

NEW CASTLE COUNTY

*OFFICE OF
EMERGENCY MANAGEMENT*



TRANSITION SUMMARY 2016

**Department of Public Safety
Office of Emergency Management
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GLOSSARY OF TERMS

ACP	Association of Contingency Planners
CALEA	Commission on Accreditation for Law Enforcement Agencies, Inc.
CCP	Citizen Corps Program
CERT	Community Emergency Response Team
COOP	Continuity of Operations Plan
CRS	Community Rating System
DC CAER	Delaware City Community Awareness and Emergency Response
DEMA	Delaware Emergency Management Agency
DENS	Delaware Emergency Notification System
DEOS	Delaware Environmental Observation System
DEWAS	Delaware Warning and Alert System
DHS	Department of Homeland Security
EMAP	Emergency Management Accreditation Program
EMnet	Emergency Messaging Network
EMPG	Emergency Management Performance Grant
EOC	Emergency Operations Center
ESC	Emergency Services Corps
FEMA	Federal Emergency Management Agency
GIS	Geographical Information System
ICS	Incident Command System
LEPC	Local Emergency Planning Committee
NCC EMS	New Castle County Emergency Medical Services
NCC OEM	New Castle County Office of Emergency Management
NIMS	National Incident Management System
NOAA	National Oceanic and Atmospheric Administration
TLAER	Technical Large Animal Emergency Rescue
VIPS	Volunteers in Police Service
WPS	Wireless Priority Service

MISSION



We strive to maximize the effectiveness of an all-hazard emergency management program through the promotion of coordinated partnerships, preparedness, communication, collaboration, and an efficient delivery of public safety services in order to improve overall community involvement, protection, and resilience.

VISION



To promote a “Culture of Preparedness” among all citizens, levels of government and the private sector in order to create safer, less vulnerable communities with an increased capacity to mitigate against, prepare for, respond to, and recover from all disasters, both natural and man-made.

ABOUT NEW CASTLE COUNTY

A Brief History

English navigator, Henry Hudson, first discovered what is presently known as the State of Delaware in 1609 after being hired by the Dutch to locate and explore the Northwest Passage. In 1631, the Dutch attempted to establish permanent settlements on the land, but their efforts proved to be unsuccessful. Swedish colonization began seven years later at Fort Christina, near the present-day city of Wilmington. By 1664, local settlements had become predominantly English, and the land was transferred to William Penn in 1682 as Pennsylvania's "Lower Three Counties" identified as New Castle, St. Jones, and Deale. The counties of St. Jones and Deale were later renamed Kent and Sussex, respectively. After the end of the American Revolution, Delaware became the first state to ratify the U.S. Constitution on December 7, 1787.

DELAWARE



Geography

New Castle County is Delaware's northernmost county, bordered by Pennsylvania to the north, Maryland to the west, the Delaware River to the east, and Kent County to the south. It is the smallest county in Delaware, with a total land area of 426 square miles. Two of the State's major cities, Newark and Wilmington, find their home in New Castle County. Wilmington is the largest incorporated city in Delaware, with a population of 70,851.



The northern quarter of New Castle County falls within the Appalachian Piedmont and contains rolling hills and small valleys. The remaining portion of the County is located in the Atlantic Coastal Plain, separated by the Atlantic Seaboard Fall Line, which passes through the cities of Newark and Wilmington. Land elevation ranges from sea level to 447.85 feet at Ebright Azimuth, the highest point in Delaware. The local climate is moderate, with average temperatures reaching 86°F in the summer and 24°F in the winter. The average annual rainfall is 44 inches.

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ABOUT NEW CASTLE COUNTY (CTD.)

Population

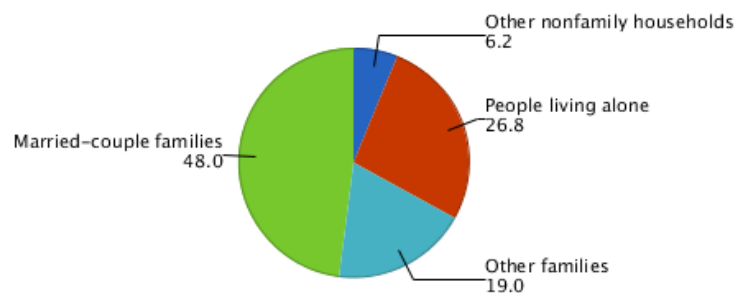
Although New Castle County is the smallest county in the State, it remains to be the most populated. According to statistics recorded by the U. S. Census Bureau in 2010, New Castle County's population is estimated for 2013 to be 549,684, with a population density of 1,290 persons per square mile.

NCC Population Percentages by Race, 2010

White (non-Hispanic)	65.5%
Black or African-American	23.7%
American Indian & Alaska Native	0.3%
Asian	4.3%
Native Hawaiian & Other Pacific Islander	0.0%

As of 2015, there were 207,723 households in New Castle County, with an average household size of 2.54 people. The median ages of New Castle County residents is 35 years, the same as the national average, and lower than the median age of 36.7 for Delaware in 2010. In 2010, 32.5 percent of households had children under 18 years of age and 25.7 percent of households have members 65 years and over. By 2030, over 27 percent of New Castle County's residents will be over the age of 60. Similarly, the racial composition of the County has become increasingly diverse and will become even more diverse over the next 25 years (source: 2012 Comprehensive Development Plan for New Castle County and US Census Bureau).

The Types of Households in New Castle County, Delaware in 2008-2010



EMERGENCY MANAGEMENT: AN INTRODUCTION

What is Emergency Management?

Emergency management is the managerial function charged with creating the framework within which communities reduce vulnerability to hazards and cope with disasters.

Principles

Emergency management must be:

Comprehensive – emergency managers consider and take into account all hazards, all phases, all stakeholders, and all impacts relevant to disasters.

Progressive – emergency managers anticipate future disasters and take preventative and preparatory measures to build disaster-resistant and disaster-resilient communities.

Risk-driven – emergency managers use sound risk management principles (hazard identification, risk analysis, and impact analysis) in assigning priorities and resources.

Integrated – emergency managers ensure unity of effort among all levels of government and all elements of a community.

Collaborative – emergency managers create and sustain broad and sincere relationships among individuals and organizations to encourage trust, advocate a team atmosphere, build consensus, and facilitate communication.

Coordinated – emergency managers synchronize the activities of all relevant stakeholders to achieve a common purpose.

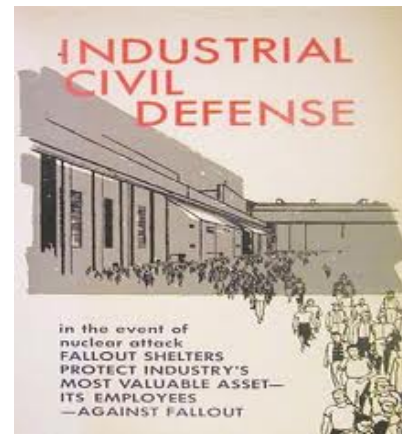
Flexible – emergency managers use creative and innovative approaches in solving disaster challenges.

