



IOWA STRATEGY FOR HOMELAND SECURITY AND EMERGENCY MANAGEMENT

2009 - 2014

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VISION

A State prepared, with coordinated capabilities to prevent, protect against, respond to and recover from all hazards.

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GUIDING PRINCIPLES

Address sustainability in all efforts.

Sustainability should be at the core of all levels of homeland security and emergency management effort in Iowa. Capabilities need to be built for the long term, and without a sustainability plan in place, projects can quickly deplete uncertain levels of funding.

Utilize an all-hazards methodology.

Developing capabilities that are effective during a variety of disaster and emergency scenarios represents sound planning and resource management.

Enhance capabilities through joint planning, training and exercise.

Effective capabilities developed through coordinated planning efforts and an ongoing joint training and exercising program to ensure sustainment of prepared response.

Utilize a collaborative approach to build capability.

We will utilize whatever partnerships are necessary to build capability in the most effective manner possible. Regional partnerships have been, and will continue to be, in the forefront of the State of Iowa's efforts to build and enhance capability.

Enhance statewide capabilities.

Whenever possible, we will identify and augment existing resources to provide statewide capability during a disaster or terrorist attack.

Awareness, outreach and education.

Open communication is critical to the success of any initiative. All projects implemented will have awareness, education and outreach components to ensure that all stakeholders are informed as to their responsibilities, capabilities and access.

Information sharing and a common operating picture.

The timely exchange of critical/actionable information is imperative to the success of every operation. The identification of a common operating picture allows decision makers to make informed decisions based on a unified understanding of the events around them.

Research, implement, invest and apply the most effective technologies available.

Technology is a critical part of building capability. We will focus on utilizing the most effective technology available to suit our needs. Iowa will be willing to take calculated risks to improve capabilities and capacities.

Research and implement ideas from best practices and lessons learned.

Iowa has historically had a strong after action program for incidents and events; we will utilize the best practices and lessons learned from these reviews, and from reviews completed by other jurisdictions and entities, to strengthen future planning and operations.

GOAL 1: PREVENT THE IMPACTS OF HAZARDS AND INCIDENTS

- 1.1 Ensure that chemical, biological, radiological, nuclear and explosive (CBRNE) materials are rapidly detected, characterized, neutralized and decontaminated.**
 - 1.1.1 Integrate the statewide bomb squad and special weapons and tactics (SWAT) capabilities to coordinate preventive and protective actions. (Ongoing)
 - 1.1.2 Enhance explosive device pre-detonation response operations so that bomb squads have the necessary tools to diagnose and defeat actual devices based on targets set by the Federal Bureau of Investigation. (Ongoing)
 - 1.1.3 Continue to review and update Iowa's CBRNE Protocol document. (Annual)
 - 1.1.4 Continually train members of the statewide weapons of mass destruction hazardous materials teams. (Ongoing)
 - 1.1.5 Develop and implement a joint exercise program for Iowa's statewide response teams, and ensure that these assets exercise together. (2010)
 - 1.1.6 Utilize the Target Capabilities List and resource typing to develop all statewide teams, capabilities and resources. (Ongoing)

- 1.2 Build partnerships and collaboration for integrating mitigation planning within Federal, State, local jurisdictions, and public and private organizations.**
 - 1.2.1 Provide sound technical assistance to State and local governments on mitigation planning, projects and programs. (Ongoing)
 - 1.2.2 Encourage all communities to coordinate their mitigation efforts. (Ongoing)
 - 1.2.3 Create a sustained and continuous planning process for the 2013 update of the Enhanced Hazard Mitigation Plan update, and effectively track the progress of mitigation goals, objectives and actions. (2013)
 - 1.2.4 Ensure that mitigation measures are a core focus as recovery and rebuilding takes place. (Ongoing)
 - 1.2.5 Review and develop State building codes to include mitigation measures for disaster rebuilding. (Ongoing)

- 1.3 Ensure continuity of government and continuity of operations (COOP/COG) across State and local government in anticipation of a disaster or terrorist attack.**
 - 1.3.1 Promote and assist local jurisdictions to develop COOP/COG plans. (Ongoing)
 - 1.3.2 Develop COOP/COG plans for the Legislative and Judicial branches of government. (2010)
 - 1.3.3 Collaborate with the private sector to promote and assist COOP planning for private sector and non-profit entities. (2013)
 - 1.3.4 Ensure federally-funded COOP/COG plans have a training, exercising and review component. (2013)
 - 1.3.5 Utilize the Iowa Disaster Human Resource Council as a resource to encourage and advocate that all faith communities and voluntary agencies have COOP plans in place. (Ongoing)

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GOAL 2: PROTECT PEOPLE AND PROPERTY FROM THE CONSEQUENCES OF HAZARDS AND THREATS.

