

THE NEW JERSEY
OFFICE OF HOMELAND
SECURITY AND
PREPAREDNESS

ANNUAL REPORT
FISCAL YEAR 2016

DIRECTOR'S WELCOME



Thank you for reading the New Jersey Office of Homeland Security and Preparedness (NJOHSP) Annual Report for fiscal year 2016, which spans July 2015 to June 2016. We hope this report demonstrates NJOHSP's effectiveness in building on its successes from fiscal year 2015.

From a quantitative and qualitative standpoint, fiscal year 2016 was by far NJOHSP's most productive in its 10-year history. The reorganization that my senior staff and I began in July 2014 set the foundations for the unprecedented pace and scale of productivity that has occurred since that time.

Our success this year also culminated in NJOHSP's 10-year Anniversary Conference in March. This event drew nearly 600 people—a record for our Office—and included esteemed speakers such as CIA Director John Brennan, US Senator Cory Booker, Lieutenant Governor Kim Guadagno, US Attorney Paul Fishman, and Chief Jarrod Burguan of the San Bernardino Police Department, a testament to our continually evolving national reputation and prowess. In fact, representatives from at least a half-dozen other states also attended.

There is no doubt that our progress would not have been achieved without the dedication and professionalism of NJOHSP's staff, which has worked to bring our Office to new heights while raising the bar on finished deliverables and products. The staff clearly internalized NJOHSP's *Strategic Plan, 2016-20*—the first of its kind for our Office—which provided clarity of purpose and mission when it was finalized in January. In drafting this first Strategic Plan, the senior staff carefully reviewed our programs, focused our efforts, and charted a clear path forward to the end of the decade.

NJOHSP continues to fulfill its statutory requirement to convene monthly meetings of the Domestic Security Preparedness Task Force, and we have expanded regionally to other state departments of homeland security. For example, earlier this year in Princeton, I hosted my counterparts from New York, Pennsylvania, Maryland, and Delaware for a one-day conference to share best practices, examine areas for greater cooperation, and exchange ideas on a range of homeland security issues. This gathering will undoubtedly lead to more regular collaboration in the future.

In the next year, NJOHSP will not rest on its laurels. We will continue to develop new capabilities and partnerships in our three core mission areas—Counterterrorism, Resiliency, Cybersecurity—and take our programs to even greater heights.