Professional – emergency managers value a science and knowledge-based approach based on education, training, experience, ethical practice, public stewardship and continuous improvement.

HISTORY OF EMERGENCY MANAGEMENT/NCC OEM

Emergency Management in New Castle County

The New Castle County Office of Emergency Management established its roots during the late 1970s, when an increase in local population growth prompted the Department of Public Safety to establish a Planning Office to assist with the management of local emergencies. The Office of Emergency Preparedness was subsequently established in 1980 to handle the increased requirements for local planning and emergency management grant funding, appointing Richard Kendall to fill the only position within the Office as the Coordinator of Emergency Planning for NCC. By 1985, Coordinator Kendall also had been named Chairman of the Delaware City Community Awareness and Emergency Response Group (DCCAER), an organization created to develop outreach and response plans for the chemical complexes concentrated in the Delaware City area. Later that year, the first Planner position was added to the Office to handle the Radiological Emergency Planning and the evacuation planning for County facilities. In the fall of 1988, the Office of Emergency Preparedness developed the first County Emergency Operations Plan, promulgated by County Executive Greenhouse in March 1989. An additional Planner position was created in 1990 to handle natural hazards emergency planning efforts, and the County established its first Emergency Operations Center at the NCC Airport Terminal Building later that year. A third planning position was added in 1991 for chemical emergency planning. In the years to follow, New Castle County's Office of Emergency Preparedness became heavily involved in the response to various events that affected both the County and the region, such as Tropical Storm Floyd in 1999; the Motiva Enterprises sulfuric acid explosion in 2001; Hurricane Isabel in 2003; and an F2 tornado in 2004 which impacted both the New Castle County Airport and surrounding communities. In 2005, under the leadership of Coordinator Joe Leonetti, the Office of Emergency Preparedness was renamed to the Office of Emergency Management and was established as its own Division under the rejuvenated Department of Public Safety. The Office was later relocated to its current home at the Paul J. Sweeney Public Safety Headquarters, equipped with a new 2,800-square-foot Emergency Operations Center and office space to accommodate up to 8 staff members. Shortly thereafter in July 2007, Dave Carpenter Jr. was promoted to be the Office's Coordinator of Emergency Management for New Castle County. Effective in late 2014, OEM is now operating under the Division of Emergency Communications, with a total of 6 Full Time employees.



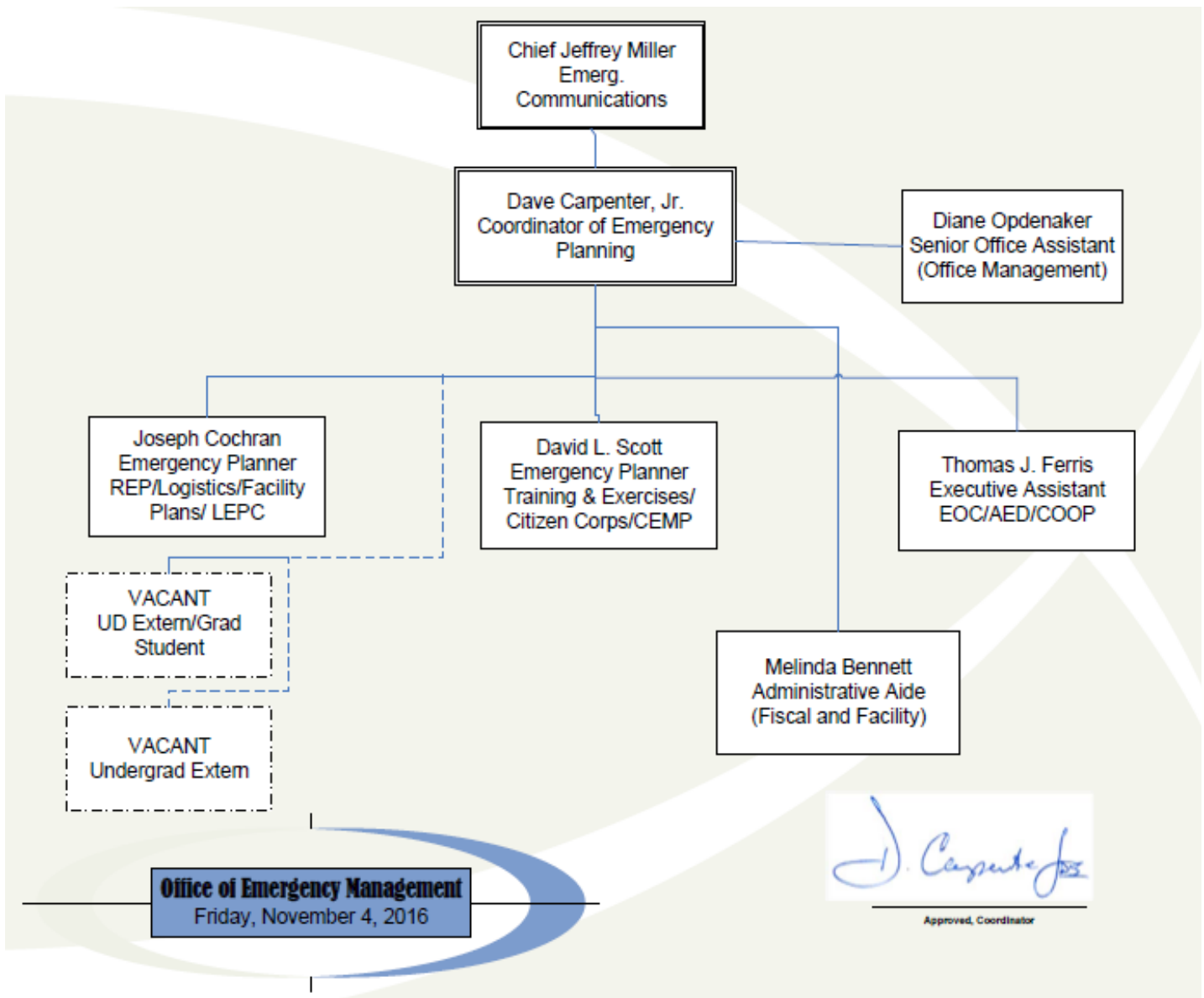
Community Partnerships

Collaborative leadership is an important component to the proper implementation of emergency management policies and practices. The NCC OEM currently maintains a multitude of community partnerships through which government, private, non-profit, and faith-based entities work together to ensure a successful, coordinated response to all hazards. The following entities provide support to OEM staff for various activities such as planning and response efforts, outreach, coordinated training and exercise programs, and overall operational support:

- State AmeriCorps programs
- Department of Services for Youth, Children, & Families (DSCYF – Kid’s Department) for child care preparedness efforts
- New Castle Dike Advisory Committee
- Community advisory panels for DuPont Edgemoor, FMC Corporation, and the Delaware City Refinery
- Amateur Radio Emergency Service/Radio Amateur Civil Emergency Service (ARES/RACES)
- American Red Cross
- Delaware City Community Awareness & Emergency Response (DC CAER)
- Municipal governments within New Castle County
- Civil Air Patrol (CAP)
- Association of Contingency Planners (ACP)
- Volunteer Organizations Active in Disasters (VOAD)
- St. Mark’s United Methodist Church
- Asbury United Methodist Church
- Crime Prevention Area Watch (CPAW)



OFFICE ORGANIZATIONAL CHART



OVERALL DUTIES BY PERSONNEL

Coordinator of Emergency Management-Dave Carpenter, Jr. CEM, CHMT

Overall Office Management; 24/7 Response coverage for major incidents; State's Homeland Security Grant Program Working Group member; Shelter Strategy State Working Group; Municipal Liaison and PD training; Association of Contingency Planners State Chapter liaison and Board member; Community Rating System Coordinator; Budget/Fiscal.

Senior Office Assistant- Diane Opdenaker

Office Management; Correspondence; Document Tracking/Signature process; Contract Tracking; EOC Message Desk Primary; EOC/Fusion Center and Conference Room Schedule management; Outreach Event Coordination/Scheduling; Outreach Material Supply Inventory and Ordering; Outreach Event support; DC-CAER Group Secretary; Payroll.

Administrative Assistant – Melinda Bennett

All fiscal processing; requisitions, purchase orders, payment processing; Grant reimbursement processing and cost recovery; Office Supply ordering and inventory; EOC Message Desk secondary; Outreach Event support.

Executive Assistant 1 – Thomas J. Ferris, CHMT

EOC/Fusion Center Readiness; Technology programs/improvements; Facility Automatic External Defibrillator Program; Continuity of Operations Plan updates; CEMPlanner program, School Emergency Plan program, and WebEOC program. Rave Smart 911 and Facility Smart 911 program operations.

Emergency Planner- Joseph Cochran, Jr., CHMT

NCC Threat Incident Management Plan program manager - updates, training, and drills (Facility Evacuation Plans); NCC Safety Committee representative; Radiological Emergency Plan (REP) program manager - updates and coordination with DEMA, EOC Manuals, and trainings, drills, and any REP activities; Local Emergency Planning Committee and State Emergency Response Committee liaison and meeting attendance (Hazardous Materials planning and response); Community Advisory Panels representation; Shelter Trailers upkeep and inventory; Outreach Event support.

Emergency Planner- David L. Scott, CHMT, (Ret. Capt. USCG)

NCC Comprehensive Emergency Management Plan updates/revisions, stakeholder meetings, and training; NCCPD and EMS recertification training; Citizen Corps and Community Emergency Response Team Training Program Manager; State's Volunteer Organization Active in Disasters liaison and Secretary; Training and Exercise Program Manager; National Incident Management System Compliance for NCC; Equipment Inventory; NCC Amateur Radio Emergency Coordinator and liaison.

Budget Analyst- Lori Trala-Kane (reports to PS Fiscal Officer K. Jones)

Support to OEM for Grant management and reporting; Fiscal document and reimbursement package processing review; Homeland Security Grant fiscal oversight; Budget development support.

Volunteer Staff – NWS Sky Warn Coordinators and NCC Amateur Radio

NWS Sky Warn Coordinators – Joseph Farnan and Steve Serencko

NCC Amateur Radio – Robert McCray, and the two members listed above.

GOALS & OBJECTIVES

The New Castle County Office of Emergency Management has worked to identify and prioritize various goals to be completed within a two-year period. The goals found on the following pages have been divided among five functional groups—Emergency Operations Center/Incident Response, Citizens Corps Program, Planning, Training/Exercises, and Administration/Finance. Each goal contains one or more objectives, followed by their respective implementation strategies.

EMERGENCY OPERATIONS CENTER/INCIDENT RESPONSE

GOAL 1: Effectively develop and link local and county response capabilities and resources to state and private response capabilities and resources.

1.1 - Improve inter-agency coordination through establishing relationships and planning and response efforts.

- **Task 1.1.1** - Enhance integration of multi-agency, state, private & volunteer response entities through the facilitation of resource management.
 - Increase participation in inter-agency committees that foster coordination (i.e., Marine Committee, Fire Chief's Association, Transportation Management Team, and Delmarva Task Force).
- **Task 1.1.2** - Maintain a network with municipal EOC's & coordination of municipal organizations.



1.2 - Provide coordination and support of location evacuations & protective actions for sheltering in place.

- **Task 1.2.1** - Maintain a database of available shelters and current contact information.
- **Task 1.2.2** - Seek available funding for improvements identified in the 2010 engineering study.
- **Task 1.2.3** - Notify and coordinate activation of community shelter components which include general population, medical needs, companion animal component, and unattended children component.
- **Task 1.2.4** - Determine shelter locations based upon incident information.

1.3 - Provide coordination and support of special operations teams.

- **Task 1.3.1** - Maintain the mobile laptops to the 5 fire service special operations teams.
- **Task 1.3.2** - Maintain the inventory of personal protective equipment and homeland security issued assets for NCC Public Safety.

GOAL 2: Continue to enhance EOC Operations to improve readiness, situational awareness, communications, and public notification.

2.1 - Maintain primary and backup EOC in a state of readiness & capability for long-term operations.

- **Task 2.1.1** - Develop procedures for EOC activation and representatives based on an all-hazard approach.
- **Task 2.1.2** - Continue updating EOC manuals for radiological incidents.
- **Task 2.1.3** - Perform tests of primary and secondary EOC on a quarterly basis.
- **Task 2.1.4** - Continue to train on current EOC activation log and work with the State to improve or replace current system.
- **Task 2.1.5** - Develop an integrated resource management database that could interface with the EOC activation log.



2.2 - Maintain capability for the establishment of IR support in the field and/or mobile EOC capability.

- **Task 2.2.1** - Maintain and improve current utility vehicle fleet, trailer fleet, and equipment.
- **Task 2.2.2** - Upgrade information technology equipment for field deployment.

2.3 - Maintain primary & secondary communications capabilities for EOC & field operations.

- **Task 2.3.1** - Maintain test and improve equipment and staffing for amateur radio communications within the EOC and vehicle fleets.
- **Task 2.3.2** - Establish amateur radio communications for backup EOC and develop protocols for deployment of “go-kits”.
- **Task 2.3.3** - Maintain and test public safety radio, satellite phone capabilities, and Delaware’s Warning and Alert System (DEWAS) for EOC and field operations.
- **Task 2.3.4** - Manage and maintain procedures for the County’s Government Emergency Telecommunication System (GETS)/Wireless Priority Service (WPS) account and the teleconferencing system.

