

# **IOWA STRATEGY FOR HOMELAND SECURITY AND EMERGENCY MANAGEMENT**

**2015-2017**

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IOWA HOMELAND SECURITY AND EMERGENCY MANAGEMENT DEPARTMENT

Fellow Iowans:

Over the past decade, Iowa has been fortunate to receive more than \$76 million in federal funding under the Homeland Security Grant Program (HSGP). This funding was at its peak in the early 2000's. However, while Iowa's funding levels for homeland security and emergency management activities have remained relatively steady for the past few years, we are far removed from the days when the state was receiving nearly \$30 million per year. Based on federal criteria, Iowa is not a high-risk state, and our funding allocations have been adjusted downward to reflect this new paradigm. Because of the reality of reduced funding, Iowa has to make smart choices regarding the allocation of scarce resources. We must ensure that we are making decisions that add value in the right places. We have put ourselves in a good position to do this through the analysis and collaboration laid out in this document.

In the fall of 2013, Iowa Homeland Security and Emergency Management, the Iowa Emergency Management Association, and representatives of emergency management and first responder partners collaborated on a statewide capabilities assessment, reviewing 31 core capabilities related to homeland security and emergency management. Through this process, the partners set capability targets, assessed current levels of capability, and identified shortfalls in meeting those targets. The result was a comprehensive identification of capability gaps and shortfalls and directly translated into the goals, objectives and strategies found in the *Iowa Strategy for Homeland Security and Emergency Management 2015-2017*. Through the projects outlined within, we will better be able to prepare Iowa for any hazard, whether natural, man-made.

The *Strategy* will serve as guidance for future investment and through the implementation of this plan, we will make investments that achieve meaningful outcomes. I thank those partners who contributed to the joint effort of developing a vision for improving the security and resiliency of the citizens of Iowa.

Mark J. Schouten  
Director / Homeland Security Advisor

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## **I. PURPOSE**

The Iowa Strategy for Homeland Security and Emergency Management 2015-2017 guides strategic and policy decisions regarding the allocation of limited resources that protect citizens and property within the State of Iowa. The Strategy is part of a holistic planning cycle that begins with assessing needs and identifying capability gaps, continues through prioritizing areas of need and setting short and long-term strategic goals, and culminates in assigning resources and effort to filling those needs, ultimately building capability through a data-supported methodology. The process then begins again. Through the implementation of this Strategy, Iowa will allocate limited resources to best achieve the goals herein, ultimately building a more resilient state.

The Strategy also serves as the strategic plan for the Iowa Homeland Security and Emergency Management Department (HSEMD). Iowa Code Chapter 8.E, also known as the Accountable Government Act, requires each state agency to create a strategic plan, annually review the plan and make updates as needed. HSEMD is charged with coordinating resources statewide to build capability and capacity in homeland security and emergency management; the coordination of this Strategy uniquely falls under HSEMD's mission.

## **II. VISION**

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

## **III. IOWA HOMELAND SECURITY AND EMERGENCY MANAGEMENT MISSION**

Lead, coordinate, and support homeland security and emergency management functions in order to establish sustainable communities and ensure economic opportunities for Iowa and its citizens.

## **IV. GUIDING PRINCIPLES**

- Preparedness methodology
- Sustainability
- All-hazards approach
- Collaboration
- Awareness, outreach and education
- Information sharing and common operating picture
- Best practices

## **V. AUTHORITY AND REQUIREMENTS**

Authorities and requirements for this plan can be found in:

- Iowa Code § 29.C Emergency Management and Security
- Iowa Code Chapter 8E State Government Accountability
- Guidance for Aligning Strategies with the National Preparedness Goal (2005)
- Guide for State Agency Strategic Planning (2013)
- Homeland Security Grant Program Guidance (2014)

This strategy fulfills a grant requirement under the federal Homeland Security Grant Program. It also fulfills statutory responsibilities for state agencies. Final responsibility for the implementation of this plan rests with the Governor, the Homeland Security Advisor, the Director of HSEMD, and the heads of the agencies and entities with a vested responsibility herein.

## **VI. FOCUS**

The Strategy is focused on strengthening Iowa's capabilities in prevention, protection, response, recovery and mitigation through the allocation of resources. Based off of the Statewide Capabilities Assessment and the State Preparedness Report, the Strategy focuses on the 31 core capabilities identified in the National Preparedness Goal, and identifies objectives and implementation steps for each. Specific focus areas and priorities will be identified by the Homeland Security Advisor and the Director of the State Administrative Agency (SAA), based on guidance from the Homeland Security Advisory Committee. HSEMD serves as the SAA.

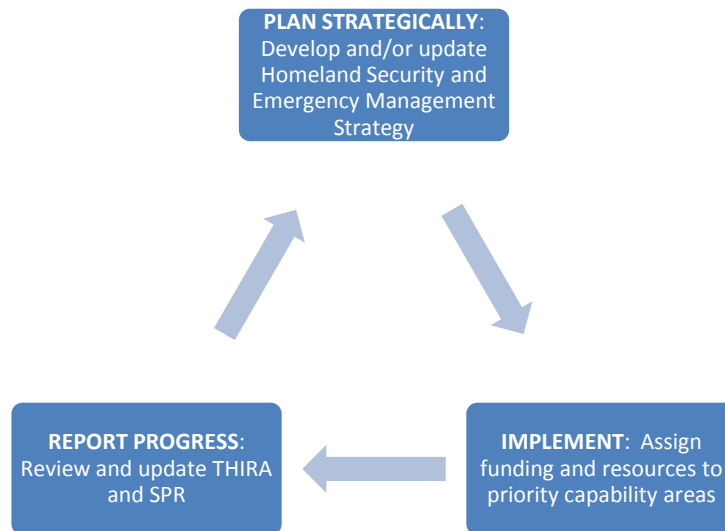
## **VII. COORDINATION AND EFFORT**

The 2015-2017 Strategy is based off the results of the 2013 Threat Hazard Identification and Risk Assessment (THIRA), and the 2013 State Preparedness Report (SPR). Through these two processes, Iowa identified worst case scenarios for every hazard identified in the state's Hazard Analysis and Risk Assessment (HARA), and identified specific impacts/needs from each one of the core capabilities. Subject matter experts were then brought together to define capability targets based on those capability needs, and to assess Iowa's level of readiness to meet those targets.

