Noting that OHS's pro WG on 24 January 2022 improve the resilience Comprehensive Econ long-term resilience f built environment with through reduced cons



Figure 1-1: State and Federal

### IMPLEMENTATION PLAN GOALS

OHS worked with stakeholders to identify four primary goals for the CISRP (see Figure 1-3).<sup>3</sup> This implementation plan describes the activities, inputs/resources, methods, timeframe, anticipated outputs, and implementing partners and collaborators to achieve the plan's goals and objectives.

The success of the implementation plan will rely on several factors, including the timely sharing of information and active participation from federal, state, and local government agencies, CI owners/operators, and other stakeholders.

### PURPOSE

The ultimate purpose of this project is to collect and document data and information that portrays the critical infrastructure ecosystem in Hawai'i, to better characterize and inform resource prioritization of reduction activities related to vulnerabilities and risk.



Figure 1-3: Goals



#### GOAL 1: MITIGATE

Reduce vulnerabilities in and risk to critical infrastructure.



#### GOAL 2: REDUCE

Reduce threat exposure for critical facilities.



#### GOAL 3: RESILIENCE

Plan for reboundable restoration of critical infrastructure.



#### GOAL 4: PLANNING

Establish mechanisms for incorporating resilience into planning

Highlights OHS' accomplishments of establishing a CI WG

Discusses Supporting Documentation (i.e., CISRP and IRPF)

Provides an overview of Plan Goals

Emphasizes the Governor's Mitigation Strategy



# Section 2: Methodology and Planning Process

Provides an Overview of the Plan Development timeline

Explains Tier 1 Sectors and provides examples of assets within them

Highlights OHS' Stakeholder Engagement

Portrays the number of Documents reviewed in the Gap Analysis

## SECTION II: METHODOLOGY & PLANNING PROCESS

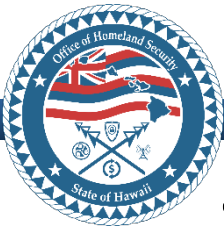


Figure 2-1: IRPF Steps

The IRPF and CISRP Guide both describe a stepwise process (see **Figure 2-1**) designed to assist stakeholders with identifying and prioritizing CI, analyzing threats and vulnerabilities, and developing and implementing risk reduction solutions. OHS incorporated key concepts from both documents in creating this implementation plan, starting with the first step of "Lay the Foundation" to define and scope the implementation planning effort, form a collaborative planning team with multiple stakeholders, and review existing data, plans, studies, maps, and other resources.



Figure 2-2: 16 Critical Infrastructure Sectors



# Section 3: Critical Infrastructure Resilience Strategy Implementation Goals

Provides definitions for Table Elements throughout the section

Clarifies inputs, activities, time frames, and anticipated outputs for each goal and objective

Contains an Implementation Plan table and a Measurement Plan table for each Goal

**SECTION III: CRITICAL INFRASTRUCTURE SECURITY AND RESILIENCE PROGRAM IMPLEMENTATION GOALS**

This section describes the goals, objectives, and activities that will support planning efforts and inform the reporting of implementation milestones and outcomes. The tables on the following pages outline goals, objectives, activities, inputs/resources, methods, timeframes, and anticipated outputs as described below. The Implementation Table uses the key term definitions listed in **Table 1** below.

Table 1: Implementation Table Definitions

TABLE ELEMENT	DEFINITION
<b>Goal</b>	One of the four goals identified within this plan
<b>Objectives</b>	Specific, measurable statement that supports the achievement of the goal
<b>Activities</b>	Actions taken through which inputs and resources are used to achieve specific outputs
<b>Input/Resources</b>	The inputs and resources needed to implement a project activity and achieve project outputs
<b>Method</b>	
<b>Time Frame</b>	
<b>Anticipated Output</b>	

See Appendix plan. The time (See Table 2).

**GOAL**

**01**

**4 TOTAL OBJECTIVES**

**8 TOTAL ACTIVITIES**

**FOCUS AREA**

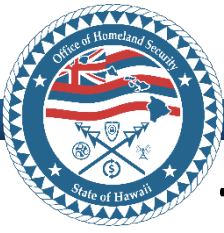
**MITIGATION**

**OBJECTIVE 1.1:** Conduct a comprehensive inventory of the State's Critical Infrastructure

**OBJECTIVE 1.2:** Support risk assessment efforts to identify and reduce vulnerabilities in Critical Infrastructure Systems

**OBJECTIVE 1.3:** Support the analysis of dependencies/interdependencies to assess the the potential for cascading, escalating, and common-cause failures throughout Infrastructure systems

**OBJECTIVE 1.4:** Support development and prioritization of potential projects to reduce identified vulnerabilities in and risk to Critical Infrastructure systems



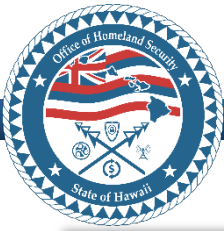
# Timeframes: Year 1

YEAR 1 (2024 - 2025)			
Q-1 (OCT - DEC)	Q-2 (JAN - MAR)	Q-3 (APR - JUN)	Q-4 (JUL - SEP)
1.1.1 Review existing Critical Infrastructure information	1.1.2 Identify data gaps and collect/refine basic and sector-specific Critical Infrastructure information	1.2.1 Identify Critical Infrastructure system vulnerabilities and risks	1.3.1 Identify dependencies/interdependencies amongst Critical Infrastructure systems
			2.1.1 Identify threats to Critical Infrastructure to include cyber threats
3.1.1 Define and scope resilience planning efforts	3.2.2 Identify existing Critical Infrastructure resources and capabilities		4.2.1 Assemble a task force to build a Critical Infrastructure common operating picture



# Timeframes: Years 2 and 3

YEAR 2 (2025 - 2026)			
Q-1 (OCT - DEC)	Q-2 (JAN - MAR)	Q-3 (APR - JUN)	Q-4 (JUL - SEP)
3.1.2 Form a collaborative planning group including technology/security officers or experts that understand the interconnectivity of the cyber infrastructure with the physical infrastructure	2.1.2 Develop and implement a methodology to prioritize risks to Critical Infrastructure	1.2.3 Identify opportunities to reduce vulnerabilities and risks to Critical Infrastructure	1.4.1 Identify vulnerability and risk reduction solutions for Critical Infrastructure
1.2.2 Assess consequences/ impacts to Critical Infrastructure	4.2.2 Ingest collected Critical Infrastructure data into common operating picture platform	1.4.2 Develop and implement a methodology to prioritize Critical Infrastructure vulnerability and risk reduction solutions	
YEAR 3 (2026 - 2027)			
Q-1 (OCT - DEC)	Q-2 (JAN - MAR)	Q-3 (APR - JUN)	Q-4 (JUL - SEP)
2.2.1 Review guidance and updates to prevent, protect from, and reduce identified vulnerabilities in and risk to Critical Infrastructure	4.1.1 Develop strategies for implementing Critical Infrastructure resilience solutions	3.2.1 Define goals and objectives for COOP plans, training sessions, and exercises	2.2.2 Disseminate guidance and updates to prevent, protect from, and reduce identified vulnerabilities in and risk to Critical Infrastructure
4.1.3 Share guidance and tools, and facilitate discussions to help support stakeholders with updating their plans			4.1.2 Monitor, evaluate, and assess effectiveness of resilience solutions
			4.2.3 Update and maintain Critical Infrastructure common operating picture



## GOAL ONE: REDUCE VULNERABILITIES IN AND RISK TO CRITICAL INFRASTRUCTURE

OHS recognizes the ever-evolving landscape of threats to CI and is determined to identify and address vulnerabilities that could compromise the resiliency of essential CI systems. Goal 1 aligns with OHS' commitment to safeguarding the continuity of critical operations and improving the reliability of infrastructure services. Goal 1 consists of four objectives and eight activities (see Figure 3.1-1). The lead for Goal 1 is OHS with support from the implementing partners identified in Appendix A: Table A-2. OHS will continue to engage with identified potential collaborators about opportunities for their participation in activities to which they are aligned. OHS intends to employ a comprehensive approach with activities that aim to assess, prioritize, and remediate vulnerabilities strengthening the State's defenses and enhancing the overall security and resiliency of its CI. OHS will identify and address current vulnerabilities, as well as anticipate and adapt to emerging threats in this dynamic environment through strategic planning efforts and continued collaboration with its partners.

# Goal 1: Reduce Vulnerabilities in and Risk to Critical Infrastructure

GOAL  
**01**

**4** TOTAL OBJECTIVES  
**8** TOTAL ACTIVITIES

### FOCUS AREA

MITIGATION

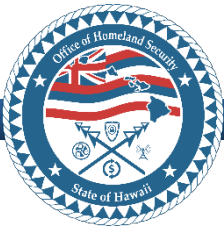
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**OBJECTIVE 1.4:** Support development and prioritization of potential projects to reduce identified vulnerabilities in and risk to Critical Infrastructure systems

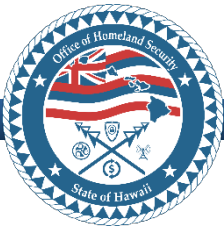




# Implementation Table Layout

## OBJECTIVE 1.1: Conduct of a comprehensive inventory of the State's Critical Infrastructure

ACTIVITY	INPUTS/RESOURCES	METHOD	TIME FRAME	ANTICIPATED OUTPUTS
<i>Activity 1.1.1: Review existing Critical Infrastructure information</i>	Existing Datasets Meeting Minutes Plans Stakeholder Meetings	Research Stakeholder Review Survey(s) Interviews	Y1-Q1	Preliminary inventory of CI information Gap Analysis Basic/sector-specific data attributes



# Measurement Plan Table Layout

Table 3.1-2: Goal 1 Measurement Plan

GOAL	EXEMPLARY MEASURE(S)	HOW OHS WILL MEASURE THIS GOAL
<p><b>Goal 1: Reduce Vulnerabilities in and risk to Critical Infrastructure</b></p>	<p>Completion of a comprehensive inventory of the State's Tier 1 CI</p>	<p>Initial inventory of CI is available in the Common Operating Picture (COP)</p>
	<p>Conduct at least one workshop with Tier 1 stakeholders to identify and reduce vulnerabilities in CI systems</p>	<p>Attendance rosters Presentations Meeting minutes</p>
	<p>Conduct a workshop with stakeholders to identify dependencies/interdependencies to assess the potential for cascading, escalating, and common-cause failures throughout infrastructure systems</p>	<p>Attendance rosters Presentations Meeting minutes Quick Look Reports Surveys</p>
	<p>Completion of a methodology to prioritize CI vulnerability and risk reduction solutions</p>	<p>Approved methodology to prioritize CI vulnerability and risk reduction solutions for consideration of implementation Prioritized list of infrastructure vulnerability and risk reduction solutions</p>



