

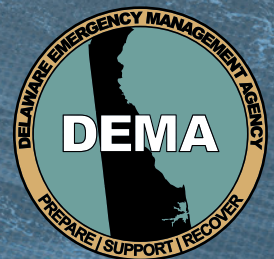
DELAWARE EMERGENCY MANAGEMENT AGENCY

# Strategic Plan

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2024 – 2028



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# Director's Introduction

I am pleased to announce the second iteration of the Delaware Emergency Management Agency's multi-year Strategic Plan. This plan will provide a baseline for our operations over the next four years and allow us to move forward together as a team driven by one vision, pushing collectively towards the same goals.

It will also allow us to measure our success and progress as an agency in addition to recognizing individual and team accomplishments. Successful emergency management is the sum of many parts and requires a collective effort, so this plan will provide the metrics that we will use to evaluate our progress and ensure the advancement of our agency, our programs, and our people.



The prior Strategic Plan guided our actions through some of the busiest years in the history of our agency. It is important to recognize the work that went into our past accomplishments as we prepare for our future success. Below is only a small list of what our team has contributed to the state. Additional details have been captured in our [Year in Review](#) documents.

- Completed multiple plan updates
  - Delaware Emergency Operations Plan
  - Delaware State Hazard Mitigation Plan
  - Delaware Emergency Management Agency Continuity of Operations Plan
  - Delaware Threat Hazard Identification and Risk Analysis
- Managed three concurrent federal disaster declarations, including the largest in state history
  - COVID-19
  - Tropical Storm Isaias
  - Remnants of Hurricane Ida
- Provided support for response and recovery efforts not covered by federal disaster assistance
  - Highly Pathogenic Avian Influenza
  - Election and Inauguration
  - Civil Unrest
  - Delaware Bay Barge Fire
  - Sussex County Tornado
  - New Castle County Straight Line Winds
  - Colonial Pipeline Cyber incident
  - Kent County Cyber incident

- Other Notable Items
  - Mapped all public and charter schools statewide to allow improved planning and response for critical incidents
  - Developed and implemented SAFE DE to help schools prevent and respond to critical incidents
  - Invested in many upgrades including building renovations, a comprehensive Grant Management Suite, updates to our virtual Emergency Operations Center capabilities, and other vital technologies
  - Trained hundreds of responders and public officials throughout the state in compliance with the National Incident Management System
  - Supported other states during their times of need through the Emergency Management Assistance Compact
  - Awarded record-breaking sums in mitigation grants to lessen the impact of future disasters in communities across the state
  - Recruited and hired many talented and competent staff
  - Improved our staff onboarding and training programs
  - Redefined our outreach strategy to better connect with the community
  - Continued to implement successful financial controls across millions of dollars of awarded grants

While we have navigated multiple incidents, we are committed to identifying areas we can improve on, and can only do so with dedicated team members and partners.

This is a small list of the work our team has put in to serve the Delaware community. We are committed to continuing our mission now more than ever before. This Plan will guide us as we work together to serve the state of Delaware.



**A.J. Schall**  
 Director  
 Delaware Emergency Management Agency

# Executive Summary

This Strategic Plan will guide the critical work of the Delaware Emergency Management Agency (DEMA) through the next four years. This plan is intended to be an actionable document that will help the agency as a whole set priorities, take actions, and make decisions collectively as we continue to evolve and address the challenges of modern emergency management.

The plan was developed over a period of several months with an emphasis on external and internal stakeholder engagement participation. Above all, DEMA is a coordination agency and relies on relationships built between our staff and partners. The original draft was updated significantly based on feedback from all parties, and was strengthened into the final document presented over the following pages.

**The plan includes the following information:**

- A comprehensive overview of the state of Delaware;
- A snapshot of the state of Delaware government structure;
- A description of how DEMA fits into the overall state of Delaware government system;
- How the Agency operates both within the government and the community;
- The constituents who are served by DEMA; and
- The goals and objectives that are the driving force for the Agency.

**This plan establishes seven primary goals for DEMA:**

<p><b>GOAL 1</b></p> <p>Prioritize people above all else</p>	<p><b>GOAL 2</b></p> <p>Effectively respond to and recover from all hazards</p>	<p><b>GOAL 3</b></p> <p>Communicate with intention</p>	
<p><b>GOAL 4</b></p> <p>Build relationships</p>	<p><b>GOAL 5</b></p> <p>Increase resilience and lower risk across the state</p>	<p><b>GOAL 6</b></p> <p>Support collaboration, problem-solving, and flexibility</p>	<p><b>GOAL 7</b></p> <p>Address evolving threats</p>

# Mission Statement

The Delaware Emergency Management Agency (DEMA) is the lead state agency for coordination of comprehensive emergency preparedness, training, response, recovery, and mitigation services in order to save lives, protect Delaware’s economic base and reduce the impact of emergencies. DEMA is a division within the Department of Safety and Homeland Security (DSHS) and is authorized by Delaware Code, Title 20, Chapter 31 § 3101-3130.

# Vision

Working Together to Save Lives and Property | “Prepare – Support – Recover”

# Principles

## PREPARE

We prepare by training and engaging Delawareans through community outreach to know and understand threats and hazards in our state.

## SUPPORT

We support our government and private partners by planning, training, and assisting during emergency response.

## RECOVER

We recover from disasters by facilitating and coordinating access to state and federal aid for our communities in need.



# Delaware: The First State

## GEOGRAPHY


Located on the Atlantic Coast of the United States, Delaware is located on the Delmarva peninsula between the Delaware Bay and Chesapeake Bay. Delaware is bordered to the north by Pennsylvania, the south and west by Maryland, and to the east by New Jersey and the Atlantic Ocean. Delaware encompasses 1,954 square miles and is the second smallest state in U.S. Delaware is divided into three separate counties: New Castle, Kent, and Sussex. The state is home to just over 1,000,000 people with New Castle as the most populous County in Delaware and the home to the state’s largest city, Wilmington (with a population greater than 70,000 people). Dover, located in Kent County in the center of the state, is Delaware’s capital. Delaware has a low-lying and fairly flat topography. With an average elevation of 60 feet above sea level, Delaware has the lowest mean elevation of any state in the U.S. The Piedmont Plateau forms a small part of Delaware’s most northern part and is comprised of rolling hills and river valleys. The greater part of Delaware’s topography is the Atlantic Coastal Plain consisting of flat, sandy and wet ground, which includes approximately 28 miles of ocean coastline. Delaware also has over 2,500 miles of streams and rivers, and more than 2,900 acres of ponds and lakes. Delaware’s unique topography makes the state susceptible to flooding, sea level rise, and other natural hazards, discussed in greater detail later in this plan.





2018 U.S. Census American Fact Finder

## CLIMATE AND TEMPERATURE

Delaware has a temperate climate with humid summers and mild winters. It is located in the transition zone between subtropical climates to the south and continental conditions to the north. The effects of the Atlantic Ocean moderates temperature extremes. In July, average daytime temperatures are usually in the upper 80°s with January averages in the mid 30°s. Temperatures in southern Delaware are usually two degrees higher on average than those in Northern Delaware. Nearly three-fifths of Delaware’s days are classified as sunny. Precipitation (rainfall and snowfall) in Delaware is evenly distributed throughout the year, with slightly more in June and July than in any other month, and the least precipitation falling in February. The state averages 45” of precipitation per year. Severe droughts are uncommon. Thunderstorms occur frequently in summer, and in winter there is generally light snowfall.

Mid **30°**   
**January**  
 Average Daytime  
 Temperatures

Upper **80°**   
**July**  
 Average Daytime  
 Temperatures

**45”**   
**Per Year**  
 Average  
 Precipitation

## STATE DEMOGRAPHICS

Delaware is the second smallest state in land area, but the sixth most densely populated state with 522.09 people per square mile. The population recently exceeded the one million threshold with a current census count of 1,031,890 in 2023. This is a 4.2% population increase since April 2020. A recent study by the Delaware State Housing Authority found that 50% of Delaware renters are cost-burdened (meaning they pay more than 30% of their gross income on housing costs), and statewide there is a shortage of 19,4000 affordable housing units, which will continue to add complexity to the state disaster landscape.