2.4 - Provide continuity services for alternate sites and shelters.

- **Task 2.4.1** - Maintain preventative maintenance program and load testing for continuity generators.
- **Task 2.4.2** - Develop protocols for deployment of continuity generators with OEM fleet vehicles.

2.5 - Develop and promote situational awareness through technology to present a common operating picture.

- **Task 2.5.1** - Embrace NCC's GIS abilities to utilize and enhance this capability within the EOC and field operations.
- **Task 2.5.2** - Develop a method of recording damage assessments from CAD and Hansen programs into a GIS picture.
- **Task 2.5.3** - Maintain a tracking database of critical infrastructure, their plans, and mitigation actions through the use of GIS.
- **Task 2.5.4** - Develop a GIS resource management and tracking capability to integrate state and regional efforts in this area.
- **Task 2.5.5** - Acquire the authorization and capability from DeIDOT to view the traffic cameras in the EOC/911 Center.

2.6 - Maintain, manage, and coordinate the activation of alerts/warning systems for the public and/or agencies, and provide coordinated alerts for large-scale events.

- **Task 2.6.1** - Initiate contact lists, develop SOP's, conduct tests, and manage activations of the Delaware Emergency Notification System (DENS).
- **Task 2.6.2** - Monitor and initiate Emergency Alert System (EAS)/Emergency Messaging Network (EMnet) messages to alert the public of emergencies through the media outlets and EOC's.
- **Task 2.6.3** - Support the Delaware Environmental Observation System (DEOS) flood warning gauges and utilize the system for monitoring meteorological situations and damage assessments.

CITIZEN CORPS PROGRAM

GOAL 3: Continue to foster preparedness education, training and volunteerism through the NCC Citizen Corps Council.

3.1 - Increasing preparedness knowledge provided to community organizations.

- **Task 3.1.1** - Conduct outreach presentations.
 - NCC OEM will conduct outreach presentations to foster a greater understanding of disaster planning, response and recovery throughout the public and private sectors.
 - The Citizen Corps council will facilitate publication of education efforts about the Citizen Corps programs through the county's website, Citizen Corps blog and Facebook page, and government access cable television station.

3.2 - Conduct various Citizen Corps training programs.

- **Task 3.2.1** - Provide CERT training with CPR and AED training to NCC residents free of charge.
- **Task 3.2.2** - Partnering members of the council will be utilized to identify the specific training needs and opportunities with special needs populations.
- **Task 3.2.3** - The Citizen Corps Council will facilitate publication of training events about the Citizen Corps programs through the county's website, Citizen Corps blog and Facebook page, and government access cable television station.

3.3 - Recruit new disaster volunteers through the various programs.

3.4 - Obtain and administer grant funding for Citizen Corps CERT & VIPS.

- **Task 3.4.1** - In an effort to minimize program expenses derived from local budgets, the Citizen Corps Council will endeavor to seek a variety of funding mechanisms to support Corps programs, including federal and state grants and continue researching other possible options for the future.

3.5 - Continuing participation in & support of AmeriCorps Emergency Services Program.

- **Task 3.5.1** - Host at least one ESC member full-time within NCC OEM.
- **Task 3.5.2** - Hold annual AmeriCorps CERT training for all Delaware AmeriCorps members and have ESC and AmeriCorps members cross-trained by partnering organizations as needed.



PLANNING

GOAL 4: Establish planning teams to create, develop, revise, and renew plans to make them both operational and compliant with federal and industry standards.

4.1 - Update and promulgate NCC's major plans in a more operationally functional format conducive to ICS structure, and integrate them with State and municipal plans.

- **Task 4.1.1**- Continue to revise and update the NCC Comprehensive Emergency Management Plan (CEMP), the NCC Threat Incident Management Plan (Facility Evacuation Plan), the Hazardous Substance Response Plan, and the Delaware City-Community Awareness and Emergency Response Plan.
- **Task 4.1.2** - Conduct and revise hazard vulnerability studies and assessments that provide a foundation for more focused planning process.
- **Task 4.1.3** - Provide guidance, direction, and assistance with critical infrastructure plans, dam safety, medical and long term care facilities, and child care facilities, to include business, industry, and faith based organizations.
- **Task 4.1.4** - Revise the FEMA-required, multi-jurisdictional All-Hazard Mitigation Plan on a five-year basis and update the mitigation actions, projects, and Community Rating System (CRS) program annually.

4.2 - Establish and maintain a Continuity of Operations Plan (COOP) for NCC to include alternate government site plans and logistical support.

- **Task 4.2.1**- Complete and distribute the NCC COOP and conduct annual revisions. Maintain a disaster recovery software agreement and planning assistance contract, if feasible.
- **Task 4.2.2** - Identify and commit resources to NCC alternate sites and complete exercises.
- **Task 4.2.3** - Maintain preventative maintenance contract and load testing programs for continuity generators. Provide logistical support for generator resources.
- **Task 4.2.4** - Develop and maintain resources to support NCC employee evacuation shelters and safety measures.
- **Task 4.2.5** - Align NCC needs with any State COOP plans and support capabilities for improved 911 fold down/ relocation.

TRAINING & EXERCISES

GOAL 5: Assure that New Castle County maintains a comprehensive, all-hazards training and exercise program that effectively evaluates and tests all aspects of local emergency management systems.

5.1 - Develop a training program for both internal and external stakeholders that will address emergency management plans, operations, and functional components.

- **Task 5.1.1** - Complete annual orientations on NCC's Threat Incident Management Plan.
- **Task 5.1.2** - Sponsor and conduct training for EOC and field operations.
- **Task 5.1.3** - Provide training and orientation on COOP.

5.2 - Conduct and sponsor various exercises to test and subsequently improve response and planning efforts.

- **Task 5.2.1** - According to NIMS and HSEEP guidelines, establish the 3 year exercise plan in cooperation with DEMA and the City of Wilmington.
- **Task 5.2.2** - Plan and conduct any DC CAER or facility exercises within NCC.
- **Task 5.2.3** - Conduct at least two drills of each County site under the Threat Incident Management Plan.

5.3 - Support and participate in REP medical and functional exercises planned by DEMA.

- **Task 5.3.1** - Assist in planning and support for the annual Medical Drill, the Biennial Graded Plume Exercise, and the 6 year Ingestion Pathway Exercise.
- **Task 5.3.2** - Conduct quarterly EOC drills with staff and include EOC representatives every 6 months.



ADMINISTRATION & FINANCE

GOAL 6: Retain fiscal and administrative responsibility through budgetary, grant management, sustainment of grants and revenues, and compliance with standards and accreditation entities.

