



OEM

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The New Jersey Regional Operations and Intelligence Center

"Welcome to the ROIC"

In 2006, the New Jersey State Police opened the state's first ever Regional Operations and Intelligence Center (ROIC) and fusion center. Although the concept is not new, the Garden State has taken it to another level.

How, might you ask? What makes New Jersey so different? We sat down with Colonel Rick Fuentes to get an inside look at NJ's best law enforcement resource.

Q: Colonel, how did the ROIC and fusion center concept become a reality?

A: The concept of a Regional Operations and Intelligence Center here in New Jersey, although used for years by many law enforcement agencies in the US and UK, was adopted full-scale after the 9/11 attacks. Through the 9/11 Commission report, a new ideology was born focusing on command and control, 24/7. The tragedies that day taught us a sad and costly lesson on how improving inter-agency communications, and sharing information properly, are key frontline defenses when dealing with terrorism and criminal acts.

Q: Since the 9/11 Commission, and during recent years, have homeland security practices changed?

A: Since the infusion of homeland security tactics immediately after 9/11, the homeland security mission and focus has changed drastically and progressively in a proactive fashion. No longer is a four-color paint chart applicable to our country's threat level assessment. We must always be at (level) orange at all times regardless of our situation. In doing so, we will remain vigilant and watchful to protect against another 9/11. On the state level, and as an organization, we place an awareness, preparedness and protection focus on all domestic and international events via an all hazards approach.

Q: How does the ROIC and fusion center play a part in the concept of new homeland security tactics and Intelligence Led Policing (ILP)?

A: Many times we discuss ILP. But simply stated, ILP, has served as a management model and concept to efficiently and effectively gather information. However, make

no mistake, intelligence is no good without information and analysis. The ROIC has successfully blended information and analysis to produce intelligence for the good of the state, not just on homeland security/terrorism levels, but also along the lines of traffic control, anti-gang initiatives and community policing.

Q: How is the ROIC different than other states' systems?

A: What sets the ROIC apart from other fusion centers and intelligence gathering departments across the country is it's not grounded in a set blueprint. It has a strong practical foundation to support day to day operations, but in the same breath, it is always changing its approach to maximize results and get ahead of the game. It truly takes a look at policing, info sharing and intelligence gathering in an all-inclusive manner. For example, during any given day at the ROIC, multiple organizations from NJSP to FBI to Coast Guard can collaborate, coordinate, troubleshoot and problem solve together.

"Welcome to the ROIC"



*Colonel Rick Funetes NJSP
Superintendent & NJOEM Director*

Q: In your opinion, what is the cornerstone of the ROIC? What makes it tick?

A: People. Good People. The right people! When you have the right people in place, utilizing the technology available. A synergy among personnel is born that spurs trust, teamwork and results.

Q: What are some rewards of working in an all-inclusive police network such as the ROIC?

A: No longer are we, as law enforcement professionals and police organizations, working in silos. Yes, information and knowledge are both power, but it is more powerful and crucial to share that info with other organizations for the overall homeland security/public safety goal and mission.

Q: So what are your overall thoughts of the ROIC/Fusion Center?

A: For years we tried to connect the dots on our own, and we were only somewhat successful. But through two-way, inter-agency communications, we've been able to get some specialized help

to connect the dots collectively, thus, allowing us to complete the puzzle. It all boiled down to us refining the flow of information by sharing the information that was at our fingertips.

If you take a good hard look at the New Jersey State Police, we are a dynamic, high-horsepower organization, a race car if you will. However, before the ROIC we had the engine of a Formula One but the body of a bread truck. With the integration of the ROIC, we now look, feel and operate with the precision of that race car. We've streamlined our operations via the ROIC. From traffic patrol to inner-city crime prevention, we've seen results. Although we will never eliminate all crime and motor vehicle accidents, we can track patterns and trends to help us reinvent our strategies designed to keep people safe.

In its short existence, the fusion center has allowed us to better execute decisions and plans based on the productive flow of info, both internally and externally. This flow has allowed us to deploy resources in a more timely manner than in years past. As we all know, when protecting lives, time is always of the essence.

Q: Do you see any ROIC challenges for the future?

In the future, some challenges presented to the ROIC are as follows, but keep in mind. The (challenges) are for the good and growth of the ROIC.

