

# YEAR IN REVIEW 2025



Prepare Support Recover



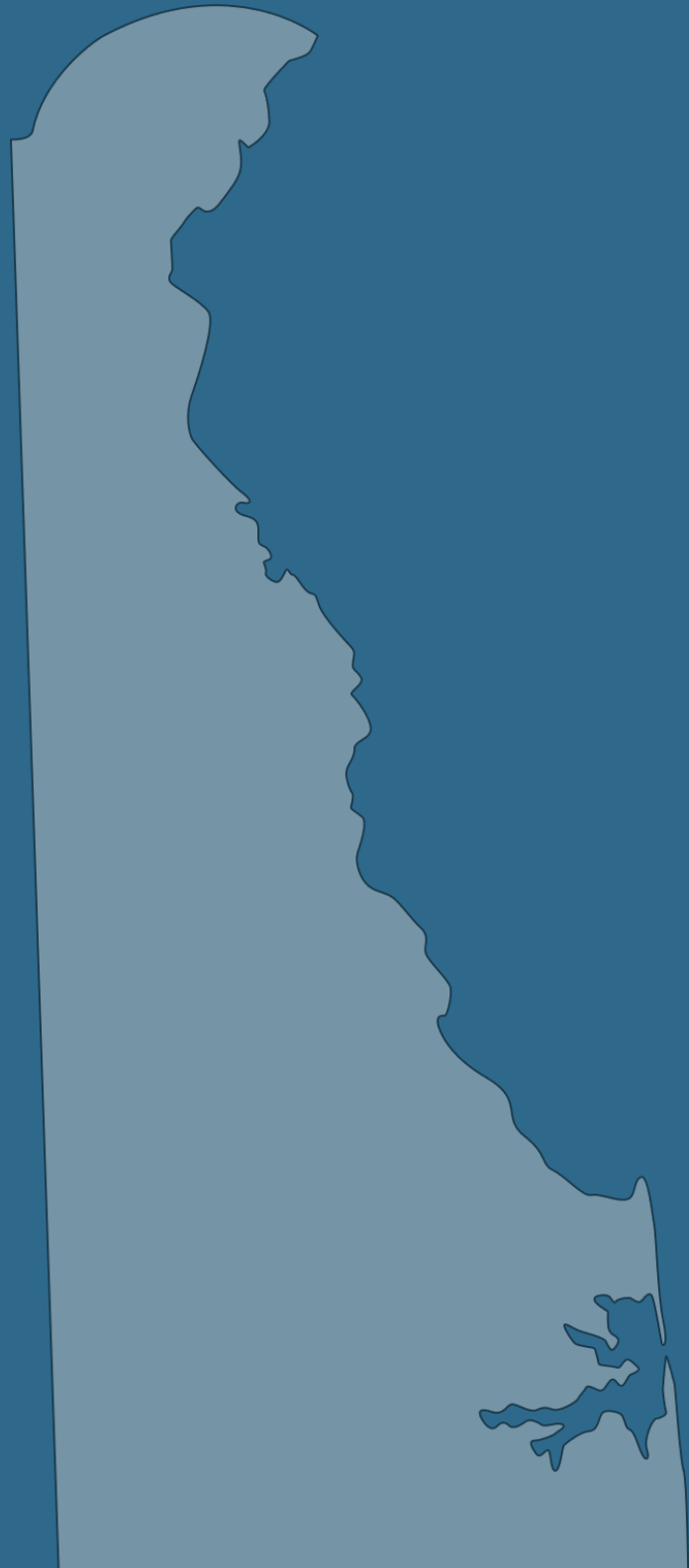
First Snow Storm of 2025

(Images: Community Emergency Response Team , Delaware Emergency Management Agency & Delaware School Safety Center Logos & snow-covered Emergency Operations Center exterior)

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(Image: Delaware State outline)

# Reflections from the Director

2025 brought many chapters to a close at DEMA, but the start of many more. Most notably, we fully closed out all projects associated with Tropical Storm Isaias, and continued to make progress toward closing out our other two federally declared disasters, COVID-19 and the remnants of Hurricane Ida. Through these three disaster declarations, our team delivered over \$276 million to communities all across our state. Our team also supported activations of the State Emergency Operations Center to help coordinate local, County, and state response to a nor'easter and winter storm. We also deployed our own staff to support others in their times of need in New Mexico and Alaska.

We were reminded throughout the year that Delaware is not immune to threats and critical incidents. The various special operations teams that we support adeptly responded to multiple complex rescues, ongoing concerns in schools, a potential lonewolf attack, and the tragic events at the Wilmington Department of Motor Vehicles that took the life of Delaware State Police Trooper Cpl. Matthew T. Snook. 2025 was a constant reminder that we must remain vigilant.