The THIRA, SPR and Strategy function together to identify, assess and lay out a strategy for achieving a unified, cohesive emergency management structure in Iowa. Using the Strategy as a starting point, Iowa will annually:

- Plan strategically, updating the Strategy as necessary based on statewide gaps and needs;
- Implement, assigning funding and resources to priority capability areas; and
- Report progress, reviewing the SPR and making course corrections based on accomplishments.



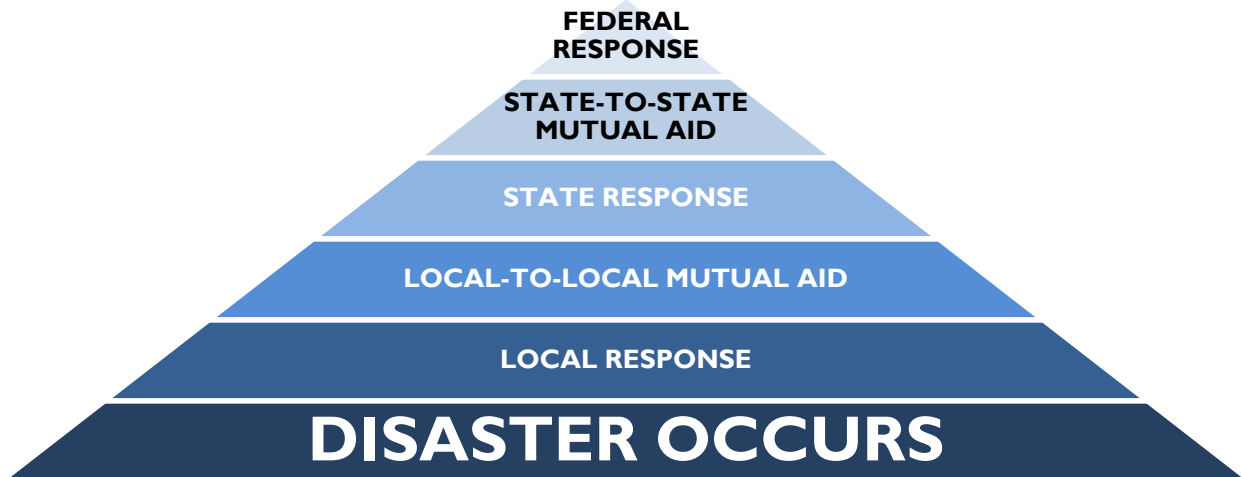


## VIII. HOMELAND SECURITY AND EMERGENCY MANAGEMENT IN IOWA

### *Response Model*

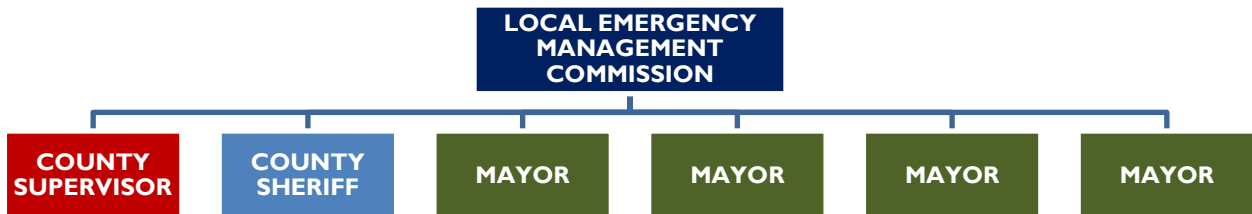
Emergency management, at its essence, is a system best grown locally. Prevention, protection, response, recovery and mitigation activities begin and end at the local level. Local responders will be the first to arrive, and the last to leave the scene of an incident. Local emergency managers best know their threats, and their resources, and are invested in the resilience of their communities.

As a community's resources begin to be exhausted, additional local resources are brought in to augment the response, whether from within their own counties, or deployed through local mutual aid agreements. Additional resources can then be provided by the state, and by other states through state-to-state mutual aid. Finally, federal assets may be brought in to supplement a response. As the situation de-escalates, assets will be released in a relatively inverse order, based on continuing incident requirements.



*Local Emergency Management*

Iowa Code § 29C.9 requires each county in Iowa to have a local emergency management commission to oversee local emergency management functions. The Commission is comprised of a member of the County Board of Supervisors, the County Sheriff, and the mayor from each city within the county.



Iowa Code § 29C.10 directs the local emergency management commission to appoint a local emergency management coordinator to fulfill the commission’s duties and responsibilities. Specific duties and responsibilities of the commission are listed in Iowa Code § 29C.9.