**465,787**

Total number of households



**\$305,200**

Median value of owner occupied housing



**\$79,325**

Median household income



**\$1,729**

Median monthly gross rent



**9.4%**

Percent of families in poverty



**61.9%**

Percentage of Delawareans over 16 in the workforce



**9.7%**

Percentage of Delawareans under 65 with a disability



**6.9%**

Percentage of Delawareans under 65 without health insurance



**20.8%**

Percentage of residents over the age of 65

## STATE INFRASTRUCTURE

Historically, Delaware has been an industrial state with a variety of manufacturing industries across the northern part. As the economy is evolving, Delaware has seen a reduction in these sites as some are being transformed into new opportunities, like the University of Delaware’s Science Technology and Advanced Research (STAR) Campus at the former Chrysler site. Delaware’s agricultural and tourism industry remain strong and are both a key driver of Delaware’s economy. The Port of Wilmington serves as a major shipping port on an active trade route servicing numerous large U.S. cities, as well as other foreign ports. Delaware is also served by approximately 240 miles of railroads. Passenger rail service is provided by multiple agencies including Amtrak, the Southeastern Pennsylvania Transportation Authority (SEPTA) and the Wilmington and Western Railroad. Freight railway is provided by CSX Transportation and Norfolk Southern Railway. Amtrak’s Northeast Corridor (NEC) is a vital connection for local community members and a critical link in the regional/national transportation system. The NEC carries low-speed freight (including hazardous materials of all types), and high-speed passenger rail traffic across the state. Incidents along the NEC pose risks to the surrounding community and can have broader implications for the entire Eastern Seaboard. The Norfolk Southern railroad also maintains a small yard facility within Newark, further exposing the community to hazardous materials risk from stationary railcar storage and freight switching activities. There are several public airports located in Wilmington, Dover, and Georgetown. For commercial air travelers, the northern Delaware area is also served by a major international airport in Philadelphia and the central and southern Delaware area is also served by the international airport in Baltimore. In addition, Dover Air Force Base is one of the most important military air cargo terminals on the East Coast. Two major natural gas pipelines transit the state of Delaware. While pipeline incidents are rare, the mere existence of this critical infrastructure increases the relative risk to the adjacent community.

# Delaware Hazards and Risks

The state of Delaware faces a variety of hazards. As outlined in the Delaware Emergency Operations Plan, hazards are identified and organized into one of seven major categories:

- 1 Natural Hazards
- 2 Technological Hazards
- 3 Infrastructure Failures
- 4 Public Health Emergencies
- 5 Terrorism
- 6 Transportation Incidents
- 7 Social and Civil Emergencies

These hazards threaten loss of life and property of this state. Through various collaborative planning processes at DEMA, each of these categories are addressed. These natural hazards and human-caused hazards have been identified through multiple sources. These include input gathered through the State Hazard Mitigation Plan, the Threat and Hazard Identification and Risk Assessment (THIRA), the Stakeholder Preparedness Review, historical data, and real-world events. Additional input and information were gathered through a collaborative effort with stakeholders, partner agencies, and citizens that included extensive feedback gathered through sources that included surveys, meetings, and numerous engagements.

## NATURAL HAZARDS

Natural hazards relate to naturally occurring environmental conditions, or events that are derived from those conditions. In Delaware, natural hazard threats include:

- Coastal Flooding
- Tropical Cyclones
- Inland Flooding (riverine, flood, flash)
- Severe Weather
- Coastal Erosion
- Severe Thunderstorms and Tornadoes
- Extreme Temperatures
- Drought
- Dam/Levee Failure Flooding
- Wildfire and Smoldering Fires
- Local Earth Movement (sinkholes and landslides)
- Earthquakes

## TECHNOLOGICAL HAZARDS

These hazards originate from technological or industrial accidents or certain human activities. These hazards cause the loss of life or injury, property damage, social and economic disruption, or environmental degradation, and often come with little to no warning.

In Delaware, specific technological hazards include:

- Cyber Incident
- Fixed Facility Hazardous Materials Incident
- Fixed Facility Radiological Incident
- Transportation-based Hazardous Materials Incident



## INFRASTRUCTURE FAILURES

These are failures in critical components of the infrastructure that provide the fabric of daily life for the Delaware resident.

**Examples include:**

- Communications Failure
- Petroleum Emergency
- Pipeline Accidents
- Power Failure/Outage
- Structure Failure

## PUBLIC HEALTH EMERGENCIES

These are incidents that involve naturally-occurring or man-made pathogens that infect humans or systems used by humans such that it may have deleterious effects upon the population of the state. **Examples include:**

- Human Health Incidents and Pandemic
- Mass Casualty Incidents
- Animal/Plant/Crop Diseases

## TERRORISM

Terrorism can be defined as the unlawful use of force and violence against persons or property to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of political or social objectives.

**Examples include:**

- Agro-Terrorism
- Bioterrorism
- Chemical Terrorism
- Conventional Terrorism
- Radiological Terrorism

## TRANSPORTATION INCIDENTS

Incidents involving transportation infrastructure, including mass transit accidents. **Examples include:**

- Air Transportation Incidents
- Highway Transportation Incidents
- Railway Transportation Incidents
- Waterway Transportation Incidents

## SOCIAL AND CIVIL EMERGENCIES

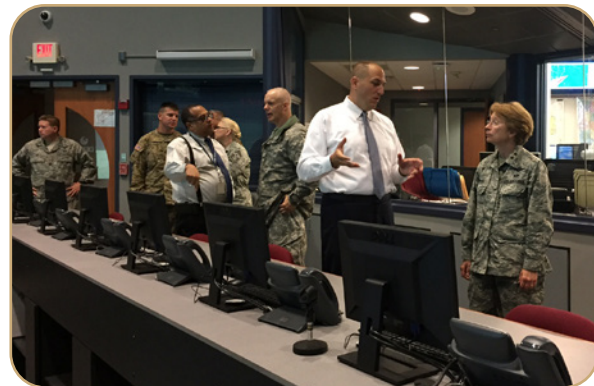
These are emergencies that are derived from fire, a breakdown in civil control, war, and other nominal emergencies. **Examples include:**

- Enemy Attack
- Mass Migration/Repatriation
- Public Disorder
- Structure Fires
- Hostile Mass Violence

# Delaware State Government

The current chief executive of the state is the Governor, who is elected for a term of four years with a two-term limit. Other executive officers, elected to serve four-year terms, are the Lieutenant Governor, Attorney General, Insurance Commissioner, Auditor of Accounts, and State Treasurer.

The Governor appoints the Secretary of State, various commissioners and judges, and some of the administrative officers. The state legislature, called the General Assembly, meets annually in Dover. It consists of a Senate and a House of Representatives. The Senate has 21 members, who are elected for four-year terms, and the House of Representatives has 41 members, who are elected for two-year terms. The state judicial system includes a Supreme Court, a Superior Court, and a Court of Chancery. The Supreme Court is made up of a Chief Justice and four Associate Justices. The Justices and all state judges are appointed by the Governor, with the consent of the Senate, for 12-year terms. Lower courts include a Court of Common Pleas in each county in the state, as well as family courts, municipal courts, and Magistrates’ courts. The Governor is supported by many Executive Branch agencies, including the Department of Safety and Homeland Security which has direct oversight over the Delaware Emergency Management Agency (DEMA). DEMA obtains its authority, powers and duties from Delaware Code, Title 20, Military and Civil Defense, Chapter 31, Emergency Management.



DEMA is authorized to prepare and maintain comprehensive plans and programs for emergency management of the state, in coordination with federal emergency management plans; apply for, accept, and expend federal, public or private funds, and grants associated with implementing and maintaining emergency management capabilities; coordinate, by issuance of the Governor, any orders, proclamations, and regulations appropriate in responding to emergencies or disasters; and accept and coordinate federal assistance in major disasters in accordance with provisions of the Robert T. Stafford Disaster Relief and Emergency Assistance Act. DEMA works very closely with its federal counterpart, FEMA Region III, and the surrounding contiguous states (Maryland, Virginia, West Virginia, Pennsylvania, Washington D.C., and New Jersey) on emergency management planning and emergency/disaster operations. FEMA Region III provides the conduit for state/federal planning and coordination. DEMA has a strong partnership with County and local emergency management entities, including the emergency managers of the three counties and City of Wilmington. This core group provides an optimal emergency management team to address an “all hazards— one response” philosophy. Additionally, DEMA has a strong working relationship with the Delaware National Guard and responding state agencies for emergency operations. **DEMA has identified and worked with the following agencies/departments and has classified them essential to the Emergency Management Program:**



# History of DEMA

In 1951, the Delaware Civil Defense Act was enacted. This groundbreaking legislation empowered our state to gear up against not just natural disasters, but also the threats of enemy attack, sabotage, and other hostile actions that were a stark reality of the Cold War era. A formidable, 10,000 square foot mortar bunker nestled within the historic grounds of Fort Dupont was determined as the first home for the Delaware Department of Civil Defense. The foundational years of the Delaware Civil Defense, focused on forming a resilient state, which meant bolstering partnerships with law enforcement, civil air patrol, firefighters, health and medical services, and engineers.

With the passing of the Cold War threat, Delaware Civil Defense began undergoing a series of changes to ensure it aligned with the present needs of Delawareans. In 1971, the Delaware Department of Civil Defense pivoted to the Delaware Division of Emergency Planning and Operations (DEPO). At DEPO, emergency managers began shifting their focus to address mitigation, preparedness planning, response, and recovery from natural, technological, and human-related disasters. One incident that DEPO assisted with was the Delaware response to the Three Mile Island Incident, which helped pave the way for nuclear safety in our state.

