

THE NEW JERSEY
OFFICE OF HOMELAND
SECURITY AND
PREPAREDNESS

STRATEGIC PLAN
2016-20

FOREWORD

New Jersey faces a complex, diverse, and fluid security environment, with real, pervasive, and evolving threats. But more than any time in the post-9/11 era, we are better positioned to face these threats—from homegrown and global terrorism to natural disasters to cyber attacks. We have strengthened and focused our mission to effect the most desirable outcomes for New Jersey’s citizens, institutions, and businesses.

To navigate and thrive in this complex strategic environment, New Jersey’s Office of Homeland Security and Preparedness (NJOHSP) must plan accordingly. Although we have seen great success during the past 18 months—with both high-profile operational achievements and substantial and innovative security improvements—we must meet 21st century challenges with 21st century solutions. Doing so will require a forward-looking and outcomes-based approach guided by this Strategic Plan.

NJOHSP remains focused on three core mission areas—counterterrorism, resiliency, and cybersecurity. We must increase the pace and scale of our written production; build and reinforce strategic partnerships; anticipate emerging threats and trends; develop our cybersecurity capabilities; and recruit and retain top talent. What follows in these pages is a guide for the next several years to achieve our mission and fulfill our strategic priorities.

The execution of the *NJOHSP Strategic Plan, 2016-20* requires constant and consistent evaluation. NJOHSP’s Mission Performance Bureau will provide data through existing processes to assess how the Office has performed against the five Strategic Priorities. Measuring this progress is critical to improving our overall performance.

We have crucial work before us. Senior decision-makers at the state and local levels depend on us to help them make informed decisions, and the public counts on us to protect the State while increasing transparency and protecting privacy and civil liberties. In this respect, NJOHSP recognizes the importance of communicating with the public to increase awareness and to encourage cooperation in countering threats to New Jersey. If possible and without compromising security operations, NJOHSP will continue to leverage new media platforms to elevate our public profile.

Thank you for your dedication to our mission and for being a partner with us on this journey.