Daily life at DEMA is never boring, and that remained true throughout 2025. Our team conducted many valuable trainings and exercises for our staff and partners as well as onboarded new team members who worked diligently to complete DEMA's rigorous new hire certification process as emergency managers. Our staff worked on many vital plan updates to the Delaware Emergency Operations Plan, the State Emergency Response Commission Plan, the Homeland Security Strategy for the Department, and a framework for Delaware's Housing Recovery Support Function.

Our Comprehensive School Safety Program (CSSP) was relaunched as the Delaware School Safety Center at DEMA to better provide schools with a suite of resources to support them as they navigate the challenges of safety in educational environments, during and after the school day. Our Logistics section completed a series of targeted workshops with partners to assess our disaster logistics capability statewide and to ensure that we always have a path to build upon our capabilities. Our airspace management program aided partners with drone detection capability and planning support to add an additional layer of public safety to our skies at large events. We remained first in the nation to complete our inventory for the Law Enforcement Support Office program which helps to build local capacity for first responders through the re-issuance of excess Department of Defense property. We hosted our largest ever Family Emergency Preparedness Day event in September, delivering practical and free emergency preparedness information to over 1,000 Delawareans.

We navigated uncertainty and change to many of our federal programs but successfully worked through shortened grant application cycles and program interruptions while continually serving our partner agencies with an exceptional level of service and support. We welcomed a new administration in the Governor's office and were lucky to bring the entire cabinet together to talk about roles and responsibilities across the whole of government during disasters. Last but certainly not least, we celebrated the reaccreditation of our emergency management program, to include the validation of our plans, policies, and procedures, ensuring that DEMA can continue to serve the citizens of Delaware and fulfill its core mission to prepare, support, and recover.



DEMA Director,  
A.J. Schall

# Agency Highlights

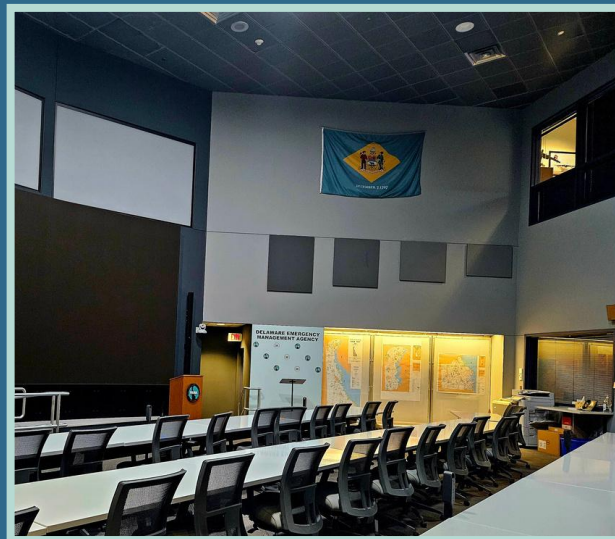
## EMAP Accreditation

Delaware Homeland Safety and Security Secretary, **Joshua Bushweller** (left) joined **Director A.J. Schall** (right) to celebrate the Delaware Emergency Management Agency's **Emergency Management Accreditation Program (EMAP)** certification which acknowledges the state's emergency management program meets international standards.

Having received its initial accreditation in December 2019, DEMA received confirmation of its renewal in April 2025. EMAP accreditation validates DEMA's commitment to preparedness, response and recovery efforts to save lives and mitigate against damage to property and infrastructure. It involves a comprehensive review of plans, policies, procedures and records to ensure fidelity of the programs.



## Emergency Operations Center Redesign



In collaboration with the IT Section, the Logistics Team completed the renovation and enhancement of the Emergency Operations Center (pictured left), the DEMA-wide office renovation, and outfitted the DE-Task Force 1 response trailer for in-state and out of state SAR deployments.

## Public Assistance

In 2025, DEMA's Fiscal Section was able to close Public Assistance (PA) expenditures from Tropical Storm Isaias with New Castle County. Overall, total Public Assistance expenditures for the year exceeded more than \$4.4 million (see page 11 for full breakdown).