2.1 Strengthen Iowa's fusion system and ensure that information is disseminated rapidly, on a need to know basis to all partners.

- 2.1.1 Maximize information sharing via the National Network of Fusion Centers. (Ongoing)
- 2.1.2 Include multiple disciplines into Fusion Center information sharing. (Ongoing)
- 2.1.3 Develop the necessary protocols and procedures to ensure connectivity and support between Fusion Centers and Local/County/State emergency operations centers prior to, during and after an incident. (Ongoing)
- 2.1.4 Plan, train on and exercise communication and information sharing processes between Fusion Centers and local/county/State emergency operations centers. (Ongoing)
- 2.1.5 Review and update protections for civil liberties while gathering and sharing information. (2010)
- 2.1.6 Develop a sustainment plan for Iowa's fusion system, including the local offices, beyond federal Homeland Security funding. (2012)
- 2.1.7 Continue to develop and integrate the Fusion System process throughout Iowa in accordance with the guidelines outlined in the Fusion Center Guidelines document and the Standards identified within the Fusion Center Standards support documents. (Ongoing)
- 2.1.8 Implement a system for Suspicious Activity Reporting in the State of Iowa. (2011)

2.2 Develop an inclusive Iowa-specific Information Sharing Environment that includes partners from all levels of government, first responders and sector specific partners:

- 2.2.1 Develop an Iowa-specific Information Sharing Environment and Information Sharing Strategies to provide a roadmap for how stakeholders should efficiently and effectively communicate prior to, during and after disasters strike. (2010)
- 2.2.2 Develop a comprehensive, real-time public information program for use by citizens during a disaster that incorporates mapping, blogging and other cutting-edge technological advantages. (Ongoing)

2.3 Ensure that government agencies, sector specific partners and citizens receive and transmit coordinated, prompt, useful and reliable information regarding threats to their safety, health and property through clear, consistent information delivery systems.

- 2.3.1 Promote the ongoing use of NOAA weather radios, Emergency Alert Sentinel radios, and indoor and outdoor warning systems throughout the State. (Ongoing)
- 2.3.2 Support Storm Ready certifications for communities in Iowa. (Ongoing)

2.4 Implement a statewide critical infrastructure protection program based on building resiliency through relationships with the public and private sector.

- 2.4.1 Complete the development of coordinated, risk-based CI/KR sector plans that address known threats. (2013)
- 2.4.2 Institute a program to identify and address dependencies and interdependencies to allow for more timely and effective implementation of short-term protective actions, and more rapid response and recovery. (2013)
- 2.4.3 Implement a risk management framework to guide CI/KR protection programs and activities. (2013)
- 2.4.4 Develop procedures and processes for critical infrastructure data use and protection. (2014)
- 2.4.5 Continue to teach the Automated Critical Asset Management System to stakeholders across the State of Iowa. (Ongoing)

2.5 Move agriculture incident preparedness beyond planning to a state of operational readiness, actively engaging all agencies and stakeholders in exercises.

- 2.5.1 Assist local disaster response agencies to understand the importance of critical agricultural infrastructure in their communities, and develop mitigation plans to protect these resources. (2012)
- 2.5.2 Exercise and test procedures and plans for a large-scale critical agriculture incident. (2013)
- 2.5.3 Develop six regional workshops to improve team-specific skills for veterinary responders involved with the Iowa Veterinary Rapid Response Team based on professional specialties and concentrations of livestock populations within those regions. (2011)
- 2.5.4 Expand the Agriculture Emergency Response Team. (Ongoing)
- 2.5.5 Collaborate with other states in the Multi-State Partnership for Agriculture on agriculture security in the upper Midwest. (Ongoing)

GOAL 3: PROVIDE A COORDINATED RESPONSE TO HAZARDS AND THREATS

3.1 Ensure that planning, training and exercising efforts in the State of Iowa address the safety and security requirements of special needs populations.

- 3.1.1 Utilize faith-based and volunteer groups to coordinate resources to meet the requirements of special needs populations. (Ongoing)
- 3.1.2 Coordinate special needs planning through local emergency management, local public health and other agencies that support and plan for special needs populations. (Ongoing)

3.2 Enhance and exercise the State medical surge and mass prophylaxis capability based on the annual requirements of the Centers for Disease Control and the Health Resources and Services Administration.