Dr. Christopher Rodriguez
Director, NJOHSP
January 2016

TABLE OF ORGANIZATION, AUGUST 2016

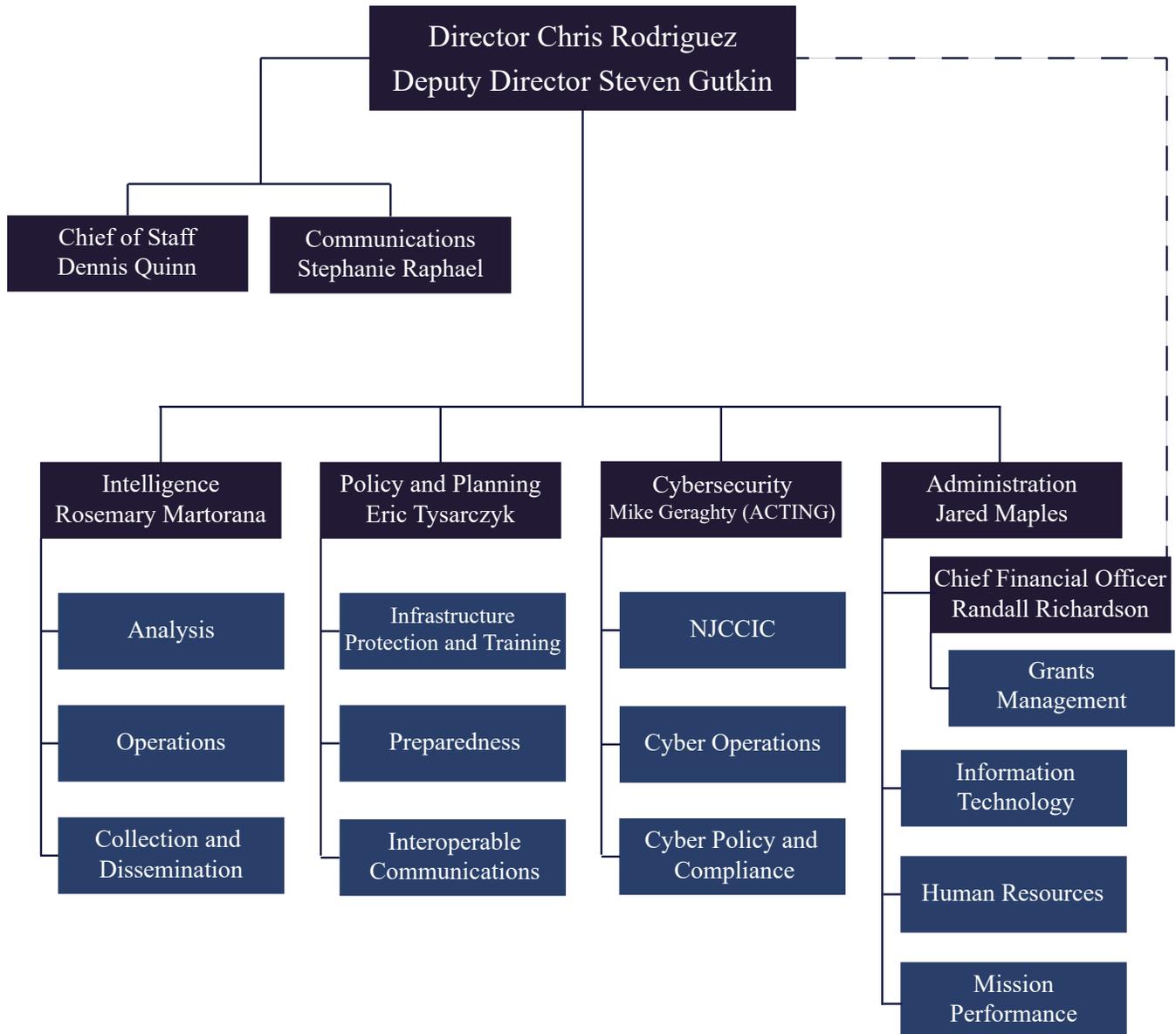


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ABOUT US

Shortly after the tragic events of September 11, 2001, New Jersey’s legislature and Governor passed and signed the Domestic Security Preparedness Act, which created the Domestic Security Preparedness Task Force within the Office of the Attorney General. In 2002, the Governor created an Office of Counterterrorism (OCT) by Executive Order, which remained under the Office of the Attorney General. OCT provided New Jersey with a single agency to lead and coordinate New Jersey’s counterterrorism efforts with state, local, and federal authorities and with the private sector.

OCT remained in place until 2006, when it was reorganized—again by Executive Order—into the Office of Homeland Security and Preparedness (NJOHSP), bolstering New Jersey’s resources for counterterrorism, critical infrastructure protection, emergency preparedness, training, and federal grants management. NJOHSP was tasked with coordinating counterterrorism and emergency response efforts across all levels of government, law enforcement, emergency management, nonprofit organizations, and the private sector.

As NJOHSP approaches its ten-year anniversary in March 2016, the Office has matured and grown since it was created to more effectively handle New Jersey’s rapidly evolving homeland security environment.

MISSION

NJOHSP leads and coordinates New Jersey’s counterterrorism, cybersecurity, and emergency preparedness efforts while building resiliency throughout the State.

CORE VALUES

SERVICE. We put our State and its citizens first, and we put Mission before self. We take pride in being timely, agile, and relevant.

TEAMWORK. We stand with and behind each other. We recognize that partnerships, both internal and external, are critical to achieving success. We cannot fulfill our Mission alone.

EXCELLENCE. We take great pride in the quality of our work. We do every task, every project, every initiative, to the best of our ability.

DIVERSITY. We strive to build a workforce that is as diverse as New Jersey’s citizenry. We pride ourselves on encouraging diversity of thought, perspective, and problem solving.

THREE MISSION AREAS

1 Counterterrorism

The terrorist threat to New Jersey has evolved dramatically in the fourteen years since the attacks of September 11, 2001.

Contrary to the immediate post-9/11 environment in which most terrorist threats were centrally planned and directed from overseas, today's landscape is characterized by a more diffuse and dispersed menace with largely homegrown origins.

In the last few years, the highly centralized leadership of al-Qa'ida and its global affiliates has been supplanted by larger and more disparate networks of foreign fighters and radicalized youth, most of whom gained violent inspiration from online propaganda and omnipresent social media platforms. Since 2013, the rapid global proliferation of violent ideology has tragically manifested in attacks throughout the globe—in Sydney, Paris, Brussels, and Copenhagen—as well as at home in Boston.