# DEMA Response and Support

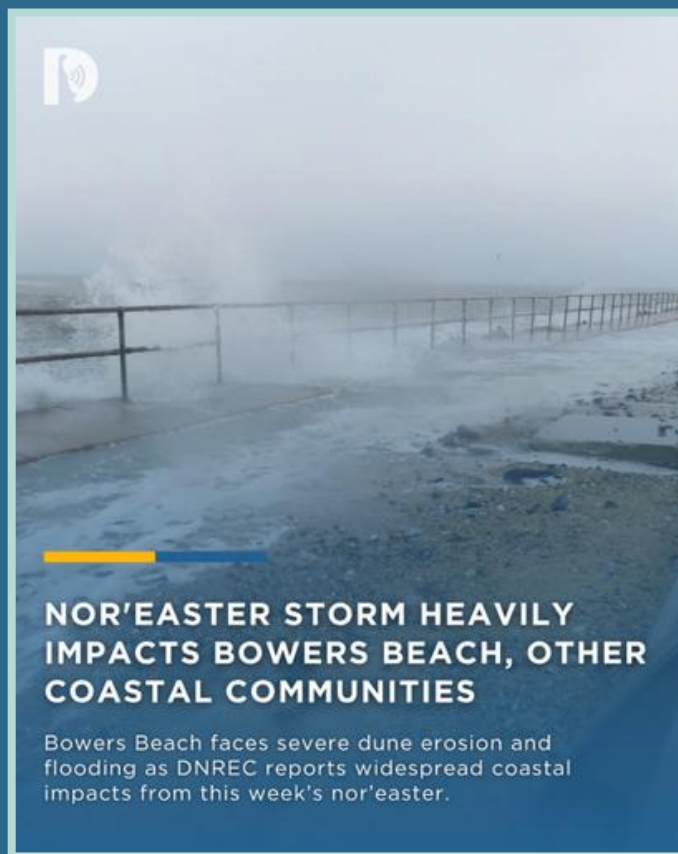
## Activations

### January 2025 Winter Storm

DEMA, The Delaware Department of Transportation (DelDOT), and other agencies mobilized in preparation for a major winter storm that posed great risk to personal safety of residents across the state. The Governor activated the Delaware National Guard to support storm response operations while DEMA activated its Emergency Operations Center in Smyrna to coordinate with state, county, and local partners to meet ongoing needs for the duration of the event.

### October 2025 N'oreaster

In anticipation of the first N'oreaster of the season, which occurred during the Columbus Day weekend, DEMA collaborated with county and state agencies and activated the National Guard to assist with storm response in tandem with a voluntary evacuation order for Bowers Beach residents.



(Pictured: Bowers Beach Nor'easter image from Delaware Public Media)

## Deployments

The agency coordinated involvement in the Emergency Management Assistance Compact (EMAC) in response to severe weather events across the country in 2025.



Christine Beste (left) was deployed to Alaska to provide Planning Support following the devastation caused by the Typhoon Halong while Frances Cordell and William Schaefer (middle, right) deployed to New Mexico to support disaster finance management in response to severe flooding.



# Terrorism Preparedness

## Grants Management

- Awarded FY25 **Homeland Security Grant Program (HSGP) Award**, September 2025. Federal award totals \$4,362,750 which encompasses 69 projects on behalf of 14 emergency services and response disciplines and even more individual recipients.
- Awarded FY25 **State and Local Cyber Security Grant Program (SLCGP) Award**, in September. Federal award totals \$1,112,080 with a \$741,387 cost share match requirement.
- Awarded FY25 **Nonprofit Security Grant Program (NSGP) Award**, September 2025. Federal award totals \$1,800,000. Specific nonprofit organization and projects pending as of October 2025.
- Awarded FY24 **Nonprofit Security Grant Program-National Security Supplement (NSGP-NSS) Award**, announced in 2 rounds, June and August 2025. Federal award totals \$1,858,849 on behalf of 10 nonprofit organizations and 12 projects.



(L to R DEMA staffers Nicole Carey and Tom Schultz)



(Pictured: Graphic Illustration of various DEMA Grants)

- Closed out 4 Federal Grant Awards: FY21 and FY22, HSGP and NSGP
- Reviewed and approved 19 total projects at the State and Federal levels, obligating \$90,562 in FY22 SLCGP funds and \$1,236,672 in FY23 SLCGP funds
- Completed the annual review and update of the Continuity of Operations (COOP) plan
- Completed the biannual review and update of the Continuity of Government (COG) plan
- Updated the State of Delaware, Homeland Security Strategy

# Recovery and Mitigation

## Recovery

Bancroft Mills Bridge, which had been closed following damage from record flooding during Hurricane Ida in 2021, was reopened by the Department of Natural Resources and Environmental Control in partnership with DEMA thanks to 2.7 million in federal funding made possible by the Stafford Act, in addition to \$800,000 in state funds. (Pictured right: Partners on Bridge for Ribbon Cutting Ceremony)