1. We must keep on top of technical advancements.
2. Analytical space and associated analytical component growth is key.

3. Key ROIC necessities, such as the call center, need to be implemented and utilized as soon as possible.
4. Our catastrophic planning capabilities need to be expanded. New Jersey is a unique state that poses many emergency management challenges. We embrace those challenges through working to better prepare our state for any disaster, both natural, or manmade.

Q: Any final thoughts that you'd like to leave our readers with?

A: Our organization is always growing, and truly dynamic. There is no end goal in sight with respect to the ROIC. The sky is the limit. By not setting an end goal regarding capabilities, we will always build on our successes and try to improve, utilizing the talents and technologies that our organization is built upon. In my opinion, setting an end goal will only limit our vision and mission, and in turn, not allow us to see the bigger picture. Thus, we become obsolete rather than synergetically transform with the needs of our state. Also, we must understand how to better compete, produce and contribute to the homeland security mission on a daily basis. Although we do an excellent job at present, we can always become better by challenging ourselves to remain the best of the best. All of this is not possible without a skilled workforce, and we must maintain that workforce on a competitive level. I will work tirelessly to seek and obtain the appropriate funds and people necessary to accomplish all NJOEM missions. ●

LTC Richard "Rick" Arroyo

New Jersey State Police - Retired August 1, 2008



*NJSP Lieutenant Colonel
Richard Arroyo (Retired)*

On October 4, 1982, Richard Arroyo entered the State Police Academy as a member of the 100th class, embarking on a journey that would make him a New Jersey State Trooper. In March of 1983, under the command of Colonel Clinton L. Pagano, his career officially began when he graduated the Academy.

From March of 1983 to October of 1986, Arroyo served in the New Jersey State Police as a general road duty trooper. During these formative years, he was stationed in Troop A's Port Norris, Bridgeton and Absecon stations. In addition to these assignments, Arroyo became a team member of the New Jersey State Police Tactical Patrol Unit.

In the late '80s, Arroyo was able to utilize his special skills and talents as a helicopter pilot for the New Jersey State Police Aviation Unit—a job that he truly loved, respected, and one which took his career (literally) to new heights. From October 1986 to March 1997 Arroyo escorted dignitaries, monitored traffic, and most im-

portantly, conducted lifesaving searches, rescues and MEDEVAC transports. In addition, to these duties, this was one of the first opportunities for Arroyo, a former car salesman, to get a chance to showcase his people skills and a natural gift for gab through the many lectures and seminars hosted by the Aviation Unit.

As the 1990s came to an end Arroyo went from the sky back to his road roots. He was promoted to a squad supervisor in 1997 serving stints in the Buena and Tuckerton stations. In August of 2001, now a Staff Sergeant, Arroyo was assigned to Troop A T.E.A.M.S. Where he assisted in the supervision and planning rescue efforts at the World Trade Center disaster in New York City.

In the years to follow, Arroyo would move throughout the New Jersey State Police with stops throughout Troop A. In the tactical patrol office, he coordinated all special details including the Underground Railroad Walk and the USS Battleship New Jersey Tour. He earned the rank of Lieutenant as the station commander of Morristown on the Turnpike.

Life as an officer proved to be a good fit for Arroyo. His years of experience, determination and selfless commitment to his staff and superiors allowed him to flourish as a leader. In Arroyo's eyes, everyone was part of the team and each team member was special.

From 2003 to 2007 Arroyo served in the administrative capacity as one of the Division's finest leaders. In 2004, Arroyo was returned to his home away from home in the

sky, the Aviation Bureau, before working in the New Jersey State Police Special Operations Sections as their Executive Officer.

After SOS, Arroyo became the Commanding Officer in 2007 where he was tasked with the responsibility of planning, directing and coordinating emergency operations within the State which is beyond local control eventually setting the stage for his final stop as Deputy Superintendent of Homeland Security for the New Jersey State Police. Throughout his career, Arroyo has worn many hats as well as lived and shared in many of the New Jersey State Police's finest accomplishments. We thank Arroyo not only for the things that he's done during his career but the person that he is and what he stands for... Honor, Duty and Fidelity to the fullest. ●

Annual EPZ Calendar Awards Ceremonies

Two recognition ceremonies were held in early June to recognize area elementary school children whose artwork was selected to be featured in the annual PSEG Nuclear Emergency Pplanning Zone (EPZ) Calendar. A total of twenty-eight 3rd – 4th graders were recognized for their contribution to the calendar. The New Jersey ceremony was held at the Woodland Country Day School campus combining both Salem and Cumberland County winning students.