Dr. Christopher Rodriguez
Director, NJOHSP

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SENIOR STAFF



Steven Gutkin
Deputy Director



Dennis Quinn
Chief of Staff



Rosemary Martorana
Director of
Intelligence



Eric Tysarczyk
Director of
Policy and Planning



Mike Geraghty
Acting Director of
Cybersecurity



Jared Maples
Director of
Administration



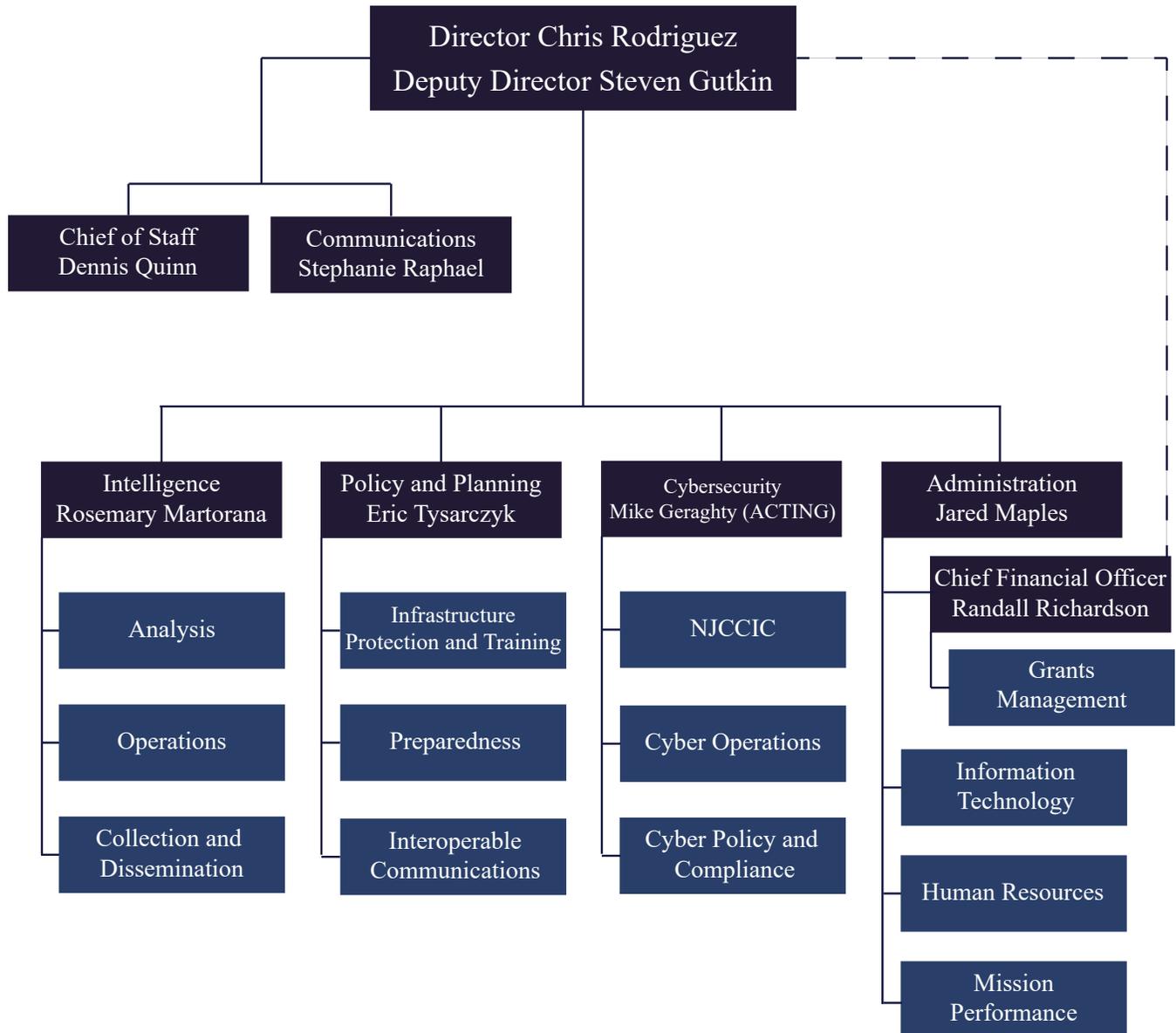
Randall Richardson
Chief Financial
Officer



Stephanie Raphael
Director of
Communications

NJOHSP's mission is to lead and coordinate New Jersey's counterterrorism, cybersecurity, and emergency preparedness efforts while building resiliency throughout the State.

TABLE OF ORGANIZATION, JUNE 2016



NOTABLE DELIVERABLES

This data include the combined efforts of NJOHSP’s four Divisions—Intelligence, Policy and Planning, Cybersecurity, and Administration—and the Communications Team.

Category	FY16	FY15	FY14
External Briefings	828	N/A	N/A
Written Publications	607	380	N/A
Weekly Recipients of NJOHSP Publications	8,352	3,100	N/A
In-Person Training and Exercises Delivered	257	186	203
NJLearn Training Completions ^a	96,752	76,223	91,720
Critical Infrastructure Assessments	136	78	N/A
NJCCIC Members	2,792	980	N/I
Webinars and Podcasts	40	13	N/A
Website Users	109,591	N/I	N/A
Twitter Followers	13,271	8,400	4,000
Press Releases	12	4	3
Social Media Impressions ^b	4,803,657	N/I	N/A

Key

N/A - This metric was not tracked systematically.
 N/I - New NJOHSP initiative.

Footnotes

^aNJLearn is an NJOHSP-managed Learning Management System that develops and presents critical online training for sworn law enforcement and first responders in New Jersey.

^bSocial media impressions are the number of times users view NJOHSP’s social media posts.

SPOTLIGHT ON 10-YEAR CONFERENCE



Nearly 600 people attended



US Senator Cory Booker



US Attorney Paul Fishman

Visit www.njohsp.gov/videos to watch speeches from the 10-year conference.