*Homeland Security and Emergency Management Department*

The structure of state homeland security and emergency management in Iowa begins with the Governor, who holds the ultimate responsibility for protecting Iowa’s citizens. Iowa Code § 29C.8 gives the Governor the power to appoint the Director of the Iowa Homeland Security and Emergency Management Department, along with a Homeland Security Advisor; currently, the Director serves as the Advisor. Iowa Homeland Security and Emergency Management Department is designated as the State Administrative Agency (SAA) for grants administered by the Federal Emergency Management Agency (FEMA).

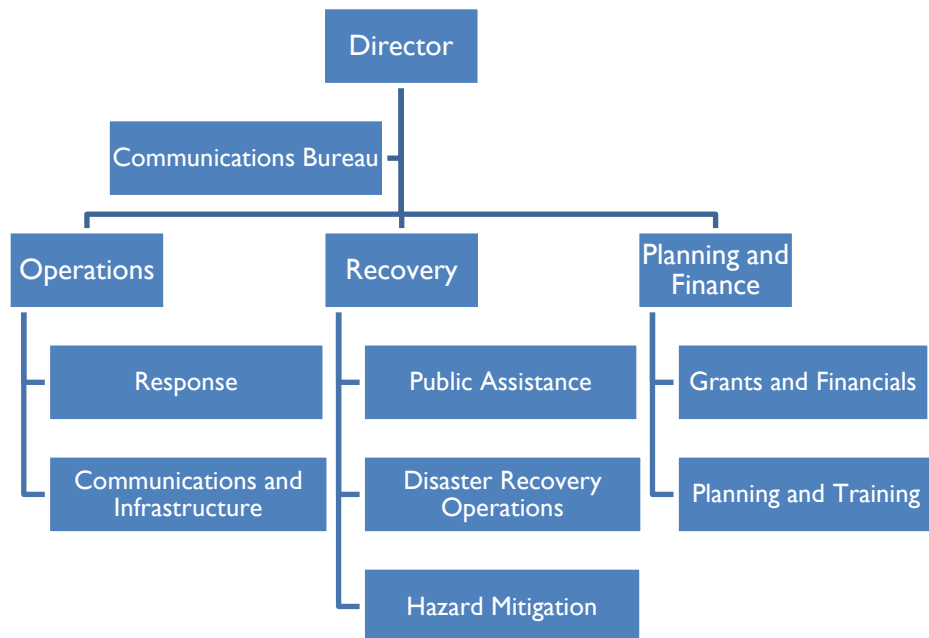
The Iowa Homeland Security and Emergency Management Department is the coordinating body for homeland security and emergency management activities across the State. The department is comprised of three divisions and one bureau.

*Operations Division:* The Operations Division focuses on first-line agency response to disasters and emergencies. Operations houses the Department’s duty officer program, resource and volunteer management activities, radiological planning, capabilities assessment and strategic planning, exercise coordination and support, communications and E-911, critical infrastructure protection and information sharing, special teams, mass notification and emergency messaging, and Geographic Information Systems (GIS).

*Recovery Division:* The Recovery Division focuses on short and long-term recovery for disasters and emergencies. Recovery houses the public assistance program, disaster recovery operations, disaster grant management, and administers hazard mitigation programs.

*Planning and Finance Division:* The Planning and Finance Division focuses on general planning and non-disaster grants. Planning and Finance houses local and state plan development and support, training support, administration of the State Emergency Response Commission, Capitol Complex planning, continuity planning, agriculture planning and non-disaster grant management and accounting services.

*Communications Bureau:* The Communications Bureau provides public information support, website and social media management, and interfaces with the Iowa Legislature.



### *Homeland Security Advisory Committee*

In addition to the Department, 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 Homeland Security Advisory Committee (HSAC) is an advisory body convened by the Homeland Security Advisor. Membership meets the requirements of Homeland Security Grant Program guidance, and is at the discretion of the Advisor. The HSAC provides guidance and input on important decisions related to the implementation of homeland security and emergency management efforts in Iowa. HSAC membership includes representatives from the following organizations:

- Iowa Homeland Security Advisor
- Iowa Homeland Security and Emergency Management
- Iowa Department of Education
- Iowa Department of Human Services
- Iowa National Guard
- Iowa Department of Public Health
- Iowa Department of Public Safety
- Iowa Department of Transportation
- Iowa Court System
- Iowa Disaster Human Resource Council
- Iowa Drug Policy Advisory Council
- Iowa Emergency Management Association
- Iowa Statewide Interoperable Communications System Board
- Quad Cities Area Maritime Security Committee
- Safeguard Iowa Partnership

## **IX. REGIONALIZATION AND MUTUAL AID**

### *Regionalization*

Iowa's 99 counties are divided into six districts by the Iowa Emergency Management Association. These districts provide local emergency managers with a regional structure to share information, work collaboratively and share best practices. The IEMA district boundaries also serve as the boundaries of six Homeland Security regions.

Additionally, Iowa has invested resources over the past ten years to build capability in homeland security and emergency response teams. Per Iowa Code § 29C.8, these teams can be deployed anywhere in the State at the discretion of the Iowa Homeland Security and Emergency Management Department Director. Teams include hazardous materials response, urban search and rescue, veterinary rapid response, special weapons and tactics, emergency ordnance disposal, saw teams, incident management, and architect teams.

## *Mutual Aid*

Iowa Code § 29C.11 allows local emergency management commissions to enter into mutual aid agreements for reciprocal disaster services and recovery aid and assistance. Iowa Code § 29C.22 further expands upon this system, as all cities, counties and other political subdivisions in Iowa are automatic signatories to the Iowa Mutual Aid Compact; in essence, every political subdivision in Iowa is automatically entered into a mutual aid agreement with every other political subdivision for the purpose of sharing resources during an emergency or disaster, upon declaration of an emergency. Additionally, IMAC allows the sharing of resources for training and exercises related to emergencies without a governor's proclamation or disaster declaration.

