

THE NEW JERSEY
OFFICE OF HOMELAND
SECURITY AND
PREPAREDNESS

ANNUAL REPORT
FISCAL YEAR 2015

FOREWORD



Thank you for reading the OHSP Annual Report, which spans the New Jersey fiscal year July 2014 to June 2015.*

The last year was one of significant refocus for our Office. These shifts—a renewed attention to intelligence and a stronger emphasis on homeland security policy and planning—reflect the rapidly evolving threat environment in New Jersey, as well as across the nation and the world. Since July 2014, we have seen the rise of a terrorist group calling itself the Islamic State of Iraq and Syria; a global Ebola crisis that required a concerted state response spanning multiple agencies and jurisdictions; and the growth of multinational cyber attacks against New Jersey’s municipal and county authorities, as well as its institutions of higher education.

To meet these challenges, Governor Christie has given us the support to vastly increased the pace and scale of our intelligence collection and production; hired a cadre of new officers that were deployed across the State to inform local action; and formed the New Jersey Cybersecurity & Communications Integration Cell, the first of its kind in the nation. In the next year, our greatest challenge will be to increase the momentum we have built. I am confident OHSP will once again rise to meet these challenges.

OHSP continues to chair and convene monthly meetings of the Domestic Security Preparedness Task Force (DSPTF). The DSPTF’s role is to develop coordinated plans of action to prepare for, respond to, and recover from acts of terrorism. I also continue to chair the School Security Task Force with the Commissioner of Education. This Task Force is charged with identifying potential breaches of security in New Jersey’s public schools. In March, the Task Force issued a report to the Governor, the State Board of Education, and the Legislature containing recommendations from improving school safety and security.

Going forward, whether we are serving customers in the public or private sectors, I want to make these pledges to you: *We will do what is necessary. We will do what is hard.* And we will always put the safety and security of our citizens, our businesses, and our institutions first.

I look forward to discussions on how OHSP can best support your needs and ongoing homeland security initiatives.

Regards,

A handwritten signature in black ink, appearing to read "Chris Rodriguez". The signature is fluid and cursive.

Dr. Christopher Rodriguez
Director, New Jersey Office of Homeland Security and Preparedness
July 2015

*Organizational reporting in a fiscal year timeframe is considered a best practice in the federal government as well as in the private sector. As a result, the Office of Homeland Security and Preparedness (OHSP) will henceforth issue its annual report at the end of the fiscal year rather than at the end of the calendar year. Doing so will also allow external stakeholders to more effectively rate the quality and quantity of OHSP’s work against its allotted fiscal year budget. To transition from calendar year reporting to fiscal year reporting, the data in this report includes the timeframe January 2014 to June 2014 unless otherwise noted.

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MISSION

OHSP 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.



OHSP personnel host an awareness workshop for New Jersey's Catholic community in Sewell, June 16, 2015.

Director Rodriguez visits the Neighborhood House Preschool in Morristown as part of Governor Christie's annual Season of Service, December 19, 2014.



MEET THE DIRECTOR

Prior to his appointment on July 26, 2014, Dr. Christopher Rodriguez served for more than a decade in the US Intelligence Community, where he held a variety of analytic and management positions. In these roles, Dr. Rodriguez monitored terrorist groups in the Middle East and South Asia, closely collaborating with partners at the federal, state, and local levels to identify and counter persistent threats to the United States and its allies. In 2011-12, he served as a policy advisor on Governor Christie's staff.

Dr. Rodriguez has been recognized with several awards from the Director of National Intelligence for his leadership and professional achievements, both in the United States and abroad. He served in Iraq in 2006-07 and has traveled to over two dozen countries.

Born and raised in Morris County, Dr. Rodriguez holds a Bachelor's degree from Williams College and a Master's degree and PhD from the University of Notre Dame. He is a non-resident senior fellow at the Center for Strategic and International Studies in Washington, DC.



