

2019

STRATEGIC PLAN 2019-2022

Delaware Emergency Management
Agency





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DIRECTOR'S INTRODUCTION



I am pleased to announce the completion and release of the Delaware Emergency Management Agency's first multi-year Strategic Plan. This plan will guide DEMA over the next three years while we regularly evaluate our progress and ensure implementation and advancement. The next full strategic plan will be released no later than mid-2022.

Over the last several years, DEMA has routinely completed internal transition plans to allow staff and leadership a glimpse at what DEMA has done and is planning; this Strategic Plan allows us to go even further as an agency.

Before getting into the Plan, it is only fitting that we highlight some of DEMA's recent successes:

- Completed multiple plan updates (e.g., DEOP, SHMP, THIRA)
- Re-engaged many community partners in the Pre-Disaster Mitigation Program
- Provided a robust response to EMAC requests (10 in the last year)
- Expanded disaster response logistics capabilities
- Implemented fiscal policies that are identified as best practices
- Participated in the National Level Exercises and multiple exercises throughout the state
- Enhanced IT functionality
- Approved and tested our COOP Plan with full connectivity
- Utilized our UAV Program on a multitude of missions
- Rebuilt the Comprehensive School Safety Program and Team
- Conducted ongoing public outreach in communities across the state
- Provided focused outreach to people with access and functional needs

In addition to these achievements, we have spent the year engaging outside partners and staff to revamp the transition plan into our first Strategic Plan. DEMA is committed to approaching our partners with a customer centric approach to help take problems and make them opportunities. This Plan will provide a vision for us to follow as we work together to make DEMA more flexible and Delaware safer.

A.J. Schall
Director
Delaware Emergency Management Agency



EXECUTIVE SUMMARY

In order to continue to build on the Delaware Emergency Management Agency's successes in hazard planning, mitigation, and recovery, DEMA developed a Strategic Plan in 2019. Over the period of several months, DEMA initiated external and internal stakeholder engagement participation as the plan was drafted. The plan provides:

- A comprehensive look at the state of Delaware;
- A description of state government and where DEMA fits within the overall system;
- How the Agency operates both within the government and the community;
- The constituents who are both served and protected by the Plan; and
- The goals and objectives that continue to be a priority and driving force for the Agency.

In order to support the state through emergencies and disasters, DEMA must execute flawlessly. This plan establishes three primary goals for DEMA:

- Hire the right people and continue to develop DEMA staff.
- Develop, modify, implement, and support statewide programs and plans to address hazards and risks.
- Continue to build the right relationships with all sectors of government, the private sector, and citizens to build resiliency.



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.



*Working Together to Save Lives and Property
"Prepare – Support – Recover"*

DEMA Vision Statement

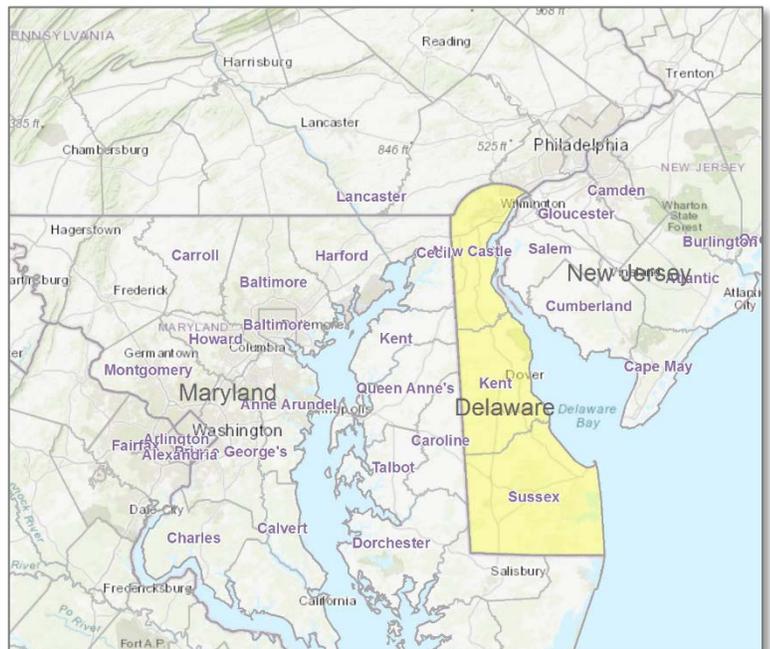


DELAWARE: THE FIRST STATE

I. GEOGRAPHY

Located within the Mid-Atlantic Region of the United States, Delaware rests on the Delmarva peninsula between the Delaware Bay and Chesapeake Bay. Delaware is bordered to the north by Pennsylvania, to the south and west by Maryland, and to the east by New Jersey and the Atlantic Ocean. Delaware encompasses 1,954 square miles and ranks as the second smallest state in U.S.