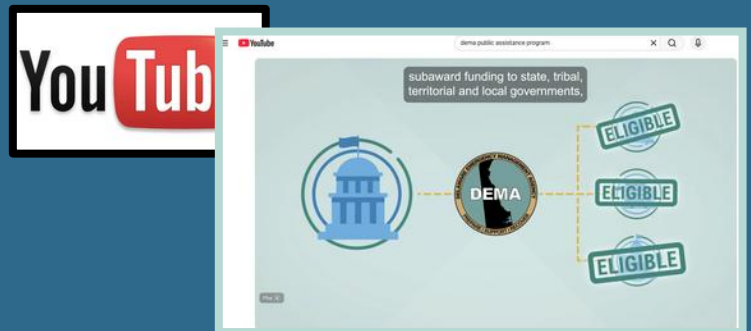


## Individual Assistance Program Highlights

Individual Assistance (IA) is a type of federal aid which provides financial help and services to disaster victims who have uninsured or under-insured expenses and serious need. In 2025, the Disaster Housing Strategy was finalized, and the agency updated the Individual Assistance web page. DEMA hosted several Individual Assistance trainings in tandem with FEMA Region 3 staff. DEMA further coordinated with external partners for the revision of the Department of Health and Social Services (DHSS) Cooling Center Plan. The agency participated in several DHSS exercises including Mass Feeding, Shelter Operations and Community Organizations Preparedness Engagement (COPE).

## Public Assistance Program

Delaware was the first state in Region 3 to submit its 2026 PA Administrative Plan to FEMA. DEMA produced a public-facing series of four new YouTube videos as a reference for potential Delaware applicants to apply for funding under the Public Assistance program.



## Mitigation Projects and Accomplishments

2025 was a busy year for our Mitigation Team. Our staff taught two damage assessment courses, updated content to meet new FEMA standards, and processed over a dozen project closeouts, including BRIC FFY20. Additionally, HMGP Ida has been completed and are currently working through final closeouts and reimbursements. All of HMGP Isaias has also been completed and are awaiting review from FEMA once they have officially reopened.



# Radiological Preparedness

## Drills and Exercises

DEMA hosts four quarterly Radiological Emergency Preparedness (REP) drills, in cooperation with Public Service Enterprise Group (PSEG), New Jersey and Delaware State Police, New Castle and Kent Counties and, several other agencies to test plans and capabilities in case of real-world events. Drills were conducted on March 4, June 3, July 29 and November 10th. A FEMA graded Medical Services exercise was also completed June 16-18 with DEMA partners including New Castle County Paramedics, New Castle County Emergency Management and Christiana Care Health System. DEMA also collaborated with the Delaware National Guard for Air Team training, Reception Center Training, and Decontamination Training throughout the year.

## Annual PSEG Calendar Art Contest



DEMA and PSEG sponsor an annual calendar art contest for Delaware elementary schools within the Emergency Planning Zone (EPZ). 2025's theme was "Our Living Planet: Keeping it Green." 12 students from Appoquinimink School District were selected as winners and honored at a luncheon on May 15 at the Middletown Volunteer Hose Company, Middletown, DE. (Pictured L to R: DEMA Director Schall and David Burgin, Manager, Emergency Preparedness - Offsite & Response Programs, PSEG Nuclear, pose with student art contest winner)



## Emergency Siren Tests

In tandem with the Delaware State Police and PSEG, DEMA held quarterly siren tests of the Salem/Hope Creek Nuclear Generating Stations Alert and Notification system. The 37 sirens within 10 miles of the nuclear generating stations were activated for three to five minutes followed by emergency alert system messages.

## Potassium Iodide Distribution Events



DEMA and the Delaware Division of Public Health, in partnership with Atlantic Apothecary, conducted two free Potassium Iodide distribution events for those who live within the 10-mile Emergency Planning Zone (EPZ). The first was completed on April 3 at the Middletown Volunteer Hose Company, Middletown, DE. The second was completed on October 2 at the Townsend Volunteer Fire Company, Townsend, DE. A total of 6,238 KI tablets were dispensed to the public. (Picture L to R: DEMA Staff Patrick O'Connell, Georgina Harris-Sharper, Stephen Davis, Tanner Waide)

# Technological Hazards

DEMA managed the Hazardous Materials Emergency Preparedness (HMEP) Grant).

In collaboration with the State Emergency Response Commission (SERC), DEMA held the 18th Annual Hazardous Materials Training Workshop.

In conjunction with New Castle County and other partners, a Seminar and Tabletop Exercise was later held to test the updated Hazardous Substance Incident Contingency Plan (HSICP) State Emergency Response Team (SERT) against a transportation based hazardous materials incident scenario.



DEMA's Steven Phillips (right) was elected as the Region III representative for the National Association of SARA (Superfund Amendments and Re-authorization) Act Title III Program Officials (NASTTPO).



## Logistics Highlights:

In tandem with Office of Management and Budget, DEMA expanded the Emergency Standby Materials and Services Contract to better support Delaware with resources during major disasters.