6.1 - Review on an annual basis all budgets to make certain the Office of Emergency Management remains fiscally responsible while providing efficient and effective service to the community.

- **Task 6.1.1** - Create yearly budgets for NCC Operating, EMPG, and Radiological program to align with strategic plan, and submit budgets for supplemental funding when appropriate.
- **Task 6.1.2** - Review budgets each month to make certain all purchases are following strategic guidelines and plans.
- **Task 6.1.3** - Assure that all steps are taken to make certain projects are complete as fiscally conservative as possible while following procurement guidelines.

6.2 - Maintain Grant levels, strive for supplemental funding, and maintain reimbursement processing to assure continual funding of programs and services.

- **Task 6.2.1** - Provide yearly reviews, grant budget and work plans to DEMA for EMPG, REP, and any additional programs.
- **Task 6.2.2** - Apply, acquire, and manage DHS funding through the State.
- **Task 6.2.3** - Maintain accurate records of purchases and remit timely progress reports with submissions of reimbursement for revenues.
- **Task 6.2.4** - Acquire supplemental reimbursements for Disaster Declarations, incident reimbursements, and responsible party situations.
- **Task 6.2.5** - Research and compile information to support the need for any fees for services.

6.3 - Maintain NIMS Compliance in order for NCC to remain eligible for federal grants.

6.4 - Maintain data for existing accreditation and strive for accreditation of OEM through the EMAP process.

- **Task 6.4.1** - Continue to record and document compliance with CALEA standards on an annual basis.
- **Task 6.4.2** - Complete an initial self-assessment on the feasibility of acquiring EMAP Accreditation.

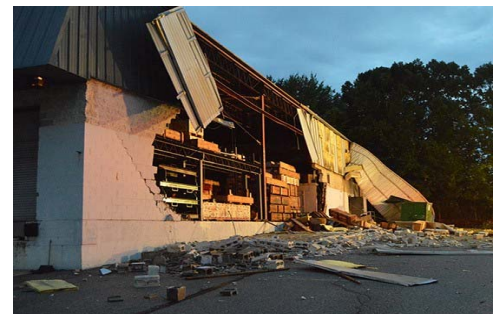
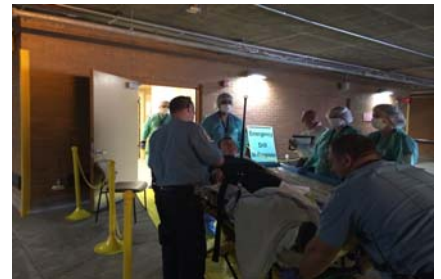
NCC OEM Significant Accomplishments (2012-2016)

Emergency Operations Center (EOC) Activations

- Field response to 2-alarm fire at Fox Run Apartments on January 4, with 18/36 units affected displacing 70 residents, and a shelter was opened at Boys/Girls Club for 40 residents in cooperation with Red Cross. (2012)
- Partial activation of the EOC on February 23-24 due to large fuel spill in Paulsboro, NJ, due to numerous odor calls. (2012)
- Field response on April 17 for assistance to Talleyville Fire Company at a 3-alarm fire at Friend's School. Assisted with command structure set up, coordination with school officials, and initial scene media information. (2012)
- Provided coordination of heavy equipment for an animal rescue in Odessa on May 2. (2012)
- Partial activation of the EOC on June 22 and June 29 for severe storms and high wind damages. Damage assessments and follow up to limited homeowners in Wrangle Hill area and Middletown were conducted. (2012)
- Full activation of the EOC on October 27-29 for Hurricane/Superstorm Sandy. Coordination of response and direct services, coordination of pier removal from City of New Castle, and damage assessment with FEMA. (2012)
- Partial activation of the EOC on March 6-7 for Winter Storm Saturn. OEM staff monitored the storm, specifically along coastal communities and other flood prone areas in New Castle County. (2013)
- Partial Activation of the EOC on June 7-8 for Tropical Storm Andrea. OEM staff monitored any flooding issues and was in contact with Delaware Geological Survey and Municipals. (2013)
- Partial activation of the EOC for an EF-0 Tornado on June 10. OEM staff monitored and coordinated with American Red Cross to assist displaced homeowners in Robscott Manor who sustained severe structural damage to their residences. (2013)
- Responded to the scene of a fatality in Middletown on September 23 resulting from a trench collapse at a construction site as a liaison for coordinating response requests. Special Operations teams from New Castle and Kent Counties were requested to assist first responders in the recovery process, confirmed OSHA and ME notifications, and coordination of Critical Stress Debriefing support for contractor workers and Middletown employee that were on site during the incident. (2013)
- Partial activation of the EOC on January 2-8. OEM staff monitored a significant winter storm and bitter cold weather forecasted for our area. Overnight on Thursday, Jan 2 into Friday, Jan 3; EOC was activated with staff only fielding inquiries, monitoring storm conditions and any resource requests as needed. (2014)



- Full activation of the EOC on January 21 for Winter Storm Janus. OEM staff monitored the storm, and the EOC was activated with Operational Representatives – National Guard, EMS, 911, Police, Special Services, and Delmarva Power (remote), as 10-14 inches of snow was forecast for our area. (2014)
- Partial activation of the EOC on February 4-5. OEM staff monitored the forecast for snow, sleet, and freezing rain with a prediction of ice accumulation from 1/10 to 1/4 inch. (2014)
- Full activation of the EOC on February 12-13 for Winter Storm Pax. OEM staff monitored a major Nor'easter with a prediction of 10-14 inches of snow. The EOC was activated at Midnight on 2/12, with representatives from OEM staff, National Guard, NCCPD, DSP, NCCEMS, NCC 911, and NCC Special Services, and DPL (remote), and deactivated on 2/13 at 6pm. (2014)
- Full activation of the EOC on March 2-3 for Winter Storm Titan. OEM staff monitored a significant storm with the potential of 4 - 8 inches of snow and up to 1/10 inches of icing due to freezing rain. The EOC was activated at 3am on 3/3, with representatives from OEM staff, National Guard, NCCEMS, and NCC Special Services, and deactivated on 3/3 at 12pm. (2014)
- Responded to and assisted at the scene of the tour bus crash on Delaware Route 1 on September 21. (2014)
- Partial activation of the EOC on January 26-27 for Winter Storm Juno. OEM Staff monitored forecasts for Sunday night through Tuesday. EOC was partially activated at 6 pm, Monday 1/26 and deactivated at midnight with no issues reported. (2015)
- Monitoring and coordination for multiple arctic outbreaks and snow events from Feb. 13 through Feb. 19. On Feb. 15, high winds and power outages affected the County, and an accumulating snow for Feb 16-17 closed NCC Offices on the 17th. (2015)
- Monitoring of a Winter Weather Advisory for Snow, Sleet, Freezing Rain, Rain, and then Snow forecasted for 3/3/ through 3/5. EOC was activated at 4 am on 3/5 and deactivated at 6 pm on 3/5 after snowfall forecast amounts of 4-8 inches. NCC Offices opened at 10 am on 3/6. (2015)
- Partial Activation evening of 7/9 through early morning of 7/10 included Coordinator Carpenter, Planner Cochran and EA Ferris. OEM monitored a severe storm where a funnel cloud was reported near the Mobile Home Village and Apartments, and the Delaware River Industrial Park in New Castle, off of New Castle Avenue. NWS confirmed the storm to be an EF-0 Tornado. OEM staff supported area fire companies in the response, assessing damage, contacting Red Cross, DEMA, and other agencies, and taking care of approximately 50 displaced residents who were taken to the shelter opened at William Penn High School. Planner Scott continued efforts on Friday 7/10, evaluating shelter operations, performing a site survey for NWS, and handling media inquiries, along with escorting County officials and determining the status of continued power outages. Efforts continued on Saturday 7/11, when the shelter was closed. Follow up with displaced residents and agencies to support long term housing solutions continued on 7/16 and over the next two months. (2015)