Director Rodriguez speaks at OHSP headquarters in Hamilton, May 20, 2015.

Director Rodriguez speaks at a press conference on Ebola in Hackensack, October 22, 2014.



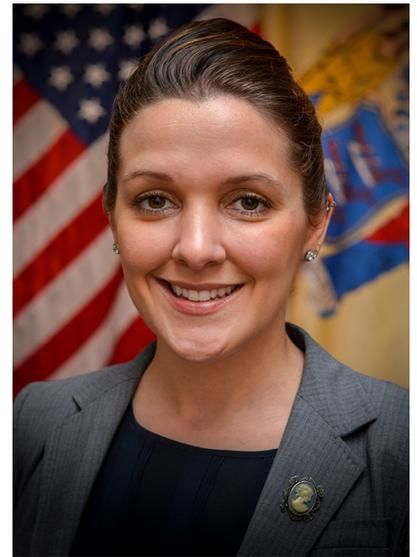
SENIOR STAFF



STEVEN GUTKIN
DEPUTY DIRECTOR



DENNIS QUINN
DIRECTOR OF
ADMINISTRATION/
CHIEF OF STAFF



ROSEMARY MARTORANA
DIRECTOR OF
INTELLIGENCE



DAVE WEINSTEIN
DIRECTOR OF
POLICY AND PLANNING/
CYBERSECURITY ADVISOR



WILLIAM KELLY
CHIEF FINANCIAL OFFICER



STEPHANIE RAPHAEL
DIRECTOR OF
COMMUNICATIONS

INTELLIGENCE

Analysis Bureau

The Analysis Bureau provides timely, relevant, accurate, and insightful analysis on the terrorist threat landscape in New Jersey for the following key customers:

- The Office of the Governor;
- State and federal legislators;
- Commissioners and heads of other New Jersey departments and agencies;
- Public and private-sector partners.

Intelligence analysts are assigned specific portfolios on international and domestic terrorist groups and critical infrastructure sectors. Each analyst serves as the subject-matter expert on their portfolio, which drives the production of tailored analysis for OHSP's customers. This analysis is disseminated through written products and briefings.

52

briefings delivered

The Analysis Bureau has developed a new product line that reflects OHSP's desire to achieve the highest standards in analytical tradecraft and to serve the needs of its customers:

1. Executive Intelligence Brief:

A succinct one-page product that communicates the analytical bottom line upfront for an executive-level audience.

2. Intelligence Note:

A situational report that is time sensitive and fact driven, usually following a major incident.

3. Intelligence Assessment:

A longer, in-depth analytical piece dedicated to a specific intelligence question or customer need.

4. Intelligence Webinars:

A monthly presentation on homeland security and intelligence issues that allows attendees to interact directly with subject matter experts, including analysts.

5. Annual Threat Assessment:

The 2015 Annual Counterterrorism Threat Assessment will be released in December 2015. This assessment will focus on the terrorism threat the State faces from both international and domestic terrorist organizations and extremists.

13

webinars delivered to over

860

people

Much of the fiscal year centered on developing strategies to ensure the Analysis Bureau's long-term success. During this time, the Bureau:

- Established new systems for cultivating institutional knowledge on threat and critical infrastructure intelligence.
- Developed an intelligence collection plan under the guidance of the Division's first Collection Manager;
- Created a new training program for intelligence analysts;
- Implemented a new process for identifying and hiring top candidates to be intelligence analysts.

Operations Bureau

The Operations Bureau detects and deters terrorist activity in New Jersey through the use of intelligence collection and law enforcement strategies. Its success depends on carrying out five critical functions:

JTTF Partnerships

Operations Bureau investigators serve in the FBI's Joint Terrorism Task Force (JTTF) in Newark and Philadelphia as full-time detailees. This state-federal partnership is critical for the Operations Bureau to access federal databases, case briefings, initiatives, and intelligence products—affording OHSP an even greater understanding of the terrorist threat landscape in New Jersey.