Iowa Code § 29C.21 makes Iowa a member of the Emergency Management Assistance Compact (EMAC). EMAC allows member states to share emergency resources across state lines, once the Governor of the impacted state has issued a proclamation of disaster emergency.

## **X. GOALS**

Goal 1: Prevent acts of terrorism.

Goal 2: Protect Iowa's critical sectors and infrastructure.

Goal 3: Respond to disasters that affect Iowa.

Goal 4: Recover from disasters that affect Iowa.

Goal 5: Mitigate the impacts of hazards.

Goal 6: Develop common capabilities.

## **XI. PRIORITY AREAS**

In March 2014, the Homeland Security Advisory Committee recommended ten priority capabilities as focus areas for emphasis, specifically tied to the FY 2014 Homeland Security Grant Program. Those ten priorities include:

- Operational Communications
- Operational Coordination
- Planning
- Public Information and Warning
- Situational Assessment
- Cybersecurity
- Mass Care Services
- Intelligence and Information Sharing
- Mass Search and Rescue Operations
- Public and Private Services and Resources

This priorities list, along with the results of the 2014 State Preparedness Report, will be reviewed annually by the HSAC for validation or revision. Funding and resources will be utilized to either build new capabilities in priority areas identified in the capabilities assessment process, or to sustain existing levels of capability already present in the State. The Homeland Security Advisor and the Director of Iowa Homeland Security and Emergency Management (as the State Administrative Agency) make the final determination on the use of grant funds administered by HSEMD.

## **XII. EVALUATION**

Progress on the implementation of the 2015-2017 Iowa Strategy for Homeland Security and Emergency Management will be evaluated annually through the results of the SPR and capabilities assessment. A full review and revision of the Strategy will be completed in 2017.

## **GOAL I: PREVENT ACTS OF TERRORISM.**

### *1.1: Intelligence and Information Sharing*

*Provide timely, accurate and actionable information resulting from the planning, direction, collection, exploitation, processing, analysis, production, dissemination, evaluation, and feedback of available information concerning threats to Iowa, its people, property or interests; share this information among federal, state, local or private sector entities as appropriate.*

- 1.1.1 Improve Iowa's Suspicious Activity Reporting System to increase its effectiveness
- 1.1.2 Develop a Threat Information and Infrastructure Protection Program (TIIPP)/Iowa Fusion Center Implementation Plan to solidify roles and responsibilities of partners
- 1.1.3 Refine and improve Iowa's Homeland Security Information Network (HSIN) portal to encourage participation and enhance usability for partners statewide
- 1.1.4 Integrate the Iowa Fusion System with the State Emergency Operations Center (EOC) during disasters and emergencies
- 1.1.5 Sustain intelligence analyst positions in the Iowa Fusion Center
- 1.1.6 Expand Iowa's information sharing systems, and build a "network of networks" for information sharing
- 1.1.7 Identify ways to emphasize the importance of intelligence and information sharing with local law enforcement
- 1.1.8 Continue to train necessary personnel at all levels of government on information sharing and media analysis
- 1.1.9 Expand the concept of intelligence-led policing to all law enforcement academies across the state
- 1.1.10 Develop further guidance for public sector partners on what constitutes "suspicious" activity, and what should be reported under the Suspicious Activity Reporting System, and/or the "See Something, Say Something" campaign
- 1.1.11 Review the effectiveness of the TIIPP report, both as a mechanism to share information and its ability to be used as a training tool
- 1.1.12 Develop exercises that test information flow, systems, validation of processes and development of work products for this capability, as needed

### *1.2: Forensics and Attribution*

*Conduct forensics analysis and attribute terrorist acts to their source, in an effort to prevent initial or follow-on attacks and/or swiftly develop counter-options.*

- 1.2.1 Support consistent evidence collection methods among law enforcement agencies statewide.

### *1.3: Interdiction and Disruption*

*Delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.*

- 1.3.1 Update the Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) Protocol to ensure continued accuracy of the information
- 1.3.2 Review and update local operational plans to reflect interaction with all deployable homeland security and emergency response teams
- 1.3.3 Continue to recruit members for homeland security and emergency response teams
- 1.3.4 Continue to equip statewide special teams as equipment needs to be replaced
- 1.3.5 Train jurisdictions on how to incorporate homeland security and emergency response teams into a local response

### *1.4: Screening, Search and Detection*

*Identify, discover, or locate threats and/or hazards through active and passive surveillance and search procedures.*

- 1.4.1 Develop exercises testing the ability to screen and search cargo, and detect threats in the field



## **GOAL 2: PROTECT IOWA'S CRITICAL SECTORS AND INFRASTRUCTURE.**

### *2.1: Risk Management for Protection Programs and Activities*

*Identify, assess and prioritize risks to inform protection activities and investments.*

- 2.1.1 Adopt a standard definition for “criticality” of an asset
- 2.1.2 Institute an ongoing review process for current critical asset lists at all levels of government to ensure continued accuracy
- 2.1.3 Develop a statewide program to identify interdependencies within and between sectors
- 2.1.4 Continue to develop methods to share information with the private sector
- 2.1.5 Develop baseline guidance and tools to assist public and private sector partners on risk assessment processes
- 2.1.6 Continue to network and engage within and between sectors, and build “networks of networks” across the state
- 2.1.7 Develop or identify a baseline training and exercise criteria for risk management