After lunch, each student received a written proclamation from their local government, a variety of small gifts, a school backpack and an American Express gift certificate. At the end of the ceremonies, family members took additional pictures of their children with officials. The students had a great time and PSEG Nuclear representatives all felt that the event was a huge success.

The PSEG Nuclear EPZ calendar comes out every September and is one of PSEG Nuclear's most effective and well-received community outreach programs. This year's theme is: "Our Environment, Our World: Protecting Planet Earth" and is delivered to virtually every resident, business, governmental building and school within the site 10-mile EPZ.

Preparing Is Caring . . . Are You Register Ready?

In preparation for emergency events, the counties of Atlantic, Cape May, Cumberland, Monmouth, Ocean and Salem, in partnership with the New Jersey Office of Emergency Management and the New Jersey Office of Homeland Security and Preparedness, have created "Register Ready – New Jersey's Special Needs Registry for Disasters," a free, voluntary and confidential web-based program designed to assist people with special needs who may find it difficult to get to safety in the event of an emergency.

People with special needs (or caregivers on their behalf) are encouraged to register electronically, if possible, by accessing www.registerready.nj.gov. Alternatively, they can call New Jersey's toll-free 2-1-1 telephone service. This service will register people, offer free translation, and provide TTY services for the hearing-impaired. Paper registration forms are also available.

Nearly 6300 persons have registered to date. During National Preparedness Month 2008, the NJOEM will extend Reg-

ister Ready capabilities into the counties of Gloucester, Camden, Burlington and Mercer. Union County health and emergency management officials also hope to stand up Register Ready capabilities soon. A radio, print and outdoor advertising campaign is supporting the Register Ready project.

The State's private-sector partner in this initiative is the Delta Development Group Inc. of Mechanicsburg, PA. Delta's "Total Visibility" software application provides the infrastructure for the web-based registry system.

Emergency management officials often view special needs registry development and maintenance from varying perspectives, ranging from concerns about the need for expectations management to an increased sense of confidence about being able to track individuals in their communities who require specific assistance during adverse conditions. Registries can also become a focal point for building a dialogue about emergency preparedness with individuals who



PSE&G calendar contest winners pose with Sgt. Brian Everingham and SFC. Thomas Scardino

have special needs or establishing a rapport with stakeholder groups who work with at-risk populations.

“Registries are a great tool to help emergency management officials enhance services to community members,” explains Major Jerome Hatfield “but they are not the only tool. Planning, emphasis on personal preparedness, and the engagement of stakeholder groups who work with special needs populations are also essential tasks aimed at building a program which serves vulnerable populations.”

Fema Issues Special Needs Interim Planning Guidance – CPG-310

WASHINGTON, D.C. - The Department of Homeland Security’s (DHS) Federal Emergency Management Agency (FEMA) announced the interim release of the Comprehensive Preparedness Guide 301 (CPG-301): Emergency Management Planning Guide for Special Needs Populations. CPG-301 is designed to aid tribal, state, territorial and local governments in planning for individuals with special needs during an emergency.

CPG-301 was developed jointly by FEMA and the DHS Office for Civil Rights and Civil Liberties. The interim guide reflects extensive input from key federal, state, and local government partners, along with nongovernmental organizations representing special needs communities.

CPG-301 follows the approach taken by the National Response Framework in defining special needs populations. The guide outlines how involving special needs populations in planning, enables emergency managers to address the function-based needs of individuals. CPG-301 outlines special

needs considerations for: Developing Informed Plans; Assessments and Registries; Emergency Public Information/Communication; Sheltering and Mass Care; Evacuation; Transportation; Human Services/Medical Management; Congregate Settings; Recovery; and Training and Exercises.

CPG-301 will remain an interim document while feedback on field experience with this guide is sought from emergency managers during 2008. Over the next several months, this will include a series of forums that will be held and an open comment period conducted prior to finalizing the document.

The NJOEM, through a U.S. Department of Homeland Security Technical Assistance Grant, has developed a planning checklist for county and local OEM’s to use in implementing the CPG-301 guidelines. Briefings and training on the special needs planning checklist will be delivered in the NJOEM regions throughout Fall ‘08.