*"Now more than ever, state and local coordination is critical to combatting the evolving threats we face."
- Director Chris Rodriguez*



CIA Director John Brennan



Lieutenant Governor Kim Guadagno



San Bernardino Police Chief Jarrod Burguan

COUNTERTERRORISM

NJOHSP's Division of Intelligence continues to lead New Jersey's counterterrorism efforts by investigating terrorism-related incidents and collecting, analyzing, and disseminating threat intelligence.

The last year saw the further maturation of NJOHSP's counterterrorism capabilities. Compared to fiscal year 2015, the Division of Intelligence expanded its production, outreach, and participation in terrorism-related investigations. These efforts were all the more important because of the tragedies in Paris, San Bernardino, Brussels, Orlando, and Istanbul, to name a few, as well as large public events in and around New Jersey. Our outreach and dissemination of intelligence was primarily done through written publications, webinars and podcasts, conference calls, and training and exercise for key customers in the public and private sectors, as well as the State's faith-based community. Some highlights include:

Terrorism Threat Assessment

For the first time ever, NJOHSP publicly released—in its entirety—the statewide Terrorism Threat Assessment at www.njohsp.gov/threatassessment2016, reflecting our commitment to public transparency and awareness. This Assessment, which George Washington University's Center for Cyber and Homeland Security recognized as a national model, included analysis of the individuals and groups that pose high, medium, and low threats to New Jersey. Some of the individuals and groups examined included [Homegrown Violent Extremists \(HVEs\)](#), [the Islamic State of Iraq and Syria \(ISIS\)](#), [al-Qa'ida in the Arabian Peninsula \(AQAP\)](#), [White Supremacists](#), [Sovereign Citizens](#), and [Militias](#).



Intelligence Analyst Allison Toll briefs at the Domestic Terrorism Conference in New Brunswick on May 6, 2016.

Domestic Terrorism Conference

This year, consistent with NJOHSP's *Strategic Plan, 2016-20*, the Analysis Bureau grew its strategic partnerships by planning, organizing, and hosting New Jersey's first regional domestic terrorism conference. Roughly 250 attendees participated in the full-day event, listening to experts discuss the growing threats posed by domestic—as opposed to international—extremist organizations.

5,955
Number of times the
Terrorism Threat
Assessment has been
viewed since its public
release on January 19, 2016

Strategic Partnerships

The Division of Intelligence continued to build new and reinforce existing strategic partnerships. For example, the Operations Bureau expanded its footprint at the FBI's Joint Terrorism Task Force in Newark, adding additional investigators to counterterrorism squads. The partnership with the FBI allows NJOHSP to access valuable insight and intelligence into overseas and other domestic threats that have implications here in New Jersey.



Operations Bureau personnel participate in a full-scale active-shooter exercise in West Orange on August 20, 2015.

The Operations Bureau also supported other federal and state law enforcement agencies in 54 joint-security details. They included Pope Francis's visit to Philadelphia, the Miss America Pageant in Atlantic City, the Joint Base McGuire-Dix-Lakehurst Air Show, Fleet Week in New York City and Jersey City, and the America's Cup Race in Jersey City.

The Collection and Dissemination Bureau also implemented new ways to reach its growing constituencies. *We launched a new weekly product, the Counterterrorism Bulletin, which is emailed to about 4,300 customers each week. Moreover, NJOHSP's podcast Intelligence. Unclassified, has brought about 30,000 visits to our podcast page, with nearly 14,000 downloads in some 65 countries.*

Top Podcasts

Title	Downloads
Battle of the Brands: The Competition between ISIS and al-Qa'ida	718
One-on-One with Clint Watts	684
Mass Shootings: Defining a Phenomenon	632
10-Year Conference Recap	625
Radicalization: Pathways to Extremism	624

www.njohsp.gov/podcast



Analysis Bureau Chief Dean Baratta (right), sits with Seamus Hughes (left) of George Washington University to record our podcast Intelligence. Unclassified. on February 1, 2016.

RESILIENCY

NJOHSP's Division of Policy and Planning leads New Jersey's ongoing efforts to anticipate, adapt to, and withstand any natural or manmade threat.