Tripwire Program

In cooperation with the FBI and the New Jersey State Police, the goal of this program is to generate tips and leads and to provide threat-related situational awareness to the private sector.

2,198
Tripwires initiated

Suspicious Activity Investigations

The Operations Bureau conducts investigations to determine if New Jersey's citizens and critical infrastructure face a real or imminent threat. Bureau investigators may obtain intelligence from suspicious activity reports that has value to state and federal partners and other OHSP Bureaus; in these cases, such intelligence is relayed expeditiously.

Confidential Source Management

Information garnered from Confidential Human Sources is invaluable to the Operations Bureau in detecting and deterring terrorist activity in New Jersey. For example, partnerships with County Terrorism Coordinators help the Bureau generate leads, identify individuals for possible source development, and provide real-time information on ongoing incidents.

Outreach

The Operations Bureau has worked to forge strong relationships with the faith-based community—an effort that is recognized as a model in New Jersey and throughout the country. As a result, the faith-based community has demonstrated a willingness to report suspicious activity and to voice concerns to OHSP and other homeland security partners.



The Operations Bureau visits the 177th Fighter Wing in Egg Harbor Township, November 20, 2014.

Collection and Dissemination Bureau

The Collection and Dissemination Bureau provides New Jersey communities, the private sector, and federal, state, county, and local law enforcement with information tailored to a variety of hazards.

The Bureau focuses on engaging the owners and operators of soft targets such as malls and stadiums, largely to sensitize them to the importance of reporting suspicious activity.

A key responsibility of the Collection and Dissemination Bureau is oversight of the Counterterrorism Watch (CTWatch) Desk. Located at the Regional Operations Intelligence Center, New Jersey's fusion center, CTWatch is a 24/7 operation that provides law enforcement partners with daily summaries of suspicious activity reports in New Jersey.

What is a SAR?

In 2007, the State created the New Jersey Suspicious Activity Reporting System (NJSARS) to collect all terrorism- and homeland security-related suspicious activity reports (SARs).

A SAR is the official documentation of observed behavior reasonably indicative of pre-operational planning related to terrorism or other criminal activity. OHSP manages the system that collects, disseminates, and stores all SARs.

**SARs Tipline:
1-866-4-SAFE-NJ or 2-1-1**

380

intelligence products disseminated to...

...12,400
recipients



Director Rodriguez and New Jersey's Acting Attorney General John Hoffman stand with (left to right) CTWatch officers David Kanig, Donald Dawson, and Frank Cavalieri after they receive awards from the Department of Law and Public Safety, March 3, 2015.

POLICY AND PLANNING

Critical Infrastructure Protection Bureau

The Critical Infrastructure Protection (CIP) Bureau supports the protection, preparedness, and resiliency of New Jersey's critical infrastructure through implementation of the US Department of Homeland Security's (DHS) National Infrastructure Protection Plan. This mission is carried out in close cooperation with federal, state, local, and private-sector partners.

CIP's work is conducted by a team of project managers, analysts, and security specialists. They are supported by Critical Infrastructure Coordinators and Risk Mitigation Planners in New Jersey's 21 counties, the New Jersey State Police's Infrastructure Security Unit, and DHS's Protective Security Advisors.

CIP coordinates and facilitates the activities of the Infrastructure Advisory Committee (IAC). The IAC, co-chaired by the Director of OHSP and two executives from the private sector, is comprised of public and private sector partners from all infrastructure sectors. The IAC's role is to act as an advisory group to the State on all matters related to infrastructure resilience.



Loretta Taylor (left-centered) and Michael Salvatore (right-centered) are presented with the Retail Law Enforcement Achievement Award, in recognition of their leadership in retail security, training, and coordination with the New Jersey Food Council and the Retail Merchants Association, October 28, 2014.