## GOAL TWO: REDUCE THREAT EXPOSURE FOR CRITICAL FACILITIES

OHS understands that reducing threat exposure for critical facilities is a crucial part of supporting the resilience of CI throughout the State. CISA defines critical facilities as "those infrastructure systems and assets that are so vital that their incapacitation or destruction would have a debilitating effect on security, the economy, public health, public safety, or any combination thereof."<sup>9</sup>

Goal 2 consists of two objectives and four activities (see **Figure 3.2-1**). The Lead for Goal 2 is OHS with support from the implementing partners identified in **Appendix A: Table A-2**. OHS will continue to engage with identified potential collaborators about possible opportunities for their participation in activities to which they are aligned. OHS will use a prioritization method focused on the impacts each CI system can have on the community to determine its criticality and priority. Finally, OHS will support risk assessment efforts that include identifying threats and the consequences they pose on CI systems and then comparing each threat, vulnerability, and consequence based on which threat poses the most risk.<sup>10</sup>

# Goal 2: Reduce Threat Exposure for Critical Facilities

<b>GOAL</b> 	<b>2</b> TOTAL OBJECTIVES	<b>FOCUS AREA</b> <table border="1"> <tr> <td></td> <td style="background-color: #cccccc;">THREAT REDUCTION</td> <td></td> <td></td> </tr> </table>		THREAT REDUCTION		
			THREAT REDUCTION			
<b>4</b> TOTAL ACTIVITIES						

**OBJECTIVE 2.1:** Support risk assessment efforts to identify, deter, detect, disrupt, and prepare for threats to critical facilities and systems

**OBJECTIVE 2.2:** Identify and share information on methods to prevent, protect from, and reduce identified vulnerabilities in and risk to Critical Infrastructure facilities and systems

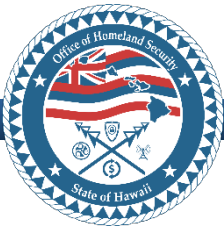


### GOAL THREE: PLAN FOR REBOUNDABLE RESTORATION OF CRITICAL INFRASTRUCTURE

OHS understands that planning for reboundable CI restoration is vital to ensure that essential services throughout the State are quickly reinstated following disruptions. Planning for resilient CI restoration protects public safety and economic stability and contributes to the overall resilience of everyday operations in Hawai'i. Goal 3 consists of two objectives and four activities (see **Figure 3.3-1**). The lead for Goal 3 is OHS with support from the implementing partners identified in **Appendix A: Table A-2**. OHS will continue to engage with identified potential collaborators about possible opportunities for their participation in activities to which they are aligned.

<b>GOAL</b>  <b>03</b>	<b>2</b> TOTAL OBJECTIVES	<b>FOCUS AREA</b> <table border="1"> <tr> <td></td> <td></td> <td><b>RESILIENT RESTORATION</b></td> <td></td> </tr> </table>			<b>RESILIENT RESTORATION</b>	
				<b>RESILIENT RESTORATION</b>		
<b>4</b> TOTAL ACTIVITIES	<p><b>OBJECTIVE 3.1:</b> Conduct outreach to Critical Infrastructure stakeholders to encourage collaborative efforts to improve capacity of stakeholders and resiliency of Hawai'i's Critical Infrastructure systems</p> <p><b>OBJECTIVE 3.2:</b> Support collaborative continuity of operations planning, training, and exercises to facilitate the rapid restoration of Critical Infrastructure</p>					

# Goal 3: Plan for Reboundable Restoration of Critical Infrastructure



## GOAL FOUR: ESTABLISH MECHANISMS FOR INCORPORATING RESILIENCE INTO PLANNING

OHS understands that establishing mechanisms for incorporating resilience into CI planning is essential for safeguarding public safety, maintaining economic stability, and ensuring the continued functioning of essential services. Goal 4 consists of two objectives and six activities (see **Figure 3.4-1**). The lead for Goal 4 is OHS with support from the implementing partners identified in **Appendix A: Table A-2**:

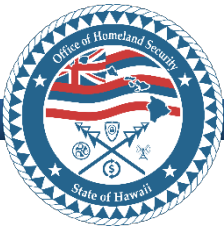
OHS will continue to engage with identified potential collaborators about possible opportunities for their participation in activities to which they are aligned.

OHS will support the development of implementation strategies that incorporate the following items into planning:

- A responsible party
- Collaborators/partner agencies/private sector partners
- Preliminary implementation steps
- An estimated timeline
- Resources required for implementation to include funding estimates as appropriate
- Potential barriers to implementation and potential solutions
- Information to support prioritization of projects



# Goal 4: Establish Mechanisms for Incorporating Resilience into Planning



# Appendix A: Implementing Partners and Identified Potential Collaborators

## APPENDIX A: IMPLEMENTING PARTNERS AND IDENTIFIED POTENTIAL COLLABORATORS

The Hawai'i CISRP Implementation Plan outlines the roles and responsibilities using a matrix called the Responsibility Assignment Matrix (RAM). This matrix aids in determining each stakeholder's specific roles and responsibilities related to the goals and objectives outlined within the CI Implementation Plan. The RAM lists the organizations who volunteer to assist, offer advice, and receive information, as well as those who are accountable and liable for certain responsibilities. OHS is considered both Responsible and Accountable for all identified goals, objectives, and activities. The RAM includes the roles and definitions accepted by the CI WG<sup>11</sup> in **Figure A-1**.

### RASCI ROLES AND DEFINITIONS

#### R: RESPONSIBLE

The organization that is assigned to track the completion of activities within the implementation plan. OHS is identified as the "Responsible" party within this plan.

#### A: ACCOUNTABLE

Refers to the organization that has ultimate control over tracking the objectives and activities in the CI implementation plan.

#### S: SUPPORTIVE

"Supportive" members may provide help by providing resources to the Responsible organization. They actively work with the Responsible organization to support the completion of activities.

#### C: CONSULTED

The "Consulted" are there to help the Responsible finish their tasks successfully. They are experts who you can go to for relevant advice, help, or opinion. They offer valuable subject matter expertise.

#### I: INFORMED

The "informed" category includes the people who are to be kept in the loop over the course of the project. They need to be informed about the progress of the project every step of the way, up until it reaches completion.

Figure A-1: RASCI Roles and Definitions

See **Table A-1** for a list of implementation plan goals, objectives, and activities.

Provides a list of Identified Potential Collaborators and Implementing Partners

Displays Responsibility Assignment Matrix

Highlights partners committed to each activity throughout implementation



# Responsibility Assignment Matrix

ORGANIZATIONS	GOAL 1 OBJECTIVES							
	1.1		1.2		1.3		1.4	
	1.1.1	1.1.2	1.2.1	1.2.2	1.2.3	1.3.1	1.4.1	1.4.2
Aloha Petrol								
American Sa								
AT&T			2.1	2.12		2.21	2.22	
City and Col								
City and Col Management	Aloha Petrole							
County of Ha	American Savi							
County of H	AT&T			3.1		3.2		
County of H	City and Cour			3.11	3.12	3.21	3.22	
County of H	City and Cour Management							
County of Ki	Aloha Petroleum							
County of Ki	American Savings Bank							
County of Ki	AT&T							
Cybersecurit	City and County							
DRFortress	City and County			4.1	4.11	4.12	4.13	4.2
Federal Aviat	City and County	Aloha Petroleum	I	I	I	I	I	I
Hawaii Broa	Management (DE	American Savings Bank	C	I	C	I	I	I
Hawaii Depa	Cybersecurity	AT&T	C	C	C	C	C	C
Hawaii Depa	DRFortress	City and County of Honolulu Board of Water Supply (BWS)	I	I	I	I	I	I
Hawaii Depa	Federal Aviat	City and County of Honolulu Department of Emergency Management (DEM)	S	C	C	S	S	S
Hawaii Depa	Hawaii Broad	County of Hawaii Department of Environmental Management (ENM)	I	I	I	I	I	I
Hawaii State	Hawaii Depart	County of Hawaii Department of Information Technology	I	I	I	I	I	I
Hawaii Gas	Hawaii Depart	DRFortress	I	I	I	I	I	I
Hawaii Health	Hawaii Depart	Federal Aviation /	I	I	I	I	I	I
Hawaii Natic	Hawaii Depart	County of Kauai, Information Technology Division	C	C	C	I	I	C
Hawaii Steve	Hawaii State E	County of Kauai, Department of Water	S	S	S	S	S	S
Hawaiian Air	Hawaii Gas	Cybersecurity and Infrastructure Security Agency (CISA)	C	C	C	C	C	C
Hawaiian Ele	Hawaii Health	DRFortress	I	I	I	I	I	I
Kauai Emerg	Hawaii Nation	Federal Aviation Administration (FAA)	S	S	S	C	C	S
Navy Region	Hawaii Steved	Hawaii Broadband and Digital Equity Office	C	C	C	C	C	C
Public Utiliti	Hawaii Gas	Hawaii Department of Transportation - Highways (HDOT)	C	C	C	C	C	C
State of Haw	Hawaiian Airlin	Hawaii Department of Transportation - Airports	C	C	C	C	C	C
State of Haw	Hawaiian Elec	Hawaii Department of Transportation - Harbors	S	S	S	S	S	S
State of Haw	Hawaiian Nat	Hawaii Department of Water Supply (DWS)	I	I	I	I	I	I
State of Haw	Hawaiian Elec	Hawaii State Energy Office (HSEC)	S	S	S	S	S	S
State of Haw	Hawaiian Elec	Hawaii Gas	C	C	C	C	C	C
State of Haw	Hawaiian Elec	Hawaii Healthcare Emergency Management (HHEM)	C	C	C	C	C	C
State of Haw	Hawaiian Elec	Hawaii National Guard (HNG)	S	S	S	S	S	S
State of Haw	Hawaiian Elec	Hawaii Stevedores	C	C	C	C	C	C
State of Haw	Hawaiian Elec	Hawaiian Airlines	C	C	C	I	I	I
State of Haw	Hawaiian Elec	Hawaiian Electric Company	S	C	S	S	S	S
State of Haw	Hawaiian Elec	Kauai Emergency Management Agency (KEMA)	S	S	S	S	S	S
State of Haw	Hawaiian Elec	Navy Region Hawaii (NavREGHI)	I	I	C	C	I	I
State of Haw	Hawaiian Elec	Public Utilities Commission (PUC)	C	C	C	C	C	C
State of Haw	Hawaiian Elec	State of Hawaii, Office of Planning and Sustainable Development, Statewide GIS Program	I	I	C	I	C	C
State of Haw	Hawaiian Elec	United States Army Pacific Command (USARPAC)	I	I	I	I	I	I
State of Haw	Hawaiian Elec	US Coast Guard (USCG)	C	C	C	C	C	C
State of Haw	Hawaiian Elec	US Department of Energy (DOE) (ESF#12)	I	I	I	I	I	I
State of Haw	Hawaiian Elec	Verizon Wireless	C	C	C	C	C	C
State of Haw	Hawaiian Elec	Young Brothers, LLC	I	C	C	C	I	I

### RASCI ROLES AND DEFINITIONS

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Refers to the organization that has ultimate control over tracking the objectives and activities in the CI implementation plan.