NJOHSP continued to take steps to hone and strengthen its Resiliency mission. The large number of storms during the hurricane and winter seasons, as well as high-profile public events across New Jersey, necessitated the active mobilization of Policy and Planning personnel. By providing the greatest number of training and exercise modules to the public and private sectors in its 10-year history, NJOHSP ramped up the pace of support to key constituencies. For example, after major domestic and international terrorist attacks in Orlando and Brussels, the Division of Policy and Planning coordinated discussions with private-sector partners to provide the most current information and promote active mitigation and protection measures at vital facilities statewide. Some highlights include:



Director of Policy and Planning Eric Tysarczyk speaks at an Interfaith Advisory Council meeting in Camden on June 15, 2016.

Infrastructure Protection and Training Bureau

Recognizing the vital link between infrastructure protection and training, NJOHSP this fiscal year merged the former Critical Infrastructure Protection Bureau with the former Training Bureau, creating a new Infrastructure Protection and Training Bureau (IPT). IPT is responsible for developing, administering, and coordinating training and exercises while supporting the protection, preparedness, and resiliency of New Jersey's critical infrastructure and key resources.



In October 2015, at Governor Christie's direction, NJOHSP strategically repositioned commodities from its warehouse in Morristown across New Jersey to prepare for Hurricane Joaquin, which reached Category 5 status before turning out to sea.

IPT has already achieved success. It supported a cabinet-level Executive Leadership Series workshop by developing a tabletop exercise that facilitated discussions on operational and response strategies to a Boston Marathon-style attack in a densely populated area of New Jersey. IPT also designed, delivered, and facilitated a bi-state US Coast Guard tabletop exercise for port facilities in New Jersey and New York.

New Product Lines

To fulfill the Office's strategic objectives, the Division of Policy and Planning this fiscal year increased written production by creating the Infrastructure Advisory Bulletin and Resiliency Bulletin, the latter of which is distributed to approximately 4,000 customers weekly. The Infrastructure Advisory Bulletin is disseminated on an as-needed basis to NJOHSP's Infrastructure Advisory Committee, which consists of about 30 senior-level representatives from the private sector and their public-sector counterparts. Both bulletins provide NJOHSP's partners with the most up-to-date and relevant threat information, as well as strategies for adapting security and preparedness postures in the face of new and emerging challenges.



NJOHSP's Audrey Miller promotes cyber resiliency at the New Jersey Water Association Annual Conference in Atlantic City on October 21, 2015.

Research Initiatives

The Preparedness Bureau led the Office's research and information-sharing efforts. Subjects included countering violent extremism, cybersecurity incident response, and developing a statewide resiliency strategy. The Bureau's research informed policymakers and provided technical and educational assistance to partners on noteworthy resiliency topics.

More specifically, the Preparedness Bureau has begun to bridge the gap between research and practice. It collaborated on capstone projects with three universities, including Columbia's School of International and Public Affairs. These academic partnerships assessed the feasibility of creating a State-led cybersecurity emergency response system, as well as the benefits of cybersecurity encryption and tokenization in the healthcare sector. The results of these projects have supported the New Jersey Cybersecurity and Communications Integration Cell (NJCCIC) by informing a multiyear training plan to deliver intermediate and advanced training to enhance cybersecurity protection, response, and analytic capabilities.

JerseyNet

The Division of Policy and Planning's Interoperable Communications Bureau focused on optimizing the rollout of JerseyNet, the nation's first deployable wireless communications network dedicated to public safety agencies. JerseyNet was developed as part of the national First Responder Network Authority (FirstNet) and includes partnerships with the Office of Information Technology and the State Police.

JerseyNet was used for the Joint Base McGuire-Dix-Lakehurst Air Show, Atlantic City Air Show, and Miss America Pageant. In Atlantic City, it streamed video from mobile cameras to support authorities with real-time situational awareness. JerseyNet was also deployed to assist Pennsylvania authorities during Pope Francis's visit to Philadelphia in September.



www.njohsp.gov/jersey.net

CYBERSECURITY

NJOHSP's Division of Cybersecurity is the State's lead for setting cyber policies and standards across the Executive Branch and bridging the information divide between local, state, federal, public, and private-sector institutions to reduce New Jersey's cyber risk.

