The New Jersey Office of Homeland Security and Preparedness (NJOHSP) is tasked with coordinating counterterrorism, resiliency, and cybersecurity efforts across all levels of government, law enforcement, nonprofit organizations, and the private sector. Created by Executive Order in 2006 when the Office of Counterterrorism (OCT) merged with staff from the Domestic Security Preparedness Task Force (DSPTF), NJOHSP bolsters New Jersey’s resources for counterterrorism, critical infrastructure protection, preparedness, training, and federal grants management.

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 DSPTF within the Office of the Attorney General. In 2002, the Governor created the OCT by Executive Order, which remained under 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.

MISSION

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

CORE VALUES

SERVICE. We put our State and its residents 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.

INTEGRITY. We are committed to holding ourselves accountable to the highest moral and ethical standards in our personal and professional conduct. We can be relied upon to act with honor and truthfulness.
The opportunity to serve as Director of NJOHSP is truly an honor. I am grateful to lead such a dedicated staff and look forward to remaining steadfast in our efforts to protect the State of New Jersey.

NJOHSP is proud to have been at the forefront of State efforts addressing a global health crisis and moments of civil unrest. As our Office supports numerous healthcare and social initiatives, we never lost focus of our critical mission areas of counterterrorism, cybersecurity, and preparedness. Alongside our partners, NJOHSP has worked around the clock to ensure the safety and security of the public and critical infrastructure across New Jersey.

NJOHSP led the charge to combat the spread of inaccurate information surrounding the COVID-19 pandemic, nationwide civil unrest, and the 2020 Presidential election. These efforts included intelligence products from NJOHSP’s Analysis Bureau and the latest cyber alerts by the New Jersey Cybersecurity and Communications Integration Cell.

Direct engagement with communities and partners also became more critical. The Interfaith Advisory Council has continued to provide faith-based leaders with updated information that could impact their congregations. NJOHSP, alongside the New Jersey Regional Operations & Intelligence Center, launched the New Jersey Shield program to strengthen information sharing and collaboration among the public and private sectors. Hometown Security webinars have provided small businesses virtual opportunities to learn about tools needed to strengthen their security and resilience. Additionally, NJOHSP’s Training and Exercise Bureau has supported on-the-ground response efforts as part of the New Jersey All-Hazards Incident Management Team.

None of this could be accomplished without the hard work of our staff and partners. NJOHSP will use the lessons learned over the past few years to drive strategies, develop initiatives, and enhance capabilities in the year ahead.

The public’s vigilance in identifying and reporting terrorism-related suspicious activity is also crucial as we work together to keep New Jersey safe. I ask that if you “See Something, Say Something” by calling 1-866-4-SAFE-NJ or emailing tips@njohsp.gov.

Sincerely,
Laurie R. Doran
Director
February 2022
# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Senior Staff</strong></td>
<td>4</td>
</tr>
<tr>
<td><strong>Table of Organization</strong></td>
<td>5</td>
</tr>
<tr>
<td><strong>Notable Deliverables</strong></td>
<td>6</td>
</tr>
<tr>
<td><strong>Counterterrorism</strong></td>
<td>7</td>
</tr>
<tr>
<td><strong>Preparedness</strong></td>
<td>15</td>
</tr>
<tr>
<td><strong>Cybersecurity</strong></td>
<td>23</td>
</tr>
<tr>
<td><strong>Support Services</strong></td>
<td>29</td>
</tr>
<tr>
<td><strong>Communications</strong></td>
<td>38</td>
</tr>
</tbody>
</table>
NJOHSP’s mission is to lead and coordinate New Jersey’s counterterrorism, cybersecurity, and preparedness efforts while building resiliency throughout the State.
TABLE OF ORGANIZATION, 2021

Director Laurie R. Doran

Deputy Director Eric Tysarczyk

Communications

Intelligence & Operations
  Laurie R. Doran
    Analysis
    Intelligence Management
    Operations

Preparedness
  Eric Tysarczyk
    Training and Exercise
    Risk Management
    Infrastructure Security

NJCCIC
  Michael Geraghty
    Security Engineering and Cyber Operations
    Governance, Risk, and Compliance

Support Services
  Randall Richardson
    Fiscal
    Grants Management
    Information Technology
    Human Resources
This data includes the combined efforts of NJOHSP’s four Divisions—Intelligence & Operations, Preparedness, NJCCIC, and Support Services—and the Office of Communications.

<table>
<thead>
<tr>
<th>Category</th>
<th>FY21</th>
<th>FY20</th>
<th>FY19</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Written Publications</td>
<td>832</td>
<td>754</td>
<td>1,012</td>
<td>1,121</td>
</tr>
<tr>
<td>Recipients of NJOHSP Publications</td>
<td>82,647</td>
<td>79,960</td>
<td>85,473</td>
<td>82,585</td>
</tr>
<tr>
<td>In-Person Training and Exercises Delivered</td>
<td>187</td>
<td>767</td>
<td>652</td>
<td>627</td>
</tr>
<tr>
<td>NJ Learn Online Training Completions*</td>
<td>226,614</td>
<td>179,050</td>
<td>106,834</td>
<td>112,319</td>
</tr>
<tr>
<td>Critical Infrastructure Assessments</td>
<td>75</td>
<td>34</td>
<td>52</td>
<td>102</td>
</tr>
<tr>
<td>NJCCIC Membership</td>
<td>11,213</td>
<td>10,000</td>
<td>9,434</td>
<td>6,923</td>
</tr>
<tr>
<td>Webinars and Podcasts</td>
<td>0</td>
<td>17</td>
<td>22</td>
<td>43</td>
</tr>
<tr>
<td>Website Visitors</td>
<td>168,782</td>
<td>264,047</td>
<td>320,000</td>
<td>341,511</td>
</tr>
<tr>
<td>Social Media Followers: Facebook, Twitter, Instagram, and LinkedIn</td>
<td>42,817</td>
<td>39,728</td>
<td>40,225</td>
<td>33,186</td>
</tr>
<tr>
<td>Interfaith Advisory Council Membership</td>
<td>4,052</td>
<td>3,817</td>
<td>3,431</td>
<td>939</td>
</tr>
</tbody>
</table>

Footnotes
NJ Learn* is an NJOHSP-managed Learning Management System that develops and presents critical online training for sworn law enforcement and first responders in New Jersey.
INTELLIGENCE MANAGEMENT BUREAU

The Intelligence Management Bureau (IMB) provides tailored information and intelligence to New Jersey’s law enforcement and public- and private-sector partners through regular engagement with the intelligence community and information sharing that meets State and national intelligence priorities. Additionally, IMB manages Statewide suspicious activity reports (SARs) while collaborating with the New Jersey Regional Operations & Intelligence Center (NJ ROIC) and other law enforcement agencies to gather, process, and share SARs in an accurate and timely manner.

NEW JERSEY SUSPICIOUS ACTIVITY REPORTING PROGRAM

NJOHSP encourages law enforcement, first responders, and public- and private-sector partners to report terrorism-related suspicious activity. The “See Something, Say Something” campaign brings suspicious behavior to the attention of law enforcement for the benefit of families, friends, and neighbors. Reporting suspicious behavior could potentially stop the next terrorist incident, and each observation may be a piece of a larger puzzle.

IMB manages the New Jersey Suspicious Activity Reporting System (NJSARS), which shares terrorism-related suspicious activity information with law enforcement partners throughout the State. NJSARS is linked to the FBI’s national SAR system, known as eGuardian, which is a part of the Nationwide SAR Initiative. The partnership forms a single repository accessible to thousands of law enforcement officers and analysts in the United States.

In FY 2020 and FY 2021, NJOHSP’s Counterterrorism Watch Desk (CT Watch) recorded a total of **more than 2,500 SARs**, which were processed and shared with federal, state, and local law enforcement partners.

To report terrorism-related suspicious activity in New Jersey, call 1-866-4-SAFE-NJ (866-472-3365), email tips@njohsp.gov, or submit an online webform at www.homelandsecurity.nj.gov/tips.html.