The geographically distributed and diffuse nature of the global terrorist threat has made it more difficult for homeland security professionals to rely exclusively on legacy counterterrorism tools.

Terrorist operatives and sympathizers have gained access to and adopted new technology—for example, ubiquitous encryption software has enabled some operatives to cloak their communications—demanding a more mature counterterrorism posture in New Jersey than ever before.

As the terrorist threat evolves, so too must the State's counterterrorism capabilities. To this end, NJOHSP is committed to an intelligence-centric approach that applies the highest standards of tradecraft and targeted outreach. Suspicious Activity Reports and other sensitive data feed NJOHSP's intelligence and planning capabilities, helping public officials make informed decisions and arming New Jersey's citizens and businesses with the information they need to stay safe.

NJOHSP recognizes that intelligence is of little value if it resides in institutional siloes. The Office will continue to maintain and strengthen liaison relationships with local, county, state, and federal officials, as well as with private sector partners. Doing so will ensure we maximize the State's limited resources and connect the ever-growing array of "intelligence dots" with the utmost concern and respect for our citizens' privacy and civil liberties.



2 Resiliency

NJOHSP aims to help build a State that is prepared, well informed, and ready to react to whatever threat it faces—whether a natural disaster such as a hurricane or a human-induced event such as a terrorist attack or cyber breach.

NJOHSP leads and coordinates New Jersey’s emergency response efforts across all levels of government, law enforcement, emergency management, non-profit organizations, and the private sector. We view resiliency as the embedded ability to assess and impose corrective actions, while recovering from adversity within a specified period of time. Resiliency applies to all of New Jersey’s public and private institutions, as well as to the public. It is a key ingredient in our State’s well-being and economic success.

To bolster New Jersey’s institutional preparedness and capabilities, NJOHSP’s Grants Management Bureau oversees, plans, and distributes federal grant funding for homeland security and emergency preparedness based on risk—threat, vulnerability and consequence. This funding supports the Office’s overall preparedness efforts, as well as those of our state and local partners.

NJOHSP’s Infrastructure Protection and Training Bureau (IPT), moreover, is the central state entity for developing and administering training programs for law enforcement personnel and other public- and private-sector partners on counterterrorism and intelligence gathering, analysis, and sharing. Training and exercise programs allow the Office to reach large audiences while improving customers’ ability to meet current and future challenges.

IPT is also the leading state player in offering New Jersey’s vital assets overviews and feedback on their physical, cyber, and overall security posture. These assessments feed national databases and standards that the US Department of Homeland Security maintains, and they provide options to the owners and operators of New Jersey’s critical infrastructure to enhance security. NJOHSP organizes sector and cross-sector working groups with critical infrastructure providers based on their dependencies, interdependencies, and restoration requirements.

NJOHSP’s Preparedness Bureau has developed capabilities to perform anticipatory intelligence, which will increase New Jersey’s resilience and preparedness for natural and human-induced disasters. This is done in close cooperation with the New Jersey Office of Emergency Management, county and local offices of emergency management, and the Federal Emergency Management Agency, with the aim of focusing on trends, events, and changing conditions that shape long-term and imminent threats to the State. Particularly in the aftermath of Hurricane Irene in 2011 and Superstorm Sandy in 2012, resiliency requires us to anticipate threat and to properly align resources to mitigate that threat.



3 Cybersecurity

Gone are the days when threats to New Jersey existed only in the physical domain.

As more of New Jersey citizens, businesses, and governments expand their online footprint, they become more vulnerable to cyber attacks. On a daily basis, malicious cyber actors scan New Jersey’s networks seeking to gain unauthorized access. We routinely witness socially engineered spear-phishing that targets government employees and denial of service attacks that interrupt critical online services at schools, hospitals, and businesses. New Jersey’s government is a complex and federated information technology (IT) enterprise with multiple entry points and vulnerabilities, making it an attractive target for any nation or criminal seeking political or financial gain.

To deal with cyber threats, NJOHSP will fully integrate technology operations into our staffing and budget portfolio and enhance other state departments’ security.



NJOHSP will assume responsibility for protecting the confidentiality, integrity, and availability of Executive Branch data and IT systems. Consolidating New Jersey’s cybersecurity governance and operations within NJOHSP will ensure the efficient allocation of limited resources and bolster state departments’ compliance with the highest cybersecurity standards.