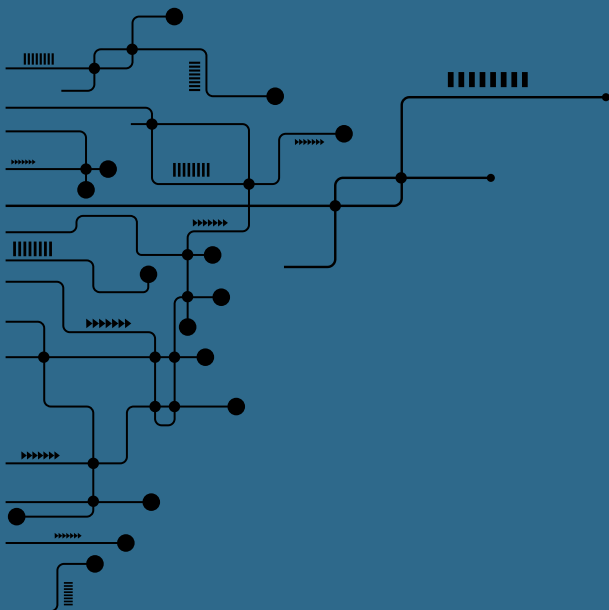
Delaware has placed first in the nation to complete the annual Law Enforcement Support Organization (LESO) Inventory 14 times in the last 16 years. DEMA was also responsible for receiving and distributing equipment purchased under the Homeland Security Grant Program (HSGP). The Distribution Management Plan was updated.

**DEMA's Logistics Section hosted six workshops for the Logistics Capability Assessment Tool (LCAT).**

- Received, inventoried, and distributed over \$1,500,000 worth of HSGP equipment.
- Returned 21 items (vehicles, equipment, weapons) to LESO totaling \$166,203.90.
- Calibrated and maintained over 1,600 pieces of equipment for the REP Program.

In tandem with FEMA & the Department of Defense, DEMA led a visit to Dover Air Force Base to inspect and evaluate disaster staging area capabilities.

## IT Highlights:



(Pictured: IT Computation Graphic)

Completed new building-wide Uninterruptable Power Supply project.

Upgraded to 3rd line communications to shore up daily and backup communications capability.

Improved Amateur Radio Civil Emergency Service (RACES) capabilities.

Updated the Satellite communications capabilities

Submitted numerous business cases to the Department of Technology and Information (DTI), to ensure appropriate security and agreement with terms of service for third party applications.

Upgraded from Windows 10 End of Life (EOL) for all machines to Windows 11

<b>Fund type</b>	<b>Total Expenditures</b>
General State Funds	\$ 1,272,061.16
Local Emergency Planning Committee	\$ 59,381.78
Comprehensive School Safety Program	\$ 454,269.15
School Safety special funding	\$ 50,115.17
Emergency Mgmt Performance Grant	\$ 3,216,931.49
Homeland Security Grant	\$ 5,320,144.10
Nonprofit Security Grant	\$ 1,221,416.41
State & Local Cyber Security Grant	\$ 1,766,990.24
Hazard Mitigation Covid	\$ 303,113.28
Hazard Mitigation Isaias	\$ 104,441.52
Hazard Mitigation Ida	\$ 283,384.44
Public Assistance Covid	\$ 1,461,910.19
Public Assistance Isaias	\$ 10,538.30
Public Assistance Ida	\$ 2,949,026.85
Building Resilient Infrastructure Grant	\$ 385,995.16
Radiological Grant	\$ 1,740,047.36
Hazardous Materials Grant	\$ 167,886.63
ARPA subgrant	\$ 291,892.01
Other	\$ 2,489.30
	<b>\$ 21,062,034.54</b>



(Image: DEMA's Fiscal Team)

## Public Assistance expenditures

<b>Covid 4526 PA</b>	Bayhealth	\$ 69,938.79
	Christiana Care	\$ 1,009,771.20
	Covid M&A	\$ 382,200.22
<b>Isaias 4566 PA</b>	New Castle County	\$ 10,538.30
<b>Ida 4627 PA</b>	Eleutherian Mills	\$ 877,125.55
	New Hope Baptist Church	\$ 50,101.38
	DNREC Bancroft Bridge	\$ 1,990,367.32
	Ida M&A	\$ 31,432.58
		<b>\$ 4,421,475.34</b>