For more details on NJOHSP’s SAR program, visit www.njohsp.gov/njsars.
COVID-19 Pandemic Support

In March 2020, Governor Phil Murphy issued a series of executive orders, including stay-at-home orders and restrictions on gatherings, to prevent further spread of COVID-19. Noncompliance violations of the executive orders were initially reported to CT Watch. However, due to the overwhelming number of calls to CT Watch, a technical solution was developed in collaboration with the New Jersey Office of Innovation, New Jersey Office of the Attorney General, and the NJ ROIC for the public to report noncompliance complaints. The noncompliance complaints reporting webform was created in late March and continues to operate at covid19.nj.gov/violations.

Additionally, IMB staff leads the effort to compile all data from this webform on a weekly basis and provides this information to appropriate law enforcement agencies at the state, county, and municipal levels for action and investigation. Since 2020, tens of thousands of noncompliance reports have been submitted. IMB tracked and distributed these reports through January 2022.

CT Watch remained operational 24/7/365 throughout the COVID-19 pandemic, answering thousands of calls and requests from the public.

Joint Efforts, Products, Outreach, and Briefings

During the past two fiscal years, IMB leveraged important partnerships with federal, state, county, and local agencies, as well as private-sector partners.

IMB continues to provide NJSARS products, trainings, and awareness resources to law enforcement, first responders, and private- and public-sector partners. Over the past two fiscal years, IMB developed 378 SAR- and intelligence-related products and delivered 172 SAR and intelligence briefings to more than 7,500 external stakeholders.

“CT Watch remained operational 24/7/365 throughout the COVID-19 pandemic”

<table>
<thead>
<tr>
<th>Year</th>
<th>SAR &amp; Intelligence Briefings</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2020</td>
<td>95</td>
<td></td>
</tr>
<tr>
<td>FY 2021</td>
<td>77</td>
<td></td>
</tr>
<tr>
<td></td>
<td>SAR &amp; Intelligence-Related Products</td>
<td>193</td>
</tr>
<tr>
<td></td>
<td>185</td>
<td></td>
</tr>
</tbody>
</table>
**National Threat to Life Initiative**

In FY 2020, New Jersey was selected to be part of the National Threat to Life (TTL) Initiative due to its mature and innovative SAR system, as well as NJOHSP’s expansive outreach program with law enforcement and faith-based leaders. Since March 1, 2020, NJOHSP and the NJ ROIC have processed and referred these TTLs to local law enforcement partners for appropriate action.

In the last two years, New Jersey has received nearly one TTL per week.

**Bias Incidents and SAR Intersection**

IMB works closely with the New Jersey Office of the Attorney General, New Jersey Division of Criminal Justice, and local partners to review bias incident reports. These reports are automatically forwarded to the Bias Crimes Unit at the Division of Criminal Justice, the New Jersey State Police, NJOHSP, and the appropriate county prosecutor.

IMB personnel review bias incident reports that local law enforcement submits through the Electronic Uniform Crime Reporting system to determine if those incidents meet the threshold for submission to NJSARS. If the incident meets the threshold, the appropriate County Counterterrorism Coordinator is contacted to obtain more information.

Conversely, the Office of the Attorney General and Division of Criminal Justice receive all suspicious activity information from NJOHSP and a weekly report outlining suspicious activity with a potential bias motivation. This ensures that the proper authorities thoroughly review, vet, and investigate all incidents.

Officers and analysts throughout the State can query bias incidents and SARs for trends, patterns, and analysis. NJOHSP reviews every reported bias incident to ensure there is a coordinated effort among all layers of law enforcement. NJOHSP looks for indications of extremist ideology and suspicious activity as it relates to possible terrorism. These layers of review ensure that bias incidents are investigated and analyzed thoroughly and properly.

In FY 2020 and FY 2021, **over 100 bias incidents** met the threshold for submission to NJSARS.
NEW SAR POSTERS AND MATERIALS

Over the last two years, IMB and Communications staff produced new “See Something, Say Something” posters, materials, and public service announcement (PSA) videos. In FY 2020, three new SAR posters highlighted the importance of reporting suspicious activity at schools and religious facilities.

In 2021, IMB and Communications staff produced PSAs designed to educate the public on how to report suspicious activity potentially related to terrorism and the importance of staying vigilant when surrounded by large groups of people. The first animated video shows how the public plays a key role in reporting suspicious behaviors to law enforcement. The second PSA is a “challenge video” that includes a “what would you do” scenario, which is aimed at middle and high school-aged children to help identify school threats. Both videos stress the importance of the “See Something, Say Something” message.
ANALYSIS BUREAU

The bureau provides timely, relevant, accurate, and insightful analysis regarding any threat posed by foreign and domestic terrorist organizations, groups, or individuals to the State of New Jersey and the region.

In December 2019, the Analysis Bureau provided intelligence support during the investigation of the domestic terrorist attack on a kosher grocery store in Jersey City and the related death of Jersey City Police Detective Joseph Seals.

In February 2020, the Analysis Bureau released NJOHSP’s nationally recognized 2020 Terrorism Threat Assessment. A representative from the New Jersey Office of the Attorney General cited this assessment while testifying before Congress on May 26, 2021, about the rise of militia extremism and white supremacist extremists. “Our Office of Homeland Security and Preparedness increased the threat level posed by white supremacist extremists from moderate to high in February 2020—eight months before the U.S. Department of Homeland Security made a similar assessment. Today, New Jersey classifies white supremacist extremists and homegrown violent extremists as the most persistent hostile actors in the State,” the representative testified.

At the beginning of the COVID-19 pandemic in March 2020, the Analysis Bureau was instrumental in providing accurate and timely products to stop the spread of disinformation. The bureau continues to partner with the New Jersey Department of Health and the New Jersey Office of Emergency Management.

The Analysis Bureau supplied extensive threat assessment packages for Governor Murphy prior to his visit to India in September 2019. As per standard protocol, NJOHSP provides a travel brief to any New Jersey governor departing on official international visits.

In September 2020, the Analysis Bureau released a supplemental threat assessment outlining the threat landscape for the months ahead. It detailed how COVID-19 restrictions, disinformation, and misinformation would converge with the 2020 Presidential election and mounting civil unrest. NJOHSP accurately predicted that domestic extremists, foreign terrorist organizations, and nation-state threat actors would attempt to hinder economic recovery and vaccination efforts. They spread disinformation via social media, intensifying distrust in government, healthcare, and law enforcement that continued to polarize communities and influence violent activity. Conspiracy theories surrounding COVID-19 vaccines, delays in election certification, and violence stemming from anti-government sentiment also persisted even after the election.
In an effort to manipulate civil unrest stemming from COVID-19 mandates or election results, racially motivated extremists and militia extremists would focus on publicly opposing anarchist extremists, such as Antifa, and seek confrontations resulting in street-level violence. It was also assessed that anarchist extremists would look to injure law enforcement personnel, as well as conduct various forms of property damage. Further, civil unrest was expected to materialize differently in separate regions of the country based on several factors, including community sentiment toward law enforcement. Civil unrest has continued in cities such as Portland, Oregon, where protests have been ongoing since May 2020. Protests across states have continued, and unrest surrounding social justice, as well as perceived government overreach and political tensions, have affirmed NJOHSP’s assessments.

In March 2021, the Analysis Bureau published a predictive threat analysis for New Jersey. The purpose of this intelligence report was to identify the most likely courses of action for domestic extremists or homegrown violent extremists within New Jersey over the next three years. Specifically, the report assessed the actions or activities an ideologically motivated individual or group will likely engage in and sought to identify the most likely actions a particular threat actor will carry out based on trends and past behavior.

The information in this report was derived from multiple sources, including open source reporting, and intelligence products from the previous three years. From a State perspective, NJOHSP proactively collected, compiled, and aggregated this information to conduct a trend analysis. This report was provided for public awareness of NJOHSP’s analytical assessments, which will guide its efforts to remain ahead of a changing threat landscape as COVID-19 health and safety protocols lessen and restrictions on attendance at mass gatherings and other events within New Jersey are gradually removed.

Expanding on these assessments, the Analysis Bureau released a series of executive intelligence briefs in June 2021 focused on terrorism trends through 2021.

In the past two fiscal years, the Analysis Bureau continued to support the Regional Intelligence Academy (RIA) as instructors for various trainings and contributors to online courses via NJ Learn. The bureau took part in over 13 podcasts and webinars on various domestic and international terrorism topics.