**S: SUPPORTIVE**  
Supportive members may provide help by providing resources to the Responsible organization. They actively work with the Responsible organization to support the completion of activities.

**C: CONSULTED**  
The "Consulted" are there to help the Responsible finish their tasks successfully. They are experts who you can go to for relevant advice, help, or opinion. They offer valuable subject matter expertise.

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The "Informed" category includes the people who are to be kept in the loop over the course of the project. They need to be informed about the progress of the project every step of the way, up until it reaches completion.

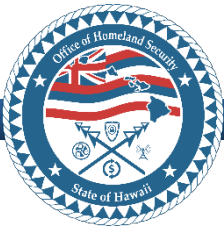
ORGANIZATIONS	GOAL 1 OBJECTIVES							
	1.1		1.2		1.3		1.4	
	1.1.1	1.1.2	1.2.1	1.2.2	1.2.3	1.3.1	1.4.1	1.4.2
Aloha Petroleum	I	C	C	I	I	C	C	C
American Savings Bank	C	C	C	C	C	C	C	C



# Identified Potential Collaborators

IDENTIFIED POTENTIAL COLLABORATORS
Hawai'i Office of Enterprise Technology Services
Hawai'i Department of Defense
Hawai'i Emergency Management Agency
Hawai'i Transportation Association
Island Energy Services
Kaua'i Fire Department
Kaua'i Island Utility Cooperative
Maui Emergency Management Agency
Statewide Interoperability Coordinator
T-Mobile





# Appendices B and C

## APPENDIX B: ACRONYMS

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

Table B-1: Acronyms

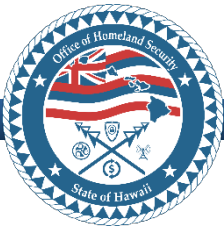
ACRONYMS	
BWS	City and County of Honolulu Board of Water Supply
CI	Critical Infrastructure
CISA	Cybersecurity and Infrastructure Security Agency
CISRP	Critical Infrastructure Security and Resilience Program
COOP	Continuity of Operations
COP	Common Operating Picture
CRS	Community Rating System
DCCA	Hawai'i Department of Commerce and Consumer Affairs
CCHNL DEM	City and County of Honolulu Department of Emergency Management
DEM	County of Hawai'i Department of Environmental Management
DEM	County of Maui Department of Environmental Management
DTS	City and County of Honolulu Department of Transportation Services
DHS	U.S. Department of Homeland Security
DOD	U.S. Department of Defense
DOE	Hawai'i Department of Energy
DOT	U.S. Department of Transportation
ETS	Hawai'i Office of Enterprise Technology Services
ENV	City and County of Honolulu Department of Environmental Services
FAA	Federal Aviation Administration
FEMA	Federal Emergency Management Agency
GDSS	Geospatial Decision Support System
GIS	Geospatial Information System
HCCDA	Hawai'i County Civil Defense Agency
HDOD	Hawai'i Department of Defense
HDOT	Hawai'i State Department of Transportation
HDOT-Airports	Hawai'i State Department of Transportation Airports
HDOT-Harbors	Hawai'i State Department of Transportation Harbors

## APPENDIX C: KEY TERMS

Table C-1 displays Key Terms that OHS used throughout this document.

Table C-1: Key Terms

TERM	DEFINITION
<b>Accountable</b>	Refers to the organization that has ultimate control over tracking the objectives and activities in the CI implementation plan.
<b>Assets</b>	A person, structure, facility, information, material, equipment, network, or process, whether physical or virtual, that enables an organization's services, functions, or capabilities. <sup>12</sup>
<b>Capability</b>	The ability of an organization or system to perform specific tasks or functions effectively during a crisis or disaster.
<b>Community</b>	One or more local jurisdictions or special districts representing a region or shared infrastructure corridor. <sup>13</sup>
<b>Consequence</b>	The effect of an event, incident, or occurrence, which is commonly measured in four ways: Human, Economic, Mission, and Psychological. <sup>14</sup>
<b>Consulted</b>	The 'Consulted' are there to help the Responsible finish their tasks successfully. They are the experts who you can go to for relevant advice, help, or opinion. They offer valuable subject matter expertise.
<b>Contamination</b>	The undesirable deposition of a chemical, biological, or radiological material on the surface of structures, areas, objects, or people. <sup>15</sup>
<b>Critical Asset</b>	Person, structure, facility, information, material, or process that has value. <sup>16</sup> Hawai'i CI Implementation Plan Definition: Components of state-based critical infrastructure systems that, if disrupted or destroyed, would have a debilitating impact on Hawai'i's security, economic security, public health or safety, or any combination thereof.
<b>Critical Facility</b>	Those infrastructure systems and assets that are so vital that their incapacitation or destruction would have a debilitating effect on security, the economy, public health, public safety, or any combination thereof. <sup>17</sup>
<b>Critical Infrastructure</b>	Hawai'i CISRP Definition: Interdependent systems and assets (existing, proposed, physical or virtual), of which when compromised, incapacitated, or destroyed would negatively affect security, economic security, public health or safety, or any combination thereof. <sup>18</sup>  Federal Definition: Physical or virtual assets, systems, and networks so vital to the United States that the incapacity or destruction of such assets, systems, or networks would have a debilitating impact on security, national economic security, public health or safety, or any combination of those matters. <sup>19</sup>
<b>Criticality</b>	A measure of the importance associated with the loss or degradation of infrastructure. <sup>20</sup>



# Appendix D: Stakeholder Engagement

## APPENDIX D: STAKEHOLDER ENGAGEMENT

Appendix D documents the coordination meetings that took place in accordance with the development of this implementation plan.

OHS hosted a series of WGs to engage stakeholders in the implementation planning process. **Figure D-2** summarizes the planning meetings that took place.



Figure D-1: Working Group Timeline & Topics

In addition to the WG meetings, OHS also conducted over 30 separate meetings (see **Table D-1**) to address the focus topics shown in **Figure D-1**.

Table D-1: Information sharing and Collaboration Meetings Timeline

INFORMATION & SHARING COLLABORATION MEETINGS	
<b>JULY 20, 2023</b>	OHS Quarterly HLS Forum
<b>AUGUST 31, 2023</b>	GIS Advantage Program Meeting
	Idaho National Laboratory (INL) All Hazards Analysis (AHA) Discussion
<b>SEPTEMBER 1, 2023</b>	Maui County GIS Briefing
<b>SEPTEMBER 6, 2023</b>	CISA Gateway Meeting
<b>SEPTEMBER 15, 2023</b>	Department of Transportation (DOT) Briefing
<b>SEPTEMBER 18, 2023</b>	Verizon Briefing
<b>OCTOBER 4, 2023</b>	OHS Quarterly HLS Forum
<b>OCTOBER 21, 2023</b>	Statewide Interoperability Coordinators (SWIC) Briefing
<b>OCTOBER 17, 2023</b>	GIS Coordination Briefing with County GIS Representatives
<b>OCTOBER 30, 2023</b>	Minnesota Geospatial Advisory Council (MGAC) Introductory Meeting
	Systems-Level Maps Discussion: Department of Transportation
<b>NOVEMBER 13, 2023</b>	Systems-Level Maps Discussion: Department of Energy
	MGAC Follow-Up Meeting
<b>NOVEMBER 14, 2023</b>	Systems-Level Briefing - SWIC
	Systems-Level Briefing - AT&T
	Systems-Level Briefing - Honolulu Board of Water Supply (HBWS)
<b>NOVEMBER 21, 2023</b>	Systems-Level Briefing - University of Hawai‘i
<b>NOVEMBER 22, 2023</b>	Systems-Level Briefing - California Governor’s Office of Emergency Services Briefing
<b>NOVEMBER 27, 2023</b>	Systems-Level Briefing - Chief Information Security Officer
<b>NOVEMBER 28, 2023</b>	HI-EMA GIS Briefing
<b>NOVEMBER 30, 2023</b>	City and County of Honolulu DEM Infrastructure Coordination
	South Carolina GIS Briefing
<b>DECEMBER 7, 2023</b>	CISA Gateway Training/Intro
<b>DECEMBER 8, 2023</b>	City and County of Honolulu Wastewater Systems Discussion
	Kaua‘i County GIS Discussion
<b>DECEMBER 11, 2023</b>	COP Demo #1
<b>DECEMBER 14, 2023</b>	COP Demo #2
<b>JANUARY 3, 2024</b>	Converge/INL Workshop Status Update
<b>JANUARY 4, 2024</b>	COP Discussion
<b>JANUARY 10, 2024</b>	Hawai‘i County GIS Discussion
<b>FEBRUARY 16, 2024</b>	Chief Data Officer (CDO) Meeting
<b>FEBRUARY 23, 2024</b>	



## APPENDIX E: REFERENCES

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- Federal Emergency Management Agency. (2018). Glossary of Related Terms: Extracted from E/L/G 0300 Intermediate Incident Command System for Expanding Incidents. <https://training.fema.gov/emiweb/is/icsresource/assets/glossary%20of%20related%20terms.pdf>
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- National Archives and Records Administration. (2024). Code of Federal Regulations. <https://www.ecfr.gov/current/title-7/subtitle-B/chapter-XXXI/part-3100>
- National Security Memorandum on Critical Infrastructure Security and Resilience. (2024). The White House. <https://www.whitehouse.gov/briefing-room/presidential-actions/2024/04/30/national-security-memorandum-on-critical-infrastructure-security-and-resilience/>

# Appendix E: References



# Appendix F: Plan Maintenance

## APPENDIX F: PLAN MAINTENANCE

OHS is responsible for maintaining this Implementation Plan and coordinating revisions on a recurring basis. OHS' maintenance responsibilities include:

- Maintaining a plan review schedule (which may include stakeholders)
- Reviewing all plan components and proposed changes for consistency
- Obtaining approvals for changes from the appropriate authorities and notifying stakeholders of approved changes
- Maintaining a record of changes

This plan requires two types of reviews, each with a distinct purpose: the CI Implementation Plan review and the CI dataset review. The Implementation Plan review focuses on the processes, procedures, and requirements within the Implementation Plan itself, while the dataset review ensures that the stakeholder datasets included within the CI COP are accurate and up to date.

The purpose of the COP is to provide a well-established and managed geospatial aspect to enhance situational awareness; however, CI data originates from various public and private sources, and the data attributes and quality are fragmented by nature. As a result, OHS will furnish decision-makers with a singular, geospatial tool, and coordinate with stakeholders throughout plan implementation to review and consolidate available datasets into an integrated geospatial data system, that forms the CI COP.

OHS will safeguard all information contained in the CI COP following the Cybersecurity Infrastructure and Security Agency (CISA) Protected Critical Infrastructure Information (PCII) Program (see **Figure F-1**).<sup>48</sup> OHS will create the CI COP to be a secure, permission-based, PCII-protected, cloud-based solution exclusively accessible to authorized personnel. This tool will allow OHS and stakeholders to rapidly visualize facilities, discern dependencies, and inform long-term resilience investment decisions. Success in this initiative will enhance OHS' overall situational awareness, interdepartmental coordination, and response, all contributing to comprehensive CI resilience efforts throughout Hawai‘i.