- 3.2.1 Meet the intent of Homeland Security Presidential Directive 21 by enhancing Iowa's capabilities in countermeasure distribution and dispensing. (Ongoing)
- 3.2.2 Utilize the AAR process in HSEEP to evaluate incidents and exercises for both medical surge and mass prophylaxis, and use the results to create and implement improvement plans. (Ongoing)
- 3.2.3 Continue to implement, train on and exercise the Hospital Available Beds for Emergencies and Disaster (HavBED) system for medical surge. (2010)
- 3.2.4 Meet annual CDC/HRSA grant requirements for medical surge and mass prophylaxis. (Annual)

3.3 Provide resources to all political and appointed leaders so that they understand the role of emergency personnel before and during a disaster.

- 3.3.1 Review and update the State of Iowa Emergency Decision Matrix, and incorporate it into training and exercise activities. (2011)
- 3.3.2 Review and update the Introduction to Homeland Security and Emergency Management for Local Officials handbook and continue distribution. (2009)
- 3.3.3 Train and exercise State Administrators and the Executive Branch on roles and responsibilities during a disaster. (2010)

3.4 Implement the Metropolitan Medical Response System (MMRS) in identified MMRS jurisdictions.

- 3.4.1 Develop and enhance health and medical readiness and preparedness through regional collaboration and mutual aid. (Ongoing)
- 3.4.2 Develop or update jurisdictional plans for, and ensure an appropriate supply of pharmaceuticals and equipment, personal protective equipment, as well as detection equipment for CBRNE incidents for the first crucial hours of a response to a mass casualty incident. (Ongoing)
- 3.4.3 Conduct an MMRS exercise focusing on incidents that would be catastrophic to the local community and/or have national impact caused by any hazard. (2011)
- 3.4.4 Recruit volunteers and train them to staff mass clinics. (Ongoing)

3.4.5 Develop plans and implement processes related to hospital evacuation, to include the forward movement of patients and patient tracking. (2011)

3.5 Assure that critical resources are available to incident managers and emergency responders upon request for proper distribution, and to aid disaster victims in a cost-effective and timely manner.

3.5.1 Support local systems for aid and donations management and distribution. (Ongoing)

3.5.2 Continue to utilize WebEOC for tracking and timely distribution and recovery of assets across the State. (Ongoing)

3.5.3 Resource, train and exercise for asset management and distribution. (Ongoing)

3.5.4 Utilize AidMatrix, the Incident Resource Inventory System, and WebEOC as tools for resource and donations inventorying, typing and management. (Ongoing)

3.5.5 Promote and incorporate inter- and intra-state mutual aid agreements throughout our response framework. (Ongoing)

3.6 Expand and maintain a Type III Incident Management Team (IMT) in Iowa.

3.6.1 Expand the membership of the IMT teams with multiple emergency response disciplines. (Ongoing)

3.6.2 Finalize the credentialing and certification process for IMT members. (2010)

3.6.3 Ensure all current IMT members have their task books complete. (2011)

GOAL 4: PROVIDE A COORDINATED RECOVERY EFFORT FOR THE CONSEQUENCES OF INCIDENTS.

- 4.1 Expand Iowa's existing exercise program to include tabletop, functional and full-scale exercises that focus solely on recovery.**
 - 4.1.1 Conduct a tabletop exercise for recovery. (2010)
 - 4.1.2 Conduct a functional exercise for recovery. (2011)
 - 4.1.3 Conduct a full-scale exercise for recovery. (2012)

- 4.2 Ensure that political and appointed leaders have a working knowledge of the disaster long term recovery process prior to a disaster occurring.**
 - 4.2.1 Develop a training program on short-term and long-term recovery geared toward political and appointed leaders. (2011)
 - 4.2.2 Make this training program available for use. (2011)
 - 4.2.3 Incorporate the development and maintenance of a digest of recovery programs for use by State and local officials. (2011)

- 4.3 Fully engage faith communities, voluntary agencies and community service organizations in disaster response and recovery efforts.**
 - 4.3.1 Encourage the development of and institutionalize disaster long-term recovery committees/coalitions ready to become active following a disaster. (Ongoing)
 - 4.3.2 Identify and partner with local voluntary organizations active in disaster, and with other faith based and service organizations. (2011)
 - 4.3.3 Develop a template for volunteer management planning. (2011)

- 4.4 Strengthen Iowa's capabilities to provide assistance to those impacted by disasters.**
 - 4.4.1 Move toward creating disaster case management services for all disasters. (Ongoing)
 - 4.4.2 Incorporate planning for pets and companion animals in state and local planning efforts. (Ongoing)
 - 4.4.3 Incorporate planning for children in disasters into state and local planning efforts. (Ongoing)
 - 4.4.4 Coordinate State and federal recovery programs. (2010)

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GOAL 5: ENSURE THAT ALL STAKEHOLDERS HAVE THE RESOURCES NECESSARY TO IMPLEMENT THESE GOALS.

5.1 Ensure that mechanisms exist for stakeholders to provide input into Iowa’s homeland security and emergency management systems.