NJOHSP is committed to growing awareness of cyber threats and fostering the adoption of best practices. Its newly established New Jersey Cybersecurity and Communications Integration Cell (NJCCIC), pursuant to Governor Christie’s Executive Order 178, is the State’s vehicle for promoting shared and real-time situational awareness of cyber threats. Doing so requires keen insights into New Jersey’s cyber threat landscape, as well as into the policies and procedures that shape our response.

Likewise, with so many of today’s cyber threats targeting private-sector networks, the NJCCIC’s success depends on substantial sector and cross-sector collaboration. The NJCCIC will position itself at the intersection of industry and government to exchange cyber threat indicators across sectors and analyze common trends.



FIVE STRATEGIC PRIORITIES

The five Strategic Priorities below describe what is necessary to lead and coordinate New Jersey’s counterterrorism, resiliency, and cybersecurity efforts to 2020.

While each NJOHSP bureau will orient its work planning and flow around the five Strategic Priorities regardless of issue area, the bureaus listed under each priority will be primarily responsible—in no particular order—for achieving that specific priority.



1 Increase Written Production

Leads: Analysis; Collection and Dissemination; Infrastructure Protection and Training; Preparedness; NJCCIC; Mission Performance

NJOHSP’s ability to produce both tactical and strategic written production that enriches decision-makers’ understanding of complex homeland security issues is critical. We will create a range of products that highlight the Office’s deep knowledge and substantive expertise, while providing customers with a decided advantage in addressing enduring problems.

NJOHSP personnel will demonstrate substantive mastery while taking a proactive approach to proposing new and innovative projects through research, professional development, outreach, core collection, and rigorous tradecraft standards. A robust body of written production will likewise strengthen NJOHSP’s institutional longevity and continuity, ensuring that expertise and knowledge are effectively transferred throughout the organization as personnel take on new assignments.

To meet this priority, NJOHSP will:

- Provide objective, in-depth, and contextual written products on a frequent basis, supporting New Jersey’s broad homeland security policy and strategy;
- Grow expertise on New Jersey’s security environment and enduring homeland security issues, enabling customers to pursue their own mission-specific goals;
- Proactively develop new avenues—including with the federal government—for cross-disciplinary and cross-organizational research and projects, leveraging collective expertise and capabilities;
- Engage the broader homeland security community—including other state offices of homeland security and emergency management, fusion centers, the private sector, and the interfaith community—to translate customer needs and requirements into action

2 Build and Reinforce Strategic Partnerships

Leads: Operations; Collection and Dissemination; Training and Exercise; Analysis; NJCCIC; Preparedness; Infrastructure Protection and Training; Information Technology; Communications; Interoperable Communications

On a daily basis, NJOHSP personnel work with federal, state, and local partners, as well as with the private sector, to detect and disrupt threats to New Jersey, wherever and however they manifest. These networks are a vital force multiplier for NJOHSP to scale up counterterrorism, resiliency, and cybersecurity efforts. We are committed to strengthening strategic partnerships and seeking out new and innovative relationships that augment New Jersey’s capabilities.



We are committed to the idea that effective mission execution requires flexible and responsive efforts to share knowledge, expertise, resources, and capabilities across organizations.

To meet this priority, NJOHSP will:

- Prioritize, coordinate, and deconflict intelligence collection and operational activities to align our efforts with those of public- and private-sector partners, decreasing the odds of duplication of effort;
- Seek out new ways to assist state, federal, and private-sector partners on their own counterterrorism, resiliency, and cybersecurity efforts;
- Foster joint homeland security and emergency preparedness planning, tasking, and training to coordinate activities and messaging while promoting the constant improvement of best practices;
- Proactively reach out to new “soft-target” customers such as malls, schools, and large public gathering spaces to evaluate and more clearly define their threat landscape and mitigation strategies

3 Anticipate Emerging Threats and Trends

Leads: Preparedness; Analysis; Operations; NJCCIC; Collection and Dissemination; Infrastructure Protection and Training; Grants Management; Fiscal; BTOP; Information Technology; Human Resources and Facilities; Mission Performance

The complexity, scale, and pace of change in New Jersey’s strategic environment will test NJOHSP’s ability to produce and deliver actionable intelligence with the speed and scope required to mitigate threat. As a result, NJOHSP will need to leverage quantitative and data-driven methods, especially those geared toward “red teaming” or fostering “out-of-the-box thinking,” which has the potential to generate new perspectives and challenge longstanding assumptions.