Delaware is divided into three separate counties: New Castle, Kent, and Sussex. New Castle is the most populous County in Delaware and is 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.



2018 U.S. Census American Fact Finder

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.

II. CLIMATE AND TEMPERATURE

Delaware has generally hot and humid summers and mild winters. In July, average daytime temperatures are usually in the upper 80’s or even higher. January averages range from 31°F in the north, to 38°F in Sussex County to the south. 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. Most of the state receives between 40 – 46” per year. Severe droughts are uncommon. Thunderstorms occur frequently in summer, and in winter there is generally light snowfall.

III. STATE DEMOGRAPHICS

Although Delaware is the second smallest state, according to 2015 U.S. census estimates, it is the sixth most densely populated state. According to the U.S. Census American Fact Finder, the population of Delaware was 961,171 in 2018, which represents a 7.7% growth in population since 2010. Most of the population lived in urban areas in 2017.

In 2016, of the total households numbered 426,149 units, and the median household income was \$61,017. The median per capita income average was \$31,118 statewide and the median value of owner-occupied housing units in Delaware, as of July 2016, was \$233,100 (compared to the national average of \$184,700). According to the latest figures from the Office of State Planning Coordination, from a five-year study of 2011 to 2015, the number of families in poverty statewide averages 8.2 percent, well below the national average of 11.3 percent.

According to the Delaware Department of Labor, Delaware’s labor force totaled 456,200 in December of 2017. Education and health services comprised 17.5% of the workforce; government workers 14.6%; retail trade represented 11.7%; the finance and insurance sector totaled 9.3%; accommodation and food services 8.2%; and professional, scientific, and engineering services comprised 5.8%.

IV. 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 & 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 STATE HAZARDS AND RISKS

The State of Delaware faces a variety of natural hazards, including flooding, tornadoes, ice storms, tropical systems, and earthquakes. Human-caused hazards include technological accidents, railroad spills, and industrial chemical releases. Although not a direct hazard, future conditions, such as climate change and sea level rise, can increase the adverse effects of both severe storm and flood events.

These hazards threaten loss of life and property of this State. As outlined in the Delaware Emergency Operations Plan, hazards are identified and organized into one of seven major categories:

- I. Natural Hazards
- II. Technological Hazards
- III. Infrastructure Failures
- IV. Public Health Emergencies
- V. Terrorism
- VI. Transportation Incidents
- VII. Social and Civil Emergencies

I. NATURAL HAZARDS

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

- Flooding including Flash Floods, Coastal Flooding, and Riverine Flooding
- Dam and Levee Failures
- Drought
- Earthquakes
- Winter Storms
- Hurricanes and Tropical Storms
- Thermal Emergencies (Extreme Heat and Cold)
- Severe Thunderstorms
- Sinkholes
- Tornadoes
- Wildfires

Winter Storm Jonas

March 10, 2016

Declared Counties: Sussex

From January 22-23, 2016 a historic nor'easter produced large snowfall totals, damaging winds, and substantial coastal flooding across the entire State of Delaware. Winds from the storm, combined with high astronomical tides, produced particularly significant tidal flooding along sections of the Delaware coastline. Several near-record peak storm-tide elevations were recorded at U.S. Geological Survey (USGS) continuous-record tide gages, comparable with the record levels set during the 1962 Ash Wednesday Storm. During the event over 50 residents had to be evacuated, thousands of homes lost power due to flooded substations, multiple major roadways were flooded throughout Sussex County, and moderate to major erosion took place along virtually all of Delaware's ocean and bay-side beaches.