- 5.1.1 Review the effectiveness of Iowa’s advisory committees and workgroups to ensure all partners actively and effectively engage in Iowa’s homeland security and emergency management efforts. (2010)
- 5.1.2 Review the effectiveness of regionalization in Iowa, and develop ways for jurisdictions to continue to work together to develop capabilities and share information. (2010)

5.2 Identify, implement and maintain a comprehensive capabilities assessment for use in future planning and response.

- 5.2.1 Conduct a statewide review based on the Target Capabilities List to identify where Iowa is at with these capabilities, and what level of capability we need for each. (2010)
- 5.2.2 Conduct a study to identify what a “prepared Iowan” is and use this benchmark as a baseline for future citizen preparedness planning. (2012)
- 5.2.3 Utilize a comprehensive assessment system to assess capabilities. (2010)

5.3 Implement the NIMS and NRF based on existing and annual requirements released by the Department of Homeland Security to develop statewide seamless multi-hazard response.

- 5.3.1 Identify and implement annual training requirements, to include EMAs and all other areas that are affected by requirements as defined in the NIMSCAST. (Annual)
- 5.3.2 Identify and initiate a credentialed personnel tracking system. (2014)
- 5.3.3 Identify and incorporate into planning efforts Federal, State, local government, non-profit and private sector roles and responsibilities within the response framework. (Annual)
- 5.3.4 Identify and incorporate into planning efforts, specifically required and anticipated response actions, especially during catastrophic and pre-planned events. (Annual)
- 5.3.5 Implement the Integrated Planning System into the overall Iowa planning schematic. (Annual)
- 5.3.6 Utilize the NRF Resource Center and other supporting documents in our statewide efforts to secure our people and our infrastructure. (Annual)

5.4 Improve community and citizen preparedness in all phases of homeland security and emergency management in Iowa.

- 5.4.1 Support local Citizen Corps councils based on local needs. (Annual)
- 5.4.2 Provide CERT training to local citizens. (Ongoing)

- 5.4.3 Educate the public about homeland security and emergency management, and their roles and responsibilities in the process. (Ongoing)

5.5 Continue the implementation of a statewide interoperable communications system.

- 5.5.1 Develop a statewide communications backbone to provide a single system across the state for disparate systems to tie into and use. (2014)
- 5.5.2 Identify and equip one area of the state with total implementation of the interoperable communications plan as a proof of concept. (2012)
- 5.5.3 Formalize regional communications interoperability structures for training, exercise, procedural development. (2010)
- 5.5.4 Hire a full-time coordinator to manage the interoperability programs in the State. (2009)
- 5.5.5 Explore and develop the use of a public/private partnership to accelerate the development of an interoperable communications system. (2014)

5.6 Implement the Homeland Security Exercise and Evaluation Program (HSEEP) to test plans for prevention, protection, response and recovery.

- 5.6.1 Hold a Training and Exercise Planning workshop annually and use it to create a multi-year training and exercise calendar, and then update this calendar based on the needs of stakeholders. (Annual)
- 5.6.2 Conduct two tabletop exercises with two Target Capabilities or one functional exercise with seven Target Capabilities locally. (Annual)
- 5.6.3 Conduct one full-scale exercise every five years, exercising twelve Target Capabilities locally. (Ongoing)

5.7 Develop Iowa's ability to prevent, protect, respond and recover with Border States.

- 5.7.1 Continue to collaborate with Border States on nuclear power plant drills. (Annual)
- 5.7.2 Collaborate with other states on inter-state bridge protection. (Ongoing)
- 5.7.3 Look for opportunities to work with Border States on critical infrastructure protection methods. (Ongoing)
- 5.7.4 Continue to work with the Tri-State Consortium on hazardous materials issues. (Ongoing)

5.8 Ensure that mitigation, response and recovery planning in Iowa is kept up to date.

- 5.8.1 Update State response, mitigation, recovery and critical asset protection plans based on their schedules. (Annual)
- 5.8.2 Update local emergency response (Part A), mitigation (Part B), and recovery (Part C) plans based on their schedules. (Annual)
- 5.8.3 Convene a workgroup to conduct an evaluation for effectiveness of State and local recovery (Part C) plans, and make changes to the template as appropriate. (2010)
- 5.8.4 Migrate State and county emergency response plans to the Emergency Support Function format. (2010)

5.9 Review the structure of homeland security and emergency management in Iowa, and make changes to improve effectiveness.