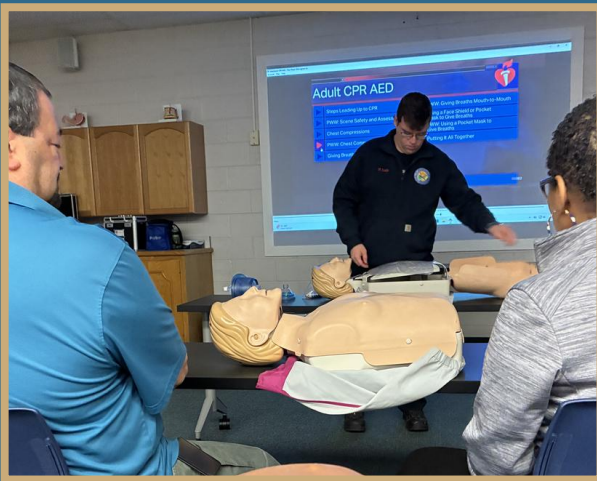
# Training and Education

## Training Highlights:

DEMA conducted its largest ever coordinated training, the Appoquinimink School District Full-Scale Active Assailant Exercise, a simulated response involving over 20 agencies with nearly 700 participants at the Odessa High School on the Fairview Campus (pictured right). Participants included Appoquinimink staff, public safety personnel, in addition to local, regional, and state counterparts such as the Delaware Department of Transportation (DelDOT) and the Division of Communications (DivComm), conducting simulated evacuation and reunification exercises. The large-scale enterprise demonstrated the capability of Appoquinimink School Resource Officers & Constables; Middletown, New Castle County and Delaware State Police to respond during an active shooter incident along with Law Enforcement and Fire/EMS' capacity for rescue, triage and treatment operations.



21 Members of the Delaware State Police and Fire Service (Delaware Air Rescue Team) personnel completed the Priority 1 Air Rescue SAR Mission Hoist Training, while 30 attendees completed the Resource Unit Leader (RESL) course at DEMA.



(Pictured left: DEMA Training Day participants)

### Exercises:

- Conducted, planned, and participated in 20 exercises: 5 workshops, 9 tabletops, 5 functional exercises and 1 full scale exercise statewide with over 1,134 personnel participating in these exercises.
- Successfully conducted the state's Integrated Preparedness Planning Workshop (IPPW) to ensure participation by all major agencies, jurisdictions, and organizations.
- After Action Reports (AARs) completed: 18

# Training and Education

## Training Highlights:

All-Hazards Course Participants  
(DEMA + DHS): 743

DEMA Training Courses Offered: 32

DEMA Course Attendees: 504

DHS Courses Offered: 12

DHS Course Attendees: 239



### Metrics:

Trained 1,100 state, local, and private sector personnel in our all-hazards, state Division of Homeland Security (DHS) and in-residency DHS training courses.

Trained 40 state and county personnel on the use of the RAVE system for the Delaware Emergency Notification System (DENS). In-person, hands on training ensured students utilized the system while online training was also conducted.

Revitalized and conducted Job Qualification Standard (JQS) training for the entire DEMA staff on their Incident Command System (ICS) related position specific duties. Completed the National Qualification Standards (NQS) training for all task books. Currently in Phase III of the NQS implementation process.

### Classes held:

MGT-384 Preparing for Cyber Attacks and incidents

MGT-318 Public Information in a all-Hazards Incident

MGT-467 Sport & Special Event Public Information & Emergency Notification

COOP Continuity of Operations ICS-100/NIMS 700 Introduction to NIMS and ICS

ICS-200 Basic Incident Command System for Initial Response

ICS-300 Intermediate CIS for Expanding Incidents

ICS-400 Advanced ICS for Complex Incidents

EOC-101 Introduction to the State Emergency Operations Center

D-100 Introduction to WebEOC 9.2 Incident Management Systems

L-105: Public Information Basics

L-965 All-Hazards Position Specific Resources and Demobilization Unit Leaders

AWR-362 Flooding Hazards

AWR-148 Crisis Management for School-Based Incidents

MGT-417 Crisis Management for School Based Incidents for Key Decision Makers

MGT-475 Crowd Management for Sport and Special Events

MGT-452 Physical Cybersecurity for Critical Infrastructure

AWR-326 Tornado Awareness

AWR-209 Working with the Media

# Community Outreach

## Highlights



Historical Timeline Commemorating DEMA's 75 Years of Service

DEMA installed a historical timeline of panels chronicling decades of emergency service to the community at the Emergency Operations Center in commemoration of 75 years of community partnership (Image left).

An official unveiling will occur in 2026.

## Family Emergency Preparedness (FEP) Day

A record-breaking 1000 participants attended DEMA's 19th Annual Family Emergency Preparedness Day (FEP) Partner Celebration in September. With over 40 exhibitors visitors received a well-rounded education on the many aspects of public safety.



(Pictured: DEMA's littlest volunteer with Smokey Bear at FEP day.)

Community Outreach Initiatives reached people of all ages. DEMA participated in the Life Conference and State Fair in addition to Sussex County's 911 Day, where busloads of students were educated on the importance of safety and preparedness. In June, DEMA also joined Sea Grant Director, Danielle Swallow (pic to co-host the Evacuation Planning Roundtable discussion on safe aging in place at the Angola Beach and Estates Community, followed by an Emergency Preparedness Workshop at the Long Neck CHEER Senior Center.