In addition to analyst who was detailed to the NJ ROIC on a rotating basis, NJOHSP produced over 25 joint-seal products with federal and State partners, including the NJ ROIC, FBI, and NJ Transit.

The Analysis Bureau completed a total of 469 specific intelligence-related products in FY 2020 and FY 2021, the majority of which were accomplished remotely.
NJOHSP Analysis Products

- External Briefs (197) 42%
- Intel Notes (89) 19%
- RFIs (42) 9%
- Assessments (37) 8%
- Internal Briefs (26) 6%
- Joint Products (25) 5%
- Podcasts (13) 3%
The mission is to detect and deter terrorist activity and other potential threats using intelligence and law enforcement strategies.

The pandemic did not diminish the Operations Bureau’s ability to achieve its mission; it simply changed the operational posture to successfully navigate challenges and hurdles while adhering to State actions to combat COVID-19.

Investigators continued to mitigate threats and conducted over 109 investigations in FY 2021. The Operations Bureau also conducted over 350 tripwire visits to private-sector entities, some of which were accomplished remotely utilizing existing databases.

The Secure the Shore program continued through mid-summer last year, which involved covert surveillance in public areas along the shore. This summer, the bureau reestablished full operational capabilities, including covert surveillance at mass gathering events, tripwire visits to businesses and public officials throughout the shore region, and the implementation of a Red Team program.

While international travel slowed considerably, the bureau’s counterintelligence component still conducted 12 international travel briefings, 10 foreign engagement defensive briefings, 15 foreign engagement reports, and 90 tripwires.

Although the Biotechnology Threat Focus Cell (BTFC) was in its infancy, it played a pivotal role during the pandemic. Weekly operations meetings and monthly threat exchange meetings with private-sector partners were moved to remote sessions. The BTFC’s capabilities and partnership nearly doubled throughout the pandemic.

A Red Team program was added to the Operations Bureau in early 2021. This program tests security awareness among private-sector partners. Twelve operations were conducted during the summer in Monmouth, Ocean, Atlantic, and Cape May counties in support of the Secure the Shore program.
**TRAINING AND EXERCISE BUREAU**

The mission of this bureau is to strengthen capabilities across the State to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose a high risk. The bureau serves as the central State agency responsible for developing, administering, and coordinating training and exercises for homeland security stakeholders in cooperation with federal, state, local, and private-sector partners.

**BUREAU HIGHLIGHTS FOR FY 2020**

The Training and Exercise Bureau (TEB) continues its expansion to facilitate cybersecurity training for public- and private-sector partners through the National Cybersecurity Preparedness Consortium and the RIA, a training partnership between NJOHSP, the New Jersey State Police, and the Jersey City-Newark Urban Area Security Initiative (UASI).

Following the National Preparedness Cycle, the TEB began integrating U.S. Department of Homeland Security (DHS) Consortium training courses into full-scale exercise development, specifically the Active Threat Integrated Response Course and Active Shooter Incident Management. The bureau continues to work with counties to develop a Statewide standard for active shooter response instead of each police, fire, and emergency medical services department utilizing individual plans, tactics, and training. Two full-scale active shooter response exercises—one at Cure Arena in Trenton (Mercer County) and the other at Carusi Middle School in Cherry Hill (Camden County)—were conducted. There were more than 200 participants at each.

The TEB developed the first Statewide Election Security and Preparedness Tabletop Exercise on September 10, 2019.

Migration of NJ Learn to a new and updated learning management platform has been a multiyear collaboration with other State agencies. Over 2 million training records are migrated to the new platform to maintain more than 153,000 learner accounts and transcripts, in addition to active courseware and resources. The new platform, still branded as NJ Learn, has added enhancements for video streaming, greater storage capacity, and a virtual classroom/distance learning component.

**TRAINING INITIATIVES**

The bureau assisted with redesign and development of the NJSARS User online training course that relates to the National SAR Program.

Ongoing support and collaboration with the New Jersey Attorney General’s CLEAR Institute continues to develop diversity training opportunities. Courses completed for the Attorney General’s Office include Extreme Risk Protective Orders, Understanding Drug Addiction, Law Enforcement and the Jewish Orthodox Culture and Religion, and Law Enforcement and Interaction with Transgender Individuals.
The TEB collaborated with NJOHSP’s Grants Management Bureau to develop and publish the web-based FY 2020 Nonprofit State Grants Program training.

The bureau designed and developed a multitude of additional online courses that include Evolution of Active Shooter, Suspicious Delivered Packages and Mail, COVID 19: Guidance for Law Enforcement, NJSARS Awareness, Glock Conversion Switch Awareness, RISS/MAGLOCLEN Supporting Law Enforcement, Dangers of Encountering Fentanyl-Laced Heroin, Sovereign Citizen Extremists, and Targeted Violence and Mobilization Indicators.

HOUSES OF WORSHIP SECURITY PROGRAM

The Houses of Worship Security Program is designed to provide strategies to increase security and preparedness in and around religious facilities. This program was delivered to 10 counties serving over 900 participants in 2020, with an additional six virtual presentations to more than 600 participants in 2021.

The Training Branch developed and published the Active Shooter Response Training for the Public and Private Sector instructional video. This updated version contains lessons learned from recent high-profile active shooter attacks while promoting the “Run, Hide, Fight” technique to survive an attack. The video identifies the five stages of an active shooter with the goal of mitigating attacks and possibly stopping incidents before they occur. Additional information includes suggestions for protective measures to secure facilities, as well as management responsibilities to improve employee safety. The instructional video is also published as a course for online delivery in NJ Learn along with Evolution of Active Shooter Response, CASIM: Comprehensive Active Shooter Incident Management, and Lessons Learned From Active Shooter.

<table>
<thead>
<tr>
<th>NJ Learn</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active Course Enrollments</td>
<td>200,097</td>
<td>258,957</td>
</tr>
<tr>
<td>Online Training (OLT) Completions</td>
<td>176,189</td>
<td>226,614</td>
</tr>
<tr>
<td>Instructor-Led (ILT) Completions</td>
<td>767</td>
<td>94</td>
</tr>
<tr>
<td>Extra Transcript Items</td>
<td>2,094</td>
<td>3,622</td>
</tr>
<tr>
<td>Total Training Completions</td>
<td>179,050</td>
<td>230,382</td>
</tr>
<tr>
<td>Total New Users</td>
<td>4,444</td>
<td>3,665</td>
</tr>
<tr>
<td>New Online Courses Published</td>
<td>16</td>
<td>42</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Exercise Support Unit</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exercises Collaborated and Coordinated by NJOHSP</td>
<td>23</td>
<td>31</td>
</tr>
<tr>
<td>Exercise Participants</td>
<td>392</td>
<td>639</td>
</tr>
</tbody>
</table>
Training Branch Extends RIA’s Reach

The RIA expanded and built relationships in 2019 and 2020. It released a six-episode podcast series titled, “Developing the 21st Century Analyst,” as part of NJOHSP’s Intelligence. Unclassified. podcast. The episodes in this series were downloaded more than 12,000 times. The RIA also expanded into academia as a founding member of the Monmouth University Working Group to develop the first-in-the-State Intelligence Analyst Track underneath the university’s Department of Criminal Justice graduate program.

The RIA sat on the board of the Statewide Intelligence Strategy Working Group, which was instrumental in establishing the RIA as a “Center for Excellence” in the State. The RIA conducted a Statewide Intelligence Survey to develop a network of intelligence analysts across the State. As a result, the RIA is able to identify who is working in an analytical capacity and network quickly with those members to offer additional targeted training opportunities, mutual aid responses, or professional development. This survey also identified locations within the State where intelligence training was lacking, resulting in the first expansion into South Jersey.

The RIA simultaneously created a Mobile Training Team to satisfy the requests of surrounding states for intelligence training. The RIA managed professional development plans for personnel within NJOHSP’s Analysis Bureau to ensure subject matter expertise and a strategy to advance their capabilities, which included becoming part of the RIA cadre.

Additionally, the RIA overcame difficulties in holding instructor-led training during the COVID-19 pandemic by creating the capacity for live online webinar training, holding weekly sessions reaching approximately 900 individuals. These trainings were also recorded for continual access to those looking to enhance their analytical skills.