Figure F-1: CISA PCII Program

## PLAN UPDATE PROCEDURES

OHS will follow the steps outlined in **Table F-1** to update the Implementation Plan on a six-month cycle.

Table F-1: Information sharing and Collaboration Meetings Timeline

PLAN MAINTENANCE PROCEDURES	
TIMELINE	ACTION
APRIL 2027	Identify a plan review team.
MAY 2027	Review the existing plan to identify gaps, outdated information, or areas needing improvement.
JUNE 2027	Conduct plan review coordination meetings with stakeholders to gather their feedback on plan implementation.
JULY 2027	Collect feedback/proposed changes and adjudicate proposed changes.
AUGUST 2027	Make updates to the plan where necessary and present updated sections to stakeholders for their approval.
SEPTEMBER 2027	Finalize and document the updates.

# Wrap-Up



# Call to Action

- Please reach out to OHS to get involved in future Working Group meetings:
  - [jimmie.l.collins@hawaii.gov](mailto:jimmie.l.collins@hawaii.gov)



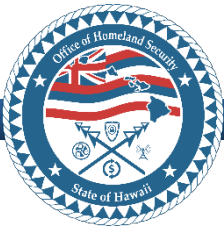
# Cybersecurity Program – Progress on grant allocations



# Purpose

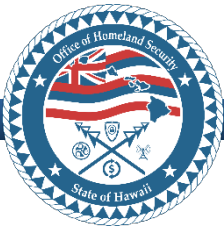
Provide a forward-looking overview of coming activities under the Statewide Cybersecurity Program, founded on recent SLCGP Subcommittee decisions regarding Eligible Subrecipients, Central Provisioning, and Funds Distribution Allocation Targets.





# Eligible Subrecipients

- State Departments, Offices, and Agencies (Executive Branch and otherwise), to include:
  - Enterprise Technology Services
  - University of Hawaii
  - Department of Education
  - Office of Hawaiian Affairs
  - Judiciary, House, Senate
- Other State Entities, such as:
  - Hawaii Health Systems Corporation (HHSC)
  - Hawaii Housing Finance and Development Corporation (HHFDC)
  - Hawai'i Community Development Authority (HCDA)
- Counties and their Departments, Offices, and Agencies



# Central Provisioning

Note: Grant requires each/all Subrecipient agreement to centrally held funds (Subrecipient Retention Agreement)

- ETS open for subrecipients to take advantage of 'what ETS already offers'
  - These offers may or may not amount to requiring funding, as such OHS expects both parties to come back with project proposal if it does
- Objective 1: Governance and Planning, Project 6: Threat Intelligence and Information Sharing\*
- Objective 4: Workforce Development, Project 4: Develop and Deploy CRT\*
- Objective 4: Workforce Development, Project 10: Develop and Expand Relationships With Academic Partners (PISCES) \*
- Objective 4: Workforce Development, Project 14: Develop and Implement a Robust Cybersecurity Training Program\*

\*Project identified in Statewide Cybersecurity Strategy and Implementation Plan



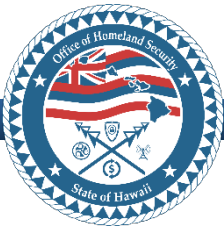
# Fund Allocation Across Objective/Project/Year

	<b>FY 2022</b>	<b>%</b>	<b>FY 2023*</b>	<b>%</b>	<b>FY 2024*</b>	<b>%</b>	<b>FY 2025*</b>	<b>%</b>
Federal Allocation	\$2,243,539.00	100	\$4,567,336.00	80	\$3,362,000.00	70	\$1,121,000.00	60
** State Match	Waived		\$1,141,834.00	20	\$1,440,857.14	30	\$747,333.33	40
Total Available	\$2,243,539.00	100	\$5,709,170.00	100	\$4,802,857.14	100	\$1,868,333.33	100
Grant Administration	\$112,176.95	5	\$285,458.50	5	\$240,142.86	5	\$93,416.67	5
Objective 1: Governance and Planning	\$641,249.05	29	\$570,917.00	10	\$480,285.71	10	\$373,666.67	20
Objective 2: Assessment and Evaluation	\$213,750.00	10	\$1,427,292.50	25	\$1,200,714.29	25	\$280,250.00	15
Objective 3: Mitigation	\$848,863.00	38	\$2,283,668.00	40	\$1,921,142.86	40	\$747,333.33	40
Objective 4: Workforce Development	\$427,500.00	19	\$1,141,834.00	20	\$960,571.43	20	\$373,666.67	20



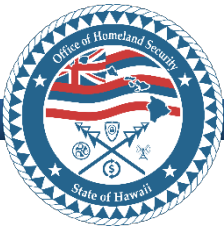
# OHS Project Proposals (Admin + Central)

	FY 2022	%	FY 2023*	%	FY 2024*	%	FY 2025*	%
Federal Allocation	\$2,243,539.00	100	\$4,567,336.00	80	\$3,362,000.00	70	\$1,121,000.00	60
** State Match	Waived		\$1,141,834.00	20	\$1,440,857.14	30	\$747,333.33	40
Total Available	\$2,243,539.00	100	\$5,709,170.00	100	\$4,802,857.14	100	\$1,868,333.33	100
<b>Grant Administration</b>	<b>\$112,176.95</b>	<b>5</b>	<b>\$285,458.50</b>	<b>5</b>	<b>\$240,142.86</b>	<b>5</b>	<b>\$93,416.67</b>	<b>5</b>
<b>Objective 1: Governance and Planning</b>	<b>\$641,249.05</b>	<b>29</b>	<b>\$570,917.00</b>	<b>10</b>	<b>\$480,285.71</b>	<b>10</b>	<b>\$373,666.67</b>	<b>20</b>
Statewide Cybersecurity Plan	\$450,000.00	20	\$0.00	0	\$0.00	0	\$186,833.33	10
Cyber Incident Response Plans	\$100,000.00	14	\$0.00	0	\$0.00	0	\$0.00	0
Cyber Incident Response Exercises	\$91,249.05	4	\$0.00	0	\$0.00	0	\$0.00	0
<b>6. Threat Intelligence and Information Sharing</b>		<b>0</b>	<b>\$570,917.00</b>	<b>10</b>	<b>\$480,285.71</b>	<b>10</b>	<b>\$186,833.33</b>	<b>10</b>
<b>Objective 2: Assessment and Evaluation</b>	<b>\$213,750.00</b>	<b>10</b>	<b>\$1,427,292.50</b>	<b>25</b>	<b>\$1,200,714.29</b>	<b>25</b>	<b>\$280,250.00</b>	<b>15</b>
Develop asset protections and recovery actions.								
Continuous testing, education, evaluation, and structured assessments.								
Statewide inventory of devices, systems, software platforms, and applications.								
Foster understanding of organizational cybersecurity risks to operations and assets.								
Perform vulnerability scans; develop and implement a risk-based vulnerability management plan.								
<b>Objective 3: Mitigation</b>	<b>\$848,863.00</b>	<b>38</b>	<b>\$2,283,668.00</b>	<b>40</b>	<b>\$1,921,142.86</b>	<b>40</b>	<b>\$747,333.33</b>	<b>40</b>
5. Support Funding of Cybersecurity Projects at the County Level								
11. Develop Educational Materials on Cybersecurity Insurance								
3. Develop Purchasing Standards for Cybersecurity Third-Party Vendors								
16. Secure and Enhance Connections in Cybersecurity Infrastructure								
<b>Objective 4: Workforce Development</b>	<b>\$427,500.00</b>	<b>19</b>	<b>\$1,141,834.00</b>	<b>20</b>	<b>\$960,571.43</b>	<b>20</b>	<b>\$373,666.67</b>	<b>20</b>
Workforce Development Strategy/Implementation Plans	\$427,500.00	19						
2. Enhance Cybersecurity Workforce Recruitment and Staffing		0						
4. Develop and Deploy CRT Team		0						
10. Develop and Expand Relationships With Academic Partners		0						
14. Develop and Implement a Robust Cybersecurity Training Program		0						



# Open for Subrecipient Project Proposals

	FY 2022	%	FY 2023*	%	FY 2024*	%	FY 2025*	%
Federal Allocation	\$2,243,539.00	100	\$4,483,000.00	80	\$3,362,000.00	70	\$1,121,000.00	60
** State Match	Waived		\$1,120,750.00	20	\$1,440,857.14	30	\$747,333.33	40
Total Available	\$2,243,539.00	100	\$5,603,750.00	100	\$4,802,857.14	100	\$1,868,333.33	100
<b>Grant Administration</b>	<b>\$112,176.95</b>	<b>5</b>	<b>\$280,187.50</b>	<b>5</b>	<b>\$240,142.86</b>	<b>5</b>	<b>\$93,416.67</b>	<b>5</b>
<b>Objective 1: Governance and Planning</b>	<b>\$641,249.05</b>	<b>29</b>	<b>\$560,375.00</b>	<b>10</b>	<b>\$480,285.71</b>	<b>10</b>	<b>\$373,666.67</b>	<b>20</b>
Statewide Cybersecurity Plan	\$450,000.00	20	\$0.00	0	\$0.00	0	\$186,833.33	10
Cyber Incident Response Plans	\$100,000.00	14	\$0.00	0	\$0.00	0	\$0.00	0
Cyber Incident Response Exercises	\$91,249.05	4	\$0.00	0	\$0.00	0	\$0.00	0
6. Threat Intelligence and Information Sharing		0	\$560,375.00	10	\$480,285.71	10	\$186,833.33	10
<b>Objective 2: Assessment and Evaluation</b>	<b>\$213,750.00</b>	<b>10</b>	<b>\$1,400,937.50</b>	<b>25</b>	<b>\$1,200,714.29</b>	<b>25</b>	<b>\$280,250.00</b>	<b>15</b>
Develop asset protections and recovery actions.								
Continuous testing, education, evaluation, and structured assessments.								
Statewide inventory of devices, systems, software platforms, and applications.								
Foster understanding of organizational cybersecurity risks to operations and assets.								
Perform vulnerability scans; develop and implement a risk-based vulnerability management plan.								
<b>Objective 3: Mitigation</b>	<b>\$848,863.00</b>	<b>38</b>	<b>\$2,241,500.00</b>	<b>40</b>	<b>\$1,921,142.86</b>	<b>40</b>	<b>\$747,333.33</b>	<b>40</b>
5. Support Funding of Cybersecurity Projects at the County Level								
11. Develop Educational Materials on Cybersecurity Insurance								
3. Develop Purchasing Standards for Cybersecurity Third-Party Vendors								
16. Secure and Enhance Connections in Cybersecurity Infrastructure								
<b>Objective 4: Workforce Development</b>	<b>\$427,500.00</b>	<b>19</b>	<b>\$1,120,750.00</b>	<b>20</b>	<b>\$960,571.43</b>	<b>20</b>	<b>\$373,666.67</b>	<b>20</b>
Workforce Development Strategy/Implementation Plans	\$427,500.00	19						
2. Enhance Cybersecurity Workforce Recruitment and Staffing		0						
4. Develop and Deploy CRT Team		0						
10. Develop and Expand Relationships With Academic Partners		0						
14. Develop and Implement a Robust Cybersecurity Training Program		0						