### *2.2: Supply Chain Integrity and Security*

*Strengthen the security and resilience of the supply chain.*

- 2.2.1 Develop and implement a cohesive statewide program to map out sectors and their critical supply chains, including assets, systems and nodes
- 2.2.2 Validate identified critical nodes and systems
- 2.2.3 Identify interdependencies within and between sectors
- 2.2.4 Ensure that public and private sector partners are engaged in the critical asset assessment process
- 2.2.5 Develop a statewide exercise program for supply chain integrity and security

### *2.3: Access Control and Identity Verification*

*Apply a broad range of physical, technological, and cyber measures to control admittance to critical locations and systems, limiting access to authorized individuals to carry out legitimate activities.*

- 2.3.1 Harden identified critical assets, systems and nodes

### *2.4: Physical Protective Measures*

*Reduce or mitigate risks to critical infrastructure, including actions targeted at threats, vulnerabilities, and/or consequences.*

- 2.4.1 Continue to assess critical sites and identify vulnerabilities and consequences
- 2.4.2 Develop a self-led assessment toolkit for private businesses

- 2.4.3 Build and train a cadre to conduct the full spectrum integrated vulnerability assessment (FSIVA) process on critical assets
- 2.4.4 Develop and provide a standard training curriculum to relevant personnel on the FSIVA assessment process
- 2.4.5 Conduct a multi-partner tabletop exercise testing additional vulnerabilities and protective measure effectiveness on selected sites

## 2.5: Infrastructure Systems

*Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support viable, resilient communities.*

- 2.5.1 Review state and local plans to protect infrastructure systems, and update them as necessary
- 2.5.2 Continue outreach with Iowa's 17 sectors and incorporate them into Iowa's disaster response and recovery efforts
- 2.5.3 Include organizations and businesses that are not traditionally involved in exercise programs in exercises focused on infrastructure systems

## 2.6: Cybersecurity

*Protect against attacks on, damage to, the unauthorized use of, and/or the exploitation of electronic communications systems and services, including the information contained therein.*

- 2.6.1 Complete the State of Iowa Cyber Emergency Response Plan that details the state response to a cyber incident
- 2.6.2 Develop regional cyber assessment teams to effectively evaluate critical infrastructure, and connect potential cyber response assets with each other
- 2.6.3 Identify and purchase necessary software for incident response, policy development and effective risk assessments
- 2.6.4 Identify and participate in national level cyber security exercises, and participate in and/or develop cybersecurity exercise opportunities that include both the public and private sectors
- 2.6.5 Identify and purchase necessary equipment to combat emerging cybersecurity threats

## 2.7: Critical Transportation

*Provide transportation for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment and services into affected areas.*

- 2.7.1 Strengthen the relationship between the Iowa DOT and county/city public works departments during an incident

2.7.2 Develop communications interoperability between first responders during the implementation of this capability

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### **GOAL 3: RESPOND TO DISASTERS THAT AFFECT IOWA.**

#### *3.1: Situational Assessment*

*Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of response.*

- 3.1.1 Review emergency operations plans at all levels, and ensure they include processes to provide situational awareness within one hour to all appropriate end users
- 3.1.2 Focus on building depth during operations for situational awareness
- 3.1.3 Review local gaps in operational communications that may preclude situational awareness
- 3.1.4 Review the need for guidance on the situational awareness capability, including how to gain situational awareness and types of information needed
- 3.1.5 Develop exercises that specifically test situational awareness for state and local agencies

#### *3.2: Operational Communications*

*Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and response forces.*

- 3.2.1 Implement a regional governance structure for interoperable communications
- 3.2.2 Complete the implementation of the Communications Asset and Survey Mapping (CASM) tool for each county in Iowa
- 3.2.3 Identify and train at least two key persons who can act as communications leaders (COM-Ls) and communications technicians (COM-Ts) for each local emergency management commission
- 3.2.4 Develop statewide communications interoperability for both voice and data
- 3.2.5 Create statewide exercise protocols focused on emergency communication

#### *3.3: Public and Private Services and Resources*

*Provide essential public and private services and resources to the affected population and surrounding communities, to include emergency power to critical facilities, fuel support for emergency responders, access to community staples, and fire and other first response services.*

- 3.3.1 Review memorandums of understanding (MOUs) at the local and state levels for resources
- 3.3.2 Continue to identify methods to engage private sector partners into the resource management process at both the state and local levels
- 3.3.3 Develop a statewide resource management tool that streamlines the resource sharing process for all partners
- 3.3.4 Review and identify commonly needed resources, and review inventory of those resources
- 3.3.5 Review the need for a statewide cache of commonly used equipment
- 3.3.6 Expand the private sector liaison program into additional local EOCs

- 3.3.7 Identify and provide training to relevant personnel on resource management and logistics
- 3.3.8 Review after action reports from exercises and real world events, and update resource management plans based on lessons learned

#### 3.4: *Environmental Response and Health Safety*

*Ensure the availability of guidance and resources to address all hazards including hazardous materials, acts of terrorism, and natural disasters in support of responder operations and affected communities.*

- 3.4.1 Ensure that every county in Iowa has hazardous materials incident response coverage
- 3.4.2 Promote additional industry participation in Local Emergency Planning Commissions (LEPCs)
- 3.4.3 Replace expended hazardous materials equipment
- 3.4.4 Continue to provide hazardous materials training when and where appropriate
- 3.4.5 Conduct multi-discipline exercises focusing on hazardous materials incident response
- 3.4.6 Offer basic hazardous materials training to all first responders