II. 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 Attacks
- Fixed Facility Hazardous Materials Incident
- Fixed Facility Radiological Accidents (i.e., Nuclear Power Plant accident)
- Transportation-based Hazardous Materials Incident

III. 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 Shortages
- Pipeline Accidents
- Power Outage/Failure
- Structural Failures (buildings)

IV. 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. These include:

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

V. 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 of potential terroristic events in Delaware include:



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

VI. TRANSPORTATION INCIDENTS

Transportation incidents involve transportation infrastructure, including mass transit accidents. Transportation incidents may also include:

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

VII. SOCIAL AND CIVIL EMERGENCIES

Social and civil emergencies are derived from fire, breakdown in civil control, war, and other nominal emergencies. They may include:

- Enemy Attack
- Mass Migration/Repatriation Incidents
- Public Disorder/Civil Unrest
- School Emergencies
- Structure Fires

In-depth hazard analyses have been completed for Delaware. Please see the Delaware State Hazard Mitigation Plan, the State Preparedness Report, and the Threat and Hazard Identification and Risk Assessment.



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

During an emergency or disaster, the Governor may delegate such powers as the Governor may see fit to the Secretary of Public Safety or the DEMA Director to coordinate the activities of the State that serve to prevent or alleviate the ill effects of an imminent or actual emergency or disaster and maintain liaison with emergency support agencies and organizations of other states and of the federal government and shall have such additional authority, duties and responsibilities authorized within Chapter 31.

Delaware Code, Title 20,
Military and Civil Defense,
Chapter 31, Emergency
Management



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:

- Delaware Department of Transportation
- Delaware Department of Health and Social Services
- Delaware Department of Health and Social Services, Division of Public Health
- Delaware Department of Natural Resources and Environmental Control
- Delaware State Police
- Delaware National Guard Joint Force Headquarters

HISTORY OF DEMA



During World War II, the Civil Defense Preparedness Office of the Department of Defense established state offices to protect and prepare American citizens from attacks by Axis forces. The Delaware Office of Civil Defense was located in a former coastal defense bunker within Fort Delaware on the Delaware River. With the passing of the Cold War threat, emergency management shifted focus to address mitigation, preparedness planning, response, and recovery from natural, technological, and human-related disasters such as chemical spills, biological hazards, radiological releases from power plants, and weather-related incidents.

In 1998, DEMA moved to the State Emergency Operations Center (EOC) which is centrally located in Smyrna, just 10 minutes north of the capital city of Dover. The state-of-the-art facility was designed to bring together public, private, and non-profit agencies to streamline information and communications for the decision-making process. The EOC is located away from known hazards and is designed to withstand a moderate earthquake, 120 mph winds, and lightning. It is equipped with systems that allow for continuous, self-contained operations for an extended period of time.



DEMA ORGANIZATIONAL REVIEW

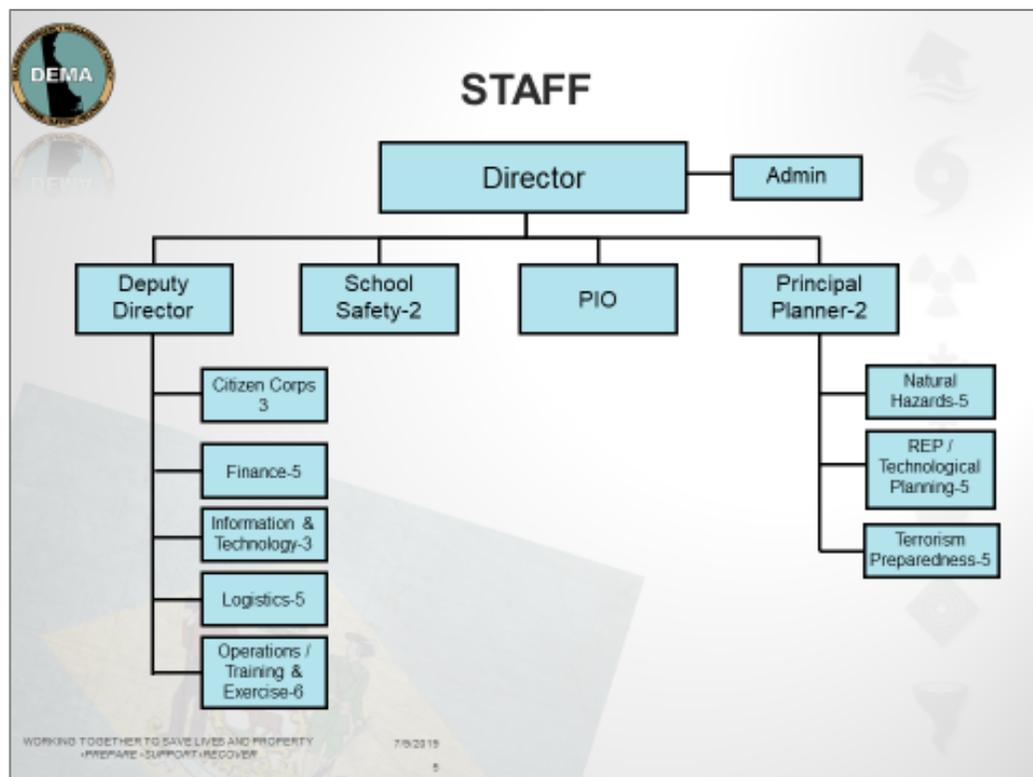
The Delaware Emergency Management Agency is divided into eight sectors:

- I. Command
- II. Planning
- III. Operations
- IV. Logistics/Support Services
- V. Information Technology
- VI. Fiscal Services
- VII. Citizens Corps
- VIII. Compressive School Safety



I. COMMAND

The head of the Command division, and of DEMA, is the Director. The Director is supported by the Deputy Director and an Administrative Specialist. The Director and Deputy Director receive insight, recommendations, and support from the other branch managers and staff.



PUBLIC INFORMATION

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. The Public Information/Community Relations Officer (PIO) at DEMA has the following responsibilities:

- Serve as the Community Relations Officer (PIO) during activations and for media relations
- Serve as the Community Relations Officer (PIO) for public outreach

THE COMMUNITY RELATIONS OFFICER (PIO) 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:

- Public Affairs/Public Information
- Community Relations
- Legislative Affairs
- Warning & Alerting

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.

THE COMMUNITY RELATIONS OFFICER (PIO) FOR PUBLIC OUTREACH



The DEMA Community Relations Officer/PIO 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 and Homeland Security (OSEC). 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.



II. PLANNING

The Principal Planner is responsible for oversight of the entire Planning branch which is divided into three planning sections:

- Terrorism Preparedness
- Technological Hazards Planning
- Natural Hazards Planning

The Delaware Emergency Operations Plan (DEOP) 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 ESC roles, responsibilities, and functionality; and provides hazard specific processes and guidance to address the various hazards. The DEOP was updated and approved through Executive Order in 2017, adhering to the biannual review schedule. 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.

Other major responsibilities of the Planning section are the Radiological Emergency Plan (REP) and the State Hazard Mitigation Plan. The Planning section also provides program management for an assortment of federal grants. DEMA is the State Administrative Agent (SAA) for disaster and non-disaster federal grants, such as, the Homeland Security Grant Program (HSGP) and the Emergency Management Performance Grant (EMPG).

DEMA participates as Co-Chair of the Delaware Continuity Coordinating Council (DECCC). This council consists of 7 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.

TERRORISM PREPAREDNESS SECTION

The Terrorism section's mission is to promote emergency responder preparedness, protection, response, recovery, and mitigation capabilities through effective management of the Homeland Security Grant Program (HSGP) and a comprehensive, holistic approach to homeland security planning initiatives.



The Terrorism section is responsible for planning and providing support for the development of Delaware's revised Homeland Security Strategy (HSS) and emergency response discipline planning. The Terrorism section also provides centralized procurement services to the disciplines which receive funding through the HSGP.

To accomplish the mission and support the vision of the Terrorism 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 & equipment

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

The Terrorism section works with various disciplines to:

- Develop detailed spending plans for the HSGP
- Coordinate and prepare funding requests for the approval of the Delaware Homeland Security Terrorism Preparedness Working Group (DHSTPWG)
- Provide technical assistance
- Develop standard operating procedures (SOPs), policies, and plans

During DEMA activations, the Terrorism section also works in the Emergency Operations Center (EOC).

HOMELAND SECURITY GRANT PROGRAM (HSGP)

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 \$125 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 emergency responder 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.