# Action Items

Task	POC Assigned	Deadline
Develop application and Award Guidance.	OHS/Jimmie	In review
Research: Incorporate insurance carrier assessment/evaluation/other requirements of subrecipients into assessment/evaluation criteria? What are current subrecipient insurance carriers requiring of them?	OHS/Jimmie	TBD
Research: What to do with investments in or impacting cybersecurity under HSGP, PSGP, NSGP, etc.? Require SLCGP Subcommittee review, input, approval?	OHS/Jimmie	TBD
Research: Use for response retainer ... add project for development of emergency procurement of response.	OHS/Jimmie	TBD
Research: Guidance on standards – CISA CPG Checklist	OHS/Jimmie	TBD



## **Point of Contact:**

Ms. Jimmie L Collins  
Chief, Planning and Operations  
Hawaii Office of Homeland Security

[jimmie.l.collins@hawaii.gov](mailto:jimmie.l.collins@hawaii.gov)

office: 808-369-3570

cell: 808-223-2099

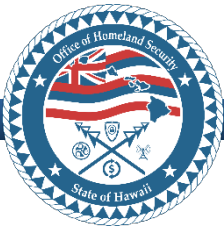
# Lunch

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*Presentation will resume at 1230*



# Fusion Liaison Officer Program



## Fusion Center Liaison Officer Program Overview

- The Fusion Liaison Officer Program is part of nationally recognized program designed to strengthen and streamline information sharing between fusion centers and their public safety partners.
  - Collateral duty
  - Formalized point-of-contact between their agency and HSFC
  - Resource for their agencies to leverage HSFC capabilities
  - Access to HSFC databases
- Develop a private sector liaison program in the future.



SAVE THE DATE

**2024 FUSION LIAISON OFFICER PROGRAM CERTIFICATION COURSE**

*presented by the  
Hawai'i State Fusion Center*

**AUGUST 29<sup>TH</sup>  
& 30<sup>TH</sup>, 2024**

*held at the*  
**Hyatt Regency  
Waikiki Beach**  
2424 KALAKAUA AVENUE

<https://forms.office.com/g/Y9J5GHwW9B>

This is a no cost event. Travel & accommodations (for non O'ahu-based participants) will be reimbursed by the Hawai'i Office of Homeland Security.



## Fusion Liaison Officer Program

- Two-day certification course
- 75 applicants
- 21 Agencies
- 44 certified FLOs



## 2024 Fusion Liaison Officer Program Briefings

- Breaking Down Silos: Public Safety Intelligence Coordination in All-Hazards Environment
- 28 CRF Part 23
- FBI Joint Terrorism Task Force
- Fusion Center and Liaison Involvement in the 1 October 2017 Las Vegas Mass Shooting
- HSFC Analytical Support and Operational Support Overview
- Suspicious Activity Reporting and National Threat Evaluation Report Program

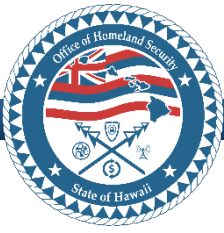
# Training & Exercises - Calendar of Events



# Agenda

- Completed Training
- Scheduled Training
- Training – Scheduling Under Way





# Training Completed for 2024

(as of 19 Sep 24)

SHORT TITLE	LONG TITLE	HOURS	START	END
<a href="#">E0146</a>	Homeland Security Exercise and Evaluation Program (HSEEP) Training Course	16.00	6/29/23	6/30/23
<a href="#">PER-256</a>	Comprehensive Cybersecurity Defense	32.00	5/20/24	5/23/24
<a href="#">PER-382</a>	Malware Prevention, Discovery and Recovery	32.00	5/28/24	5/31/24
.	Auxiliary Communications (AUXCOMM)	16.00	8/3/24	8/4/24
<a href="#">E0969</a>	NIMS ICS All-Hazards Communications Unit Leader (COML)	25.00	8/6/24	8/9/24

MISSION
Management
Cybersecurity
Critical Infrastructure Security and Resilience
Terrorism & Targeted Violence



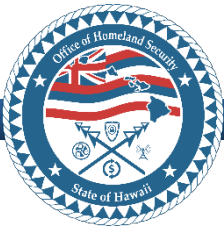
# Training Scheduled for 2024

(as of 19 Sep 24)

MISSION
Management
Cybersecurity
Critical Infrastructure Security and Resilience
Terrorism & Targeted Violence

SHORT TITLE	LONG TITLE	HOURS	START	END
<a href="#">AWR-213</a>	Critical Infrastructure Security and Resilience Awareness	8.00	9/23/24	9/23/24
<a href="#">MGT-310</a>	Threat and Hazard Identification and Risk Assessment and Stakeholder Preparedness Review	16.00	9/24/24	9/25/24
<a href="#">MGT-315</a>	Conducting Risk Assessments for Critical Community Assets	16.00	9/26/24	9/27/24
<a href="#">MGT-414</a>	Critical Infrastructure Resilience and Community Lifelines	8.00	9/30/24	9/30/24
<a href="#">MGT-452</a>	Physical and Cybersecurity for Critical Infrastructure	32.00	10/1/24	10/1/24
<a href="#">MGT-466</a>	Sport and Special Event Enhanced Risk Management and Assessment	15.00	10/22/24	10/23/24
<a href="#">MGT-475</a>	Crowd Management for Sport and Special Events	16.00	10/24/24	10/25/24
<a href="#">AWR-428</a>	Practical Internet of Things (IoT) Security	8.00	12/10/24	12/10/24
<a href="#">AWR-383</a>	Cybersecurity Risk Awareness for Officials and Senior Management	4.00	12/11/24	12/11/24
<a href="#">PER-398</a>	Cybersecurity Resiliency in Industrial Control Systems	8.00	12/12/24	12/12/24
<a href="#">AWR-421</a>	Demystifying Cyber Attacks	6.00	1/14/25	1/14/25
<a href="#">MGT-303</a>	Cybersecurity Vulnerability Assessment	16.00	1/15/25	1/16/25
<a href="#">MGT-303</a>	Cybersecurity Vulnerability Assessment	16.00	1/15/25	1/16/25
<a href="#">MGT341</a>	Disaster Preparedness for Healthcare Organizations within the Community Infrastructure	16.00	2/26/25	2/27/25
<a href="#">MGT343</a>	Disaster Management for Water and Wastewater Utilities @Oahu	16.00	3/3/25	3/4/25
<a href="#">MGT343</a>	Disaster Management for Water and Wastewater Utilities @Kauai	16.00	3/6/25	3/7/25
<a href="#">MGT343</a>	Disaster Management for Water and Wastewater Utilities @Maui	16.00	3/10/25	3/11/25
<a href="#">MGT343</a>	Disaster Management for Water and Wastewater Utilities @Hawaii Island	16.00	3/13/25	3/14/25
<a href="#">MGT-318</a>	Public Information in an All-Hazards Incident	16.00	5/27/25	5/28/25
<a href="#">MGT-318</a>	Public Information in an All-Hazards Incident	16.00	5/29/25	5/30/25
<a href="#">PER-343</a>	Social Media Engagement Strategies	8.00	6/2/25	6/2/25
<a href="#">PER-343</a>	Social Media Engagement Strategies	8.00	6/3/25	6/3/25
<a href="#">MGT317</a>	Disaster Management for Public Services	16.00	8/19/25	8/20/25
<a href="#">MGT345</a>	Disaster Management for Electric Power Systems	16.00	8/21/25	8/22/25





# Training - Scheduling Under Way

(as of 19 Jun 24)

SHORT TITLE	LONG TITLE	HOURS
<a href="#">AWR-136</a>	Essentials of Community Cybersecurity	4.00
<a href="#">AWR-376</a>	Understanding Targeted Cyber Attacks	8.00
<a href="#">AWR-427</a>	Cybercrime Insight and Introduction to Digital Evidence Identification	8.00
AWR-432	Integrating Cyber Hazard Response into Exercise Planning	4.00
AWR-432	Integrating Cyber Hazard Response into Exercise Planning	4.00
<a href="#">MGT-384</a>	Preparing for Cyber Attacks & Incidents	16.00
<a href="#">MGT-452</a>	Physical and Cybersecurity for Critical Infrastructure	8.00
<a href="#">MGT-473</a>	Organizational Cybersecurity Information Sharing	16.00
<a href="#">MGT-456</a>	Integration of Cybersecurity Personnel into the Emergency Operations Center for Cyber Incidents	24.00
<a href="#">MGT-465</a>	Recovering from Cybersecurity Incidents	16.00
<a href="#">PER-371</a>	Cybersecurity Incident Response for IT Personnel	24.00
MGT-303	Cybersecurity Vulnerability Assessment *new	16.00
<a href="#">PER-257</a>	Cybersecurity First Responder	32.00
<a href="#">PER-377</a>	Cybersecurity Proactive Defense	32.00
<a href="#">E0300</a>	ICS 300: Intermediate Incident Command System for Expanding Incidents	21.00
<a href="#">E0400</a>	ICS 400: Advanced Incident Command System for Complex Incidents	15.00
<a href="#">MGT-404</a>	Sport and Special Event Incident Management	16.00
<a href="#">E1301</a>	Continuity Planning	16.00
<a href="#">E1302</a>	Continuity of Operations Program Management	16.00
<a href="#">AWR-122-1</a>	Law Enforcement Prevention and Deterrence of Terrorist Acts (Train-the-Trainer)	15.00
<a href="#">PER-383</a>	Document Inspection for Law Enforcement	8.00
<a href="#">PER-275</a>	Law Enforcement Active Shooter Emergency Response (LASER) (Train-the-Trainer)	24.00
<a href="#">PER-340-1</a>	Active Threat Integrated Response Course (ATIRC) (Train-the-Trainer)	8.00
<a href="#">MGT-335</a>	Event Security Planning for Public Safety Professionals	16.00
<a href="#">AWR-167</a>	Sport and Special Event Risk Management	16.00
<a href="#">MGT-412</a>	Sport and Special Event Evacuation and Protective Actions	15.00
<a href="#">AWR-219-C</a>	Site Protection through Observational Techniques, Customized	4.00

MISSION
Management
Cybersecurity
Critical Infrastructure Security and Resilience
Terrorism & Targeted Violence



## **Point of Contact:**

Ms. Jimmie L Collins  
Chief, Planning and Operations  
Hawaii Office of Homeland Security

[jimmie.l.collins@hawaii.gov](mailto:jimmie.l.collins@hawaii.gov)

office: 808-369-3570

cell: 808-223-2099

# Break

---

*Presentation will resume at 1315*

# Impacts of Disinformation and Foreign Influence During Disaster Response



## WHAT IS MDM?

CISA defines mis-, dis-, and malinformation (MDM) as “information activities.” This type of content is referred to as either domestic or foreign influence depending on where it originates.