Regional Intelligence Academy (RIA)

<table>
<thead>
<tr>
<th></th>
<th>2020 RIA Trained</th>
<th>Programs Delivered</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trained</td>
<td>2,258</td>
<td>38</td>
</tr>
<tr>
<td>2021 RIA Trained</td>
<td>778</td>
<td>13</td>
</tr>
</tbody>
</table>

Terrorism Awareness and Prevention (TAP)

<table>
<thead>
<tr>
<th></th>
<th>2020 Trained</th>
<th>Programs Delivered</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020 Trained</td>
<td>159</td>
<td>9</td>
</tr>
<tr>
<td>2021 Trained</td>
<td>65</td>
<td>2</td>
</tr>
</tbody>
</table>

Counterterrorism Awareness for Law Enforcement

<table>
<thead>
<tr>
<th></th>
<th>2020 Trained</th>
<th>Programs Delivered</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020 Trained</td>
<td>134</td>
<td>4</td>
</tr>
<tr>
<td>2021 Trained</td>
<td>226</td>
<td>8</td>
</tr>
</tbody>
</table>

Active Shooter Initiative

<table>
<thead>
<tr>
<th></th>
<th>2020 In-Person Programs</th>
<th>2020 eLearning Courses</th>
<th>2021 In-Person Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trained</td>
<td>88</td>
<td>4</td>
<td>7</td>
</tr>
<tr>
<td>Trained</td>
<td>4,148</td>
<td>8,657</td>
<td>463</td>
</tr>
</tbody>
</table>
The RIA brought subject matter experts from across the country to instruct in New Jersey, including a two-day Social Media Analysis in Criminal Investigations course and a three-day Police Commanders Leadership Summit.

In addition to running a three-week Basic Analyst Training Track that certifies new analysts, the RIA helped create a new Intelligence Officer Training Track in coordination with the New Jersey Office of Emergency Management (NJOEM) and the NJ ROIC after careful examination of the intelligence capacity during COVID-19 and State protest responses.

The RIA also manages the Terrorism Awareness and Prevention program, which was taught nine times and reached 159 students, and the Police Training Commission (PTC) Methods of Instruction Training that was held three times and certified 41 new PTC-qualified instructors. Not including the podcasts, in total, the RIA instructed 38 courses, both in-person or online, and reached approximately 2,258 students between June 2019 and July 2020.
The Risk Management Bureau managed the operations of the Domestic Security Preparedness Task Force (DSPTF), including risk-informed subcommittees, on behalf of the Director of NJOHSP. The task force and its subcommittees focus Statewide resources and identify opportunities to build a more prepared and resilient New Jersey. During FY 2021, the bureau coordinated members of the task force to develop and approve the State Homeland Security Strategy (2021-2025) and a State Unmanned Aircraft Systems (UAS) Defense Strategy. The State Homeland Security Strategy will guide New Jersey’s homeland security efforts over the next five years. The State UAS Defense Strategy seeks to provide solutions to ensure a layered and proportional capability to address UAS threats.

During FY 2021, the Risk Management Bureau also directed the DSPTF in the assessment and prioritization of 41 Homeland Security Grant Program project applications totaling over $17 million in requested federal grant funding.

The bureau developed and submitted New Jersey’s annual Threat and Hazard Identification and Risk Assessment (THIRA) and Stakeholder Preparedness Review (SPR) to the U.S. Department of Homeland Security. The THIRA and SPR help communities understand their risk and the level of capability needed to address those risks. The output from the THIRA lays the foundation for determining a community’s capability gaps in the SPR. The Risk Management Bureau continues to emphasize outreach and diversifying data sources; all 21 counties and 26 federal, state, county, and nongovernmental organization homeland security and emergency management partners were involved in developing the report.
The bureau continued to host Hometown Security Initiative seminars throughout the State. Since July 2019, it partnered with county and local agencies to deliver **10 seminars reaching over 485 people**. Mercer, Morris, and Somerset counties hosted their first seminars. With the onset of the COVID-19 pandemic, events were conducted online to ensure that small businesses, educational institutions, and faith-based organizations remained connected directly with federal, state, and local agencies.

To expand outreach, the bureau launched its Public-Private Sector Partnership Security Seminar Series, which acts as a forum for employees of New Jersey critical infrastructure organizations to discuss current and emerging security challenges. PSEG hosted two of these events, which combined for **444 attendees**.

In preparation of possible effects of COVID-19, the bureau led efforts to update NJOHSP’s Continuity of Operations Plan, including procedures for teleworking, to ensure mission-essential functions are performed with minimal disruption. It also provided aid to State partners in the development of their organizational plans.

During the COVID-19 pandemic, the Risk Management Bureau collaborated with partners to aid in the State’s response. Through the Infrastructure Advisory Committee, the bureau assisted NJOEM in the allocation of **more than 350,000 cloth face masks** and **1,300 noncontact infrared thermometers** to critical infrastructure partners Statewide. Additionally, in partnership with the NJ ROIC, a private-sector COVID-19 informational portal was maintained to ensure that private-sector partners had access to the latest executive and administrative orders, resources, and analytical products.

In April 2021, the bureau launched the New Jersey Shield Program, a collaborative effort between NJOHSP and the NJ ROIC. This program focuses on working with public- and private-sector organizations to build a more prepared and resilient New Jersey. **More than 450 members** have registered with the program.
INFRASTRUCTURE SECURITY BUREAU

The mission is to strengthen the security and resiliency of New Jersey, its critical infrastructure, and its institutions by managing risks through collaborative and integrated efforts of the whole community.

The Infrastructure Security Bureau continued assisting soft target facilities, with a major focus on county election offices during the election year. The bureau sought to enhance their security measures and build resiliency while remaining capable of protecting New Jersey residents’ right to vote. Through physical security assessments and vulnerability discussions, the Infrastructure Security Bureau recommended options for consideration to enhance resilience and reduce risk at these and other facilities, including houses of worship. During FY 2020, NJOHSP conducted physical security assessments for 34 facilities, including schools, county superintendent and board of election offices, and houses of worship throughout the State.

The bureau continues to facilitate the Critical Infrastructure Review Team, which is comprised of federal, state, and local partners. The team shares information, discusses state- and local-level assets, recognizes common vulnerabilities, and recommends vulnerability assessment best practice strategies for stakeholders.

In March 2020, the bureau shifted its focus to the immediate need of New Jersey’s frontline healthcare workers and first responders in response to COVID-19. In collaboration with NJOHSP’s Financial Bureau, the Infrastructure Security Bureau assisted the NJOEM Donations Management Team to coordinate personal protective equipment (PPE) donations for healthcare workers and first responders. The bureau coordinated with NJOHSP warehouse operations, which served as the primary reception and inspection site for all incoming PPE donations, and led efforts to resolve any donation shipment delays. As of June 2020, the bureau assisted in coordinating receipt of over 8 million pieces of PPE, including N95 masks, isolation gowns, gloves, and hand sanitizer. The bureau was recognized by the New Jersey State Police for its role as part of the State’s PPE donations management team during COVID-19 response operations.

During FY 2021, the Infrastructure Security Bureau began transitioning from assisting with Statewide PPE donation management support to fully reengaging with infrastructure partners and stakeholders. The bureau coordinated with federal, state, and county critical infrastructure partners to continue promoting and sharing:

• Resources on protection, mitigation, and resiliency
• Relevant training on mitigation measures for ransomware threats and industrial control systems through stakeholder outreach, including Hometown Security Seminars
• Virtual stakeholder engagements and subsector working group meetings, as well as facilitate Critical Infrastructure Review Team meetings
The Infrastructure Security Bureau engaged with soft target facilities, including houses of worship. It provided in-depth knowledge of the New Jersey Nonprofit Security Grant Program and application process while reviewing facility security vulnerability concerns.

The bureau coordinated with county infrastructure partners to develop a critical infrastructure questionnaire as an asset identification and verification tool in the ongoing review of infrastructure information contained within the State Asset Database.

The bureau collaborated with the New Jersey Cybersecurity and Communications Integration Cell, New Jersey Department of State Division of Election, county infrastructure partners, and elections officials to ensure New Jersey had safe and secure national elections in 2020. These were conducted primarily through vote-by-mail ballots. The bureau also assisted in securing elections drop boxes and processes.