By 1993, the Division of Emergency Planning and Operations changed its name to the Delaware Emergency Management Agency (DEMA). By 1998, the Delaware Emergency Management Agency had begun to move to their new state-of-the-art facility in Smyrna. The new facility would house the State Emergency Operations Center (EOC) and would be known for its ability to withstand a moderate earthquake, 120 mph winds, and lightning. The Delaware Emergency Management Agency has worked with the public to assist on numerous disasters and emergencies including: Hurricane Floyd, Y2K, Hurricane Irene, Hurricane Sandy, multiple snowstorms, tropical storms, tornadoes, and flooding events, the COVID-19 Pandemic, Civil Unrest, Election Security, and Avian Flu.



# DEMA Organizational Review

The Delaware Emergency Management Agency is divided into eight sectors:





 **COMMUNITY OUTREACH**

The Community Outreach section handles a variety of functions for the agency, from community events to real-time disaster updates. The section is led by the Senior Administrator, and supported by the Community Relations Officer, Community Relations Coordinator, and technical and administrative staff.

The section has 3 primary functions:

 <b>Public Information</b>	 <b>Public Education</b>	 <b>Program Promotion</b>
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**Public Information**

Informing the public is a key aspect of emergency management during all phases. At DEMA, this functionality is the primary focus of the Community Relations Officer (CRO), supported by the Community Relations Coordinator (CRC), with oversight from the Senior Administrator. The titles of Community Relations Officer (CRO) and Public Information Officer (PIO) are used interchangeably by DEMA because both titles are used by FEMA to identify the person responsible for disseminating public information.



*Public Information During Activations*

The responsibilities of the DEMA Community Relations Officer during activations are detailed in the Delaware Emergency Operations Plan (DEOP). **The four major areas of responsibility are:**

<b>Public Affairs/ Public Information</b>	<b>Community Relations</b>	<b>Legislative Affairs</b>	<b>Warning and Alerting</b>
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In the area of Public Affairs/Public Information, the PIO’s responsibilities include media relations, communications planning, and rumor control/media monitoring. During most activations, these responsibilities are accomplished using a Joint Information System (JIS), which consists of public information personnel working from an off-site location, and the Joint Information Center (JIC), located at DEMA’s Emergency Operations Center or virtually.

*Public Information During Non-Activations*

The DEMA Community Relations Coordinator is the lead in outreach efforts for major public events such as the Delaware State Fair, Family Emergency Preparedness Day, and Coast Day in Lewes. The DEMA PIO coordinates Freedom of Information Act (FOIA) requests. Initial requests are not handled by DEMA but are referred to the Director of Community Relations in the Office of the Secretary of Safety (OSEC) and Homeland Security. OSEC may refer the request back to the appropriate section at DEMA for information, but the response to the FOIA request and tracking are the responsibility of OSEC.



## Public Education

Public Education is the focus of the Community Relations Coordinator (CRC) as well as the Volunteer Services Administrator. The CRC creates and manages all marketing functions for the agency, across various platforms to include social media and in-person events. The CRC has a primary focus of education citizens who live near the Salem Hope Creek Nuclear Generating Station about radiological emergencies and appropriate emergency protective measures. This includes a targeted community education program, and support for events like school art contests and potassium iodide distribution within the community. Citizen Corps is a Department of Homeland Security program that asks all citizens to be involved in the safety of their own communities. This is accomplished through training, education, and volunteer programs. Outreach programs have been established at the local level by counties, cities and towns to support homeland security, family safety, and community preparedness. In Delaware, the Citizen Corps Program is administered at the local level with implementation support that is managed by the Volunteer Services Administrator (VSA) in the Community Outreach section.

### *Citizen Corps/CERT*

Citizen Corps offers Disaster Preparedness training for the family and community through the “Community Emergency Response Team” (CERT) program. CERT Training consists of a two-day course that provides citizens with the information necessary to prepare them to be self-sustaining during an emergency. The VSA coordinates with the counties to schedule classes, certify trainers, and provide funding and materials to ensure the success of local teams.



## Program Promotion

The Community Outreach section promotes citizen preparedness and community response. The section has conducted numerous presentations and cultivated several platforms on which to reach Delaware residents and promote the program’s DEMA has to offer.

### **The following is a sampling of program promotion initiatives:**

- Provided presentations on emergency preparedness to faith-based groups, local community groups, various councils, organizations, and businesses
- Developed brochures on preparedness for citizens, CERT, and pet preparedness
- Funded the development of DE-PLANS, an online hub for disaster information aimed at citizens aging in place and the governments who serve their needs
- Provided presentations for those with access and functional needs
- Updated the [PrepareDE.org](https://www.preparede.org) website for a better user experience
- Expanded social media outlets that provide preparedness resources for the citizens of Delaware
- Invested in initiatives and equipment to enhance interoperability during emergencies
- Began disseminating a monthly media memo to increase visibility of DEMA initiatives to the media and the public
- Provided consistent branding standards to all agency programs so information from DEMA can quickly be identified as official and from a trusted source



DEMA has two Principal Planners, each responsible for oversight of a Planning branch. The branches are Preparedness and Response and Recovery and Mitigation. All planners regardless of branch work together in the Planning section of the State Emergency Operations Center (EOC) when activated for emergencies or disasters. During non-activation times, the planners develop and validate standard operating procedures (SOPs), policies, and plans for activation through training and exercise.

## Preparedness and Response Planning

The Preparedness and Response Planning branch is responsible for a variety of plans and federal grant programs, with the DEMA Director serving as the State Administrative Agent (SAA) for these grants. The work of the preparedness and response planning section includes the Delaware Emergency Operations Plan, the Continuity of Operations Plan, the Emergency Management Performance Grant, the Homeland Security Grant Program, Nonprofit Security Grant Program, the State and Local Cybersecurity Grant Program, and the Radiological Emergency Response Program.

### *Delaware Emergency Operations Plan*

The Principal Planner of Preparedness and Response is responsible for the Delaware Emergency Operations Plan (DEOP) biannual update. Planners across all branches work to update the DEOP, which is the base document for the state's preparation, support, and recovery from emergencies/disasters. The DEOP contains procedures for the operation of the State Emergency Operations Center (EOC); outlines Emergency Support Coordinator roles, responsibilities, and functionality; and provides hazard specific processes and guidance to address the various hazards. The DEOP conforms to the Incident Command System (ICS) format, a component of the FEMA mandated National Incident Management System (NIMS). DEMA works closely with state agencies and nongovernmental partners to ensure their plans support the DEOP processes.

### *Continuity of Operations Plan*

The Principal Planner of Preparedness and Response participates as Co-Chair of the Delaware Continuity Coordinating Council (DECCC). This council consists of seven members on the Steering Committee, and about 110 members overall. The committee addresses training, exercising, and validation of Continuity of Operations Planning (COOP) readiness for Delaware state government agencies. In accordance with Executive Order 49, the DECCC helps state agencies prepare for rapid response to emergency situations which require urgent movement of staff to alternate locations in order to maintain essential operations and functions. COOP also focuses on maintaining operational readiness in the event of sharply reduced staffing due to large scale events, such as a rapid disease outbreak. The DEMA Terrorism Preparedness section is responsible for updates to the agency COOP, and is supported by the Training and Exercise section to periodically test the plan. This plan was vital to the agency's continued operations and success during the COVID-19 pandemic.

### *Emergency Management Performance Grant Program*

The Emergency Management Performance Grant (EMPG) is administered by the Preparedness and Response Principal Planner with the DEMA Fiscal section. EMPG is an annual grant program from FEMA to the states that is aimed helping states implement the National Preparedness System and supports efforts to build and sustain core capabilities across all five FEMA identified mission areas of prevention, protection, mitigation, response, and recovery. In addition to providing funding for mission critical capabilities within DEMA, the Principal Planner works with the counties and the City of Wilmington to ensure they are able to build and sustain their emergency management functionality, as well.

## *Terrorism Preparedness*

The Terrorism Preparedness section's mission is to promote emergency responder preparedness, protection, response, recovery, and mitigation capabilities through a comprehensive, holistic approach to homeland security planning initiatives and effective management of grants.

The Terrorism Preparedness section is responsible for planning and providing support for the development of Delaware's Homeland Security Strategy (HSS) and emergency response discipline planning through the Threat Hazard Identification and Risk Analysis (THIRA) and Stakeholder Preparedness Review (SPR). **They administer the following grants:**

- Homeland Security Grant Program
- Nonprofit Security Grant Program
- State and Local Cybersecurity Grant Program

The Terrorism Preparedness section also provides centralized procurement services to the disciplines which receive funding through the Homeland Security Grant Program. **To accomplish the mission and support the vision of the Terrorism Preparedness section, Planners within the section work with Discipline Leads to provide support including, but not limited to:**

- Identifying capabilities, gaps, needs, goals, and objectives
- Training
- Planning
- Conducting exercises
- Providing personnel and equipment

They then utilize federal grant funding to buy down the identified and quantifiable risk levels throughout the state.