- **Misinformation** is false, but not created or shared with the intention of causing harm.
- **Disinformation** is deliberately created to mislead, harm, or manipulate a person, social group, organization, or country.
- **Malinformation** is based on fact, but used out of context to mislead, harm, or manipulate.

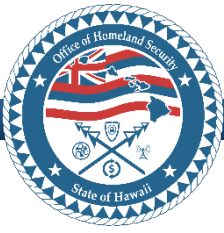
Combined with a lack of public understanding of election processes, the changing landscape of technology and communications creates new risk and evolving vectors for the spread of MDM. This includes inaccurate information about the election process, unsubstantiated rumors, and incomplete or false reporting of results.

## WHERE DOES MDM COME FROM?

MDM can originate from a variety of sources across digital, social, and traditional media, and new MDM topics emerge continuously. Foreign actors have used MDM to target American voters for decades.<sup>1</sup> MDM also may originate from domestic sources aiming to sow divisions and reduce national cohesion. Foreign and domestic actors can use MDM campaigns to cause anxiety, fear, and confusion. These actors are ultimately seeking to interfere with and undermine our democratic institutions.

Even MDM that is not directly related to elections can have an impact on the election process, reducing voter confidence and trust. Election infrastructure related MDM occurs year-round — it is **not just a concern in the months prior to Election Day**. False narratives erode trust and pose a threat to democratic transitions, especially, but not limited to, narratives around election processes and the validity of election outcomes.

 OFFICIAL TRAILER | WHAT REALLY HAPPENED IN MAUI? | BLAZE ORIGINALS



Dec 4, 2023 - World

## FEMA chief "very concerned" about disinformation from U.S. adversaries after disasters



Niala Boodhoo



FEMA administrator Deanne Criswell (left) and other officials examine the damage following the Maui fires. Photo: Handout/





# PROBLEM:

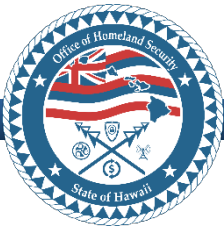
1

Mis - Dis - Mal Information

2

Cause | Response | Recovery





# MDM

**Old photos are being misrepresented online to fuel a conspiracy theory about the Maui wildfires**



(U) Sourcing: The Associated Press

***China Sows Disinformation About Hawaii Fires Using New Techniques***

Beijing's influence campaign using artificial intelligence is a rapid change in tactics, researchers from Microsoft and other organizations say.

(U) Sourcing: The New York Times

**Image shows woman arrested at 2019 Hawaii protest, not after Maui wildfires | Fact check**

(U) Sourcing: USA Today



**MAUI  
WILDFIRES  
DISASTER**

HAWAII

**NEWS NOW**

# AI photos in Maui fire conspiracies

**FAKE**

In late August, **Spamouflage** conducted a messaging campaign asserting the US government instigated the Maui wildfires. They claimed that the US military is developing a "weather weapon" that can manipulate natural disasters. Spamouflage attempted to bolster these claims with **AI-generated images** of burning coastal roads and residences.



## #weather weapon

Burst! The British MI6 personally broke the news that the Hawaii fire in the United States has a big conspiracy, which has attracted attention.

Harlan Wimber  
1 followers

ENGLISH

cnii! MI6 britanic a dat personal ea că incendiul din Hawaii din ele Unite are o mare spirație, care a atras atenția arma meteorologică

ROMANIAN

Лопні! Брытанская MI-6 асабіста паведаміла, што пажар на Гаваі у ЗША мае вялікую змову, што прыцягнула ўвагу

BELARUSIAN

shinewso

ICELANDIC

Sprungu! Breska MI6 greindi persónulega frá því að eldsvoði á Hawaii í Bandaríkjunum ætti sér stórt samsæri sem hefur vakið athygli.

#tempestas arma rumpe! Britannia MI6 personaliter nuntium fregit quod Hawaii incendium in Civitatibus Foederatis Americae magnam habet coniurationem

Irorigami · Aug 21, 2023

LATIN

+ 26 additional languages

**< 1% chance** these images are authentic

Tuesday

ARTIFICIAL INTELLIGENCE REGULATION

BRAD SMITH  
Microsoft  
Vice Chair & President

C-SPAN2

Mr. Brad Smith





YouTube Search

Play (k)

0:06 / 17:31

"They SIGNED in but they didn't SIGN OUT" Maui fire cover-up REVEALED in new Redacted documents

**R** Redacted ✓ 2.44M subscribers

Join **Subscribe**

24K Like Comment Share Save

333K views 5 months ago #natalimorris #claytonmorris #redacted

claytonmorris • Follow Original audio

claytonmorris Two thousand children in Maui are missing, and many people are concerned illegal organizations have taken them for sex trafficking.

#maui #mauifire #hawaii #arson #news #coverup #news #suspect #scandal #wildfire #soundofffreedom #childabuse #sextrafficking

46w

notofficiallydakotaduran Whatcha mean what happened, didn't you watch sound of freedom? Yo democrats takin the kids to their islands

41w Reply

3,180 likes September 5, 2023

REPORT CARD

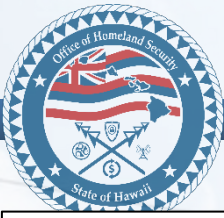
2023-03-07 Sun 4:44 21:08 09 Date

Client Name	Human Services	Organization
Print Name		
Loth Tschako	DMAC - Director	
Security Notes	DMAC - Deputy Director	
	DMAC	
	DMAC	
Pat McCall	DMR - Director	
Shane Dabot	DMR - Deputy Director	
	DMR	
	DMR	
	DOE	
	DOE	
	DOE	
Kevin Davis	DOE	
	DOE	
	American Red Cross	
	American Red Cross	
	American Red Cross	

REPORT CARD







Google  To exit full screen, press F11

All Images News Videos Forums Shopping Web More Tools

www.tiktok.com · @realclaytonmorris · video  
**What REALLY Happened With The Maui Fires!? #MauiFire ...**  
 4156 Likes, 162 Comments. TikTok video from Clayton Morris (@realclaytonmorris): "What REALLY Happened With The Maui Fires!"  
 TikTok · realclaytonmorris · Feb 15, 2024

www.instagram.com · claytonmorris · reel  
**Clayton Morris | Maui Citizens ENRAGED #MauiFires ...**  
 1776 likes, 46 comments · claytonmorris on February 8, 2024: "Maui Citizens ENRAGED #MauiFires #America #NewsChannel".  
 Instagram · Feb 8, 2024

www.youtube.com · watch  
**The Maui fires COVER-UP just got stranger in Lahaina ...**  
 The Maui fires COVER-UP just got stranger in Lahaina | Redacted with Clayton Morris. 209K views · 5 months ago #lahainafire #claytonmorris ...  
 YouTube · Redacted · Jan 29, 2024

www.tiktok.com · @realclaytonmorris · video  
**Is There REALLY Over 1000 Missing Children in Maui ...**  
 1377 Likes, 60 Comments. TikTok video from Clayton Morris (@realclaytonmorris): "Is There REALLY Over 1000 Missing Children in Maui ?"  
 TikTok · realclaytonmorris · Feb 15, 2024

www.tiktok.com · @realclaytonmorris · video  
**Maui Deaths Have Citizens Enraged #MauiFires #America ...**  
 1841 Likes, 62 Comments. TikTok video from Clayton Morris (@realclaytonmorris): "Maui Deaths Have Citizens Enraged #MauiFires..."  
 TikTok · realclaytonmorris · Feb 9, 2024

www.youtube.com · watch  
**BREAKING! Maui Fires & WEF plan for Hawaii | Redacted with ...**  
 BREAKING! Maui Fires & WEF plan for Hawaii | Redacted with Clayton Morris · Comments2.2K.  
 YouTube · Redacted · Aug 14, 2023

Swipe up for more

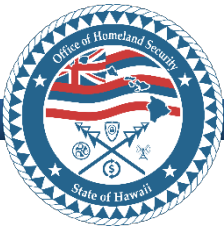
00:05 / 00:56

aw4ken1\_ Follow  
 Aw4ken · 2023-8-16

Civilians in Maui, Hawaii approach chief officer John Pelletier demanding answers. #aw4ken1 #fyp #fypviral #fy #mauihawaii #wildfires #hawaii #agenda2030 #nwo #smartcity #15mincities... more

original sound - Aw4ken

469  
102  
51  
87



UNCLASSIFIED//FOR OFFICIAL USE ONLY (U) HSFC Situational Awareness Bulletin

HSFC SAB 2023-0922

22 September 2023

(U) Scope Note This Situational Awareness Bulletin contains information based on open-source reporting of mis-, dis-, and malinformation being spread on social media platforms related to both the cause of recent wildfire incidents on Maui and relief response efforts. Further, this bulletin provides analysis on current trends topics relating to Maui wildfire relief efforts. Information cutoff is 22 September at 1500hrs HST.

(U//FOUO) The Spread of Mis-, Dis-, and Malinformation

(U//FOUO) Top trending topics on social media:

- (U//FOUO) Continued circulation of deceptive posts that include photos and/or videos of images and/or composite depictions purported to be related to the Lahaina fire but are actually from events not related to the fire.
(U//FOUO) Continued potentiality for circulation of scams intended to spoof legitimate fundraising organizations.
(U//FOUO) Continued sentiment that government officials are hiding information or failing to provide information in a prompt and reasonably transparent manner regarding relief and recovery efforts as well as information tied to the initial emergency response.

(U//FOUO) Threats to Individuals and/or Organizations Involved in Maui Fire Disaster Relief Efforts

(U//FOUO) At this time, the HSFC is unaware of any specific, credible new threat to individuals or organizations involved in Maui fire disaster relief efforts.