In collaboration with New Jersey State Police Infrastructure Protection Unit partners, the Infrastructure Security Bureau developed an updated Facility Self-Assessment Tool that serves as a security best practices resource to assist small businesses and organizations in becoming more resilient and to better secure their operations and personnel.
NEW JERSEY CYBERSECURITY AND COMMUNICATIONS INTEGRATION CELL

The mission of the New Jersey Cybersecurity and Communications Integration Cell (NJCCIC) is to lead and coordinate New Jersey’s cybersecurity efforts while building resiliency to cyber threats throughout the State. In this role, the NJCCIC is tasked with the strategic development and execution of the State’s cybersecurity efforts, which includes acting as the State’s one-stop shop for cybersecurity information sharing, threat intelligence, best practices, and incident reporting and response. In addition, the NJCCIC is tasked with the development, management, and execution of an information security program that ensures the confidentiality, integrity, and availability of the information resources, systems, and services of the State of New Jersey Executive Branch’s departments and agencies.

Located at the NJ ROIC and acting in a cyber fusion center capacity, the NJCCIC is comprised of members from NJOHSP, the New Jersey Office of Information Technology, and the New Jersey State Police. The NJCCIC also maintains partnerships with other State and federal agencies, including the New Jersey Office of the Attorney General; the FBI; DHS' Cybersecurity and Infrastructure Security Agency; national organizations such as the Multi-State Information Sharing and Analysis Center (MS-ISAC), Health Information Sharing and Analysis Center, Financial Services Information Sharing and Analysis Center, Electricity Information Sharing and Analysis Center, and Elections Infrastructure Information Sharing and Analysis Center; and private-sector organizations and operators of critical infrastructure and key resources throughout New Jersey and beyond.

The overall impact and establishment of the NJCCIC as an essential cybersecurity resource for New Jersey and beyond is borne out by its continued growth and effectiveness in meeting its mission goals and objectives. In FY 2020, the NJCCIC increased its membership by 1,948 to 10,711. Membership grew further in FY 2021 by another 1,275 for a total of 11,213 members. Its following includes members from 45 states, two territories, and 50 countries around the world. Members receive the NJCCIC’s cyber threat intelligence products, alerts, advisories, training notifications, and other cybersecurity products and services.

Staff responded to or assisted in 224 cybersecurity incidents reported to the NJCCIC in FY 2020 and 449 in FY 2021. Of the 673 reported incidents, 61 were for ransomware infections impacting New Jersey public- and private-sector organizations and private citizens. As ransomware attacks increase in sophistication and result in significant disruptions to impacted organizations’ operations with high remediation costs, the NJCCIC continues to work with its partners to provide risk mitigation strategies and response services. In addition to its Ransomware Mitigation Guide, the NJCCIC maintains profiles on hundreds of ransomware variants and provides members with updates to the tactics and techniques that ransomware threat actors use.
Email-based attacks remain the most prevalent, persistent, and effective cybersecurity threat affecting New Jersey and organizations around the world. A significant number of incidents the NJCCIC responds to begin with a victim receiving a targeted email message containing prompts to open malicious attachments, click on links, or divulge sensitive information. Often, threat actors use email attacks to gain a foothold in an organization’s network by compromising a legitimate user’s credentials or executing malware on the recipient’s systems. Email-based attacks are so prevalent because convincing a person to take a desired action is typically easier than hacking into a system.

During any given month, NJCCIC-managed enterprise email content filters have blocked **over half of all emails** sent to New Jersey State government departments and agencies, as the inbound messages contained malicious attachments, links, or phishing content or were determined to be spam. In FY 2020, the NJCCIC’s filters blocked more than **369 million emails** intended for New Jersey State government workers, with **over 450,000 emails** deemed targeted threats.

In addition to the State’s email content filtering systems, the NJCCIC also manages the State’s intrusion detection and prevention systems and other enterprise technologies that provide network, endpoint, application, and data protection. In 2020, these technologies were used to analyze and block **more than 130 million internet-based attacks** from around the globe, with **almost 12 million** targeting the State’s public-facing web applications.

**Capability Building**

The purpose of the NJCCIC’s efforts in providing near real-time threat intelligence, cybersecurity information, and best practices is to ensure individuals and organizations are aware of threats and have the information necessary to mitigate risks associated with them. In doing so, the NJCCIC develops a better overall cybersecurity posture for the State while increasing its capabilities in preventing and responding to cyber threats.

The NJCCIC distributed **244 cybersecurity products** in FY 2020 and **267** in FY 2021. Of the 511 cybersecurity products distributed, **43 were cybersecurity alerts, 308 were cybersecurity advisories**, and the remaining were weekly and monthly bulletins and training announcements. In addition to distributed products, new threat profiles; best practices documents; updates on current and emerging cyber threats, including phishing and other social engineering threats; and cyber risk mitigation strategies and tactics were published to the NJCCIC website. The NJCCIC’s body of work is available at [cyber.nj.gov](http://cyber.nj.gov), which is intended to assist businesses, organizations, and private citizens in bolstering their cybersecurity capabilities and defending against cyber threats, thereby becoming more resilient to cyber attacks.

In addition to the published cybersecurity products, the NJCCIC coordinated and provided cybersecurity awareness training across Executive Branch departments and agencies during the past two fiscal years. NJCCIC staff delivered **over 143 external cybersecurity threat briefings and presentations** to roughly **7,500 individuals** across the State, despite limitations due to the COVID-19 pandemic. In addition, the
NJCCIC hosted **13 instructor-led advanced cybersecurity training classes** for **422 cyber defenders and investigators**, covering such topics as intrusion detection, cyber incident response, computer forensics, and penetration testing.

In FY 2020, the NJCCIC began an initiative to notify New Jersey State agencies, county and local governments, law enforcement agencies, educational facilities, and healthcare organizations of users whose account credentials were posted, shared, or for sale or sold on various dark web forums, markets, and paste sites. Threat actors likely obtained these credentials as a result of a data breach or malware infection. The intent of this program is to mitigate the risk of account compromises that could lead to unauthorized access of accounts and network assets, as well as identity theft and other fraudulent activities. From inception to the end of FY 2021, the NJCCIC has notified affected entities of **17,817 exposed credentials**.

The NJCCIC utilizes its website and social media to provide awareness to the cybersecurity community of emerging trends, threats, and analysis, in addition to current events, conferences, and training opportunities. In FY 2020, the NJCCIC had **280,000 visitors** to its website. There was a **16 percent increase** in traffic with **325,000 visitors** in FY 2021. Each of the past two fiscal years saw **550 social media postings** published to different platforms. In addition, the NJCCIC launched a new member portal in 2020 to provide more targeted information, increased handling-level products, and archive functionality of products for vetted members. Current members include **over 1,200 vetted cyber defenders**.

**STEM Outreach**

For 2021, the National Cyber Scholarship Foundation (NCSF) awarded **63 New Jersey high school students** with the coveted “National Cyber Scholar” designation following its 48-hour National Cyber Scholarship (NCS) competition. The annual nationwide event for high school students is designed to evaluate aptitude in combating cyber threats and encourage students to become part of the next generation of cybersecurity professionals. Juniors and seniors named National Cyber Scholars qualify for scholarships and training opportunities. This year, 91 New Jersey students garnered **more than $432,500 in funding**.

Four New Jersey students who finished the competition in the top 30 earned the highest distinction of “Scholar with Honors” and each received a **$3,000 college scholarship**. Another 59 New Jersey students were named “Scholars” and each received a **$2,500 college scholarship**. For the 28 highest-scoring freshmen and sophomores not eligible for scholarships, NCSF awarded the “Finalist” status. All winning students were invited to participate in this summer’s Cyber Foundations Academy, a multiweek training and certification course worth $3,000.

There are several pathways to qualify for the next NCS competition, including CyberStart America, a free online program promoted by the NJCCIC that helps students discover their interest in cybersecurity and develop their talent and skills. This year, a **record-breaking 2,188 New Jersey high school students** registered to attempt various computer security puzzles and challenges that tested their skills in areas such as password cracking, reverse engineering, memory corruption, and cryptography. In 2020, over **10,000 girls** across the country participated in CyberStart America. Participation in 2020 included **1,348 students**.
from New Jersey high schools, of which 168 succeeded in reaching the National Finals. New Jersey participation in 2019 included a total of 1,154 students from 102 different high schools.