**The Terrorism Preparedness section works with various disciplines to:**

- Develop detailed spending plans
- Coordinate and prepare funding requests for the approval of the Delaware Homeland Security Terrorism Preparedness Working Group (DHSTPWG)
- Provide technical assistance

## *Homeland Security Grant Program*

As the State Authorized Agency (SAA) representative since 1999, DEMA has ensured Delaware is prepared for terrorism-related/all-hazards incidents by chairing the Delaware Homeland Security Terrorism Preparedness Working Group (DHSTPWG) and providing leadership for representatives from 21 voting agencies. Funding directly supports planning, equipment, training, and exercises for emergency responders throughout Delaware. Delaware has received over \$135 million in HSGP funding since Fiscal Year 2002. Funding has been provided to develop plans and strategies, procure equipment, provide responder training, and fund drills and exercises to increase Delaware's terrorism preparedness and response capabilities. This funding has enhanced statewide communications, ensured personal protection equipment availability, improved incident command and control, and increased information sharing. It has also provided protection for critical infrastructure, improved maritime incident response capabilities, and created or enhanced intrastate regional response teams within the law enforcement, fire service, emergency medical services, and public health disciplines. HSGP funding has been used to validate homeland security threat and vulnerability assessments leading to the development of the Delaware Homeland Security Strategy, prepare the annual Stakeholder Preparedness Report (SPR) capturing the current posture of Delaware's homeland security capabilities and the annual Threat and Hazard

Identification and Risk Assessment (THIRA), which enables Delaware to identify and plan for threats and hazards which will have the greatest impact to our response capabilities, provide resources to enhance and/or maintain local and state responder capabilities to address events of terrorism, and improve information sharing and public awareness.

**HSGP funds are used by 15 disciplines within the state:**

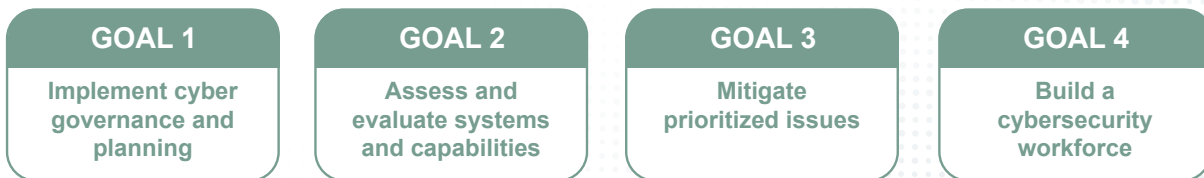
- 1 Agriculture
- 9 Hazmat
- 2 Citizen Corps
- 10 Healthcare
- 3 Cyber Security
- 11 Law Enforcement
- 4 Critical Transportation
- 12 Public Safety Communications
- 5 Emergency Management Agencies
- 13 Public Health
- 6 Emergency Medical Services
- 14 Public Works
- 7 Fire Service
- 15 Training and Exercise
- 8 Government Administrative

**Nonprofit Security Grant Program**

The Terrorism Preparedness section also administers the Nonprofit Security Grant Program (NSGP), which is aimed at better integrating nonprofit preparedness activities with state and local terrorism preparedness objectives. Originally only available in high-risk urban areas, NSGP became available to Delaware nonprofits in 2019. Between FY2019–FY2023, the program has awarded \$5.9 million to local organization to help them increase their physical security by adding features like security cameras and secure vestibules, as well as assisting with the development of emergency plans and procedures. DEMA works closely with nonprofit organizations to develop a risk assessment for each organization, and then provides technical assistance throughout the life of each awarded grant. NSGP has expanded from a focus on houses of worship to all nonprofits that serve the community.

**State and Local Cybersecurity Grant Program**

Working closely with the Delaware Department of Technology and Information (DTI), DEMA’s Terrorism Preparedness section has recently begun administering the State and Local Cybersecurity Grant Program (SLCGP). This program focus on an integrated approach to reducing cyber risk and improving the cyber resilience of state and local governments, as well as the security of critical infrastructure owned and operated on behalf of state, local, tribal, and territorial governments, especially those in rural and local communities. **Specifically, SLCGP has four goals:**



DEMA and DTI have developed criteria to review and assess all applications, including the requirement that each applicant have a fully developed cybersecurity plan. SLCGP has awarded \$6.7 million to entities within Delaware over FY2022 and FY2023.

## Radiological Emergency Preparedness

The Radiological Emergency Preparedness section is responsible for the Radiological Emergency Preparedness (REP) Program. This program requires collaboration with multiple entities including the Delaware National Guard, Delaware Division of Public Health, PSEG Nuclear, and New Jersey Office of Emergency Management, among others. The REP section ensures all FEMA requirements for the REP Program are met. The Annual Letter of Certification details how the state meets the REP requirements as they pertain to equipment, training, monitoring, and education; as well as management of potential incidents. The DEMA Radiological Emergency Preparedness (REP) Program distributes Potassium Iodide (KI) which is offered by the Nuclear Regulatory Commission (NRC) annually, free of charge, to all residents and businesses within the 10-mile Emergency Planning Zone (EPZ) of the Salem/Hope Creek Nuclear Generating Stations (SHCNGS). This initiative is conducted in cooperation with the Delaware Division of Public Health, which actively participates in the distribution events. The purpose of KI is to protect the thyroid from radioactive iodine which may be present in the downwind plume in the event of a release during a nuclear incident. These distribution events occur twice annually, in April and October. The REP Program at DEMA manages the Delaware Radiation Emergency Alert Monitoring System (DREAMS), which incorporates seven sites, monitored daily, that read and report air radiation levels. It provides continuous, real time isotopic readings to the DEMA State Emergency Operations Center and has alarm capabilities at pre-set levels. The DEMA REP Program also utilizes a Radiological Emergency Monitoring Vehicle (REMV), a mobile platform which provides real-time environmental radiation analysis from any location. The equipment on this vehicle can detect and measure a variety of radioisotopes in the atmosphere which may be emitted and carried downwind during an accidental release of radioactive materials from a nuclear power plant or other source.

The Delaware National Guard provides trained teams who operate the vehicle and its instrumentation. These teams are also capable of sampling and analyzing soil, water, plant materials, and other materials which may have picked up radioactive contamination. The teams provide this pertinent data to the state EOC for analysis and support of protective action decision-making. An Evacuation Time Estimate (ETE) analysis are reviewed and updated regularly for scenarios involving the Salem/Hope Creek Nuclear Generating Station. The ETE is part of the required planning basis and provides PSEG Nuclear, as well as state and local governments, with site-specific information needed for protective action decision-making. This report is updated after every census and/or when there is a major update of the Radiological Emergency Plan. The Radiological Planning Team, PSEG Nuclear, and the New Jersey Office of Emergency Management collectively participate in the annual development, updating, and distribution of the PSEG Nuclear brochure. This brochure serves as a public information resource for Delaware and New Jersey residents living within a 10-mile radius of PSEG's Nuclear Business Unit. The brochure provides residents with information they need in case of an incident at the Salem/Hope Creek Nuclear Generating Stations. DEMA and PSEG Nuclear conduct an annual art contest with the elementary schools within the 10-mile zone. The program recognizes students from Cedar Lane Elementary School, Silver Lake Elementary School, Townsend Elementary School, Katherine H. Wilbur Elementary School, Brick Mill Elementary, Southern Elementary School, and St. Anne's Episcopal School whose artwork appears on the DEMA and PSEG Nuclear websites as well as on emergency plan information. DEMA Technological Hazards Planners continue revisions of the Radiological Emergency Plan and SOPs. This is to ensure compliance and conformity with the REP Program Manual (FEMA P-1028) NUREG-CR-7195 (jointly authored by FEMA and the NRC) and the recently developed FEMA Program Manual for Radiological Emergency Preparedness.