We aspire to improve our ability to forecast potential issues of concern and convey early warning to decision-makers and other customers so they have opportunities for preemptive planning and action. Such forecasting will aid NJOHSP’s ability to effectively align increasingly constrained budget resources with emerging threats and future organizational needs.

To meet this priority, NJOHSP will:

- Build capabilities for the early detection of even subtle shifts in New Jersey’s strategic environment and their possible trajectories;
- Increase knowledge of current conditions and, if needed, offer recommendations on courses of action in the event of a rapid shift in New Jersey’s security posture and priorities;
- Drive future-oriented investment decisions in a tight budget environment, with clearly defined roles, responsibilities, and authorities;
- Constantly reevaluate our personnel and organizational alignment so the Office is properly oriented to address New Jersey’s evolving threat landscape

4 Develop Cybersecurity Capabilities

Leads: NJCCIC; Analysis; Preparedness; Operations; Collection and Dissemination; Infrastructure Protection and Training Bureau; Information Technology; Communications

New Jersey is facing an array of threats from malicious actors that use digital tools to achieve control in cyberspace and push their narrow political and economic goals—often doing so at a rate that exceeds our ability to understand and mitigate risks. With the establishment of the NJCCIC, we anticipate state and local customers will increasingly rely on us for timely, actionable cyber-threat intelligence, as well as for insights on virtual risk mitigation strategies.

NJOHSP has become a key resource in defending the Garden State Network, which will also require us to grow the State’s cyber defense capabilities.



To meet this priority, NJOHSP will:

- Expand tailored production and dissemination of actionable cyber intelligence to support the defense of vital information networks and public and private infrastructure;
- Increase our awareness and understanding of cyber threat actors—their plans, capabilities, and operations—to meet growing cyber requirements, including tailored analysis and training;
- Develop relationships with other states and fusion centers, as well as with federal Information Sharing and Analysis Centers, to gain greater fidelity on the national and international cyber-threat landscape;
- Grow our ability to deploy cyber risk mitigation specialists across New Jersey, supporting the public and private sectors

5 Recruit and Retain Top Talent

Leads: All bureaus, most especially Human Resources and Facilities; Grants Management; Fiscal; Communications

NJOHSP’s most important resource is its people. We aim to build a more agile, diverse, inclusive, and expert workforce—one that embodies collaboration and flexibility and connects each

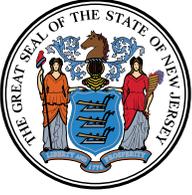
employee to the organization in a meaningful way. The workforce must be united in protecting and preserving New Jersey’s security and embracing NJOHSP’s core values—Service, Teamwork, Excellence, and Diversity.

To this end, NJOHSP must attract, develop, engage, and retain a workforce that possesses the capabilities to address current and evolving threats. Even with constrained budgets, NJOHSP will make long-term investments

that promote professional development and other employee growth opportunities.

To meet this priority, NJOHSP will:

- Engage in workforce planning, outreach, and recruitment that ensures NJOHSP has the right people with the right skills in the right place at the right time to accomplish its mission now and in the future;
- Nurture a workplace culture of innovation and agility that advocates for new ideas and resources adaptable to a changing environment;
- Gain effective tools for training, skills assessment, and experiential opportunities that strengthen individual and organizational performance and facilitate work-life balance;
- Hold employees accountable for fostering a performance-driven culture that encourages collaboration, flexibility, dignity, and mutual respect—such that each employee is expected to contribute to their fullest potential



Strategic Roadmap to 2020



CUSTOMER SUCCESS

KEY CUSTOMERS

Office of the Governor

Public Sector

Private Sector

General Public

State and Federal Legislators

STRATEGIC PRIORITIES
(Fulfill Core Mission Areas)

COUNTERTERRORISM

RESILIENCY

CYBERSECURITY

INCREASE WRITTEN PRODUCTION

BUILD AND REINFORCE STRATEGIC PARTNERSHIPS

ANTICIPATE EMERGING THREATS AND TRENDS

DEVELOP CYBERSECURITY CAPABILITIES

RECRUIT AND RETAIN TOP TALENT

CORE VALUES

SERVICE

TEAMWORK

EXCELLENCE

DIVERSITY



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