

IOWA  
HOMELAND SECURITY  
&  
EMERGENCY MANAGEMENT  
DIVISION

DEPARTMENT OF PUBLIC DEFENSE



PERFORMANCE REPORT

Performance Results Achieved for  
Fiscal Year 2005

**DAVID L. MILLER**  
**ADMINISTRATOR**

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## INTRODUCTION

I am pleased to present the Iowa Homeland Security and Emergency Management Division (HLSEM), Department of Public Defense, Performance Report for fiscal year 2005 (October 1, 2004 – September 30, 2005). This report contains information about the valuable services provided to the State of Iowa and our country during this fiscal year by the HLSEM Team. This report provides Iowans information about the homeland security and emergency management services that they received for their investment of resources and what services they should expect now and into the future.

The *Iowa Strategy for Homeland Security and Emergency Management* represents one strategic vision for the strengthening of our capabilities for the prevention of, protection from, response to and recovery from man-made and natural disasters in Iowa. The State of Iowa has been fortunate to receive record amounts of homeland security and emergency management funding in past years, and we have leveraged these resources to improve our capabilities to prevent, protect, respond to and recover from not just acts of terrorism, but the natural and human-caused disasters that threaten us every day.

Iowa must use limited local funding to build capabilities on a regional or statewide basis. We have already made strides in this area, taking steps to create statewide urban search and rescue, special weapons and tactics, emergency ordnance disposal and veterinary rapid response capabilities accessible to all Iowans. We must continue this trend as we build capabilities in communications interoperability, incident management, hazardous materials response for weapons of mass destruction incidents and information and intelligence sharing and analysis.

HLSEM met or exceeded fifteen of its eighteen performance measure targets for fiscal year 2005. The performance measure for the percent of HLSEM State employees trained to standards was not met because during this year due to an expansion of the curriculum requirements to meet forthcoming federal initiatives and to increase state employee level of preparedness training. The other two performance measures that were not met were in the area of disaster recovery. Both of these measures are dependent upon federal review and funding and were not met due to a lack of the availability of federal funding and the timeliness by which they are processed by the federal government.

In the State of Iowa, we face some great challenges in the coming years, but we have a tremendous opportunity to face those challenges “head on” and accomplish great things. In the face of an uncertain future, we strive to improve our state’s homeland security and emergency management infrastructure in a variety of ways to the benefit of all Iowans. We are all often recognized as models nationally at whatever level we serve, and I have no doubt that, as a team, we will continue to succeed well into the future.

Sincerely,

DAVID L. MILLER  
Division Administrator

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## DIVISION OVERVIEW



### VISION

A world-class team committed to a safe, secure and sustainable Iowa.



### 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.



### VALUES

#### *Commitment*

Commitment means the covenant we hold with the citizens of Iowa to protect them from all hazards, both natural and man-made. We are aware of the tremendous responsibility we hold for the people of Iowa; we are determined to protect our citizens and dedicated to their safety.

#### *Respect*

Respect is treating others with consideration and honor. We show respect for our coworkers, our stakeholders, our partners and ourselves; we are all one homeland security and emergency management team in Iowa working toward a common goal.

#### *Integrity*

Integrity means firm adherence to moral and ethical principles. Our actions and decisions follow a moral code; we are true to our word and do what is in the best interests of all of the people of Iowa.

#### *Vision*



Vision means identifying a path, and finding new and innovative ways to protect the people of Iowa. We are mindful of the future and creative and forward thinking in our decision-making.

## *Vigilance*

Vigilance means always preparing, always on guard against threats that may affect Iowa. We remain ever watchful of events around us, and ever ready to facilitate effective prevention, protection, response and recovery when needed.

## *Loyalty*

Loyalty is the faithful adherence to a person, a team or an ideal. It is the thread that binds our actions together and causes us to support each other, our superiors, our family, our state and our country. We are steadfast in our allegiance to each other and to the needs of the people of Iowa.



## **GUIDING PRINCIPLES**

*Address Sustainability In All Planning Endeavors* – Every possible effort will be taken with the implementation of these strategies to ensure that they can be maintained and upgraded as necessary to reflect changing concerns with our nation’s homeland security efforts and declining annual federal funding for the state.

*All Hazards Methodology* – It is recognized that the planning, training and equipping of our emergency responders can be used for a myriad of situations. We will use an all-hazards approach to situations and to our planning, training and exercising philosophies.