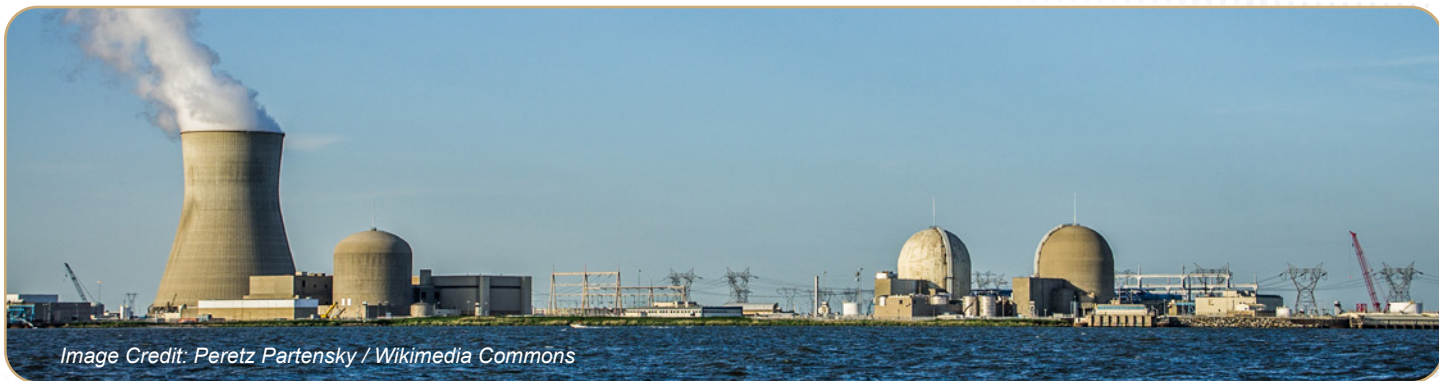


Image Credit: Peretz Partensky / Wikimedia Commons

## Mitigation and Recovery Planning

The Natural Hazards section is responsible for **two primary planning functions at DEMA: mitigation and disaster recovery planning.**

### *Hazard Mitigation Assistance*

The Mitigation and Recovery section utilizes the expertise of the State Hazard Mitigation Officer (SHMO) and Mitigation Project Officer to draft and implement the State of Delaware Hazard Mitigation Plan (SHMP), and to administer associated projects with grant funding in an effort to reduce the impacts of potential damage resulting from both natural and man-caused hazards. The plan involves technical input from various stakeholders and subject matter experts to identify hazards and vulnerabilities specific to the state, as well as goals, objectives, strategies, and actions that will most effectively mitigate the identified risks. The Mitigation Project Officer works with external stakeholders to ensure that mitigation action progress is continuous over the five-year planning cycle. The SHMO oversees the administration of both disaster and non-disaster grants specific to mitigation. Mitigation projects are evaluated by the State Hazard Mitigation Council for their alignment against the strategic goals and objectives outlined in the SHMP, which is updated every five years. The State Hazard Mitigation Council is comprised of experts in environmental stewardship, resilience, emergency management, community planning, and other areas that might have a role in the implementation of mitigation actions or policies. Projects with the highest priority to fund are feasible and will help to effectively buy down risk and provide the greatest future benefit to the community to ensure disaster resilience becomes a part of the fabric of all Delaware jurisdictions.

Mitigation funding is awarded both annually and following a federally declared disaster. In the event of a disaster, DEMA can utilize funding from the FEMA Hazard Mitigation Grant Program (HMGP) to complete projects anywhere in the state, including outside of the affected disaster area, and Public Assistance Part 406 funding, which allows for mitigation measures to be included in the rebuilding of damaged critical infrastructure to prevent future damage or loss.

Like HMGP, both the Building Resilient Infrastructure and Communities (BRIC) program and the Flood Mitigation Assistance (FMA) program fall under FEMA's Hazard Mitigation Assistance suite of grants but offer annual funding not dependent on disaster declaration. BRIC funds a wide variety of mitigation activities, including community-wide infrastructure projects with a focus on green initiatives, strengthening building code policy, and innovative resilience solutions. FMA focuses on projects that will reduce the burden on the National Flood Insurance Program (NFIP) by elevating or buying out at-risk homes, with additional financial incentives for structures that have experienced Repetitive Loss (RL) and Severe Repetitive Loss (SRL).

In addition to federal funds, the SHMO identifies and utilizes other funding sources, such as the State's Strategic Opportunities for Funding Adaptation (SOFA) program to be used for stand-alone resiliency projects or as the non-federal share of proposed mitigation projects. The mitigation team also coordinates funding, outreach, projects, and resiliency messaging with external stakeholders through participation in groups such as the Resilient and Sustainable Communities League (RASCL) and the Community Rating System (CRS) user group.



## Recovery

The Recovery and Mitigation section is responsible for the coordination of both short- and long-term disaster recovery in the state. DEMA serves as the state lead for Recovery Support Function 1: Community Assistance (CA) and, as such, coordinates the planning efforts of the remaining Recovery Support Functions (Economic, Health and Social Services, Housing, Infrastructure Systems, and Natural and Cultural Resources). The section also coordinates the involvement and utilization of non-government disaster resources available through the Delaware Voluntary Organizations Active in Disaster (VOAD), and administers the Delaware Resilience Fund when applicable.

The State Recovery Strategy is housed in RC-5 of the DEOP, and a Recovery Support Framework is currently being developed with working groups focused on each of the six Recovery Support Functions (RSFs). Historically, the primary mechanism for recovery in the state has been the utilization of FEMA Public Assistance (PA) funds, which are administered through the State Public Assistance Officer (SPAO). This program funds emergency protective measures and work associated with a federally declared disaster event, as well as the repair of publicly held infrastructure post-event. Debris removal and management is a function of PA, so the SPAO retains oversight of debris planning, although the Delaware Department of Transportation retains the administration of the State Debris Plan. In addition to Public Assistance, DEMA retains state-level oversight of the FEMA Individual Assistance program and associated funding, which provides disaster relief to survivors of federally declared events, though the daily administration of the program is under the purview of Public Health.

### Public Assistance (PA) Program

The DEMA Director serves as the Governor's Authorized Representative (GAR) for federally declared disasters which impact Delaware. When a disaster occurs, the Mitigation and Recovery section coordinate the Damage Assessment process with local and federal officials, with the Recovery Principal Planner or Deputy Director acting as the State Coordinating Officer (SCO). During this process, damage data, including cost of damaged infrastructure, percent of insured households, and other community factors are gathered and assessed to determine if the event meets the threshold to apply for a federal disaster declaration. If so, the SPAO coordinates the declaration submission process with data input from local jurisdictions, the National Weather Service, the Delaware Geological Survey, the Delaware Department of Health and Social Services, The Delaware Department of Transportation (DelDOT), and other relevant experts to ensure all impacts are accurately captured. The request is first reviewed by FEMA Region 3, then FEMA Headquarters in Washington D.C., and finally the President of the United States. Once declared, the SPAO works closely with FEMA and subrecipient organizations to administer this community-based recovery funding. Only publicly held infrastructure and certain private nonprofits may receive PA funding. Delaware had three federally declared disasters between 2020 and 2021.

### Individual Assistance (IA) Program

DEMA serves as the SAA for the IA Program, which is a suite of programs aimed at disaster survivors and the recovery of their individual households. The program includes the Individual and Households Program which provides funding solutions like temporary housing, Mass Care and Emergency Assistance which provides temporary shelter, food, and emergency supplies, Crisis Counseling, Disaster Case Management, Disaster Legal Services, and Voluntary Agency Coordination. DEMA works closely with DHSS to implement these programs within the state when an IA declaration is received. The DEMA Recovery Planner also serve as the point of coordination with the Small Business Administration, who offers low-income loans to disaster survivors.

### Other Recovery Programs

While PA declarations are received routinely for large-scale disaster events, IA declarations remain rare within Delaware due to factors like population density, income, and high rates of insurance coverage. As such, Delaware is renewing focus on Recovery Support Function planning and the comprehensive development of a Recovery Support Framework to ultimately supersede the current recovery annex in the DEOP. This effort involves bringing together state, local, and nonprofit entities who work in each of the six RSF areas and cataloging all available resources that may be offered to citizens both with a federal disaster declaration and without. It also sets expectations for recovery activities throughout short and long-term recovery.

In 2020, DEMA was made steward of the Delaware Resilience Fund. The fund was a limited term program aimed at assisting survivors by providing monies to established volunteer networks and nonprofits who provided services that would not be covered through the disaster declaration. Examples of activities that have been funded include debris removal costs like heavy equipment rental and chainsaw maintenance, dumpsters and industrial drying fans, and short-term shelter expenses for temporarily displaced residents. The Resilience Fund remains open but funding was not renewed, leaving uncertainty for the future of this non-federal resource.

The Recovery and Mitigation section takes the lead for the Hurricane Evacuation Study (HES) which is completed every five years in coastal states as a partnership with FEMA and the Army Corps of Engineers as part of the FEMA National Hurricane Program. The HES includes a vulnerability assessment of populations at risk for hurricane threats and provides information to local and state emergency managers by quantifying major factors that contribute hurricane decision making, such as evacuation routes and evacuation clearance times.

Finally, the Recovery and Mitigation section works closely with the Community Outreach section to promote the National Flood Insurance Program and other insurance options that will help disaster survivors' recovery as quickly and efficiently as possible. This includes collaborations on initiatives like the Know Your Zone campaign (based on the findings of the HES) and Flood Awareness Week.