- 5.9.1 Evaluate standards for levels of emergency management across the State. (2010)
- 5.9.2 Work toward developing full-time emergency management coordinator positions. (2014)

- 5.9.3 Develop a regional EOC concept for jurisdictions to use during large-scale, multi-jurisdictional incidents. (2013)
- 5.9.4 Achieve and maintain compliance with the Emergency Management Accreditation Program (EMAP). (2010)
- 5.9.5 Maintain an ongoing, comprehensive risk assessment to guide decision-making. (Ongoing)

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IOWA STRATEGY FOR HOMELAND SECURITY AND EMERGENCY
MANAGEMENT

ANNEX A: STRATEGY REQUIREMENTS

2009 - 2014

AUTHORITY

Iowa's Strategy for Homeland Security and Emergency Management fulfills a grant requirement originally released by the Grants Program Directorate of the Federal Emergency Management Agency in the FY 2004 Homeland Security Grant Program Guidance, and further refined in the Guidance on Aligning Strategies with the National Preparedness Goal, released on July 22, 2005. Final responsibility for the implementation of this plan rests with the Governor, the Homeland Security Advisor and the heads of the agencies and entities with a vested responsibility herein.

PURPOSE

Iowa's Strategy for Homeland Security and Emergency Management 2009-2014 is a cooperative effort between state and local officials that helped define the vision for security in Iowa for the next five years. With the full implementation of this Strategy, in five years Iowa will have achieved:

- A fully implemented CBRNE task force, with capabilities in search and rescue, special weapons and tactics (SWAT), hazardous materials response for weapons of mass destruction incidents, and explosive ordnance disposal, that plans, trains and exercises together;
- A mitigation program that is integrated into all aspects of homeland security and emergency management, focused on removing the consequences of hazards, whether they occur or not;
- Continuity of operations/continuity of government plans for all branches of State government, mechanisms to assist local, private sector and non-profit partners in creating their own COOP/COG plans;
- An information sharing system that incorporates state, local and private sector partners, ensuring that authorized partners who need information have that information;
- A more robust critical infrastructure protection program that incorporates risk management into all sectors;
- A program that focuses on caring for special needs populations before, during and after a disaster;
- Improvements in countermeasure distribution and dispensing, continued implementation of the HavBED system, and a better exercise program for medical surge and mass prophylaxis;

- Better education on homeland security and emergency management for political and appointed leaders;
- Improved local and state resource management systems;
- Better training and utilization of the Incident Management System;
- Expanded Incident Management Teams;
- An exercise program based around testing recovery;
- Continued reliance on public and private sector partners in performing disaster recovery efforts;
- Better input into and effectiveness of Iowa's homeland security and emergency management processes;
- Utilization of a comprehensive assessment of Iowa's capabilities to define future direction;
- Implementation of national initiatives;
- Continued implementation of an interoperable communications system in Iowa;
- Continued cooperation with Border States.

FOCUS

Iowa intends to achieve this plan through focusing on four main phases of homeland security and emergency management:

- Prevention
- Protection
- Response
- Recovery

This plan is intended as a holistic approach to homeland security and emergency management in Iowa. While the homeland security grants will be a main driver of these activities, they will not be the only funding stream utilized for the implementation of this plan. Iowa will use other available federal grants, state funding, and will build off of existing state and local resources to accomplish our goals.

COORDINATION AND EFFORT

Strategy Development

The first draft of the 2009-2014 Strategy was developed by a core committee of representatives from homeland security and emergency management across that State, at all levels of government, and from the private sector. Agencies and organizations represented included Iowa Homeland Security and Emergency Management, the Iowa Departments of Public Safety, Human Services, and Agriculture and Land Stewardship, the Iowa Disaster Human Resource Council, the Iowa Communications Network, the Safeguard Iowa Partnership, the Governor's Office, the Iowa Emergency Management Association, and the First Responders Advisory Committee. This planning committee created the first draft of the Strategy. This draft was reviewed by the Homeland Security Advisor to the Governor and the Iowa Homeland Security and Emergency Management Administrator, and then published to all homeland security and emergency management partners for comment. These comments were incorporated into the final product, and the plan was finalized.