The HSGP funds are used by 15 Disciplines within the state:

Agriculture	Hazmat
Citizen Corps	Healthcare
Cyber Security	Law Enforcement
Division of Motor Vehicles	Public Safety Communications
Emergency Management Agencies	Public Health
Emergency Medical Services	Public Works
Fire Service	Training & Exercise
Government Administrative	

HSGP funding has been used to accomplish numerous emergency planning objectives including, but not limited to:

- Develop tactical and strategic emergency and homeland security plans
- Validate homeland security threat and vulnerability assessments leading to the development of the Delaware Homeland Security Strategy
- Develop the Tactical Interoperable Communications Plan (TICP) which details the collaborative use of communications statewide
- Prepare an annual State Preparedness Report (SPR) capturing the current posture of Delaware’s homeland security capabilities
- Prepare an 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
- Perform National Incident Management System (NIMS) compliance reporting
- Incorporate all-hazard planning, gap analysis, and other reports into the State Preparedness Report
- Provide planning and resources to enhance and/or maintain local and state responder capabilities to address events of terrorism
- Improve information sharing and public awareness

TECHNOLOGICAL HAZARDS SECTION

The Technological Hazards 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.



RADIOLOGICAL EMERGENCY PREPAREDNESS (REP) PROGRAM

The Technological Hazards Section ensures all FEMA requirements for the Radiological Emergency Preparedness (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 purchased a RAD Monitor System which incorporates seven sites, monitored daily, that read and report air radiation levels. The system is known as the Delaware Radiation Emergency Alert Monitoring System (DREAMS). 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 purchased 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 DEMA-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 and report was developed and presented in October 2016 by KLD Engineering 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 14 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.

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.

NATURAL HAZARDS PLANNING SECTION

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

HAZARD MITIGATION ASSISTANCE

The Natural Hazards 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, 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.

In the event of a disaster, DEMA can utilize funding from the FEMA Hazard Mitigation Grant Program (HMGP). On an annual basis, DEMA is responsible for administering both federal and non-federal grants. Like HMGP, both the Pre-Disaster Mitigation (PDM, soon to be 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. PDM funds a wide variety of mitigation activities, while FMA focuses on projects that will reduce the burden on the National Flood Insurance Program (NFIP), 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 Natural Hazards section is responsible for the coordination of both short- and long-term recovery in the State. DEMA serves as the state lead for Recovery Support Function 1: Community Planning and Capacity Building (CPCB) 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). The State Recovery strategy is housed in RC-5 of the DEOP. 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.



Through PA Section 406, mitigation activities may also be funded. 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. In this capacity, he/she is the official State liaison with the federal government for recovery issues. The Natural Hazard Section manages the PA program during non-disaster times to ensure partners are knowledgeable and able to apply when the need arises.

III. 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 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 State Driving Waiver program.

TRAINING AND EXERCISE

The Operations Officer also 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.

Hurricane Sandy

Presidential Declaration
FEMA-4090-DR-DE

Following Hurricane Sandy in 2012, the Governor requested and received a Presidential Declaration for the state. This resulted in approximately \$6.6 million in federal disaster funding for Delaware through the Robert T. Stafford Disaster Relief and Emergency Assistance Act. The federal funding provided 51 applicants with 152 projects for state, county, and local government agencies, school districts, and eligible private nonprofit organizations with up to 75% reimbursement for eligible costs incurred during the disaster.



DEMA's Training and Exercise section supports an average of over 1400 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 Training and Exercise Planning Workshop (TEPW) to devise the annual updates. Hazards and risks that have impacted, or could impact, Delaware are discussed and prioritized using:

- State strategy
- The State 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, FEMA, the Delaware Learning Center, and various in-state agency subject matter experts.

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 22 volunteers from various state and local response disciplines, with the concurrence and support of their agency leadership.

IV. LOGISTICS SECTION

The Logistics Section is supervised by the Support Services Administrator. The Logistics Section manages a number of programs and provides valuable support to the entire Agency on a daily basis. Specifically, the Logistics Section:

- Monitors, maintains, and replaces (as necessary) all assigned equipment, such as "Mules," snow removal 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
- Assists in all logistical processes (REP, PIO, and CERT outreach)
- Maintains REP equipment for 54 agencies
- Processes incoming equipment for the Homeland Security Grant Program section (receipt, transitional storage, and distribution)
- 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, in just the last few years, has sent personnel to Puerto Rico, Hawaii, Florida, Virgin Islands and South Carolina. DEMA feels privileged to assist other states in their time of need and finds all of these deployments opportunities to increase Delaware's knowledge.