# Community Outreach

## Drive Safe – Be Prepared

Community Outreach launched its first-ever multi-agency/private partnership with the Office of Highway Safety, DelDOT and the i.g. Burton Auto Group.

The Drive Safe – Be Prepared campaign in recognition of Winter Weather Awareness Week 2025 featured a special focus on winter automotive safety. The partners gave away 300 free Car Safety Kits across all three Counties which included items such as ice scrapers, flashlights and seatbelt cutters.

In-store signage directed residents to [preparede.org.winterweather](http://preparede.org.winterweather) for more information and downloadable lists of items to winterize car and home. (Pictured L to R: DEMA and i.g. Burton staff Rachel Hayes and Angel Payne, respectively.)



## CERT

DEMA relaunched the free Community Emergency Response Team (CERT) initiative in partnership with Delaware State Fire School and County partners. The expanded program teaches critical basic skills in emergency readiness and response.

Participants (pictured above) receive classroom instruction in preparedness and disaster response, along with hands-on activities and simulations to prepare them to render basic support in the critical time before first responders arrive.

The new CERT program affords citizens a more proactive role in their own safety and in the well-being of their communities. With over 50 new CERT graduates and over 200 registered participants, the program now boasts CERT in all 3 counties and the City of Wilmington, and continues to create more teams to provide assistance while awaiting first responders. Visit [preparede.org/cert/](http://preparede.org/cert/)

# Delaware School Safety Center

## School Safety Highlights

Building upon the legacy of Comprehensive School Safety Program (CSSP), The Delaware School Safety Center (DSSC) at DEMA, launched in 2025 and reflects over a decade of progress and committed partnerships between schools, emergency responders, and state agencies. DSSC provides centralized resources, training opportunities, technical assistance, and data-informed guidance.

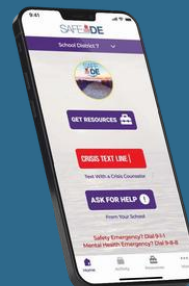


The DSSC, in collaboration with the Delaware Department of Education presented the 2025 **School Safety Conference**, a premier event dedicated to enhancing the safety and well-being of students, staff, and school communities across the state. A distinguished group of national school safety experts came together to share their knowledge, experience, and cutting-edge strategies for preventing violence and protecting school communities. (Pictured left to right: DEMA Director A.J. Schall, Michele Gay, of Safe and Sound Schools, with Department of Safety and Homeland Security Secretary Joshua Bushweller).

DSSC launched a monthly **Speaker Series** covering a wide range of topics relative to school safety. The program debuted in 2025 with Michelle Denault, who discussed child grooming and child sexual assault, followed by Dr. Amanda Nickerson of the Alberti Center for Bullying Abuse Prevention, University at Buffalo.



**Safety and Wellness Suite** continued implementing and onboarding schools and districts in the School Safety and Wellness Suite that includes the Safe DE app.



(Pictured: Speaker series promotional banner and Safe DE app image.)

# Delaware School Safety Center

## School Event Toolkit

The DSSC developed School Event Planning Risk & Vulnerability Toolkit assists administrators in planning safe and well-coordinated school events by assessing potential risks and identifying appropriate safety measures. It offers a structured process for evaluating event-specific vulnerabilities, informing security staffing decisions, and supporting emergency planning and cutting-edge strategies for preventing violence and protecting school communities.

## Diocese Conference, Ocean City, MD

A collaboration between the Delaware School Safety Center, Anne Arundel County Mental Health Agency, and Prevent Child Abuse Delaware, the Diocese Conference in March included representatives from 284 schools, reflecting the interests of over 86,000 students, 30 superintendents, school leaders, and support staff from the Diocese spanning Wilmington, DE, Baltimore, MD, Arlington, VA, Richmond, VA, Wheeling-Charleston WV and Washington, D.C.

DSSC convened stakeholders from various schools to provide feedback on the development of **Delaware's School Behavioral Threat Assessment** guidance as well as launching a customized software platform for Delaware's Emergency Operations Plans (EOP) through a partnership with Slidesoft Technologies.

## Basic School Resource Officer Course

DSSC hosted training for School Resource Officers (SROs) and school constables from across the state at DEMA's Emergency Operations Center in August (featured image below). Over 40 SROs and school constables completed National Association of School Resource Officers (NASRO) Basic SRO Course, which provides a solid foundation in school-based policing. The course equips officers with essential skills in building positive relationships with students, recognizing and supporting at-risk youth, understanding the adolescent brain, and collaborating effectively with educators and community partners.



# 2025 Employee Recognition Awards

## Employee of the Year

Director A.J. Schall and Department of Safety and Homeland Security Secretary Joshua Bushweller (left and right, respectively) celebrated Principal Planner, Christine Beste (center), as Employee of the Year.