Since Governor Christie created the [New Jersey Cybersecurity and Communications Integration Cell \(NJCCIC\)](#) in May 2015, it has steadily grown to become a national model for state-level cybersecurity, proving that New Jersey has developed a unique capability. Since it was formed under NJOHSP, the NJCCIC has served as the State's one-stop-shop for cybersecurity information sharing, threat analysis, and incident reporting, *growing its membership from 980 in fiscal year 2015 to 2,792 this fiscal year.*



To further improve the State's cybersecurity capabilities, NJOHSP and the Office of Information Technology (NJOIT) signed a Memorandum of Understanding (MoU) in January to assign NJOIT employees to the Division of Cybersecurity and transition the State's Chief Information Security Officer to NJOHSP. Some highlights include:

Intelligence Production and Policy

The NJCCIC collected and evaluated cyber threat intelligence for federal, state and local sources.

254
NJCCIC intelligence products

These products included threat profiles on [Ransomware](#), [Exploit Kits](#), [Point-of-Sale Malware](#), and [Trojans](#). The profiles received national recognition from the US Department of Homeland Security, as well as credible sources such as InsideCybersecurity.com and Politico. *In fact, in May, StateScoop, Washington DC's leading government IT media company featuring state and local technology innovators, named the NJCCIC as one of its 50 outstanding leaders and programs in cybersecurity.*

Division of Cybersecurity personnel are currently engaged in an exhaustive, months-long review and redrafting of the State's cybersecurity policies, which will help ensure compliance across the Executive Branch of New Jersey's government.

Threat Profile Topics	
Type	Total
Ransomware	50
Point-of-Sale Malware	14
Trojans	12
Exploit Kits	8

New Partnerships

Recognizing that effective cybersecurity relies on governmental and nongovernmental partnerships, the NJCCIC negotiated and signed intelligence-sharing MoUs with the [Financial Services](#) and [National Health](#) Information Sharing Analysis Centers, underscoring the importance of these sectors to New Jersey's economy.



Director of Cybersecurity Dave Weinstein (right) speaks with US Attorney Paul Fishman (left) on the debate over mobile device encryption on March 18, 2016.

These new arrangements will give the NJCCIC a broader understanding of the unique cyber threats facing the financial services and healthcare sectors not only in New Jersey but across the country.



NJCCIC Operations Branch Chief Joe Russo demonstrates the State's cybersecurity capabilities on January 26, 2016.

The NJCCIC serves
customers in

25 other states and
42 federal agencies.

“Cybersecurity is an information technology issue, but not only an information technology issue. It is a law enforcement issue, but not only a law enforcement issue. It is a national and homeland security issue, but not only those things. New Jersey, by combining the three in its approach to dealing with cybersecurity, seems to be offering up an important model – “the Garden State model” – of how the sad state of cybersecurity can begin to get better, and how states can contribute to that improvement.”

- Stanford University's Center for Internet and Society, August 24, 2015

Full Article: <http://cyberlaw.stanford.edu/blog/2015/08/state-level-cyber-security-efforts-garden-state-model>

ADMINISTRATION

NJOHSP's Division of Administration and the Chief Financial Officer are the principal support units for advancing NJOHSP's mission, core values, and strategic priorities.

The consolidation of NJOHSP's support functions under the Division of Administration allowed the Office to streamline and optimize its services to the workforce and external customers. The Division reviewed outdated policies and plans, more effectively provided snapshots and forecasts of the Office's fiscal position, identified areas for cost-cutting, and quantitatively tracked the performance of multiple business units. Moreover, since NJOHSP is the [State Administrative Agency for all federal homeland security grant funding](#), the Division has initiated a comprehensive planning and review process to prioritize projects while closing capability gaps at the State and local levels. Some highlights include:

Federal Grant Close-Outs

The Grants Management Bureau's oversight and diligent auditing of all funded projects ensured they were completed on time and within budget, resulting in zero dollars returned to the federal government. More specifically, *the Bureau conducted 148 auditing and on-site reviews of grant recipients*. These reviews allowed NJOHSP to confirm each recipient was in compliance with federal grant guidelines, and they helped the Bureau identify potential spending problems that could be remediated before the end of the funding cycle.