#### 3.5: *Mass Search and Rescue Operations*

*Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.*

- 3.5.1 Review and strengthen local operations planning to include Iowa Task Force I into local emergency response plans
- 3.5.2 Promote the use of the National Grid System, and review its inclusion into Emergency Support Function (ESF) 9 templates and guidance.
- 3.5.3 Continue to provide necessary training courses related to search and rescue

#### 3.6: *Mass Care Services*

*Provide life-sustaining services to affected populations with a focus on hydration, feeding, and sheltering to those who have the most need, as well as support for re-unifying families.*

- 3.6.1 Review the content of ESF 6 at both the state and local levels, and expand beyond basic equipment deployment
- 3.6.2 Develop guidance to address mission ready packages in ESF 6
- 3.6.3 Develop backfill capability for personnel and functions related to mass care statewide
- 3.6.4 Develop an in-depth inventory system for resource management, deployment and tracking related to mass care
- 3.6.5 Develop a baseline level of mass care equipment across the state, and build to this baseline
- 3.6.6 Identify training requirements, and provide this training to develop more qualified mass care personnel
- 3.6.7 Conduct exercises across the state focusing on mass care and its many aspects

### 3.7: Health and Social Services

*Restore and improve health and social services networks to promote the resilience, independence, health, and well-being of the whole community.*

- 3.7.1 Identify and implement a common baseline in the level of health and social services planning for state and local agencies across the state
- 3.7.2 Educate relevant personnel on resources available for this capability in Iowa
- 3.7.3 Identify training needs related to health and social services, and provide necessary training across the State to build capacity in capability functions
- 3.7.4 Exercise disaster-related health and social services statewide

### 3.8: Fatality Management Services

*Provide fatality management services, including body recovery and victim identification, providing temporary mortuary solutions, sharing information with mass care services for the purpose of re-unification, and providing counseling to the bereaved.*

- 3.8.1 Review local planning for mass fatalities response, and ensure every county has a specific mass fatalities plan and/or procedures
- 3.8.2 Continue recruiting volunteers for the Iowa Mortuary Operations Team (IMORT)
- 3.8.3 Develop the capability to process fatalities in temporary morgues in the field
- 3.8.4 Exercise fatality management planning at the local level
- 3.8.5 Engage IMORT in local exercises

### 3.9: On-Scene Security and Protection

*Ensure a safe and secure environment through law enforcement and related security, situational awareness, and operations for people and communities located within affected areas, and also for all traditional and atypical response personnel engaged in lifesaving and life-sustaining operations.*

- 3.9.1 Develop plan and procedure guidance and/or templates for on-scene security and protection
- 3.9.2 Share this template statewide

### *3.10: Public Health and Medical Services*

*Provide lifesaving medical treatment via emergency medical services and related operations, and prevent additional disease and injury by providing targeted public health and medical support and products to all people in need within an affected area.*

- 3.10.1 Develop depth for positions at all levels of government for the implementation of this capability



## **GOAL 4: RECOVER FROM DISASTERS THAT AFFECT IOWA.**

### *4.1: Housing*

*Implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.*

- 4.1.1 Develop a standing statewide housing program that can be activated as necessary
- 4.1.2 Develop a standing Housing Recovery Task Force to provide strategic direction for this capability
- 4.1.3 Identify and address training and exercise needs once a standing housing program has been developed

### *4.2: Economic Recovery*

*Restore economic and business activities in the impacted community to a sustainable level in accordance with the timeline and milestones identified in the recovery plan to include new economic opportunities as they present themselves.*

- 4.2.1 Update the State of Iowa Recovery Plan
- 4.2.2 Develop guidance for local ESF 14 plan development
- 4.2.3 Exercise the recovery process
- 4.2.4 Encourage the development of public and private sector continuity plans

### *4.3: Natural and Cultural Resources*

*Protect, preserve, conserve, rehabilitate, and restore natural and cultural resources to include historic landmarks impacted consistent with post-disaster priorities and timelines of the impacted area and applicable statutes.*

- 4.3.1 Create protection plans for relevant cultural and historical resources
- 4.3.2 Backfill the ability to provide technical assistance during catastrophic events

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## **GOAL 5: MITIGATE THE IMPACTS OF HAZARDS.**

### *5.1: Community Resilience*

*Lead the integrated effort to recognize, understand, communicate, plan, and address risks so communities can develop a set of actions to accomplish mitigation and improve resilience.*

- 5.1.1 Ensure all counties are addressed under a local hazard mitigation plan approved by the Federal Emergency Management Agency (FEMA)
- 5.1.2 Complete flood mapping for the entire State of Iowa

### *5.2: Long-Term Vulnerability Reduction*

*Build and sustain resilient systems, communities, and critical infrastructure and key resources lifelines to reduce their vulnerability to natural, technological, and human-caused incidents by lessening the likelihood, severity, and duration of the adverse consequences related to these incidents.*

- 5.2.1 Continue to write, update and implement local and state hazard mitigation plans

### *5.3: Threats and Hazards Identification*

*Identify the threats and hazards that occur in Iowa; determine the frequency and magnitude; and incorporate this information into analysis and planning processes so as to clearly understand the needs of Iowa's communities.*

- 5.3.1 Ensure every county reviews all applicable hazards in the hazard mitigation planning process
- 5.3.2 Explore ways to increase participation in local hazard mitigation planning efforts
- 5.3.3 Review the need for technological tools to assist in mitigation planning at all levels
- 5.3.4 Review the need for risk assessment training across the state, and identify or create training courses to develop these skills