For more information on special needs planning, contact Mary Goepfert, NJOEM Field Training Unit at 609-584-5000 ext. 5117 or lppgoepm@gw.njsp.org

HELPFUL RESOURCES:

- NJOEM Special Needs Advisory Council – www.ready.nj.gov/plan/special-needs-njsnap.html
- Special Needs Resources for the Emergency Management and Emergency Response Community – www.ready.nj.gov/plan/special-needs.html
- FEMA CPG 301 Guide – www.fema.gov/pdf/medial2008/301.pdf ●

OEM Exercise Highlights

In May, the UASI Metro Strike Team conducted a full scale exercise to enhance and improve first responder preparedness and reaction in the Urban Area Security Initiative (UASI) region (the northeast corridor of the state).

The exercise was well represented by fire departments from Paterson, Newark, North Hudson, Hoboken, Elizabeth, Jersey City, Bayonne, Morristown, Hackensack and the Port Authority of New York and New Jersey. It was a great blend of top notch police and fire personnel all working together for one common goal... to save lives.

With the guidance of the New Jersey State Police’s own New Jersey Task Force One, the exercise simulated a mass transit accident and structural collapse scenarios with mass casualty involvement. The exercise also effectively demonstrated the strike team’s ability to set up a command post, establish communications, gather intelligence, conduct rescue operations, coordinate medical services, seamlessly transition between shifts, and demobilize in a timely manner.

As such, at the end of the exercise, the team once again proved that they are not only ready for any potential emergency related incident in their area but most importantly, they displayed the utmost discipline, teamwork, determination and relentless desire to protect life and property of all New Jersey residents and visitors at all costs regardless of the challenges at hand. These qualities, characteristics and skills crucial to the overall success of emergency management.

Making a Difference

by Norman A. Smith, Associate Executive Director, Project Freedom Inc. & Chair, NJ Statewide Independent Living Council. [email: ProjectFreedom1@aol.com] Project Freedom develops, builds and operates housing designed for people with disabilities. Project Freedom has been a working partner with the NJOEM on disability and disaster issues since 1999, when it began to conduct outreach to the disability community about the importance of emergency preparedness.



My goal is to bring you the disability perspective on emergency preparedness and help you see people with disabilities in a slightly different light. I have a disability, use a wheelchair, cannot drive, and need personal assistance to live independently. I am also married, have a young son and am very active in the community. And I am exactly the kind of person with a disability that may not fit into your planning assumptions.

Let's start our conversation by asking three questions:

- **Where** do you think people with disabilities live in your community?
- **Who** do you think is assisting them with their daily lives?
- **Who** do you think will assist them in an emergency situation?

Whatever you think, or however you answer, know that there are no wrong answers to these questions.

You would first probably think of many of the typical community living settings where people with disabilities are located, e.g., licensed group homes, licensed apartments and congregate living situations. I would be very happy if someone answered

“living independently” in an apartment or house with minimal assistance from an agency, but I would not be shocked if no one did.

Now I'll let you in on a secret. There are people with disabilities living in your community who are probably not connected to a service agency. In fact, they avoid agencies like radioactivity. You may find this hard to believe, but there are people with moderate to severe disabilities living in your community receiving very little service from an agency. Rightly or wrongly, they feel that many disability service agencies hinder their independence. These are just the people with disabilities who need to be planned for in your EOP.

They are independent-minded. They have fought hard to live in the community and stay integrated in the community. They have developed their own support system, and they may have very loose, if any connections, to a service provider. Nobody will be responsible for them in an emergency, except themselves.

Having briefly described this mindset to you, let me ask one more question:

Where do you think an independent-minded person would go for shelter in a disaster given the opportunity to choose – a general population shelter – or a “special

needs” shelter? A safe bet would be the general population shelter.

Or, an independent-minded person would hear the word “special” or the phrase “for the handicapped” and start making decisions about following protective action recommendations based on preconceived ideas and fears about losing rights and independence. And these decisions can have deadly consequences.

You can overcome those fears by (1) harnessing this spirit of independence; (2) engaging people with disabilities in their own safety and (3) acknowledging their right to be responsible for their own safety.