CIP staff also manage the Private Sector Coordination Desk. The desk operates from the State Emergency Operations Center during planned and unplanned events where disruptions to critical infrastructure and key resources are probable. The desk serves as a single point of contact for the owners and operators of critical infrastructure to help them maintain situational awareness and to provide them with direct access to State resources, if necessary, for continued operations and recovery.

In addition, CIP maintains sector-specific security "Best Practices" and conducts site assessments of key public and private facilities. CIP personnel are organized along 16 DHS-designated critical infrastructure sectors:

- Chemical
- Commercial Facilities
- Communications
- Critical Manufacturing
- Dams
- Defense Industrial Base
- Emergency Services
- Energy
- Financial Services
- Food and Agriculture
- Government Facilities
- Healthcare and Public Health
- Information Technology
- Nuclear Reactors, Materials and Waste
- Transportation
- Water and Wastewater Systems

78

*critical infrastructure
site assessments conducted*

Preparedness Bureau

The Preparedness Bureau monitors, researches, and analyzes relevant homeland security trends to enhance New Jersey's overall preparedness—informing the State's Threat and Hazard Identification and Risk Assessment and the State Preparedness Report.

Staff research includes, but is not limited to, critical infrastructure sector assignments and special projects. Topics also include cyber first-responder capabilities, radicalization, community resilience, and unmanned aerial systems. Research findings are used to propose strategic recommendations to OHSP senior staff and to state partners. The Bureau maintains relationships with partners at all levels through planning groups, technical assistance, and academic coordination.

The Preparedness Bureau, in conjunction with the Training and Exercise Bureau, works with the New Jersey Office of Emergency Management to supplement emergency preparedness planning, training, and exercise. The Bureau also provides subject-matter expertise in the areas of sheltering and evacuation planning. Preparedness staff coordinate and facilitate the Domestic Security Preparedness Planning Group and the Weapons of Mass Destruction Advisory Committee, which are comprised of representatives from relevant State agencies.

In 2014, the Preparedness Bureau partnered with Rutgers University's Bloustein School for Planning and Public Policy for a Strategic Community Resiliency Project in Secaucus. The project culminated in an extensive community profile, a resiliency score, and a catalogue of available resources and resiliency improvement strategies.

Training and Exercise Bureau

The Training and Exercise Bureau serves as the central state entity for developing, administering, and coordinating training and exercises. In 2014, the Bureau streamlined and enhanced its public and private outreach training model, producing or scheduling direct delivery and instructor-led programs. For example, OHSP was the first state agency to coordinate training for first responders during the Ebola outbreak in late 2014.

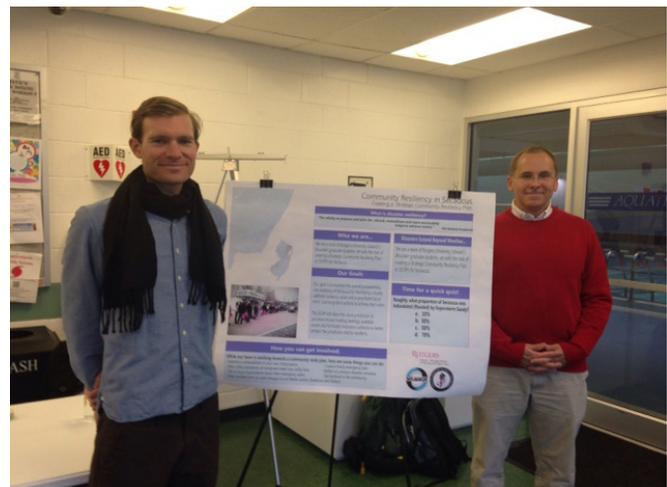
186

training programs delivered

Notably, the Training and Exercise Bureau manages NJLearn, a licensed Learning Management System that develops and presents critical online training for sworn law enforcement and first responders in New Jersey.

76,223

NJLearn courses completed



Rutgers students review the findings of the Strategic Community Resiliency Project, which Preparedness Bureau personnel helped to research and draft, late 2014.