- Full Activation for Blizzard of 2016, Friday 1/22 through Sunday 1/24. OEM staff monitored the EOC Friday evening at 11 pm, with Reps from NCCPD, EMS, 911, Special Services, National Guard, State Police, and Fire Service starting at 0600 hours until Sunday at 1500 hours. Minimal power outages during the event, however, driving restrictions were in place for a majority of the event. (2016)
- OEM Response with Coordinator Carpenter and Planner Cochran to Multi Residential Apartment Complex Fire at Autumn Park Apartments. Assisted with Red Cross notification and coordination, notification to Building Inspectors and escorting through buildings for damage assessment; notification and request of DELDOT Response Bus for transportation and responder rehab. (2016)
- OEM Response with Coordinator Carpenter on Friday 3/25 for Carbon Monoxide poisoning and multiple death investigation at Evergreen Apartments at Riverfront Heights. Coordinator Carpenter and Planner Cochran returned on Saturday to assist with resolution by Contractor, Building Inspector and continued resident displacement coordination with Property Management. (2016)
- OEM Staff monitored Tropical Storm Hermine Thursday 9/1 through Monday 9/5, maintaining conference call participation with partners, issuing NWS Briefings, and preparing for coastal flood response to Sussex with NCC Water Rescue assets. (2016)

Training & Exercises

- *State Radiological Emergency Preparedness Program*: Participated in the quarterly drill on February 2; the EOC Dress Rehearsal drill on April 3; and the Federally Graded Exercise on May 22; Medical training on April 18 and Medical Drill on May 2; Colonial School District drill on April 30; Delaware National Guard Decon Drill May 1. (2012)
- Participated and evaluated University of Delaware's Active Shooter Tabletop on March 8 and Full Scale Exercise on July 11. (2012)
- Hosted with the City of Wilmington a full day Flood Response/Recovery Workshop on March 14, with over 40 partner agencies reviewing lessons learned from Hurricane Irene. (2012)
- Participated in the USCG Delaware Bay Sector exercise on April 25. (2012)
- Participated in the Christiana Care Hospital Active Shooter Tabletop Exercise on April 26. (2012)
- Participated on June 2 in the Hazardous Materials Tabletop/Functional Exercise sponsored by the LEPC for New Castle County and the Holloway Terrace Fire Company which provided participants an opportunity to evaluate current response concepts, plans, and capabilities for a response to a hazardous materials event at the Croda, LLC plant on Cherry Lane. (2012)
- Participated in the Delmarva Emergency Task Force Hurricane Tabletop Exercise on May 14. (2012)

- Participated in the annual tabletop exercise for the Delaware City-Community Awareness and Emergency Response Group on July 2. (2012)
- Participated in the annual tabletop exercise for the New Castle County Airport on July 31. (2012)
- Participated in Wilmington’s Operation White Cloud Exercise held at the Port of Wilmington on September 8. (2012)
- Participated in a Tabletop Exercise with Delaware River & Bay Authority on Dec. 11, and provided planning assistance for the exercise. (2012)
- Participated in the Greater Wilmington Cyber Security Tabletop Exercise held at Wilmington University on March 1. (2013)
- Participated in Siemens Healthcare Active Shooter Tabletop Exercise on March 26. (2013)
- Participated in the full-scale multi-agency New Castle County Airport FAA required triennial exercise, “*Operation Broken Wing*,” on April 27 involving an aircraft crash and mass casualty response. (2013)
- Participated in the New Castle County and City of Wilmington Communications Functional Exercise on May 15, which tested the full range of emergency communications capabilities of various entities within New Castle County and the City, and assessed their interoperability with each other. (2013)
- Participated in the Delaware Division of Public Health Healthcare Facility Evacuation Tabletop Exercise on June 6, to discuss the scenario provided by a direct hit from a Hurricane and identify medical facility evacuation issues and resources. (2013)
- Participated in the City of Wilmington Active Shooter Tabletop Exercise, “*Operation Firefight*,” on June 12, to discuss protocols for responding to and managing an active shooter incident in downtown Wilmington. (2013)
- *State Radiological Emergency Preparedness Program*: Participated in the Medical Exercise dress rehearsal on September 10 and the Federally Graded Medical Exercise on September 12, which included NCC Paramedics, Townsend Fire Company Ambulance, and Christiana Care Health Services, Christiana Hospital. (2013)
- Participated in the Delaware City-Community Awareness and Emergency Response Group functional tabletop exercise of an oil rail tank car leaking crude oil conducted on site at Tri Supply in Delaware City on September 25. (2013)
- Participated in the Workplace Violence/Active Shooter Emergency Exercise on November 21 at the A.I. duPont Hospital for Children. (2013)
- Participated in the Department of Safety and Homeland Security tabletop exercise held at Delaware State Police Troop 2 on November 22 that involved an active shooter scenario at the Christiana Mall. (2013)