### Unmanned Aircraft Systems

DEMA began its small unmanned aircraft system (sUAS) or drone program in 2016 to assist with damage assessments post disaster. The first drone mission was flown using only a few thousand dollars worth of equipment which was able to collect imagery of damage to a State Park along an inaccessible path, thus allowing the state to quickly reach the disaster threshold and receive millions of dollars in federal recovery funding. The program has grown from two aircraft to seven aircraft and has numerous Part 107 certified pilots. The use of drones has been vital during the declaration process as it allows the state to capture images of damage from a safe distance and without risk to the damage assessment team. The drones provide this imagery a cost significantly lower than similar imagery that can be captured using more traditional manned aircraft. The imagery can also be incorporated easily into other geospatial data, allowing for better and faster situational awareness during the response phases and damage assessment process. Since its inception, the program has expanded from damage assessment to other programs, like security and vulnerability assessments, and marketing projects. DEMA's drone program also provides to support other agencies like law enforcement and the fire service.







## COMPREHENSIVE SCHOOL SAFETY PROGRAM

In 2017, the Office of the Secretary moved the Comprehensive School Safety Program (CSSP) to DEMA. This program is responsible for ensuring school safety and for complying with state laws, in addition to providing all-hazard technical assistance for the full EOP Planning Process. With support from the CSSP team, Delaware Public and Charter Schools continually remain at 100% compliance with the state requirements of the Omnibus School Safety Act.

While the major concern in schools over the last few years have been active shooter incidents, this team helps schools prepare for much more than that. The comprehensive school safety plans are predetermined vulnerability assessments, which provide risk management techniques to mitigate exposure during critical incidents. The Delaware Comprehensive School Safety Plan includes National Incident Management System (NIMS) information and education as well as best practice responses to a number of potential emergency events. The model addresses things such as: accident at school, aircraft crash, air pollution alert, allergic reaction, animal disturbance, biological agent, bomb threat, bus accident, chemical accident, civil disturbance, criminal act, death of a student/staff, earthquake, explosion, fire, hostage situation, intruder, irrational behavior/medical emergency, missing/kidnapped student, national terrorism advisory system, pandemic influenza, public demonstration, sexual assault, storm/severe weather, student riot, suicide attempt, suspicious package, threats/assaults, and weapons. They assist schools in ensuring they are meeting their requirements to hold lockdown drills and tabletop exercises. They continue to offer critical incident training for school staff.

CSSP has pushed even further in the last three years, and has improved after actions reports for tabletop exercises to help schools more easily improve their plans based on lessons learned during drills and exercises. They have incorporated annual facility infrastructure assessments to help schools better understand their risks, and offer Crime Prevention Through Environmental Design (CPTED), which is the utilization of the built environment to reduce crime and risk. They provided funding for all Delaware public and charter schools to complete high resolution tactical maps of all campuses which will greatly help with preparedness planning and response efforts across the state. This was the first completed statewide effort of its kind in the U.S. Maps feature micro and macro grids, and have been validated for common nomenclature with school staff to ensure that locations given during critical incidents are easily understood and located on a map (ie: reading wing instead of hallway 219).

Through the work of CSSP, Delaware was also the first state in the nation to complete training for all schools in **Standard Response Protocol and Reunification Training** with the I Love U Guys Foundation, which helps ensure that students and staff across the state will respond the same way during critical incidents. This will help schools to help each other when in their time of greatest need, and reduce confusion for staff, students, and families who are affected by these incidents.

### Standard Response Protocol and Reunification Training

*Image Source: I Love U Guys Foundation*



Finally, CSSP launched a three-tiered School Safety and Wellness Suite. The first part of the Suite is SAFE DE, an anonymous reporting app providing crisis texting, mental health education, and other resources. The crisis texting line provides 24/7 anonymous support and resources to students to voice concerns about themselves or a classmate. The second part of the Suite is a standardized threat assessment and suicide risk assessment model supported by staff training to ensure that all Delaware schools are identifying risk behavior with the same criteria and evidence-based models, and supported by receiving the same training. The last part of the Suite is a comprehensive case management system that follows students as they progress in their education throughout the state, and prevents students from “slipping through the cracks” even as they change schools or school districts. **CSSP is working to get 100% participation from public and charter schools for all services offered within the Suite.**

## OPERATIONS

The Operations section, managed by the Operations Officer, is responsible for maintaining DEMA Operations Cells; maintaining the processes and procedures in the DEMA Communications Book; coordinating with Emergency Services Coordinators (ESCs) from state, private, and volunteer organizations; representing DEMA at meetings and events; maintaining staff proficiency with State EOC roles and responsibilities; response, recall, and scheduling during EOC activations; communicating weather warnings statewide; updating processes and procedures; testing and evaluating EOC capabilities; and administering the DEMA Training and Exercise Program.

### Training and Exercise

The Operations Officer fills the role of Training and Exercise Administrator with oversight of the Training and Exercise section. The DEMA Training and Exercise section conducts and coordinates emergency management and Department of Homeland Security training and exercises statewide. DEMA's Training and Exercise section supports an average of over 1,400 students annually, from all state response disciplines. DEMA's program has two main customers, internal staff members and external response organizations. The program is based upon a statewide, multi-year, plan that is updated annually. Representatives across all response disciplines meet at the annual statewide Integrated Preparedness Planning Workshop (IPPW) to devise the annual updates. **Hazards and risks that have impacted, or could impact, Delaware are discussed and prioritized using:**

- State strategy
- The Stakeholder Preparedness Report (SPR)
- Lessons learned from incidents and exercises



To execute the program, DEMA utilizes in-house instructors, Department of Homeland Security Training Consortium entities supported through the FEMA National Training and Exercise Division (NTED), the Delaware Learning Center, and various in-state agency subject matter experts. The DEMA Training and Exercise section is an integral member of the DHSTPWG Training and Exercise subcommittee, and provides regular updates on available funding and helps to deconflict trainings and exercise offerings across partner agencies throughout the state. The DEMA Exercise program facilitates multiple Homeland Security Exercise Evaluation Program (HSEEP) compliant exercises for local, county, and statewide agencies annually.

### National Incident Management System (NIMS)

DEMA is responsible for administration, training, and monitoring of NIMS conformity by state response agencies and local jurisdictions throughout the state of Delaware. DEMA accomplishes this by providing NIMS training courses; conducting monitoring visits; disseminating information resources and advice; and managing statewide reporting through the FEMA computerized "NIMSCAST" reporting system.

### Incident Management Teams (IMT)

DEMA is responsible for the training, administration, and development of the State Type III All Hazard Incident Management Team (IMT). This team is available to assist city, county, and state governments in all aspects of incident management under NIMS. The team consists of volunteers from various state and local response disciplines, with the concurrence and support of their agency leadership. DEMA staff and other state employees are being considered to assist with IMT roles as volunteer support continues to diminish.



## LOGISTICS

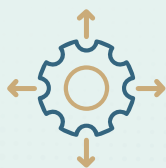
The Logistics Section manages a number of programs and provides valuable support to the entire Agency on a daily basis. They ensure the facility stays operational through all-weather events, and allow staff from other sections to carry out their missions by ensuring equipment and supplies are always on hand and ready to go. They have recently added responsibilities to include the State Emergency Commission (SERC) program and the Distribution Management Plan. **Specifically, the**

**Logistics section:**

- Monitors, maintains, and replaces (as necessary) all assigned equipment and tools
- Monitors all building systems (HVAC, electric, and water)
- Provides routine building maintenance
- Coordinates building inspections and service yard inspections of cooling towers and generators
- Maintains the DEMA vehicle fleet
- Inventories and tests critical communications equipment like satellite phones and radios
- Assists in all logistical processes (REP, PIO, and CERT outreach) and logistics planning
- Maintains REP equipment for 54 agencies
- Processes incoming equipment for the Homeland Security Grant Program section (receipt, transitional storage, and distribution)
- Oversees statewide hazardous materials planning and associated grant programs
- Oversees the deployment of qualified staff and support equipment to disasters within and outside of the state
- Accomplishes Homeland Security Grant Program sub-recipient compliance reviews
- Manages the military surplus program (LESO)

### Emergency Management Assistance Compact (EMAC)

The Emergency Management Assistance Compact (EMAC) is an all hazards, all disciplines, mutual aid program that has been ratified by U.S. Congress and is law in all 50 states, the District of Columbia, Puerto Rico, Guam, and the U.S. Virgin Islands. EMAC offers assistance during governor-declared states of emergency or disaster through a system that allows states to send personnel, equipment, and commodities to assist with response and recovery efforts in other states. DEMA is responsible for the administration, training, implementation, and monitoring of Delaware’s EMAC program. DEMA continues to support other states and, DEMA has proudly sent personnel to Puerto Rico, Hawaii, Florida, Virgin Islands, South Carolina, and Florida to assist with disaster in those areas. DEMA feels privileged to assist other states in their time of need and finds all of these deployments opportunities to increase Delaware’s knowledge. EMAC is invaluable to help states receive the resources required to manage disasters. DEMA maintains a Type II EMAC A-Team, ready to work in the state EOC or to deploy to a requesting state. The nationwide drive for states to build Mission Ready Packages of deployable equipment and teams is designed to facilitate the request and provision of assistance to states with emergencies in a timely manner.