Below are some helpful tips for engaging persons with disabilities who are living independently in the emergency management process:

1. Conduct outreach to your disability community with the message that you want to help people with disabilities to take care of themselves as much as possible during a disaster.
2. Demonstrate how people with disabilities can maintain their independence by planning for emergencies. Planning is nothing new to people who want to be independent; they have this skill set and use it constantly. For example: if I were conducting a presentation instead of writing an article, I would have started planning two weeks before to get my-

self to the classroom. My life is made of plans, backup plans, and Plans C, D, and E. Most people living successfully in the community do this type of planning every day. Planning for emergencies should be put in context of maintaining independence and dignity through a disaster.

3. Engage disability advocates in your planning. Help yourself by allowing advocates to participate in your planning. Input from the disability community is vital to establish your plans creditability within the community. Advocates can be a great resource for you, your plans, and the people you want to serve. They can also help spread your message about preparedness.

New Jersey has a network of twelve “Centers for Independent Living.” These are advocacy agencies run for and by people with disabilities. Each county is served by one of these centers and each CIL is currently being educated, trained, or familiarized with Emergency Preparedness issues. They are there as your portal to the disability community in your area. Make your planning easier, contact a center for independent living.

In our next disaster, there will be people with moderate to severe disabilities in your community. Their support system may still be functioning at a lower level or it may have collapsed. They will probably be turn-

ing up on your, hopefully, ramped doorstep expecting help in an ADA compliant manner. Are you ready for them?

The New Jersey Statewide Independent Living Council, which I currently chair, is ready and willing to work with you collectively or individually to help you meet this challenge. Our goal is to help with the planning for people with disabilities to survive and maintain their independence in our next disaster.

I’m available for questions or resources by email through ProjectFreedom1@com. I look forward to hearing from you.

- www.projectfreedom.org
- www.njsilc.org

Honors, Awards & Achievements

Congratulations to GIS specialist Patty Hicks for her recent first place finish at the 21st NJDEP Mapping Contest. Patty competed and was selected as the overall winner among her peers statewide. Congratulations Patty... NJOEM is proud of you!

Congratulations to Lt. Raymond Glowacki (ret). On July 1, 2008, Lt. Glowacki or “Ray” as he is affectionately known retired from the NJSP with 30 years of dedicated and distinguished service. Throughout his career Ray has worked many assignments within the organization ranging from the road to executive protection to his last stop at EMS. A constant professional, Ray will be missed but wished nothing but the best in retirement.

Finally, at the NJEPA conference, Lt. Nick Massa EPB South Region was honored by Atlantic City Electric Company for his tireless work in the field of emergency management as well as his impact and influence in the south jersey area.

Bergen County Graduates Special Needs Cert Class



CERT Special Needs Class Graduates

Chief John Schmidig of the Bergen County Office of Emergency Management is proud to announce the graduation of their second Special Needs Community Emergency Response Team (CERT) Class. Working in partnership with the Bergen County Department of Human Services – Division of Disability Services Director James Thebery M.A., CSW, 20 people with disabilities were trained to be a part of the County's Office of Emergency Management and prepared to respond during times of crises. A graduation ceremony was held at the Bergen County Plaza in Hackensack to recognize their achievement and completion of the program.

CERT is a program that prepares people in communities, schools and the workplace to be prepared and ready when disasters hit. The training consists of 8 weeks and 20 hours of instruction

in disaster preparedness, fire suppression, medical operations, search and rescue, disaster psychology, CERT organization and terrorism awareness. All members of this Special Needs class completed the training and obtained the necessary information and skills to save themselves, their families and their communities.

The State of New Jersey wants ALL of our citizens to be prepared and our Nation leading Citizen Corps Program provides the opportunity for all to get involved. New Jersey leads the Nation with over 400 CERT Programs consisting of over 15,000 citizens. Bergen County leads the State with over 2,000 CERT trained citizens with additional classes planned for the future. On hand for the graduation were members of the Ber-

gen County Office of Emergency Management, Lt. Dwayne Razzetti, Sgt. Barry Leventhal and Officer Gidget Petry and well as Trooper James Dunham from the NJ State Police Office of Emergency Management.

For additional information on Citizen Corps please visit the website www.citizen-corps.gov or the State Office of Emergency Management website at www.ready.nj.gov. People interested in participating in CERT can contact their County Office of Emergency Management or call 609-963-6964. ●