- Participated in an EOC set up drill on December 11 with County and outside agency representatives who report to the EOC during activations. (2013)
- Participated in the 2014 Healthcare Facility Evacuation Functional Exercise conducted by the *Office of Emergency Medical Services, Emergency Medical Services and Preparedness Section*, on January 9, and held at Nemours/A.I. duPont Hospital for Children. (2014)
- Participated in the annual Delmarva Boy Scouts Council Merit Badge College on February 22, serving as Incident Command for a practical land search and rescue exercise. (2014)
- Participated in the Government Center Active Shooter tabletop exercise on March 27, to discuss security challenges and best practices for dealing with an active shooter incident occurring at the Government Center focusing on coordination and decision making. (2014)
- Participated in the New Castle County Local Emergency Planning Committee (LEPC) exercise with Honeywell and DuPont on March 29. (2014)
- *State Radiological Emergency Preparedness Program*: Participated in the Hostile Action Based dress rehearsal drill on April 2; the Medical Exercise which included NCC Paramedics, Volunteer Hose Fire Company Ambulance, and Christiana Care Health Services, Christiana Hospital on April 17; and the Federally Graded Hostile Action Based Exercise on May 20. (2014)
- Participated in the United States Postal Service Bio-Hazard Detection System Alert Full-Scale Exercise on June 5. (2014)
- Participated in the New Castle County and City of Wilmington Active Shooter Lockdown Drill and Full-Scale Exercise on June 13-14, which tested the procedures and alarm system for shelter-in-place/lockdown for the City/County Building. (2014)
- Participated in the Airport Security Plan Tabletop/Plan Review Exercise on June 24, hosted by the Wilmington-Philadelphia Regional Airport. (2014)
- Participated in the University of Delaware tabletop exercise, Interdisciplinary Science & Engineering Building (“Operation ISEB”) on July, 21, which provided a clear understanding of the activities that each department and/or agency will be engaged in during a response to a University campus incident, and tested the effectiveness and operational use of the University Critical Incident Management Plan. (2014)
- Participated in a Crude Oil Rail Car tabletop exercise on August 2 conducted by Norfolk Southern. (2014)
- Participated in the Christiana Mall Active Shooter tabletop exercise held at Delaware State Police Troop 2 on August 13 which focused on the draft Christiana Mall Emergency Transportation Plan and how it is utilized during an emergency situation. (2014)
- Participated in the LEPC full-scale Hazardous Materials Emergency Response Exercise held 8/23 at the Occidental Chemical River Road facility in Delaware City which focused on some of northern Delaware’s most common and dangerous rail hazards, and provided a simulation of accidents and releases involving a crude oil rail tank car as well as a chlorine tank car. (2014)



- Participated in the mass casualty full-scale Amtrak/SEPTA exercise held at Fairplay Station on October 5. (2014)
- Participated in an Amateur Radio Exercise on October 18. (2014)
- Participated in an Ebola Response Tabletop Exercise on October 30 at the University of Delaware. (2014)
- Participated in a tabletop exercise at the Mary Campbell Center on November 4 that involved an armed intruder. (2014)
- Participated in a tabletop exercise at the First State Association of Contingency Planners meeting on November 18, leading the Government Table. (2014)
- Participated in a tabletop exercise on November 21 at Wilmington University, Main Campus. (2014)
- Participated in an Active Shooter situation tabletop exercise on December 1 at A G Waters Middle School in Middletown. (2014)
- Observed/Evaluated the Division of Public Health Antibiotic Point of Distribution Exercise on March 19 held at Del Tech Stanton Campus. (2015)
- Observed/Evaluated City of Wilmington Commodity Points of Distribution Exercise on April 23 held at Frawley Stadium. (2015)
- State Radiological Emergency Preparedness Program: Participated and coordinated efforts for the Annual Medical Transport Rehearsal Drill and Federally Graded Medical Transport Exercise on April 28 and 29, along with Christiana Care's Wilmington Hospital. (2015)
- Participated in Public Health's Medical Facility Evacuation Tabletop Exercise on May 18 held at Dover Downs Convention Center. (2015)
- Participated in Philadelphia Federal Executive Board's Annual Continuity Tabletop Exercise on June 25 held in Philadelphia. (2015)
- Participated in the Resource Request Tabletop Exercise held at the State EOC, and the New Castle County Airport Tabletop Exercise on June 30. (2015)
- Participated in the Chester County/Kennett Square Rail Car Derailment Hazardous Materials Tabletop Exercise held at Kennett Township Administration Building on July 1. (2015)
- Participated in Newark's Passenger Rail Mass Casualty Tabletop Exercise on August 25 held at Newark Municipal Building. (2015)



- Participated in Delaware Department of Agriculture's Avian Influenza Tabletop Exercise on August 27 held in Georgetown, DE. (2015)
- Evaluated the Dupont Children's Hospital Mock Code Delta Exercise on September 15. (2015)
- Participated in DEMA's Resource Request Functional Exercise on September 17 at the NCC EOC. (2015)
- New Castle County Amateur Radio participated in the Emergency Communications Test on October 17. (2015)
- Participated and Coordinated a two part exercise for the Delaware Technology Dept. Cyber Security Functional Exercise on October 27, held at the NCC EOC, and the DC-CAER Exercise held in Delaware City. (2015)
- Participated in the State's Civil Unrest Tabletop Exercise on November 9 held at Del Tech Terry Campus in Dover. (2015)
- Participated and hosted the location for the First State Chapter of Association of Contingency Planner's Pandemic Tabletop Exercise on November 17 held at the NCC Public Safety HQ. (2015)
- Participated in Appoquinimink School District Pandemic Tabletop Exercise on December 1 held at AG Waters Elementary School.
- Participated in State's Dress Rehearsal for Biennial Radiological Plume Exercise for Salem/Hope Creek Nuclear Generating Station. (2016)
- Assisted with planning, evaluation, and participated in the NCC Airport Triennial Full Scale Mass Casualty Exercise to comply with the FAA Airport Certification requirement. (2016)
- Assisted with evaluation of the State's Radiological Plan exercise for the evacuation of Special Populations by DELDOT on April 20 and 21. (2016)
- Participated in the Wilmington EOC Communications Drill on April 26 to test various components of devices used to maintain contact with OEM partners. (2016)
- Observed the DE TRAC Drill sponsored by DE Public Health at Wilmington Hospital on April 28. This tested the ability to track patients being evacuated from a hospital to other hospitals. (2016)
- Participated in the Radiological Plan's Medical Response Dress Rehearsal and Graded Exercise on 5/5 and 5/6. (2016)
- Participated in the Radiological Plan's FEMA Graded Exercise for EOC operations held on 5/17. (2016)
- Participated in State's Sheltering Tabletop Exercise on 7/28 and the Functional Exercise on 8/6. This assessed the ability of all partners to staff an Emergency Shelter with three of the components - General Population, Animal, and Medical, with Amateur Radio support. (2016)

- Participated in Statewide Civil Unrest Tabletop Exercise held at NCC Public Safety Building on 8/18 to assess best practices and challenges to handling these situations throughout our State. (2016)
- Observed the DuPont Hospital For Children's Mass Casualty Community Drill on 9/21, which tested the internal capabilities of the hospital to handle 30+ patients arriving. (2016)