\$29.7 million
Amount of federal grants closed out



The Governor's STEM Scholars join Director of Administration Jared Maples to learn more about the NJCCIC on March 23, 2016.

New Jersey received the highest award in its history for the federal Nonprofit Security Grant Program (NSGP)—over \$1.9 million. The program is intended to provide funding to non-profit and mostly religious institutions to harden their facilities with security upgrades and training. *NSGP benefited 27 organizations in the Urban Areas Security Initiative region*, which consists of New Jersey's seven northern counties—Bergen, Essex, Hudson, Passaic, Middlesex, Morris, and Union.

More Efficient Spending

NJOHSP continued implementing cost-saving measures such as moving steadily to a paperless work environment, electronically filing the Office’s archives—which resulted in storage areas being converted into 10 additional office cubicles—and implementing cloud-based solutions while phasing out costly hardware and technology maintenance. Facilities staff worked tirelessly to retrofit the Hamilton and Newark offices to accommodate new employees, as well as an influx of interns.

The Human Resources Bureau has brought a renewed focus to ensuring Performance Assessment Reviews are done on time. It has also developed new and more effective strategies to recruit, develop, and help retain a high-performing workforce. This has mostly been done by providing employees with increased training opportunities while holding them accountable for performance and helping them maintain a healthy work-life balance.

NSGP Awards

State	Award
New York	\$2,717,994
New Jersey	\$1,994,785
California	\$1,899,326
Illinois	\$1,345,500
Florida	\$1,124,900

Source:

www.fema.gov/media-library-data/1438022313637-aad6aaf5b678f6e5750fb047ebb1aa33/FY_2015_NSGP_Fact_Sheet_Allocations.pdf



Director Chris Rodriguez and Deputy Director Steven Gutkin join NJOHSP’s 2016 summer interns.

COMMUNICATIONS TEAM

NJOHSP's Communications Team ensures our Office is able to effectively and strategically message to constituents while ensuring we remain the State's most reliable source on counterterrorism, resiliency, and cybersecurity issues.

Since its reorganization in September 2014, NJOHSP's Communications Team has greatly enhanced the visibility and credibility of our Office, increasing outreach efforts through social media, [a newly designed website](#), and enhancing event participation through new marketing initiatives. NJOHSP has been able to reach new audiences, connect with numerous public- and private-sector organizations, collaborate with experts in the US Intelligence Community, at think tanks and universities, and provide the general public—including the faith-based community—with unclassified intelligence using new digital media tools. In a nutshell, never before has NJOHSP had such a prominent State and national profile. Some key statistics that demonstrate this success include:

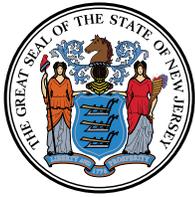
Website	
Users	109,591
Pageviews	662,905
Sign-ups for NJOHSP Products	1,260
Twitter	
Tweets	1,693
Profile Visits	138,000
Mentions	2,736
Facebook	
Posts	528
Reach	599,972
New Likes	2,411



Chief of Staff Dennis Quinn and the Analysis Bureau assembled gift bags at the Holiday Express Warehouse in Tinton Falls as part of the Christie Administration's fifth annual Season of Service on December 18, 2015.



NJOHSP staff attend an Interfaith Advisory Council meeting at Drew University on March 30, 2016.



Strategic Roadmap to 2020



CUSTOMER SUCCESS

STRATEGIC PRIORITIES
(Fulfill Core Mission Areas)

CORE VALUES

KEY CUSTOMERS

Office of the Governor	Public Sector	Private Sector	General Public	State and Federal Legislators
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COUNTERTERRORISM	RESILIENCY	CYBERSECURITY
INCREASE WRITTEN PRODUCTION		
BUILD AND REINFORCE STRATEGIC PARTNERSHIPS		
ANTICIPATE EMERGING THREATS AND TRENDS		
DEVELOP CYBERSECURITY CAPABILITIES		
RECRUIT AND RETAIN TOP TALENT		

SERVICE
TEAMWORK
EXCELLENCE
DIVERSITY



NEW JERSEY OFFICE OF HOMELAND SECURITY AND PREPAREDNESS