(U//FOUO) Threats of Civil Unrest or Purported Violence in Response to Maui Fire Disaster Relief Efforts

(U//FOUO) Ways in which mis-, dis-, and malinformation could be used to mobilize to violence:

- (U//FOUO) Potential for sabotage of relief efforts such as at water and food distribution centers
(U//FOUO) Potential for looting and other criminal activity due to perceived lack of adequate supplies



Sourcing: #Hawaii #hawaiifires #LahainaFires #MauiFires #lahaina #Maui #Prayformai #SaveTheChildren #JohnPelletier



**(U//FOUO) Online Public Sentiment**

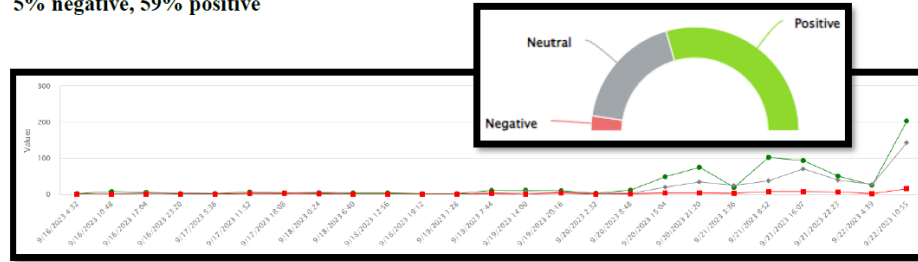
(U//FOUO) #MauiStrong, #mauistrong, #MauiFires, #ProtestMaui, #mauilandgrab, #smarcities, #lahainafire, #HawaiiFire

*Analyst's note: Previously tracked individuals and agencies that tally fewer than 25 posts during the 7-day time frame specified below are omitted from the list. The HSFC will continue to monitor post counts and content for those individuals and agencies.*

(U//FOUO) #mauistrong online sentiment spanning 7 days, through 22 September

(U//FOUO) 825 posts, 522 locations, 696 users

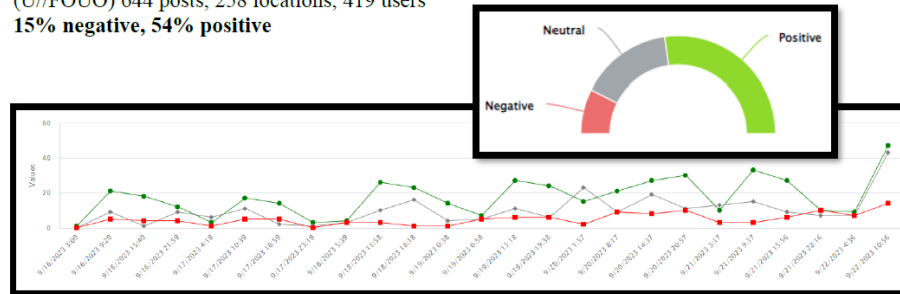
**5% negative, 59% positive**



(U//FOUO) #MauiFires online sentiment spanning 7 days, through 22 September:

(U//FOUO) 644 posts, 258 locations, 419 users

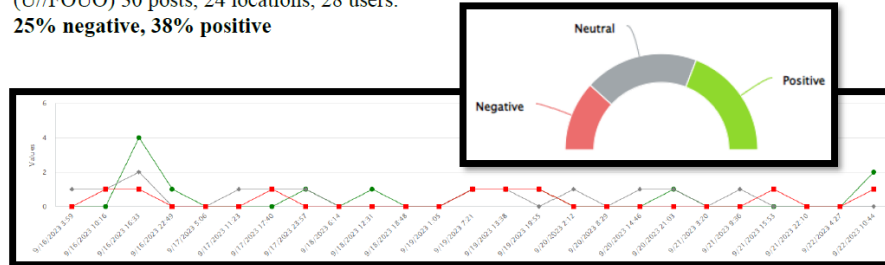
**15% negative, 54% positive**



(U//FOUO) #JoshGreen online sentiment – 7-day time frame, through 22 September:

(U//FOUO) 30 posts, 24 locations, 28 users

**25% negative, 38% positive**



The SBA is accepting economic injury applications until May 10, 2024.

COFA Residents can apply for FEMA disaster assistance until May 31, 2024.

NEW Community Recovery Center Opens

One 'Ohana Fund Applications Open Until May 31

## One-Stop Information Spot

Resources for  
Impacted  
People

False  
Information &  
Rumors

Victim  
Protection  
Alerts

Social Media &  
Influencer

Understanding  
Online

Fraud &  
Crime Victim  
Resources



## False Information and Rumors

### \$50-\$300 Million

was estimated to be lost each day during the pandemic, due to mis- and disinformation<sup>1</sup>

### Falsehoods are 70% More

likely to be retweeted on X (Twitter) than the truth, and reach their first 1,500 people six times faster<sup>2</sup>

### The Three Topics

where misinformation can cause severe harm are disaster, health, and politics<sup>3</sup>

Sources: [1](#) [2](#) [3](#)

A [study from the John Hopkins Center for Health Security](#) estimated that misinformation and disinformation during the pandemic cost an estimated **\$50 million to \$300 million per day** in the U.S. It's not just our country; the [University at Oxford's Internet Institute released a study](#) exploring the many ways in which misinformation generates profits for those spreading it. Another [report from the Central European University](#) details how much other countries have made from misinformation. There's even a [study exploring how the pressure to conform](#) helps misinformation spread. If you use social media to get most of your news, check out these popular platforms' misinformation centers.

<a href="#">Facebook</a>	<a href="#">Instagram</a>	<a href="#">X (Twitter)</a>	<a href="#">YouTube</a>	<a href="#">TikTok</a>
--------------------------	---------------------------	-----------------------------	-------------------------	------------------------

### What is 'Fake News'? The Difference Between Misinformation, Disinformation, and Malinformation

	Usually spread by: accident, lack of fact checking, rumors
--	--

# Understanding Online Media

How does false information online start and become viral? For Maui specifically, this article by Politico explains it pretty well. [Influence Campaign Spread During Maui Wildfires](#)

## Media Bias

Did you know that there is a code of ethics for journalists? While today's media landscape has changed rapidly and dramatically, there are still certain things you should look for when using online media (especially social media posts) as factual information. [Read the Society of Professional Journalists' Code of Ethics.](#)

[The Media Bias Chart](#)

## Educational Resources

- [PBS Fact Checking Learning Materials](#)
- [Pew Research Center](#)
- [FactCheck.Org](#)
- [PolitiFact](#)
- [Civic Online Reasoning \(COR\)](#)
- [The Detect Fakes Experiment](#)

## Examples of Debunked Media

- [Smart Cities?](#)
- [Celebrity Homes Were Saved?](#)
- [FEMA Concentration Camp?](#)

[Home](#) » [Understanding Online Media](#)

### Branches

[Home](#)  
[Fusion Center](#)  
[Planning and Operations](#)  
[Grants Management](#)  
[Interoperability](#)

### Policies

[Office of Homeland Security](#)  
[Sitemap](#)  
[Terms of Use](#)  
[Privacy Policy](#)  
[Accessibility](#)  
[Language Access Coordinator](#)

### Contact

Hawaii Department of Defense  
Office of Homeland Security  
3949 Diamond Head Road  
Honolulu, Hawaii 96816

Email: [dod.ohs@hawaii.gov](mailto:dod.ohs@hawaii.gov)

Phone: 808-369-3570 (new)



# Crime & Fraud Victim Resources

## Maui County Resources

If you've been a victim of crime or fraud related to the August 2023 wildfires you should start by filing a complaint with the Maui Police Department

- Call the non-emergency line at 808-244-6400
- Visit [MPD Online](#)

## State Resources

The Hawaii State Fusion Center accepts suspicious activity reports to include possible crimes such as fraud, violence, and acts of terrorism.

- [Fusion Center Website](#)
- [Submit a Report or Tip](#)

[The Department of the Attorney General](#)

[The Department of Commerce & Consumer Affairs](#)

## Federal Resources

**United States Department of Justice**

- [Report a Crime or Submit a Complaint](#)
- [Help and Information for Crime Victims](#)

**Homeland Security Investigations (Immigrations & Customs Enforcement)**

- [Honolulu Field Office](#)
- [Report a Crime](#)

**Federal Bureau of Investigation (FBI)**

- [Honolulu Field Office](#) (services the entire state)
- [Report a Crime](#)

**United States Secret Service**

- [Website](#)
- [Office Locator](#)
- [Investigations](#)

**Internet Crime Complaint Center (IC3)**

If you believe you have fallen victim to cyber crime, [file a complaint or report with the IC3](#), which is a division under the FBI. Your information is invaluable to helping the FBI and its partners bring cybercriminals to justice.

[Home](#) » Crime & Fraud Victim Resources

ATTENDEE LIST (1)

Hosts (1)

Dole Clites, HSFSC You

Presenters (0)

Participants (0)

20230923DR4724HISITREP209A#9.PDF Stop Sharing

Incident Status Summary: ICS 209A-FEMA  
 Situation Report  
 Incident Name: FEMA DR-4724-HI-0815  
 Operational Period: 08/15/2023 - 08/15/2023  
 Status: Prepared  
 Report: #9

4. Location Map of Incident

FEMA DR-4724-HI-0815  
 Description: Map showing incident location on Maui.

MAUI COUNTY CHAT

U//FOUO HSFC MAUI SITREPS

1. Maui SIB 08212023 PK (2).pdf
2. Maui SIB 08222023 PK.pdf
3. Maui SIB 08242023.pdf
4. UFOUO 2023-0815 SAB Maui Daily Situation Report (1).pdf

20230923DR4724HIPLNTRIFOLD22.P... Stop Sharing

FEMA DR-4724-HI WILDFIRE  
 Incident Name: FEMA DR-4724-HI-0815  
 Operational Period: 08/15/2023 - 08/15/2023  
 Status: Prepared  
 Report: #11

GENERAL CHAT

Everyone +

Sun, 13 Aug 2023

You: Updated SirReps for 8-13-2023 uploaded to Share File pods. 12:43 PM

Mon, 14 Aug 2023

You: U//FOUO NOC.SWO Update 7 uploaded to FEDERAL AGENCY REPORTS pod 10:06 AM

You: 1814 hours, 8-14-2023: All sites back online from previous power outage in downtown Honolulu. Electrical outage disrupted the circuits connecting the DEM EOC, all Warning Points on Oahu including the JTMCC, and HSFC at HPD. 11:18 PM

Tue, 15 Aug 2023

You: Updated USCG Notice for Lahaina Harbor and Surrounding Waters uploaded to FEDERAL AGENCY File Share pod. 03:30 PM

Wed, 16 Aug 2023

You: Maui Disaster Update #8 provided by Retail Merchants Hawaii uploaded to SHARE FILE pod. 12:18 PM

U//FOUO INCIDENT ACTION PLANS

1. 001 Joint IAP Counties Brushfires.pdf
2. 002 Joint IAP Counties Brushfires.pdf
3. 003 Joint IAP Counties IAP Counties Brushfires.pdf
4. DR4724-HI\_IAP\_004\_2023-08-13.pdf
5. DR4724-HI\_IAP\_005\_2023-08-14.pdf
6. DR4724-HI\_IAP\_006\_2023-08-15.pdf
7. DR4724-HI\_IAP\_006\_2023-08-15\_751130041.pdf

HAWAII COUNTY CHAT

Everyone +

You: 10:02 AM HST: Advisory: Queen Kaahumanu Hwy from Kawaihae Rd to the Westin Hapuna entrance is now OPEN. 03:28 PM

You: 4:20 PM HST: Per Hawaii County PD - Akoni Pule Hwy is no OPEN. 09:21 PM

You: Edit: Akoni Pule Hwy is now OPEN. 09:22 PM

STATE OF HAWAII CHAT

Everyone Romel Jacob +

Wed, 09 Aug 2023

You: Aloha Nancy, please use this area for the State Warning Point communications. 09:32 AM

Nancy HI-EMA: Thank you Dale! 09:34 AM

FEDERAL AGENCY REPORTS

1. Central Pacific Hurricane Center NWS TWO\_briefing\_081023.pdf
2. FOUO FEMA Statewide 08.10.23 COP Hawaii Wildfire 1300.pdf
3. MSIB23-006 - Lahaina Harbor and area waters.PDF
4. U--FOUO NOC SWO Sitrep 8-12-2023.pdf
5. U--FOUO NOC SWO Update 11 AUG 2023.pdf
6. FOUO 08.12.23 COP Counties Brushfires 1300.pdf
7. FEMA\_Region\_IX\_DSAR\_Aug\_13.pdf

FEDERAL AGENCY CHAT

Everyone +

Wed, 16 Aug 2023

You: FEMA Region IX Daily Situation Awareness Report 16 August 2023 uploaded to FEDERAL AGENCY REPORTS pod. 12:37 PM

SHARE FILES HERE (SITUATION REPORTS, ETC.)