Outreach Events

- Participated in the Preparedness Night at the Blue Rocks on June 29, co-sponsored by NCC OEM, City of Wilmington OEM, and DEMA in conjunction with Delaware Citizen Corps and New Castle County Citizen Corps. Reached over 4,000 people with a table display, 1,000 bags with preparedness information placed on cars, PA announcements, and an outfield sign. (2012)
- Participated in 64 outreach events which included presentations or displays at various venues such as fire company open houses, health and safety fairs, senior centers, and civic association meetings; and trainings which included CERT and CPR/First Aid/AED. (2012)
- Participated in the New Castle Dike Advisory Committee, supporting information sharing and development of maintenance plans and long term objectives/priorities for dike rehabilitation. (2012)
- Participated in the planning for and provided subject matter expertise in a presentation and workshop for the Long Term Care Facilities and Resident Protection Division of DHSS. In cooperation with U of D Public Health Studies and the Disaster Research Center, a grant was acquired to hold a planning workshop for the 49 State licensed Nursing Homes and 16 Assisted Living Centers on May 15-16. (2012)
- Provided event planning assistance and weather notifications for the annual Diamond State Masters Regatta held at Noxontown Pond on July 28-29. (2012)
- Participated in the Preparedness Night at the Blue Rocks on May 31, co-sponsored by NCC OEM, City of Wilmington OEM, and DEMA in conjunction with Delaware Citizen Corps and New Castle County Citizen Corps. Reached over 4,000 people with a table display, 1,000 bags with preparedness information placed on cars, PA announcements, and an outfield sign. (2013)
- Participated in 36 outreach events which included presentations or displays at various venues such as fire company open houses, health and safety fairs, senior centers, New Castle County regional community meetings, civic association meetings, and CPR/First Aid/AED trainings. (2013)
- Provided 8 CERT training classes, which included basic, advanced and train-the-trainer classes, to a total of 226 individuals. (2013)
- Provided event planning assistance and weather notifications for the annual Diamond State Masters Regatta held at Noxontown Pond on July 27-28. (2013)



- Participated in the *Disaster Preparedness Night at the Wilmington Blue Rocks* on May 23 with a table display. The event is sponsored by New Castle County Emergency Management, City of Wilmington Emergency Management, and the Delaware Citizen Corps. (2014)
- Participated in 33 outreach events which included presentations or displays at various venues such as fire company open houses, health and safety fairs, senior centers, New Castle County regional community meetings, New Castle County Job and Career Fair, and civic association meetings. (2014)
- Provided 5 CERT training classes, which included basic, advanced and train-the-trainer classes, to a total of 175 individuals. (2014)
- Provided event planning assistance and weather notifications for the annual Diamond State Masters Regatta held at Noxontown Pond on July 26-27. (2014)
- Assisted with the Boy Scouts Merit Badge College program and full scale exercise. (2015)
- Participated in the Hurricane and Preparedness Symposium for People with Disabilities, Caregivers and Service Providers held at the University of Delaware's STAR Center. (2015)
- Participated in the 2nd Annual Hurricane Fair at AI duPont Children's Hospital, and provided emergency preparedness brochures and handouts to 500+ people who visited our table display. (2015)
- Participated in the National Night Out at Glasgow Park, and provided emergency preparedness brochures and handouts to approximately 200 people who visited our table display. (2015)
- Participated in the Emergency Preparedness Night at the Blue Rocks, and provided emergency preparedness brochures and handouts to approximately 200 people who visited our display table. NCC OEM, Wilmington OEM, and Delaware Citizen Corps co-sponsored this event. Coordinator Carpenter presented an award to Bob George on his retirement as the Delaware Citizen Corps Program Manager. (2015)
- Conducted three (3) Basic CERT Trainings and One (1) Advanced CERT Training were held with a total attendance of 77 citizens. (2015)
- Presentation to 30 faculty members for Networks Program in Christina School District on 1/19. (2016)
- Participated in the first Delaware Citizen Corps Preparedness Night with the Delaware 87ers D-League Basketball Team on 1/29 at the UD Bob Carpenter Center. All Partners in Volunteer efforts and preparedness agencies were represented. (2016)
- Held a tour for cadets at the Delaware Academy for Public Safety and Security on 2/3 of the Public Safety Building and to discuss OEM and 911 role and responsibility. (2016)
- Held the Mutual Aid Summit on 2/10 with all neighboring counties from Delaware, Pennsylvania, Maryland and New Jersey. (2016)



- Conducted Four (4) Basic Community Emergency Response Team classes with 94 total persons attending and an Advanced Class with 21 attending. (2016)
- Hosted with the NCC Sky Warn Coordinators, a Basic Weather Spotter Class presented by National Weather Service on 5/12, with 130 people in attendance. OEM sponsored drinks/snacks and the Snow Conference Room location. (2016)
- Participated in National Night Out for 2016 on 8/2, with a display table and vehicle at Glasgow Park. Approximately 500 people in attendance with 80 making contact with OEM. (2016).
- Participated in four other outreach events at DuPont Hospital, Suez Water, BilCare Research, and Brandywine Park Condos. (2016)



FOR THE FUTURE

MAJOR INITIATIVES

Maintain Grant levels, strive for supplemental funding, and maintain reimbursement processing to assure continual funding of programs and services

- Comprehensive Emergency Management Plan and Continuity Plan updates and promulgation; Municipal Government Continuity Plan development.
- NCC Facility Lockdown/Shelter In Place Alarm improvements and process; all employee training for the alarms and Armed Intruder Awareness.
- Special Events trailer and communications acquisition in coordination with Special Services.
- EOC/ Fusion Center Video Wall digital upgrade, and Back up EOC (Gilliam Bldg. Multi-Purpose Room) Audiovisual upgrade.
- FEMA Bayview Beach Elevation Grant project, and two other FEMA mitigation grant projects.
- Rave Smart 911 Facility and Panic Button program implementation support.
- NCC Responder Identification Card system implementation.
- Mutual Aid Agreement with neighboring out of state counties.
- OEM Staff career development package and Fleet replacement.

CHALLENGES FOR NCC OEM

- Emergency Management Accreditation Program certification process.
- Continued staff development for succession planning.

TRANSITION PRIORITIES

- Program Improvement Request for FY 17 Approved Budget – Career Development
- Executive Assistant Position duties in OEM – current functions and support
- OEM Fleet Replacement - 2007 model year vehicles

OUTLOOK

As the scope and severity of disasters increase for communities across the globe today, the need for workable emergency management policies and practices also continues to grow. Emergency management must take into account all hazards, while ensuring unity of effort among all levels of government and members of the community.



Continuity of operations, inter-agency coordination, and the maintenance of strong, stable partnerships are all necessary components for success in managing the effects of disasters in a community.

As we look to the future, we must take into account lessons learned from the past. Through the implementation of our bi-annual Strategic Plan, New Castle County OEM hopes to continue to improve the capabilities necessary to foster a safer, disaster-resilient society. Instilling a “Culture of Preparedness” in all citizens must be done through the encouragement of planning for vulnerabilities, increasing awareness and access to information, improving technology, and promoting communication, consensus-building, and volunteerism.