ADMINISTRATION

Human Resources and Facilities Bureau

The Human Resources and Facilities Bureau ensures compliance with all New Jersey administrative policies and with state and federal employment statutes and regulations. The Bureau seeks to recruit, develop, and help retain a high-performing workforce.

In the last year, the Human Resources and Facilities Bureau played a key role in bringing on a new cadre of OHSP officers in the realigned Divisions of Intelligence and Policy and Planning. The Bureau was also critical in bringing leadership modules and personality assessments to OHSP supervisors.

The facilities professionals residing in the Bureau worked tirelessly during the fiscal year to retrofit OHSP headquarters into a more modern and professional workspace, including clearing out large areas for eventual e-filing of OHSP's archives.

Information Technology Bureau

The Information Technology Bureau provides OHSP with secure, innovative, and reliable technology-based services. In this respect, the Bureau undertook a major effort to transition some of OHSP's core business applications to a cloud-based environment, representing the first state agency to complete this move.

Mission Performance Bureau

Created in early 2015, the Mission Performance Bureau is charged with creating measures and metrics to quantitatively and qualitatively assess the volume and quality of OHSP's work output. The Bureau was stood up as a resource for OHSP senior leaders to gauge the office's effectiveness in carrying out its core mission areas—counterterrorism, cybersecurity, and resiliency—and in serving the needs of our customers.

Consistent with one of OHSP's core values—Excellence—the Mission Performance Bureau's feedback in the next year will place the office on an even stronger footing to grow and develop as an invaluable state resource.

Broadband Technology Opportunity Program

OHSP is implementing a public safety broadband network called the Broadband Technology Opportunity Program (BTOP), in partnership with the New Jersey Office of Information Technology and the New Jersey State Police. The network consists of proof of concept deployables providing broadband data for the public safety communities in three regions—the Route 21 Corridor, Camden, and Atlantic City.

BTOP will offer law enforcement, fire, and emergency first responders high-speed, reliable access to their applications, which will enable greater overall situational awareness and communications.



CHIEF FINANCIAL OFFICER

The Chief Financial Officer (CFO) is charged with ensuring that state and federal financial resources are protected and distributed in a fiscally responsible manner, while providing optimal services to government partners. The CFO's fiscal team is largely, but not exclusively, focused on the effective management of OHSP's state operating budget. The fiscal team provides support to the Grants Management Bureau as needed.

Grants Management Bureau

The Grants Management Bureau—overseen by the Chief Financial Officer—is charged with the efficient and effective management and administration of federal and state homeland security grant funding. These efforts enhance New Jersey's capability to prevent, protect, respond, and recover from acts of terrorism and other catastrophic incidents.

OHSP is the State Administrative Agency for all federal Homeland Security Grant Program funding. With each federal fiscal cycle, OHSP initiates an intense, comprehensive strategic planning process—engaging hundreds of state, county, and municipal subject-matter experts in prioritizing the use of funding from the Federal Emergency Management Agency (FEMA).

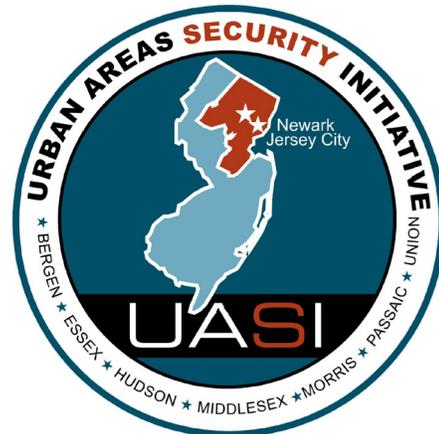


FEMA

Urban Areas Security Initiative (UASI)

The Jersey City/Newark UASI includes Jersey City and Newark, as well as the counties of Bergen, Essex, Hudson, Middlesex, Morris, Passaic, and Union. The UASI's mission is to ensure the sustainment and enhancement of counterterrorism capabilities and planning for and responding to catastrophic events. The Jersey City/Newark

UASI, in partnership with the private sector, also collaborates across first-responder disciplines and governmental jurisdictions.