1. U--FOUO NOC Situation Report.pdf
2. August-2023-fires-emergency-proclamation.pdf
3. 2023 08 09 1130 PDT - FEMA RIX SPOTREP Hawaiian Wildfires...
4. U--FOUO NOC SWO Multiple Fires Update 2 Hawaiian Islands A...
5. Lahaina Image 1.jpg
6. Lahaina Image 2.jpg
7. Lahaina Image 3.jpg

SHARE WEB LINKS HERE

1. National News: Hawaii Residents Forced to Jump Into Water as Fire Engu...
2. HSIN Connect COP LINK
3. https://www.msn.com/en-us/weather/topstories/evacuation-orders-in-...
4. https://www.cnn.com/us/live-news/maui-wildfires-08-09-23/h\_e218c23...
5. https://www.civilbeat.org/2023/08/live-maui-fire-evacuations-closures-...

EDIT YOUR NAME TO REFLECT YOUR AGENCY

14

The information shared on this platform is considered U//FOUO up to LES. Please hover on your name and Edit your information to include your agency so that all participants are aware of who has access to the information being shared. Mahalo.

PLACE CONTACT INFORMATION HERE

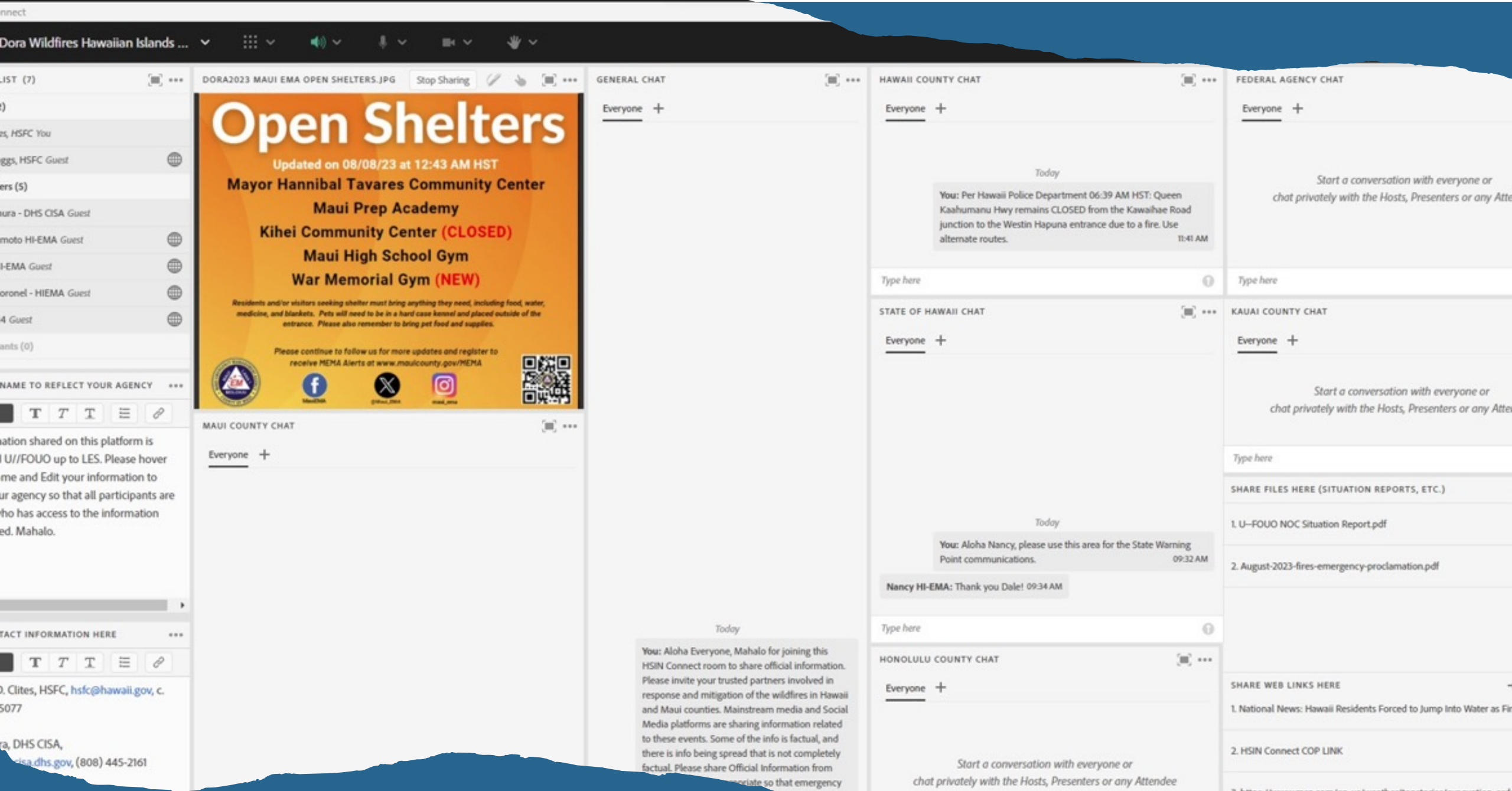
14

Clarence. D. Clites, HSFSC, hsfsc@hawaii.gov, c. (808) 475-5077

Gen Tamura, DHS CISA, gen.tamura@cisa.dhs.gov, (808) 445-2161

Kevin Baggs HSFSC kevin.l.baggs@hawaii.gov (808) 445-9346





# Open Shelters

Updated on 08/08/23 at 12:43 AM HST

Mayor Hannibal Tavares Community Center

Maui Prep Academy

Kihei Community Center (CLOSED)

Maui High School Gym

War Memorial Gym (NEW)

Residents and/or visitors seeking shelter must bring anything they need, including food, water, medicine, and blankets. Pets will need to be in a hard case kennel and placed outside of the entrance. Please also remember to bring pet food and supplies.

Please continue to follow us for more updates and register to receive MEMA Alerts at [www.maui-county.gov/MEMA](http://www.maui-county.gov/MEMA)



GENERAL CHAT

Everyone +

Today

You: Aloha Everyone, Mahalo for joining this HSIN Connect room to share official information. Please invite your trusted partners involved in response and mitigation of the wildfires in Hawaii and Maui counties. Mainstream media and Social Media platforms are sharing information related to these events. Some of the info is factual, and there is info being spread that is not completely factual. Please share Official Information from [redacted] so that emergency

HAWAII COUNTY CHAT

Everyone +

Today

You: Per Hawaii Police Department 06:39 AM HST: Queen Kaahumanu Hwy remains CLOSED from the Kawaihae Road junction to the Westin Hapuna entrance due to a fire. Use alternate routes. 11:41 AM

Type here

STATE OF HAWAII CHAT

Everyone +

Today

You: Aloha Nancy, please use this area for the State Warning Point communications. 09:32 AM

Nancy HI-EMA: Thank you Dale! 09:34 AM

Type here

HONOLULU COUNTY CHAT

Everyone +

Start a conversation with everyone or chat privately with the Hosts, Presenters or any Attendee

FEDERAL AGENCY CHAT

Everyone +

Start a conversation with everyone or chat privately with the Hosts, Presenters or any Attendee

Type here

KAUAI COUNTY CHAT

Everyone +

Start a conversation with everyone or chat privately with the Hosts, Presenters or any Attendee

Type here

SHARE FILES HERE (SITUATION REPORTS, ETC.)

- 1. U-FOUO NOC Situation Report.pdf
- 2. August-2023-fires-emergency-proclamation.pdf

SHARE WEB LINKS HERE

- 1. National News: Hawaii Residents Forced to Jump Into Water as Fire
- 2. HSIN Connect COP LINK
- 3. <https://www.msn.com/en-us/weather/topstories/evacuation-order>
- 4. [https://www.cnn.com/us/live-news/maui-wildfires-08-09-23/h\\_e](https://www.cnn.com/us/live-news/maui-wildfires-08-09-23/h_e)

# SOLUTION SETS

**1** Visible & Unified Effort of  
Information Transparency

**2** Counter Narrative

**3** One-Stop-Shop for Resources and  
Answers (FAQ)

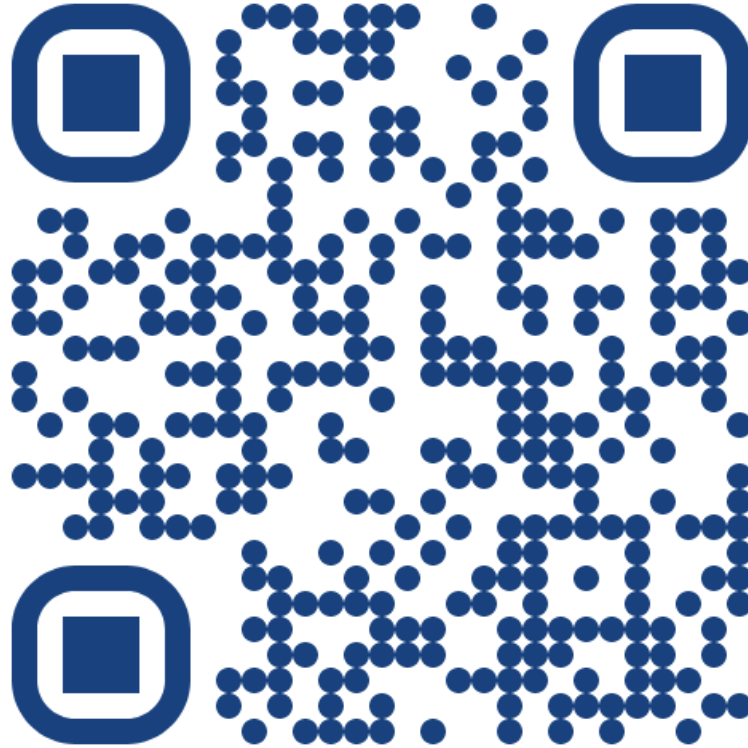


# Open Discussion

# Closing Comments



# Office of Homeland Security



[dod.ohs@hawaii.gov](mailto:dod.ohs@hawaii.gov)

<https://law.hawaii.gov/ohs/>

# Backup Slides