The NJCCIC sponsored the annual New Jersey Cybersecurity Poster Contest in partnership with MS-ISAC. The competition was open to New Jersey public, private, and home-schooled K-12 students. There were 67 winning New Jersey posters selected and submitted to MS-ISAC for entry into the National Cybersecurity Poster contest. Three New Jersey students were chosen as national winners. Their winning poster art was featured in the 2021 National Cybersecurity Awareness Calendar distributed nationwide in October as part of National Cybersecurity Awareness Month.

The NJCCIC’s outreach into the K-12 STEM community in New Jersey continues along with efforts to partner with New Jersey’s colleges and universities. NJCCIC representatives act as members of the Department of Education’s Computer Science Advisory Board that is developing K-12 computer science curriculum requirements. They also participate on cybersecurity advisory boards for several State universities and colleges. Over the past several years, the NJCCIC has developed a robust internship program that was extended to high school students this past year. Over the past three years, the NJCCIC has hired 11 of its interns as full- or part-time employees, providing a pathway for students to gain experience in the cybersecurity field that eventually results in cybersecurity career opportunities.

**Risk Management**

In 2020, the NJCCIC continued expanding its risk management services by assisting other agencies with conducting cybersecurity risk assessments of three high-profile Statewide systems. The NJCCIC, in coordination with the New Jersey Office of Information Technology’s System Architecture Review process, reviews all systems being implemented on the Garden State Network for compliance to the Statewide Information Security Manual. The NJCCIC also performs System Security Reviews of potential and existing third-party vendor partners undergoing purchasing reviews and requests for proposals.

The NJCCIC continued to implement the Statewide Cyber Threat Grid in which intrusion detection sensors will be placed at the perimeter of each of the 21 New Jersey county networks and the two New Jersey UASI cities, as well as the perimeter of the State government network. The purpose of this project is to provide increased protection for county and State government networks, systems, and information, increased situational awareness of threats that can potentially impact the security of county and State government networks and systems, increased capability to respond to threats in a more timely and effective manner, and the ability to correlate alerts, trends, and analytics across multiple networks. This creates a New Jersey Statewide Threat Grid. As of December 2020, 17 sensors were installed, including the first cloud sensor pilot installation. In 2021, at least an additional seven sensors were installed.

**On the Election Front**

The NJCCIC continued to partner with the New Jersey Department of State’s Division of Elections and county elections officials throughout FY 2020 to provide security for elections systems and processes. Cybersecurity Critical Infrastructure analysts are embedded with the New Jersey Secretary of State’s
Division of Elections office to assist the Division of Elections and county elections officials with the security of New Jersey’s elections systems. The analysts are responsible for coordinating all cybersecurity efforts related to the elections systems. This includes support for the Division of Elections’ continuity of operations plan (COOP) and ensuring the Statewide Voter Registration System (SVRS) is secure. In early 2020, a thorough assessment of security and access to the system was performed with the system vendor. The assessment allowed the vendor to implement additional security measures to increase the ability to protect the SVRS.

Throughout 2020, the NJCCIC established communication and coordination with well over 500 state, federal, and local elections officials and security partners to maintain communications and planning for the 2020 election. Even with the remote work posture throughout 2020, an Election Day Situation Room at the NJCCIC was activated on both primary and general election days. In coordination with federal, state, and local agencies, the team used multiple synchronized platforms to monitor and report on Election Day security. This outreach continued into the 2021 gubernatorial election cycle.

Throughout 2020, the NJCCIC collaborated with the New Jersey Department of State to complete cybersecurity and physical assessments of 21 county elections officials and county IT partners. The NJCCIC assisted all 21 county partners with establishing and maintaining their own COOPs for managing the election in each county. The purpose of the reviews was to document emergency response and continuity of operations capabilities in the event of a range of physical and cybersecurity incident scenarios that could impact the effective and efficient conduct of elections in New Jersey.

In 2021, the NJCCIC played a leading role in supporting the evaluation and rollout of ePoll books and early voting processes in preparation of the 2021 gubernatorial election.

**STRATEGIC PLAN**

In September 2020, the DSPTF ratified the NJCCIC’s 2021-2025 Cybersecurity Strategic Plan. The plan represents a pathway to achieve improved cyber resilience through a series of interrelated strategic goals, objectives, and action items intended to help safeguard New Jersey’s institutions, businesses, and individuals. It includes broad Statewide goals and objectives applicable to all public- and private-sector institutions and individuals, as well as those specific to the Executive Branch of the New Jersey State government, for which the NJCCIC has direct oversight. This strategic plan also supports the overall mission of NJOHSP, whereby cybersecurity is woven into its counterterrorism, counterintelligence, and preparedness functions.

**NJCCIC CYBERSECURITY STRATEGIC GOALS**

• **Strategic Goal 1 - Cybersecurity Leadership:** Lead and coordinate a whole-of-state approach to cybersecurity.
In 2015, the NJCCIC was established as a component organization within NJOHSP and was tasked with serving as the central civilian resource for cybersecurity leadership and coordination for a broad range of Statewide cybersecurity initiatives and efforts. Since its inception, the NJCCIC has delivered significant public benefit and value in protecting New Jersey's institutions, businesses, and individuals against a growing number of cyber threats. Strategic Goal 1 builds on those successes and addresses the NJCCIC’s role in leading and coordinating a whole-of-state approach to cybersecurity.

- **Strategic Goal 2 - Capability Building:** Increase the security posture and resilience of public and private institutions, critical infrastructure assets and key resources, and the residents of New Jersey by building cybersecurity capabilities.

Resilience, as defined by Presidential Policy Directive PPD-21, is the ability to prepare for and adapt to changing conditions and withstand and recover rapidly from disruptions. Cyber resilience focuses on the preventive, detective, and reactive controls in an information technology environment to assess gaps and drive enhancements to improve the overall security posture of the entity. This strategic goal addresses the State’s cybersecurity readiness and cyber resilience, including those initiatives and activities necessary to prepare for, respond to, and recover from cyber attacks.

- **Strategic Goal 3 - Partnerships and Collaboration:** Cultivate strategic partnerships and pervasively collaborate with public- and private-sector organizations to increase the capacity and capability to recognize threats and defend against and respond to cyber attacks perpetrated against the citizens, public and private institutions, and critical infrastructure of New Jersey and the United States.

Strategic Goal 3 recognizes that in a hyperconnected world, all organizations face a common set of threats for which a collaborative, whole-of-state approach allows for the sharing of critical information and key resources and the integration of public- and private-sector cyber defense and response capabilities. The principle of “One Team, One Fight,” whereby many different organizations and individuals come together for a common mission, is a key component of this strategic goal.
**Support Services**

**Fiscal Bureau**

The bureau 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 and private-sector partners.

**Fiscal Year 2020**

The Fiscal Bureau is focused on the effective management of NJOHSP’s $12.8 million State operations budget, $10.9 million cybersecurity budget, and approximately $111 million of State and federal grant funds. The financial team supports the Grants Management Bureau by processing grant reimbursement packages and maintaining financial records within the New Jersey Comprehensive Financial System. In FY 2020, the financial team processed over $37 million in State and federal grant expenditures.

**NJCCIC Support**

In its fourth year as the lead agency responsible for securing New Jersey’s cyber technologies and network from malicious attacks, the Fiscal Bureau worked in tandem with the NJCCIC Deputy Chief Information Security Officer. The bureau implemented a cybersecurity reimbursement initiative of more than $3 million for the Executive Branch with 100 percent program compliance. The financial team procured over $10 million of cybersecurity-related products and services to protect the Garden State Network and New Jersey’s cyber infrastructure from malicious acts. The Fiscal Bureau and the NJCCIC improved external procurement processes and developed a cohesive system to benefit the Executive Branch.