### *5.4: Risk and Disaster Resilience Assessment*

*Assess risk and disaster resilience so that decision makers, responders, and community members can take informed actions to reduce their entity's risk and increase their resilience.*

- 5.4.1 Recommend or mandate all jurisdictions complete threat hazard identification and risk assessment processes during planning efforts for emergency operations
- 5.4.2 Develop assistance to conduct Threat and Hazard Identification and Risk Assessment (THIRA) processes at the local level

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## **GOAL 6: DEVELOP COMMON CAPABILITIES.**

### *6.1: Planning*

*Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational and/or community-based approaches to meet defined objectives.*

- 6.1.1 Conduct training statewide on how to facilitate a planning process
- 6.1.2 Develop ways to emphasize planning processes during disaster exercises

### *6.2: Operational Coordination*

*Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.*

- 6.2.1 Study staffing needs, including those with specialized skills, in local and state emergency operations centers (EOCs) during operations with prolonged activation periods
- 6.2.2 Set baselines and review ways to meet equipment needs for local and state EOCs
- 6.2.3 Continue to equip Incident Management Teams (IMTs)
- 6.2.4 Fill training needs for IMTs
- 6.2.5 Update state and local plans to ensure operational coordination, and revalidate them through the exercise process
- 6.2.6 Conduct specific exercises testing connectivity between local EOCs and the State EOC
- 6.2.7 Review and strengthen local operations plans to include coordination with state special teams

### *6.3: Public Information and Warning*

*Deliver coordinated, prompt, reliable, and actionable information through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.*

- 6.3.1 Emphasize public information and interaction with special needs populations at all levels of government
- 6.3.2 Continue outreach with new public and private sector partners to encourage involvement in information sharing and warning systems
- 6.3.3 Continue to fill equipment gaps in warning systems
- 6.3.4 Develop Iowa-specific Joint Information Center (JIC) training
- 6.3.5 Identify training on handling caveats for sensitive information
- 6.3.6 Continue to test public information sharing and warning systems
- 6.3.7 Develop exercises testing the ability to share information over new media, with new partners and audiences

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### XIII. PROGRESS EVALUATION AND PERFORMANCE

Progress on the implementation of the 2015-2017 Iowa Strategy for Homeland Security and Emergency Management will be measured through the capabilities assessment and scoring methodology found in State Preparedness Report guidance published by the U.S. Department of Homeland Security. Further explanation of performance evaluation can be found in the State of Iowa Capabilities Assessment, updated annually, and available at <http://www.homelandsecurity.iowa.gov/>. Explanation of specific scoring measures can be found in the table below.

CAPABILITY	SCORE	SCORE EXPLANATION
<b>PLANNING</b>	1	No plans or annexes exist
	2	Plans/annexes exist, but lack some annexes or other required elements
	3	Plans/annexes exist are complete and up to date
	4	Plans/annexes are complete and up to date; validated by exercises or real world operations within the last two years
	5	Plans/annexes are complete and up to date; validated by exercises or real world operations within the last two years; plans include coordination with higher levels of government and resource needs for catastrophic incidents
	N/A	Planning is not required for this capability
<b>ORGANIZATION</b>	1	None (0%) of the required organizational structure exists
	2	Little (<50%) of the required organizational structure exists
	3	Much (51%-75%) of the required organizational structure exists
	4	Most (76%-99%) of the required organizational structure exists
	5	All (100%) of the required organizational structure exists
	N/A	Organization is not required for this capability
<b>EQUIPMENT</b>	1	None (0%) of the required equipment exists
	2	Little (<50%) of the required equipment exists
	3	Much (51%-75%) of the required equipment exists
	4	Most (76%-99%) of the required equipment exists
	5	All (100%) of the required equipment exists
	N/A	Equipment is not required for this capability
<b>TRAINING</b>	1	Very few relevant persons (0%-20%) have completed relevant courses
	2	Few relevant persons (21%-40%) have completed relevant courses
	3	Many relevant persons (41%-60%) have completed relevant courses
	4	Most relevant persons (61%-80%) have completed relevant courses
	5	All or nearly all relevant persons (81%-100%) have completed relevant courses
	N/A	Training is not relevant for this capability
<b>EXERCISE</b>	1	No exercises or real-world operations have been conducted within the last two years
	2	Limited exercises or real-world operations have been conducted within the last two years
	3	Exercises or real-world operations have been conducted within the last two years; after-action report (AAR)/ implementation plan (IP) documented
	4	Exercises or real-world operations have been conducted within the last two years; AAR/IP documented; most corrective actions have been implemented
	5	Exercises or real-world operations have been conducted within the last two years, including coordination with higher levels of government; AAR/IP documented; all corrective actions have been implemented
	N/A	Exercises are not relevant for this capability.