Homeland Security and Emergency Management Structure in Iowa

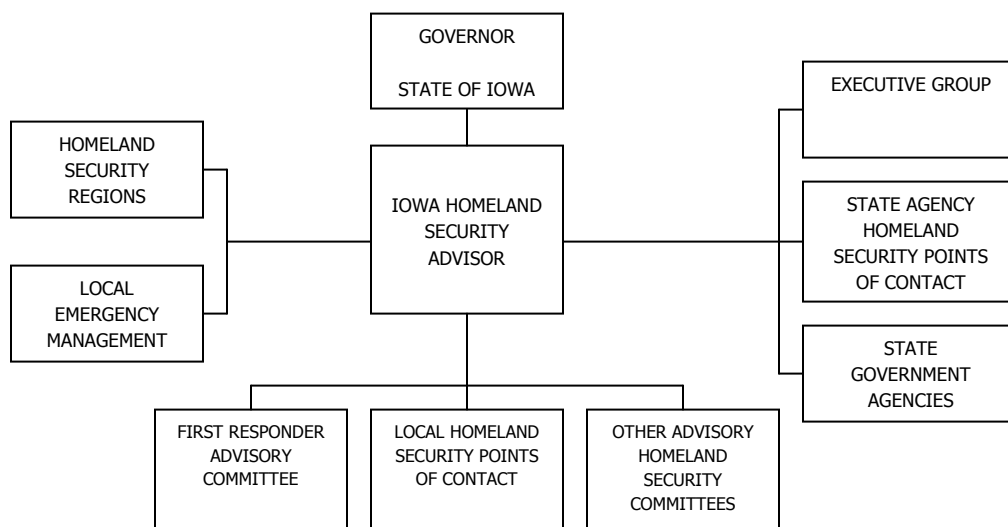
The structure of homeland security and emergency management in Iowa begins with the Governor, who holds the responsibility for protecting Iowa's citizens. The Governor appoints the Iowa Homeland Security Advisor and the Administrator of the Iowa Homeland Security and Emergency Management Division of the Department of Public Defense. Currently, the Lieutenant Governor serves as the Homeland Security Advisor and the Administrator serves as the State Administrative Agent for grants administered by the Office for Domestic Preparedness.

Iowa Homeland Security and Emergency Management is the coordinating body for homeland security and emergency management activities across the State. In addition to the Division, the Advisor relies on state and local-level advisory bodies, executive-level state policy makers, State and local agency points of contact, local first responders, regional representatives, and other community organizations and representative bodies for information to assist in the decision-making process.

The Executive Group provides counsel to the Homeland Security Advisor on issues related to statewide homeland security. The Executive Group is a group of executives from the Department of Public Health, Department of Transportation, Department of Natural Resources, Department of Public Defense, Department of Agriculture and Land Stewardship, Department of Administrative Services, Department of Public Safety, Department of Human Services, the Iowa Communications Network, the Governor's Office, the Safeguard Iowa Partnership, Department of Administrative Services, the Iowa Disaster Human Resources Council and Iowa Homeland Security and Emergency Management; the Homeland Security Advisor chairs the group. The Executive Group meets on a quarterly basis.

The First Responder Advisory Committee is a group of delegates elected by first responder professional and other representative groups. The Administrator chairs the group. The First Responder Advisory Committee meets quarterly and provides the Advisor with a local perspective on homeland security in Iowa. A list of members can be found at <http://www.iowahomelandsecurity.org>.

Each State agency and each county has a designated homeland security point of contact that passes homeland security information between the Homeland Security Advisor and their respective agencies and entities. State agency points of contact meet quarterly to discuss homeland security issues; local points of contact do not have a regular meeting schedule, but are kept informed primarily through the use of email.



At the local level, Iowa Code 29C.9 requires each county to have an Emergency Management Commission with membership from the sheriff, a member of the board of supervisors, and the mayor (or their representatives) from each town in that county. Each county employs an emergency management coordinator, required by Iowa Code 29C.10 to run the day to day operations of emergency management in the county, including the development of county emergency operations plans and providing coordination and assistance to the governing officials of the municipalities and county during a disaster. Each county belongs to one of six homeland security and emergency management regions, which among many functions serve as subgrantees for the Homeland Security Grant Program.

DESCRIPTION OF JURISDICTIONS

In Iowa, the Administrator of the Iowa Homeland Security and Emergency Management Division of the Department of Public Defense serves as the State Administrative Agent, as appointed by

the Governor. The Division serves as the administrative agency, and its Grants Bureau maintains the day to operations surrounding the grants.

The State of Iowa has 99 separate counties, which combine into six homeland security and emergency management regions for the purposes of the Homeland Security Grant Program. Native American tribes residing in Iowa are included in county planning, and have not historically been singled out as their own jurisdictions for planning purposes. When implementing capabilities, the definition of a jurisdiction is left to the discretion of the State Administrative Agent (SAA). In past grant years, jurisdictions have ranged from cities and municipalities, to counties, to the State of Iowa as a whole. Jurisdictions are identified based on the projects the State is implementing, though most of the time the jurisdictions for projects revolve around the six pre-identified regions. The Strategy encompasses the entire state by trying to focus on building capabilities that are accessible to every citizen in Iowa in the most efficient and cost-effective way possible. Even as we move to regional structures and statewide capacities, we still recognize that disasters happen locally, and that individual cities and counties have a primary role to play in disaster prevention, protection, response and recovery. We recognize that “jurisdictions” in relation to prevention, protection, response and recovery could be large enough to include cross-county, cross-regional or even cross-border or multi-state collaborations. As the definition of who needs how much of what capability is further refined, the definition of a “jurisdiction” will be elastic, dependent on the project, initiative or incident. Iowa will be on the forefront of this thinking as we work to build systems and assets that benefit all Iowans utilizing jurisdictions of all appropriate shapes and sizes.