**Newark Water Response**

In August 2019, the Fiscal Bureau helped manage a coordinated response to the water crisis faced by the City of Newark. This was accomplished through collaborative procurement, delivery, and distribution of more than 70,000 cases of water to Newark. The Fiscal Bureau staff, alongside the Risk Management Bureau staff and multiple State agencies, oversaw each step in the supply chain, including warehouse receiving and distribution to in-city points of dissemination. The team precisely managed a logistics process for the City of Newark, navigating a litany of challenges along the way and assisting thousands of citizens in need. This was a stellar example of partnership between the private sector and local and state governments.
**Fiscal Year 2021**

The Fiscal Bureau is focused on the effective management of NJOHSP’s **$13.1 million State operations budget**, **$11.8 million cybersecurity budget**, and the budgeting and expenditure of **approximately $140 million of State and federal grant funds**. The financial team supports the Grants Management Bureau by processing grant reimbursement packages and maintaining financial records within the New Jersey Comprehensive Financial System. In FY 2021, the financial team processed over **$27 million in State and federal grant program expenditures**.

**NJCCIC Support**

In its fifth year as the lead agency responsible for securing New Jersey’s cyber technologies and network from malicious attacks, the Fiscal Bureau worked in tandem with the NJCCIC Deputy Chief Information Security Officer. The bureau implemented a cybersecurity reimbursement initiative of **more than $3.1 million** for the Executive Branch with **100 percent program compliance**. The fiscal team procured over **$11 million of cybersecurity-related products and services** to protect the Garden State Network and New Jersey’s cyber infrastructure from malicious acts. The Fiscal Bureau and the NJCCIC improved external procurement processes and developed a cohesive system to benefit the Executive Branch.

**COVID-19 Remote Office Program**

During the COVID-19 pandemic, NJOHSP joined much of the rest of the country facing the challenge of remote working. Traditionally, State government employees are conditioned to work in an office setting. The Fiscal Bureau, thanks to the Information Technology Bureau, made a seamless transition to the environment of working from home.
The Grants Management Bureau was responsible for administrative and programmatic oversight of over $140 million of Homeland Security Grant Program - State Homeland Security Program and UASI funding. Grant investments are focused on reducing the risk of acts of terrorism along key mission areas. Much of this funding is passed to local units of government to grow local preparedness capabilities. One example of a recent grant investment involved the purchase of enhanced prevention and response resources to active shooter scenarios, including the distribution of bleed kits and related training proven to save lives moments after such an event.

The Grants Management Bureau is also responsible for over $44 million of federal Nonprofit Security Grant Program awards received from DHS. Investments within this grant program allow for target hardening measures (i.e., CCTV, fencing, bollards, etc.) for nonprofit organizations at high risk of experiencing a terrorist attack. This program was recently expanded to also allow funding for the hiring of security personnel services.

Grants Management Bureau staff also administers a similar federal nonprofit security grant program for organizations outside the UASI region, allowing for expanded security needs for eligible nonprofit organizations in other parts of the State.

The bureau built the business framework and administers a State-funded grant program, the New Jersey Nonprofit Security Grant Program. This competitive grant program is for eligible 501(c)(3) nonprofit organizations within New Jersey that are deemed to be at the greatest risk of a terrorist attack to hire security personnel or secure target hardening equipment specifically for the prevention of or protection against such an attack. This program receives an annual State appropriation.

<table>
<thead>
<tr>
<th>NSGP Grant Applications</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
</tr>
<tr>
<td>2020</td>
</tr>
<tr>
<td>2019</td>
</tr>
<tr>
<td>2018</td>
</tr>
<tr>
<td>2017</td>
</tr>
</tbody>
</table>

This chart represents the total number of Federal Fiscal Year NSGP and State Fiscal Year New Jersey NSGP applications.
FISCAL YEAR 2021

The Grants Management Bureau was responsible for administrative and programmatic oversight of more than $124 million of Homeland Security Grant Program - State Homeland Security Program and UASI funding. Grant investments are focused on reducing the risk of acts of terrorism along key mission areas. Much of this funding is passed to local units of government to grow local preparedness capabilities. Recent grant investments are centered on national priorities, including enhancing cybersecurity, improving protection of soft targets and crowded places, and addressing emergent threats.

The Grants Management Bureau is also responsible for over $28 million of federal Nonprofit Security Grant Program awards received from DHS. Investments within this grant program allow for target hardening measures (i.e., CCTV, fencing, bollards, etc.) for nonprofit organizations at the greatest risk of terrorism. This program was recently expanded to also allow funding for the hiring of security personnel services.

Grants Management Bureau staff also administers a similar federal nonprofit security grant program for organizations outside the UASI region, allowing for expanded security needs for eligible nonprofit organizations in other parts of the State.

The bureau also continues administering a State-funded grant program, the New Jersey Nonprofit Security Grant Program. This competitive grant program is for eligible 501(c)(3) nonprofit organizations within New Jersey deemed to be at the greatest risk of a terrorist attack. Funding can be used to hire security personnel or secure target hardening equipment specifically for the prevention of or protection against such an attack. This program continues expanding in terms of interest, participation, and growing funding levels.
HUMAN RESOURCES BUREAU

This bureau is charged with maximizing organizational and individual potential while facilitating a work-life balance accomplished through recruitment of top talent, workforce training and development, retention of high-performing workforce, and ensuring compliance with State and federal employment laws. The bureau houses the facilities management function for the Office.

DIVERSITY AND INCLUSION INITIATIVES

One of the five core values of NJOHSP is diversity. The organization strives to build a workforce that is as diverse as New Jersey’s citizenry, priding itself on encouraging diversity of thought, perspective, and problem solving.

The Human Resources Bureau participated in the first full-day State Workforce Diversity Summit led by the Civil Service Commission. The purpose of the summit was to provide State government employees with the opportunity to learn, gather, and share information related to diversity and inclusion in the State’s workforce.

Last year, the Human Resources Bureau developed a Diversity and Inclusion Plan for NJOHSP, which identified three goals.

Goal 1: Train all those participating in the hiring and selection process on hiring diversely and train all NJOHSP staff in valuing diversity.

To achieve this goal, all supervisory staff members were mandated to take a training course, Raising Consciousness: Implicit Bias Interrupted. This course was designed to bring awareness to unconscious influences, whether positive or negative, that may impact one’s perception, interaction, and decision-making in the workplace. Practical techniques to interrupt and mitigate implicit bias in the workplace were provided. NJOHSP achieved this goal, as 99 percent of the supervisory staff completed this training by the established deadline of August 2019.

Additionally, all NJOHSP employees were offered training on diversity and inclusion in a Valuing Differences course. A majority of employees completed this training by December 2019. NJOHSP participated in the training sessions along with the employees of the Department of Law and Public Safety, allowing NJOHSP employees to engage and share experiences with employees from other divisions. The class utilized hypothetical vignettes to spur discussion on situations that may arise in the workplace, explore differences in interpreting those experiences, and suggest techniques that foster a more inclusive culture.

To align every new hire with the core value of diversity, NJOHSP has added the Valuing Differences course as required training to its onboarding plan. Additionally, every new hire in a supervisory position and every employee promoted to a supervisory position is required to take the Raising Consciousness: Implicit Bias Interrupted course.
**Goal 2:** Increase the number of women and minorities in full-time equivalent (FTE) positions at NJOHSP by expanding recruitment activities to reach more diverse populations.

The Human Resources Bureau researched universities with diverse student bodies and attended a total of six career fairs. NJOHSP also partnered with State agencies and organizations to support diversity by hosting an intern from the Governor’s Hispanic Fellows Program, attending the Hispanic State Resource Fair, and recruiting at the Civil Service Commission job fair.

Increasing the diversity of NJOHSP staff begins with hiring diversely. From July 1, 2019, to present, NJOHSP hired for 17 FTE positions. Of the 17 new hires, approximately 65 percent were women and/or minorities.

**Goal 3:** Increase internal communication so staff have more awareness of the diversity of New Jersey’s residents.

To achieve this goal, the Human Resources Bureau published on a monthly basis observances recognized and celebrated by the diverse residents of New Jersey. The purpose of communicating this information to NJOHSP staff members was to enhance employee awareness and advance a diverse and inclusive work culture.

**COVID-19 Pandemic Challenges Overcome**

A comparison of the data before and during the pandemic shows that the Human Resources Bureau continued to function at a high capacity and exceeded its deliverables. As the bureau was proactively moving toward electronic record-keeping and databases for all personnel matters, the sudden switch to remote work was seamless. Bureau staff was well-prepared and able to access records needed to carry out all personnel functions.