In 2011, Delaware requested assistance during Hurricane Irene and received assistance from Washington, Oregon, and Arizona. 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.



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.

V. 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 DeIDOT 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



VI. 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:

- State Homeland Security Grant Program (SHSGP)
- Emergency Management Performance Grant (EMPG)
- Hazardous Material Emergency Preparedness (HMEP)
- Pre-Disaster Mitigation (PDM)
- Public Assistance Program (PA)
- Hazard Mitigation Grant Program (HMGP)
- Radiological Emergency Preparedness Program (REP)

All Fiscal employees are assigned duties in the Operations section during events.

VII. DELAWARE CITIZEN CORPS

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 has been incorporated into the planning components of the Delaware Emergency Management Agency.



TRAINING

Citizen Corps offers Disaster Preparedness training for the family and community through the “Community Emergency Response Team” (CERT) program. This two-day course provides citizens with the information necessary to prepare them to be self-sustaining during an emergency. To date, approximately 4,500 citizens have taken this course in Delaware.



CITIZEN CORPS ACTIVITIES

The top priorities of the Delaware State Citizen Corps Council are establishing local and county councils; assisting the local councils with development of community outreach programs for their municipality; and providing the local councils with a sub-grant that supports their programs.

The Delaware State Citizen Corps has established local and county Citizen Corps Councils across the state of Delaware. These councils are located in across all counties of Delaware and the City of Wilmington. Sub-grants are available and have been provided to the local councils.

PUBLIC EDUCATION AND OUTREACH

The Delaware Citizen Corps works hard to promote citizen preparedness and community response. The Citizen Corps has also conducted numerous presentations and cultivated several long-standing relationships throughout the state. The following is just a sampling of Citizens Corps 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
- Provided presentations for those with non-typical functional needs
- Recruited volunteers for the Unattended Child Center planning committee
- Developed two Citizen Corps websites and social media outlets that provide preparedness resources for the citizens of Delaware
- Developed investment that supported the EOCs with Communication Corps equipment to enhance interoperability during emergencies
- Coordinated with the Independent Resource Center and provided training to their staff on preparedness
- Developed relations with private partners such as Bank of America, DuPont, Artesian, Wilmington Trust, Walgreens and Wal-Mart to build preparedness partnerships
- Partnered with the Retired Senior and Volunteer Program (RSVP, now known as Volunteer 50+) to recruit Spanish speaking individuals to bring the preparedness message to our Hispanic communities
- Developed and provided training to in-home and large childcare providers on emergency planning

VIII. 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. In 2018 and 2019, Delaware Public and Charter Schools have been at 100% compliance.



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 unusual 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.



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, non-governmental and not-for-profit 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

Stakeholder participation is a fundamental component of developing Strategic Goals and Objectives. 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. Also, obtaining "buy-in" of the internal and external stakeholders helps to ensure that the Strategic Goals and Objectives will be accepted and implemented by the greater community.

EXTERNAL STAKEHOLDER INPUT

A Stakeholder Survey was conducted by DEMA over a period of approximately two-weeks. A total of 436 representatives were selected for survey participation by DEMA and all were e-mailed a link for direct access to the survey. Overall, 183 unique responses were collected from individuals representing over 77 different agencies across the state of Delaware. Feedback, in the form of tabular data and editorial comments, was collected and considered in drafting the Strategic Goals and Objectives.

INTERNAL STAKEHOLDER INPUT

Focus groups were held to solicit feedback from internal stakeholders (DEMA staff members) regarding the proposed agency goals and Strategic Plan. Executive (supervisory) staff members were excluded from participating in the focus groups in order to encourage free exchange of ideas. A total of 28 DEMA staff members participated in the focus group study, during which:

- Participants were provided with an explanation of the purpose of the focus groups



- Members were assured that their participation was voluntary, and their anonymity would be fully protected in the review and reporting of any feedback provided
- Each staff member received a hardcopy of a Stakeholder Survey (the same survey electronically distributed to the External Stakeholders)
- Focus Group members were provided with an open forum to discuss their feedback with the group
- Focus Group members were also encouraged to supplement their surveys with additional feedback resulting from the group discussions

In the Focus Group, lively discussion ensued, and all comments were recorded by the facilitator. All surveys and comments were carefully reviewed and considered during the development of the Strategic Plan.