REGIONALIZATION AND MUTUAL AID

Iowa’s 99 counties regionalized into six homeland security and emergency management regions in preparation for the FY05 Homeland Security Grant Program. These six regions act as planning entities for homeland security funding, and provide a way for counties to work together to build capability in the State.

Iowa also builds specific capabilities based on needs and requirements, such as the placement of statewide teams for urban search and rescue, special weapons and tactics, veterinary rapid response, hazardous materials response for weapons of mass destruction, veterinary rapid response teams and emergency ordnance disposal.

Iowa participates in the Emergency Management Assistance Compact, both providing and receiving aid from other states. Iowa also established the Iowa Mutual Aid Compact in Code of Iowa 29C.22, which is modeled off of EMAC and provides a framework for any IMAC signatory to provide mutual aid with all other signatories in the compact. Iowa’s jurisdictions also have thousands of direct mutual aid agreements between cities, counties and across state borders.

In addition to these large comprehensive systems, local mutual aid agreements continue to be used extensively across Iowa in more traditional forms. Thousands of mutual aid agreements exist between communities and private entities across the state. These agreements are used to address emergency response capacity issues in a variety of areas, from fire suppression and hazardous materials response to ambulance service and snow removal. In all its forms, mutual aid is a tool that has proven critical to Iowa's emergency response capabilities.

EVALUATION

Progress on the implementation of the Iowa Strategy for Homeland Security and Emergency Management will be evaluated through the following activities:

- Progress on the Strategy will be evaluated annually based on the performance measures identified for each task scheduled to be completed that year.
- An annual progress report will be created and published.
- The Strategy will be shared with stakeholder groups for comment and review on any additions or language changes.
- A committee of stakeholders will be convened in 2013 to take a review the plan and ensure the direction is still appropriate.

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IOWA STRATEGY FOR HOMELAND SECURITY AND EMERGENCY
MANAGEMENT

ANNEX B: PERFORMANCE MEASUREMENT AND REPORTING

2009 - 2014

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OBJECTIVE	TEXT	PERFORMANCE MEASURE	PERFORMANCE MEASURE	PERFORMANCE MEASURE	PERFORMANCE MEASURE	RESPONSIBLE AGENCY(S)
GOAL 1	PREVENT THE IMPACTS OF HAZARDS AND INCIDENTS					
1.1	Ensure that chemical, biological, radiological, nuclear and explosive (CBRNE) materials are rapidly detected, characterized, neutralized and decontaminated.	Percent of identified bomb squads that maintain their certification	Number of joint team exercises or responses held	Number of trainings attended		HSEMD/Special Teams
1.2	Build partnerships and collaboration for integrating mitigation planning within Federal, State, local jurisdictions, and public and private organizations.	Number of jurisdictions with mitigation plans	Number of jurisdictions with multi-jurisdictional plans	Repetitive loss		HSEMD
1.3	Ensure continuity of government and continuity of operations across State and local government in anticipation of a disaster or terrorist attack.	Development of plans	Proper upkeep and updating of plans	Number attendees at COOP/COG training events	Number of attendees at COOP/COG exercise events	HSEMD, Executive Branch Agencies

GOAL 2	PROTECT PEOPLE AND PROPERTY FROM THE CONSEQUENCES OF HAZARDS AND THREATS					
2.1	Strengthen Iowa's fusion system and ensure that information is disseminated rapidly, on a need to know basis to all partners.	Number of officers trained	Amount of intelligence submissions	Number of case tickets pulled		DPS
2.2	Develop an inclusive Iowa-specific Information Sharing Environment that includes partners from all levels of government, first responders and sector specific partners.	Percent of law enforcement agencies involved in LEIN	Customer satisfaction survey results			HSEMD/DPS
2.3	Ensure that government agencies, sector specific partners and citizens receive and transmit coordinated, prompt, useful and reliable information regarding threats to their safety, health and property through clear, consistent information delivery systems.	Number of Storm Ready certifications in Iowa				HSEMD
2.4	Implement a statewide critical infrastructure protection program based on building relationships with the public and private sector.	Number of Asset Management Questionnaires (AMQ's) completed	Number of assessments completed and started	Percentage of sector specific plans completed		HSEMD