To support the selection and onboarding of future employees, the bureau adapted to the new normal by conducting virtual meetings and interviews with candidates and making recordings and videos for new hire trainings to comply with training requirements and COVID-19 restrictions.

The data demonstrates that the Human Resources Bureau was not halted by the pandemic. Specifically, staffing levels at NJOHSP remained relatively stable, as can be seen from the separations data. Though the hiring process was paused Statewide, the Human Resources Bureau resumed at full speed once the freeze was lifted by doubling the number of postings from 12 in FY 2020 to 24 in FY 2021 and more than doubling the number

<table>
<thead>
<tr>
<th></th>
<th>FY 2020</th>
<th>FY 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Separations (FTE &amp; TES)</td>
<td>9</td>
<td>11</td>
</tr>
<tr>
<td>Postings</td>
<td>12</td>
<td>24</td>
</tr>
<tr>
<td>Applications Received</td>
<td>599</td>
<td>2,007</td>
</tr>
<tr>
<td>Interviews Conducted</td>
<td>33</td>
<td>82</td>
</tr>
<tr>
<td>New Hires (FTE &amp; TES)</td>
<td>19</td>
<td>7</td>
</tr>
</tbody>
</table>
of interviews from 33 in FY 2020 to 82 in FY 2021. Despite the freeze, the Human Resources Bureau successfully onboarded 26 new hires for FY 2020 and FY 2021.

NJOHSP hosts a year-round internship program, which the Human Resources Bureau coordinates. Though the program was suspended during the height of the pandemic in the summer of 2020, it was resumed in a remote capacity for fall 2020 and spring 2021, with five to six interns for each semester. By the summer of 2021, the program was back to full capacity, hosting 29 college and high school interns in a remote capacity.

The pandemic increased the workload burden for the Human Resources Bureau in the leaves/accommodations and benefits area. Specifically, in addition to various leaves the bureau normally processes and counsels employees on, it was also charged with addressing the ever-changing landscape of COVID-19. The bureau stayed abreast of new regulations governing leaves, interpreted and counseled staff on new leave time usage, provided information and guidance on quarantine and isolation protocols, identified and informed close contacts in the workplace, reviewed and maintained documentation for compliance to ensure the health and safety of staff, counseled employees and staff on reporting and timekeeping matters, and increased various record-keeping functions. As guidance has continued to change, the bureau continues to research the latest guidance to inform its decision-making regarding personnel matters.

The data shows the Human Resources Bureau processed 45 leaves in FY 2021, up from 38 leaves in FY 2020. While majority of NJOHSP staff were able to telework while in isolation or quarantine, the organization still had a usage of 134 hours of the federal Emergency Paid Sick Leave Act (EPSLA) leave time for employees who could not telework, 312 hours of COVID Sick time usage, and 77 hours of COVID Family leave time usage.

The data demonstrates that the Human Resources Bureau remained agile, overcame the challenges posed by the COVID-19 pandemic, and delivered for the needs of the agency and its employees.
In FY 2020, the Information Technology Bureau introduced several major accomplishments.

The bureau was prepared for the COVID-19 shutdown in March 2020 and supported a **100 percent remote-capable workforce** from day one. The team provided reliable and secure access to every employee without having to purchase any additional hardware or software licensing. This support has continued throughout the entirety of the pandemic.

The bureau substantially reduced costs by migrating in-house applications to the State Office of Information Technology's private cloud system. This allowed the Office to keep personnel, software, and data center usage costs down by sharing resources across the enterprise.

NJHOHSP was the first agency to build a collaborative platform across separate State agency Microsoft 365 tenants. The Information Technology Bureau implemented full, automated guest capabilities with the State Office of Information Technology, whereby the agencies can continue to enforce security protocols while providing all collaborative benefits of the Microsoft 365 environment.

During FY 2021, the Information Technology Bureau had the Office prepared for remote work at the onset of the Statewide shutdown. All users were provided mobile PCs and virtual private network (VPN) connectivity to continue the mission while working remotely. This came with some issues that quickly became critical. Primarily, VPN connectivity into State networks was slow and unreliable, which led to a loss of productivity when users lost work or could not connect. As time went on, the issued devices were unable to connect to internal update servers to address critical operating systems, making them vulnerable to malicious activity. Finally, the bureau was unable to remotely access user machines without jumping through multiple hoops when administrative troubleshooting was required.

Within the fiscal year, the Information Technology Bureau solved all these issues at minimal cost with a focus on security and ease of access for end users. The bureau deployed a solution for an “always-on” VPN utilizing a zero-trust system. This eliminated the slow and unreliable VPN access issues and allowed access to internal network resources and, most importantly, the critical updates they were previously missing out on. Second, a secure remote access system was deployed so the bureau can instantly access a user’s device no matter where they are to troubleshoot issues. By the close of the fiscal year, remote work capabilities were exactly as they were on-site with no loss of productivity.
**First Leadership Development Training Program**

The NJOHSP Support Services Division researched, developed, and implemented the organization’s first leadership development training program. The training catalog contains a variety of courses, live speaker presentations, on-demand webinars, and reading materials. The variety of learning mediums used in this catalog are intended to help engage NJOHSP bureau chiefs so that they may build and enhance their leadership skills. It also provides others with a framework from which to begin to build their own leadership development credentials. Effective leadership is critical to the successful execution of NJOHSP’s mission. The leadership training catalog offers a comprehensive list of core and advanced courses designed to enhance the understanding and implementation of leadership techniques to maximize each employee’s contribution to the mission’s essential tasks.

**Resiliency Training**

Support Services also implemented a monthly resiliency training program for all staff with various master resiliency trainers and lesson plans. Resiliency is the ability to withstand, recover, and grow in the face of stressors and changing demands. It is known that people can learn how to become more resilient. This initiative covers **12 lesson plans** and is being delivered virtually in an effort to allow the maximum number of staff to attend the training. Special Projects also created a Resiliency Wellness Microsoft Teams channel that includes weekly postings detailing a variety of free resiliency training and information and positive resiliency building messaging, monthly resiliency stories and parables, and a platform where all NJOHSP staff can provide input about their life experiences, resiliency building measures, and feedback on resiliency training sessions.
The past two years have marked an unprecedented time for both the organization and its Communications team. Despite the many challenges posed by the COVID-19 pandemic, the Communications staff managed to grow and engage audiences through media relations and public outreach in support of the overall operations.

The Office’s social media accounts—Twitter, Facebook, Instagram, and LinkedIn—experienced a significant upswing in audience growth with a combined count of more than 50,000 followers. Over the course of FY 2020 and FY 2021, social media posts primarily concentrated on topics related to NJOHSP’s mission and its numerous Statewide efforts and milestones, tapping into informative and branded graphics and images to improve audience engagement.

Press releases drafted and distributed during this time frame touched on a litany of topics that included cybersecurity, grant opportunities, new programming, and threat assessments.

As NJOHSP’s most forward-facing assets, its websites kept visitors apprised of consistent updates regarding law enforcement and homeland security efforts throughout the State. Website analytics logged over 400,000 users, who visited these sites to better acclimate themselves with NJOHSP information and to view webpages that covered all scopes of the operation, including intelligence reports, trainings and exercises, cybersecurity trends and best practices, membership programs, and more.

The Communications team worked with leadership to identify opportunities to promote the Office’s mission, accomplishments, resources, and partnerships. These exchanges led to coordinated interviews between media and senior staff, as well as public awareness of current events pertinent to homeland security and NJOHSP’s overall mission. As a result, NJOHSP messaging that touched on everything from anniversaries to new programming to disinformation made its way to the airwaves, websites, and pages of nearly every major media outlet in New Jersey.

As in years past, the Office of Communications was a driving force behind promoting the “See Something, Say Something” campaign. NJOHSP messaging generated over 5 million radio and digital impressions from football fans throughout the 2019 and 2020 National Football League regular seasons at MetLife Stadium.
The Communications team also continued to build content for its prominent weekly *NJOHSP Bulletin*, which boasted as many as 7,117 subscribers.

The group has also been the creative architect behind NJOHSP’s more traditional avenues of communication, including booklets, brochures, flyers, trifolds, snapshots, intelligence briefs, and posters, all of which are used across the divisions to illustrate and educate viewers on NJOHSP’s many events, ongoing initiatives, and successes.