**DEMA has deployed resources and personnel from six agencies on 16 EMAC missions to nine states and territories.**

**AGENCIES** | DEMA, Delaware National Guard, DeIDOT, DHSS, DNREC, and Delaware State Fire School

**STATES** | Texas, South Carolina, Florida, Puerto Rico, U.S. Virgin Islands, Hawaii, North Carolina, Kansas, and Kentucky

## Emergency Services Stand-By Contracts

DEMA has established statewide contingency contracts for procurement of goods and services that might be needed in preparation for and/or following a catastrophic emergency. Contracts are established to provide vital goods such as water, meals ready to eat (MREs), heaters, waste removal, etc. They also provide an extensive list of additional equipment, supplies, and services to support emergency shelter operations when normal procurement sources are unavailable due to the nature or extent of the disaster. The intent is to have one or more vendors under contract to ensure Delaware is not under resourced should a large, multi-state incident occur.

## Chemical/Hazardous Materials (HAZMAT)

DEMA performs the responsibilities of the Executive Director position for the State Emergency Response Commission (SERC), providing support to the commission. DEMA personnel provide planning support to the Local Emergency Planning Committees (LEPCs), to the Special Emergency Response Teams (SERTs), and for state HAZMAT training workshops. DEMA also administers the Hazardous Materials Emergency Preparedness (HMEP) grant program, which is awarded through the federal Department of Transportation.

## Law Enforcement Support Office (LESO) Program

DEMA Logistics is responsible for administering the Law Enforcement Support Office (LESO) program within Delaware. This program, authorized through the National Defense Authorization Act and spearheaded federally by the Defense Logistics Agency, aims at increasing state and local law enforcement capabilities through the decommissioning and transfer or surplus military equipment. The program requires close coordination between DEMA and recipient law enforcement agencies, and an annual audit of all equipment must be completed to remain compliant. Delaware has been first in the nation to successfully complete their audit for many years in a row. **DEMA works with over 35 law enforcement agencies and tracks over \$4 million in equipment through the LESO program.**



### INFORMATION TECHNOLOGY

Delaware Emergency Management Agency's Information Technology section is responsible for supporting DEMA's mission as the lead state agency for coordination of comprehensive emergency preparedness; training, response, recovery, and mitigation services; protecting Delaware's economic base; and reducing the impact of emergencies. The Information Technology section recommends, tests, installs, and maintains data and communications systems for the agency and its partners. **Information Technology section responsibilities include:**

- Providing technical support to agency staff and partners
- Maintaining DEMA computer network infrastructure
- Migration of physical network servers to virtual network servers
- Improving reliability, flexibility, and performance of all technology systems
- Recommending and maintaining backup of critical DEMA electronic data and ensuring data is available for continuity of operations (COOP) purposes
- Providing maintenance of DEMA computers, printers, copiers, and fax hardware
- Providing recommendations, installation and training to support DEMA software, including Geographical Information Systems (GIS) applications

- Maintaining DEMA network user accounts
- Maintaining, upgrading and enhancing the DEMA website
- Coordinating phone system maintenance for DEMA and State Police HQ Communications through Department of Technology and Information (DTI)
- Recommending solutions and providing support for DEMA mobile devices
- Providing solutions, installation and maintenance of building security systems to include building access and security cameras for State Police HQ Communications and DelDOT Traffic Management section
- Serving as the DEMA liaison to DTI for state email, state network outages, and new user/firewall access requests
- Responding to and providing technical support during emergency activations

 **FISCAL**

This Fiscal section ensures the proper management of state funds and federal and private grants. It ensures the timely drawdowns of funds from federal agencies and ensures compliance with federal and state regulations, laws, and policies.

**Additionally, the section supports the application for and manages the following grants/programs:**

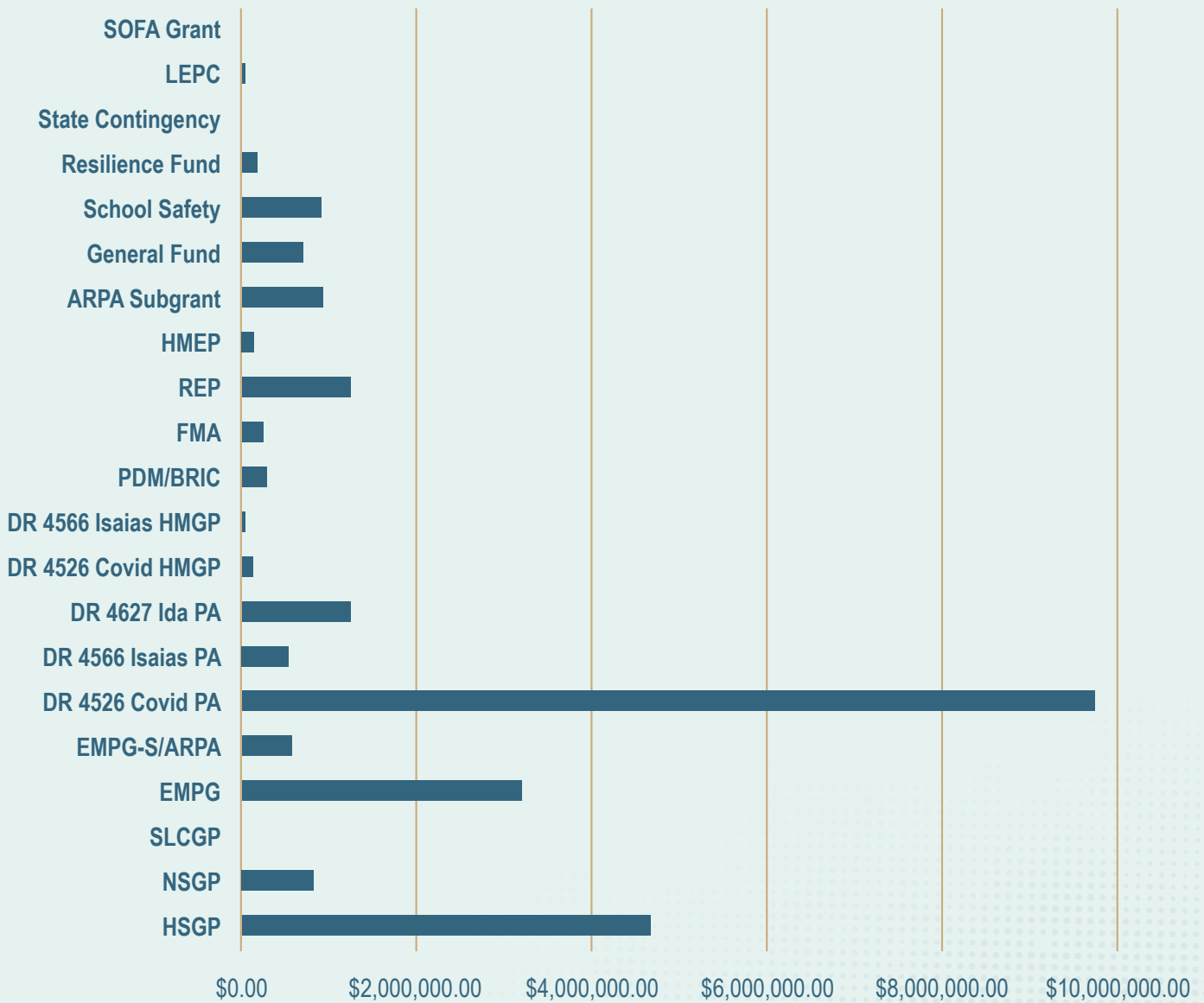
- Homeland Security Grant Program (HSGP)
- Nonprofit Security Grant Program (NSGP)
- State Local Cybersecurity Grant Program (SLCGP)
- Emergency Management Performance Grant (EMPG)
- Hazardous Material Emergency Preparedness (HMEP)
- Radiological Emergency Preparedness Program (REP)
- Pre-Disaster Mitigation (PDM)
- Flood Mitigation Assistance (FMA)
- Building Resilient Infrastructure and Communities Program (BRIC)
- Public Assistance Program (PA)
- Hazard Mitigation Grant Program (HMGP)
- Delaware Resilience Fund
- American Rescue Plan Act Funds (ARPA)
- General Funds from the State of Delaware



The Fiscal section managed \$25,955,639.48 in 2023, which included funds for three federally declared disasters (DR-4627 Remnants of Hurricane Ida, DR-4526 COVID-19, and DR-4566 Tropical Storm Isaias).