## Team of the Year

Terrorism Preparedness Team members (left to right flanked by Schall and Bushweller) Tom Schultz, Michael Lawrence, Travis Tuson, Christine Beste, Ebony Map, Gerald Dillon and Nicole Carey were named DEMA Team of the Year.



## Employees of the Quarter:

Q1 Travis Tuscon



Q2 Christine Beste



Q3 Glen Stubbolo



Q4 Wendee Mohammed



# Promotions, Appointments and Acknowledgements

## Promotions



Pictured Left to Right:  
Tara Wilbur and Travis Tuson were promoted to Planner IV and Planner III, respectively.

Wendee Mohammed and Jackie Sloven were certified in the FEMA Incident Command System (ICS-449) Train the Trainer Course.

(Image: Jackie Sloven and Wendee Mohammed of DEMA's Training and Education Team)



## Appointments



Joey Melvin (left) was appointed Executive Director, Delaware School Safety Center.

Rachel Hayes and Jared Manlove (middle and right) joined the Outreach Section as Public Information Officer and Community Relations Officer, respectively.



## Acknowledgments

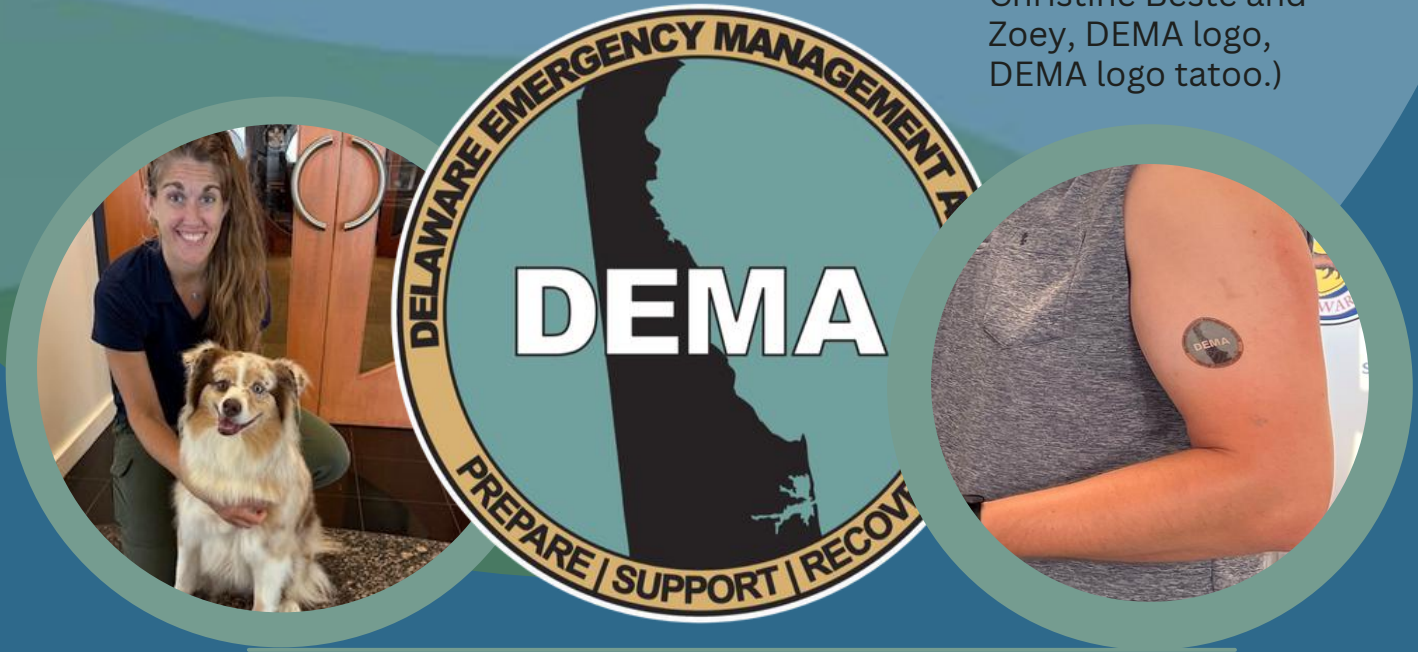
DEMA raised over \$1,000 for the State Employee Charitable Campaign with a variety of tactics from Bake Sales to Dress-Up and Bring your Pet to Work Day.

Pictured (left to right):

- Kathy Telford with Snapdragon
- Tanner Waide with Georgia May
- Jackie Sloven and Sully as Little Red Riding Hood and the wolf in Grandma's clothes.



(Pictured L to R:  
Christine Beste and  
Zoey, DEMA logo,  
DEMA logo tatoo.)



## Delaware Emergency Management Agency

165 Brick Store Landing Road  
Smyrna, Delaware 19977  
[dema.delaware.gov](http://dema.delaware.gov)

Prepare Support Recover