STRATEGIC GOALS & OBJECTIVES

I. HIRE, RETAIN, AND DEVELOP EMERGENCY MANAGERS

DEMA will provide a competent and confident workforce, capable of meeting the state's comprehensive emergency response needs, by meeting the following objectives:

- 1.1 Hiring adequate staff and providing introductory training.
- 1.2 Providing opportunities for ongoing training and professional development.
 - 1.2.1 Transforming the current training document into a one-stop DEMA qualification and training system that is implemented at the onboarding process and is flexible to previous experience.
- 1.3 Providing advancement and developmental opportunities to parallel job experience including mentoring.
- 1.4 Building mentorship, communication, and peer networks between emergency response members and agencies.
 - 1.4.1 Providing support to all in-kind Emergency Management Coordinators during all phases of emergency response.
- 1.5 Recognizing and rewarding staff for accomplishments.

II. BE A PROBLEM SOLVING AND FLEXIBLE ORGANIZATION

Recognizing that Delaware is subject to a wide variety of potential hazards, DEMA will ensure emergency response readiness by:

- 2.1 Fostering an environment that supports collaborative and unique solutions.
- 2.2 Building relationships with the public and private sector to better coordinate efforts and resources.
- 2.3 Improving and expanding capabilities under the Delaware Emergency Operations Plan (DEOP).
 - 2.3.1 Performing emergency planning and preparation based on the Delaware Threat and Hazard Identification and Risk Assessment (THIRA).
 - 2.3.2 Developing a master index to cross-reference state plans.
- 2.4 Effectively responding to, and recovering from, both human-caused and natural disasters.
 - 2.4.1 Employing an all-hazard approach to ensure emergency response preparedness for emergencies including, but not limited to, natural hazards, technological hazards, infrastructure failures, public health emergencies, terrorism, transportation incidents, and social/civil emergencies.



- 2.4.2 Developing flexible and scalable plans that can be applied across a broad range of emergencies.
- 2.5 Conducting ongoing review, evaluation, and updates of all current plans based on established timelines.

III. INCREASE RESILIENCY AND LOWER RISK ACROSS THE STATE THROUGH PROGRAMS AND OUTREACH

DEMA will increase resiliency within the state of Delaware by:

- 3.1 Strengthening the culture of preparedness across state.
 - 3.1.1 Providing programs and conducting outreach to reduce risks.
- 3.2 Building and supporting partnerships with communities.
- 3.3 Utilizing and growing available programs to support risk reduction projects.
- 3.4 Building a recovery plan.
- 3.5 Building recovery partnerships that supports funding and community involvement.
 - 3.5.1 Developing private and public partnerships (PPP) to increase resiliency between the public and private sector.
 - 3.5.2 Leveraging federal programs and partnerships to increase overall resiliency (e.g., FEMA Citizen's Corps).



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 I: The Director's office will work with the Operations section to fulfill the objectives established in Goal I and will report annually.
 - The Director will provide a brief to the Staff and Office of the Secretary each January.
- Goal II: The Principle Planner will provide an annual report on the Planning Section's ability to remain problem solving centric and flexible. This report will be shared with the Homeland Security Council, Mitigation Council and Emergency Managers throughout the State.
 - The Principle Planner will provide updates and annual goals to the Director by June 1st each year, beginning in 2020.
- Goal III: The Community Relations Office, Natural Hazards Team, and outreach teams will meet semiannually and discuss the Agency's outreach model.
 - Outreach meetings will be held in the 1st and 3rd quarter of each year.
 - Annual objectives will be shared with Staff and partners.
 -

DEMA has a method and schedule for evaluation, maintenance, and revision of plans. This plan will follow that review and revision policy.

DEMA will continue to use multi-faceted engagement - which includes building and strengthening public, private, and community partnerships - to reduce risk, mitigate impact, and improve resiliency within the state of Delaware.

*“What gets measured gets attended to,
What gets attended to gets done.”*