## TOTAL 2023 EXPENDITURES | \$25,955,639.48

### DEMA 2023 Expenditures



# DEMA Strategic Plan Development

DEMA utilizes a collaborative and community-based approach to emergency management to plan for and mitigate against potential disasters and emergencies. DEMA works closely with all governmental and community partners—including private and public sector entities, nongovernmental and nonprofit organizations, as well as individual citizens—to ensure emergency readiness, resiliency, and recovery. In accordance with this comprehensive approach to emergency management, DEMA greatly values the input and participation of its stakeholders. As such, DEMA solicited input and ensured opportunities for participation from external and internal stakeholders throughout the development of its Strategic Goals and Objectives.

## METHODOLOGY

In development of the following strategic goals, DEMA leadership solicited feedback and participation from both internal and external stakeholders. DEMA recognized that obtaining input from emergency management personnel, and the community partners they support, would help the agency develop goals vital to maintaining and improving DEMA's operability.

## EXTERNAL STAKEHOLDER INPUT

Two external stakeholder surveys were conducted by DEMA in conjunction with Hagerty Consulting over a period of approximately three-weeks. Survey links were emailed directly to participants, and participation was voluntary. The survey were conducted in congruence with the internal survey described below.

The first external survey was aimed at the executive leadership of key partner agencies. **DEMA received a total of 21 unique responses and had a completion rate of 90%.** The second external survey was administered to emergency support coordinators, who work with DEMA to operationalize response plans. Overall, 42 unique responses were collected from individuals and this survey had a completion rate of 91%. Feedback, in the form of tabular data and editorial comments, was collected and considered in drafting the Strategic Goals and Objectives.

## INTERNAL STAKEHOLDER INPUT

All DEMA staff members received a link to complete an anonymous survey. The survey remained open for approximately three-weeks. Hagerty Consulting conducted the data analysis to ensure anonymity of respondents. **A total of 38 DEMA staff members participated in the survey, which was voluntary.** Feedback, in the form of tabular data and editorial comments, was collected and considered in drafting the Strategic Goals and Objectives.

DEMA Leadership carefully considered all stakeholder feedback while developing the Goals and Objectives that will guide all agency actions for the period from 2024–2028. These Strategic Goals and Objectives are on the following page.

# Strategic Goals and Objectives

## GOAL 1: PRIORITIZE PEOPLE ABOVE ALL ELSE

- 1.1. Recruit, hire, and onboard qualified staff with uniform processes
- 1.2. Provide clear expectations for performance and mentoring for all staff members
- 1.3. Ensure ongoing professional development for existing staff
- 1.4. Recognize and reward staff for their accomplishments through a staff-led recognition program
- 1.5. Provide guidance for advancement opportunities within and outside of the agency
- 1.6. Strengthen the leadership skills of all staff members

## GOAL 2: EFFECTIVELY RESPOND TO AND RECOVER FROM ALL HAZARDS

- 2.1. Ensure staff are trained and able to perform duties competently in non-activation and activation roles
- 2.2. Validate activation policies and procedures
- 2.3. Provide realistic training and exercise opportunities to ensure a state of readiness
- 2.4. Review, evaluate, and validate response plans across agency sections and with local, state, regional, federal, and non-governmental partner input
- 2.5. Incorporate lessons learned from past response and recovery into current plans and procedures
- 2.6. Work across the whole community to ensure issues of equity, diversity, and inclusion are addressed during response and recovery

## GOAL 3: COMMUNICATE WITH INTENTION

- 3.1. **Internally**
  - Prioritize consistent one-on-one and team meetings within agency sections
  - Provide clear updates from leadership to staff
  - Provide a dedicated time for leadership to receive staff feedback
- 3.2. **Externally**
  - Create meaningful and engaging opportunities to educate the community digitally and in-person about DEMA programs and partners
  - Utilize targeted communication platforms appropriate to message and audience

## GOAL 4: BUILD RELATIONSHIPS

- 4.1. Create space for formal and informal team-building activities
- 4.2. Provide job shadowing opportunities for all staff with leadership staff
- 4.3. Return to in-person meetings when feasible
- 4.4. Meet with partners to understand partner agency missions and capabilities
- 4.5. Include traditional and non-traditional partners in trainings, exercises, plan review, and outreach



**GOAL 5: INCREASE RESILIENCE AND LOWER RISK ACROSS THE STATE**

- 5.1. Strengthen the culture of preparedness across the state through outreach
- 5.2. Identify and address community issues in partnership with the community
- 5.3. Utilize and grow available programs to support risk reduction projects with a focus on green initiatives
- 5.4. Build recovery partnerships that support funding and community involvement
- 5.5. Involve partners to ensure equity, diversity, and inclusion are considered in the formation and implementation of all plans and programs

**GOAL 6: SUPPORT COLLABORATION, PROBLEM-SOLVING, AND FLEXIBILITY**

- 6.1. Foster an environment that supports collaborative and unique solutions
- 6.2. Invest in effective technology and novel approaches that provide functional solutions
- 6.3. Build relationships with the public and private sectors to better coordinate efforts and resources for complex issues
- 6.4. Cultivate creativity by reducing and removing redundant processes and programs to allow space for new ideas

**GOAL 7: ADDRESS EVOLVING THREATS**

- 7.1. Gather partner input on evolving threats
- 7.2. Assess available programs to address identified threats, and eliminate, combine, create, or expand programs as needed with partner input
- 7.3. Incorporate threats into existing planning documents and processes as applicable

# Implementation

Execution of the DEMA Strategic Plan by the Agency Director signifies the Plan's completion and signals the beginning of the implementation phase. Upon final approval, the Plan will be distributed to all DEMA staff and will be posted on DEMA's webpage. Deliverables identified throughout the Plan will be assigned to key positions to ensure the constant progression of the Plan including, but not limited to:

## GOAL 1

The Director's office will work with the will work with the Deputy Director responsible for hiring, administrative staff, and the Training staff to fulfill the objectives established in Goal 1 and will report annually.

- The Director will provide a brief to the Staff and Office of the Secretary each January to discuss retention rates, training benchmarks, and professional development milestones

## GOAL 2

The Principal Planners will provide an annual report on the Planning section's plan reviews and updates. This will include information on how Diversity, Equity, and Inclusion have been incorporated into any updates. Plans will include planning team composition and follow the Whole Community Approach to planning as specified by FEMA.

The Training and Exercise Administrator will compile a report on staff completion of Job Qualification Sheets (JQS) to ensure activation readiness of the staff. These reports will be shared with the Homeland Security Council, Mitigation Council, and Emergency Managers throughout the state.

- The Principal Planners and T&E Administrator will provide updates and annual goals to the Director by June 1 each year

All DEMA staff will test and validate activation procedures during at least one scenario based exercise per year.

## GOAL 3

All agency supervisors will submit their weekly team meeting schedule and one on one meeting schedule to the Deputy Director responsible for HR at the beginning of each calendar year, and a record of completed meetings by December 1 of each calendar year.

The Community Outreach staff will submit an annual report on January 31 of each year that includes metrics for outreach for the previous calendar year to gauge communications success. This includes website metrics, social media metrics, and in person event statistics.

## GOAL 4

DEMA leadership will hold at least one staff function for all staff members per year.

DEMA leadership will ensure staff from all sections get the opportunity to engage in professional development such as attendance at the RISC/RAC, NEMA, and other leadership events.

After action reports for exercises and real-life incidents will be shared at DEMA Training Day to ensure non-traditional partners are included in trainings and exercises.

## GOAL 5

The Community Outreach staff will submit an annual report on January 31 of each year that includes metrics for outreach for the previous calendar year to gauge communications success. This includes website metrics, social media metrics, and in person event statistics.

Plans will include planning team composition and follow the Whole Community Approach to planning as specified by FEMA.

The State Hazard Mitigation Officer will provide a report after each annual mitigation award cycle detailing the change in funding for risk reduction projects.

## GOAL 6

DEMA Supervisors will hold annual meetings with their sections to gather feedback on successes and areas for improvement for collaboration. Feedback will be compiled by supervisors by September 30 and submitted to the Deputy Directors for evaluation of priorities for the following calendar year.

## GOAL 7

The Homeland Security Advisory Council will add additional working groups to address threats holistically, including mitigation and evolving threats. This will ensure efforts are not being duplicated throughout redundant unrelated groups, and that evolving threats are discussed across a spectrum of partner agencies.

## MAINTENANCE, EVALUATION, AND REVISION

**This document will be revised every four years, with revisions beginning in year three of the update cycle.** Evaluation will include an analysis of implementation data, as well as internal and external stakeholder feedback. This document will not be revised within the four-year cycle unless drastic organizational changes affect the priority or implementation of the strategic goals. Changes will be documented in an addenda section, as needed. Plan maintenance is the responsibility of the DEMA leadership team.