2.5	Move agriculture incident preparedness beyond planning to a state of operational readiness, actively engaging all agencies and stakeholders in exercises.	Number of trained members of the IVRRT	Commodity groups added to the AERT	Number of County Emergency Management Coordinators trained in agriculture response		IDALS
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GOAL 3	PROVIDE A COORDINATED RESPONSE TO HAZARDS AND THREATS					
3.1	Ensure that planning, training and exercising efforts in the State of Iowa address the safety and security requirements of special needs populations.	Number of exercises held that address special needs issues				HSEMD
3.2	Enhance and exercise the State medical surge and mass prophylaxis capability based on the requirements of the Centers for Disease Control, and using guidelines contained in the TCL.	Number of volunteers trained to staff mass clinics	Number of jurisdictional plans in place for, and percentage of appropriate supplies for a mass casualty incident	Percentage of hospitals with plans relating to evacuation, forward movement of patients and patient tracking		IDPH
3.3	Provide resources to all political and appointed leaders so that they understand the role of emergency personnel before and during a disaster.	Complete update on the Decision Matrix	Number of Local Elected Officials guides distributed	Number of executive-focused exercises		HSEMD

3.4	Develop the Metropolitan Medical Response System (MMRS) in identified MMRS jurisdictions.	Trend data from exercise After Action Reports	Number of volunteers to work mass clinics	Number of mass clinic training sessions		Polk County Emergency Management
3.5	Assure that critical resources are available to incident managers and emergency responders upon request for proper distribution, and to aid disaster victims in a cost-effective and timely manner.	Number trained in asset management and distribution	Number of exercises for asset management and distribution			HSEMD
3.6	Expand and maintain a Type III Incident Management Team (IMT) in Iowa.	Number of members on the IMT	Number of disciplines represented on IMT	Percent of task books completed		Incident Management Team/HSEMD

Goal 4	PROVIDE A COORDINATED RECOVERY EFFORT FOR THE CONSEQUENCES OF INCIDENTS					
4.1	Expand Iowa's existing exercise program to include tabletop, functional and full-scale exercises that focus solely on recovery.	Number of tabletop exercises for recovery	Number of functional exercises for recovery	Number of full-scale exercises for recovery	After-action results	HSEMD
4.2	Ensure that all political and appointed leaders have working knowledge of the disaster long-term recovery process prior to a	Development of training program	Number of uses of training program			HSEMD

	disaster occurring.					
4.3	Fully engage faith communities, voluntary agencies and community service organizations in disaster recovery efforts.	Development of template	Development of long-term recovery committee			HSEMD
4.4	Strengthen Iowa's capabilities to provide assistance to those impacted by disasters.	Percent of plans that incorporate pets and companion animals	Number of disaster cases managed during disasters			HSEMD/RIO/Counties

GOAL 5	ENSURE THAT ALL STAKEHOLDERS HAVE THE RESOURCES NECESSARY TO IMPLEMENT THESE GOALS.					
5.1	Ensure that mechanisms exist for stakeholders to provide input into Iowa's homeland security and emergency management systems.	Number of agencies represented on advisory committees				HSEMD
5.2	Identify, implement and maintain a comprehensive capabilities assessment for use in future planning and response.	Development and completion of assessment				HSEMD
5.3	Implement the NIMS and NRF based on existing and annual requirements released by the Department of Homeland	Statewide percentage of requirements met based on position requirements	Percentage of plans transitioned into ESF format			HSEMD

	Security to develop statewide seamless multi-hazard response.					
5.4	Improve community and citizen preparedness in all phases of homeland security and emergency management in Iowa.	Number of Capitol Complex employees trained in CERT	Number of CERT training attendees statewide	Number of counties participating in Citizen Corps		HSEMD/Citizen Corp Counties
5.5	Continue the implementation of a statewide interoperable communications system.	Number of Standard Operating Procedures developed	Number of attendees at interoperable communications training opportunities	Number of interoperable communications exercises held		HSEMD/DPS/DOT
5.6	Implement the Homeland Security Exercise and Evaluation Program (HSEEP) to test plans for prevention, protection, response and recovery.	Number of Target Capabilities exercised statewide	Number of tabletop exercises statewide	Number of functional exercises statewide	Number of full-scale exercises statewide	HSEMD
5.7	Develop Iowa's ability to prevent, protect, respond and recover with Border States.	Number of joint assessments on shared critical infrastructure completed				HSEMD
5.8	Ensure that mitigation, response and recovery planning in Iowa is kept up to date.	Percent of county plans that are adapted to the ESF format	Percent of counties compliant with planning update schedules	Percent of State plans compliant with planning update schedules		HSEMD/Counties
5.9	Review the structure of homeland security and emergency management	Percent of EMAP criteria Iowa is compliant with				HSEMD

	in Iowa, and make changes to improve effectiveness.					
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