<b>Goal I: Prevent Acts of Terrorism</b>							
<b>NUMBER</b>	<b>CAPABILITY</b>	<b>SOLUTION AREA</b>	<b>SCORE (2013)</b>	<b>SCORE (2014)</b>	<b>SCORE (2015)</b>	<b>SCORE (2016)</b>	<b>SCORE (2017)</b>
1.1	Intelligence and Information Sharing	Planning	3				
		Organization	3				
		Equipment	5				
		Training	3				
		Exercise	3				
1.2	Forensics and Attribution	Planning	5				
		Organization	5				
		Equipment	4				
		Training	5				
		Exercise	3				
1.3	Interdiction and Disruption	Planning	4				
		Organization	3				
		Equipment	4				
		Training	3				
		Exercise	5				
1.4	Screening, Search and Detection	Planning	5				
		Organization	5				
		Equipment	5				
		Training	5				
		Exercise	5				



**Goal 2: Protect Iowa's Critical Sectors and Infrastructure**

NUMBER	CAPABILITY	SOLUTION AREA	SCORE (2013)	SCORE (2014)	SCORE (2015)	SCORE (2016)	SCORE (2017)
2.1	Risk Management for Protection Programs and Activities	Planning	2				
		Organization	2				
		Equipment	N/A				
		Training	2				
		Exercise	2				
2.2	Supply Chain Integrity and Security	Planning	2				
		Organization	2				
		Equipment	N/A				
		Training	N/A				
		Exercise	2				
2.3	Access Control and Identity Verification	Planning	2				
		Organization	2				
		Equipment	2				
		Training	2				
		Exercise	2				
2.4	Physical Protective Measures	Planning	2				
		Organization	2				
		Equipment	2				
		Training	2				
		Exercise	2				
2.5	Infrastructure Systems	Planning	2				
		Organization	4				
		Equipment	4				
		Training	3				
		Exercise	3				

2.6	Cybersecurity	Planning	2				
		Organization	2				
		Equipment	2				
		Training	2				
		Exercise	2				
2.7	Critical Transportation	Planning	5				
		Organization	4				
		Equipment	4				
		Training	5				
		Exercise	4				

<b>Goal 3: Respond to Disasters that Affect Iowa</b>							
<b>NUMBER</b>	<b>CAPABILITY</b>	<b>SOLUTION AREA</b>	<b>SCORE (2013)</b>	<b>SCORE (2014)</b>	<b>SCORE (2015)</b>	<b>SCORE (2016)</b>	<b>SCORE (2017)</b>
3.1	Situational Assessment	Planning	2				
		Organization	3				
		Equipment	5				
		Training	3				
		Exercise	3				
3.2	Operational Communications	Planning	2				
		Organization	3				
		Equipment	4				
		Training	1				
		Exercise	3				
3.3	Public and Private Services and Resources	Planning	2				
		Organization	2				
		Equipment	4				
		Training	2				
		Exercise	3				
3.4	Environmental Response and Health Safety	Planning	4				
		Organization	4				
		Equipment	3				
		Training	3				
		Exercise	3				
3.5	Mass Search and Rescue Operations	Planning	2				
		Organization	3				
		Equipment	5				
		Training	2				
		Exercise	4				

3.6	Mass Care Services	Planning	2				
		Organization	2				
		Equipment	3				
		Training	1				
		Exercise	2				
3.7	Health and Social Services	Planning	3				
		Organization	3				
		Equipment	3				
		Training	4				
		Exercise	2				
3.8	Fatality Management Services	Planning	2				
		Organization	2				
		Equipment	2				
		Training	4				
		Exercise	2				
3.9	On-Scene Security and Protection	Planning	4				
		Organization	5				
		Equipment	5				
		Training	5				
		Exercise	5				

<b>Goal 4: Recover from Disasters that Affect Iowa</b>							
<b>NUMBER</b>	<b>CAPABILITY</b>	<b>SOLUTION AREA</b>	<b>SCORE (2013)</b>	<b>SCORE (2014)</b>	<b>SCORE (2015)</b>	<b>SCORE (2016)</b>	<b>SCORE (2017)</b>
4.1	Housing	Planning	2				
		Organization	2				
		Equipment	N/A				
		Training	1				
		Exercise	1				
4.2	Economic Recovery	Planning	2				
		Organization	3				
		Equipment	4				
		Training	3				
		Exercise	N/A				
4.3	Natural and Cultural Resources	Planning	3				
		Organization	3				
		Equipment	2				
		Training	4				
		Exercise	2				

<b>Goal 5: Mitigate the Impacts of Hazards</b>							
<b>NUMBER</b>	<b>CAPABILITY</b>	<b>SOLUTION AREA</b>	<b>SCORE (2013)</b>	<b>SCORE (2014)</b>	<b>SCORE (2015)</b>	<b>SCORE (2016)</b>	<b>SCORE (2017)</b>
5.1	Community Resilience	Planning	2				
		Organization	5				
		Equipment	N/A				
		Training	N/A				
		Exercise	N/A				
5.2	Long-Term Vulnerability Reduction	Planning	4				
		Organization	5				
		Equipment	N/A				
		Training	4				
		Exercise	N/A				
5.3	Threats and Hazards Identification	Planning	2				
		Organization	4				
		Equipment	3				
		Training	3				
		Exercise	N/A				
5.4	Risk and Disaster Resilience Assessment	Planning	2				
		Organization	4				
		Equipment	N/A				
		Training	1				
		Exercise	N/A				

<b>Goal 6: Develop Common Capabilities</b>							
<b>NUMBER</b>	<b>CAPABILITY</b>	<b>SOLUTION AREA</b>	<b>SCORE (2013)</b>	<b>SCORE (2014)</b>	<b>SCORE (2015)</b>	<b>SCORE (2016)</b>	<b>SCORE (2017)</b>
6.1	Planning	Planning	2				
		Organization	4				
		Equipment	N/A				
		Training	3				
		Exercise	2				
6.2	Operational Coordination	Planning	3				
		Organization	4				
		Equipment	3				
		Training	2				
		Exercise	2				
6.3	Public Information and Warning	Planning	2				
		Organization	4				
		Equipment	N/A				
		Training	4				
		Exercise	3				