State Homeland Security Program (SHSP)

Activities implemented under SHSP must support terrorism preparedness by building or enhancing capabilities that relate to prevention, protection, mitigation, response, and recovery.

OHSP utilizes a risk-based formula to distribute much of the available funding to New Jersey's four regions—UASI, Northwest, Shore, and Delaware River (see appendix). Awardees must allocate 25% of the funds to support counterterrorism and law enforcement activities.

Nonprofit Security Grant Program (NSGP)

NSGP provides funding to organizations, as described under section 501(c)(3) of the Internal Revenue Code of 1986, at high risk of terrorist attacks and located within designated areas of New Jersey.

Eligible organizations must utilize funding for the purchase and installation of security equipment on property owned or leased by the nonprofit organization.

COMMUNICATIONS TEAM

Since July 2014, the Communications Team has engaged internal and external stakeholders and enhanced the public visibility and awareness of OHSP's programs and initiatives. The Communications Team has increased outreach to all partners and the general public through social media, a newly designed website, and the Interfaith Advisory Council.

New Website

In May 2015, OHSP launched its new website, www.njohsp.gov, pushing more information to the public than ever before.

50,557
webpage views since May 2015

Through this website, OHSP has been able to disseminate information on a regular basis, from analytic products to photos of OHSP activities to information on how to report suspicious activity.

4,000
Twitter followers, July 2014

Social Media

The Communications Team is in charge of all OHSP social media platforms:

Twitter

- @NJOHSP
- @NJCybersecurity

Facebook

- Facebook.com/NJOHSP
- Facebook.com/NJCCIC

Interfaith Advisory Council

OHSP and its public and private partners have developed a faith-based network to facilitate information sharing between and among key state leaders.

Since the Interfaith Advisory Council's inception in 2011, roughly forty faith-based and community organizations have worked together on security and preparedness. These efforts have enhanced organizations' readiness for natural and manmade disasters.

8,400
Twitter followers, June 2015



The Interfaith Advisory Council's quarterly meeting at Drew University in Madison, March 11, 2015.

EMERGING ISSUE AREA: CYBERSECURITY



NJ Cybersecurity & Communications Integration Cell

The New Jersey Cybersecurity & Communications Integration Cell (NJCCIC) is the State's one-stop shop for cybersecurity information sharing, threat analysis, and incident reporting. Located at the Regional Operations Intelligence Center, the NJCCIC brings together analysts and engineers to promote statewide awareness of local threats and widespread adoption of cybersecurity best practices. The NJCCIC closely partners with federal homeland security and law enforcement authorities, as well as with sector-specific information sharing and analysis centers.

On May 20, 2015, Governor Christie signed Executive Order 178, establishing the NJCCIC as the central state civilian interface for coordinating cybersecurity information sharing, performing cybersecurity threat analysis, and promoting shared and real-time situational awareness between and among the public and private sectors.



Governor Christie speaks during the signing of Executive Order 178 at OHSP headquarters in Hamilton, May 20, 2015.



The NJCCIC operational floor at the Regional Operations Intelligence Center in West Trenton, July 2015.

980
*private and public NJCCIC
members as of June 2015*

Cyber Incident Reporting

We encourage our members and all New Jersey citizens to report cyber incidents to the NJCCIC's Cyber Liaison Officers:

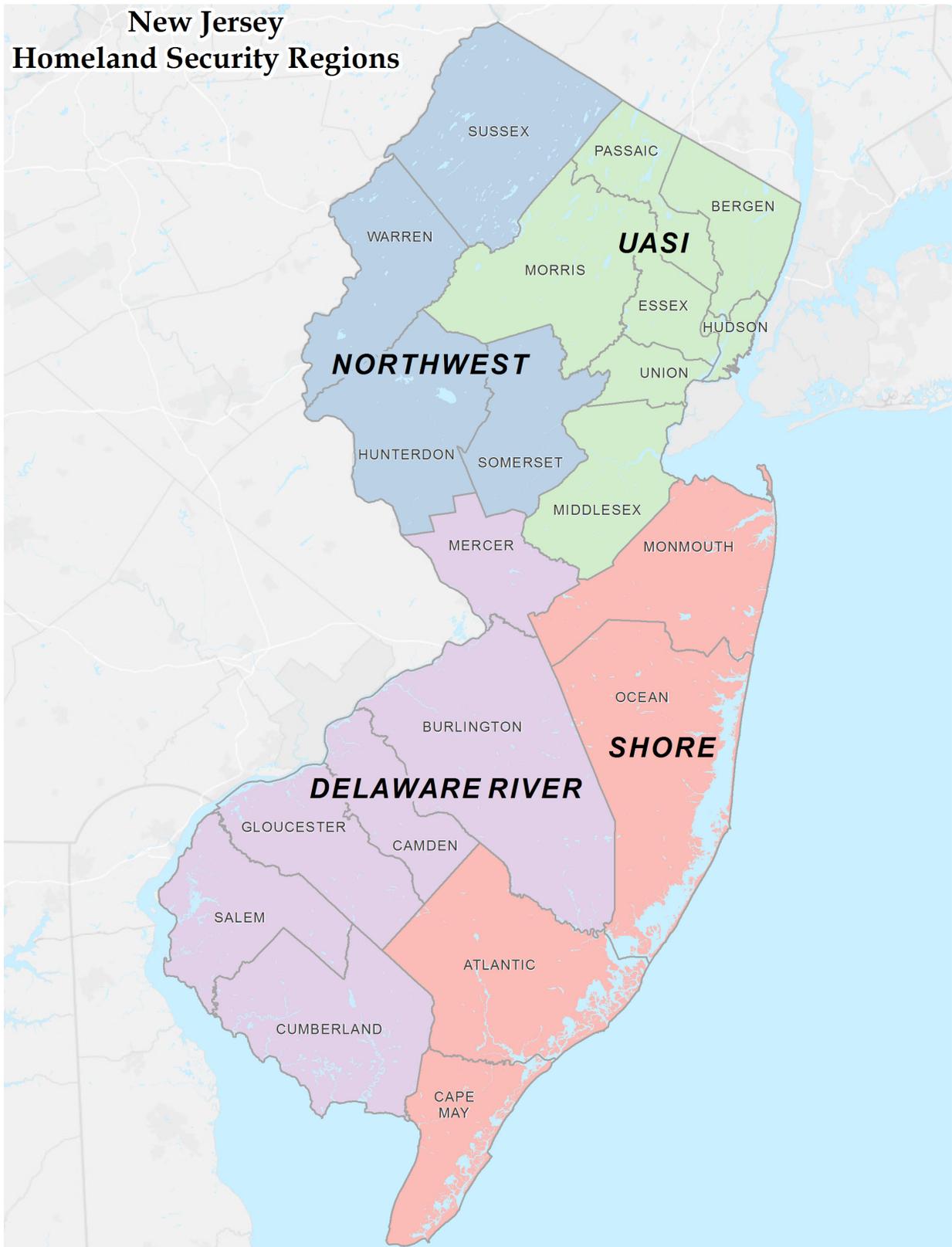
- www.cyber.nj.gov/report
- njccic@cyber.nj.gov
- 1-866-4-SAFE-NJ

Interested in Membership?

The NJCCIC derives its strength from the diversity and breadth of its membership network. Joining is free and carries no obligations.

Visit www.cyber.nj.gov to learn more.

APPENDIX







NEW JERSEY OFFICE OF HOMELAND SECURITY AND PREPAREDNESS

www.njohsp.gov

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ohsp@njohsp.gov