*Enhance Capabilities Through Planning, Training and Exercising* – Iowa will continue with its ongoing efforts to provide quality planning, training and exercise assistance to its emergency responder and prevention communities in a timely manner. This will ensure that Iowa’s readiness and prevention capabilities are among the best in the nation.

*Public/Private Partnerships* – We will seek out partnerships with private sector entities for endeavors such as critical infrastructure protection and agricultural security. Private sector partners are a wealth of knowledge, experience and innovative ideas, and we need to make them full partners in achieving the homeland security mission to be successful.

*Regional Approach* – Iowa will continue to utilize a regional approach to plan for resources across the State. Regionalization allows us to plan for catastrophic events on a large scale and leverage limited resources for effective homeland security and emergency management.

*Statewide Capabilities Utilizing Existing Resources* – When possible, Iowa will look to build upon existing resources to provide statewide coverage for response to all incidents, both natural and man-made. The State has many capable state and local response capacities, and building upon these to provide statewide coverage allows us to be practical with funding while supporting local resources.



## COORDINATION AND EFFORT

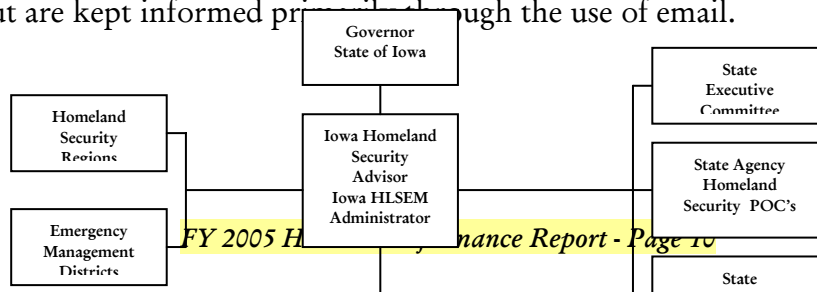
The structure of homeland security and emergency management in Iowa begins with the Governor, who holds the responsibility for protecting Iowa’s citizens. The Governor appoints the Iowa Homeland Security Advisor and the Administrator of the Iowa Homeland Security and Emergency Management Division of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

HLSEM 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 Committee provides counsel to the Homeland Security Advisor on issues related to statewide homeland security. The Executive Committee is a group of eight 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 and HLSEM; the Commissioner of the Department of Public Safety chairs the group. The Executive Committee 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.

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.







## PRIORITIES

Homeland Security Presidential Directives (HSPD) 5 (National Incident Management System), 7 (National Infrastructure Protection Plan) and 8 (National Preparedness Goal) provide the framework for a comprehensive national program to develop a level of national security. HSPD-8 calls on the Homeland Security Secretary to develop a “national domestic all-hazards preparedness goal.” As written in the National Preparedness Goal, this level of preparedness will be based around 36 target capabilities. The Interim Goal also identified seven of these capabilities as national priorities.

*Expanded Regional Collaboration and Mutual Aid* – In 2002, the State of Iowa developed the Iowa Mutual Aid Compact (IMAC), a voluntary intrastate mutual aid system established under Iowa Code Section 29C.22 that facilitates emergency assistance between jurisdictions during a local disaster declaration. Since the program’s creation, HLSEM has actively promoted IMAC and engaged local governments throughout the implementation process. As of October 2005, 77 counties, 327 cities and 8 school districts throughout the State have signed on to IMAC.

Iowa is also an active and highly visible participant in the Emergency Management Assistance Compact (EMAC). EMAC is a nationwide interstate mutual aid agreement between 49 states and three territories to provide emergency assistance at the request of a signatory’s Governor. EMAC was used extensively during the 2004 hurricane season, which devastated communities throughout the southeastern United States. Iowa contributed significantly to the unprecedented level of response and recovery assistance deployed by a coalition of 38 EMAC states. This commitment has continued during the response to Hurricanes Katrina and Rita.

*Implementation of the NIMS and the NRP* – Iowa has created a National Incident Management System (NIMS) Implementation Plan detailing how the State is going to meet the NIMS requirements laid out by the Department of Homeland Security for 2006.

The tenets and concepts of both the NIMS and the National Response Plan (NRP) have been included in state-level response plans. Homeland Security and Emergency Management planners will be tasked to review agency plans and incorporate NIMS into any documents that have not already addressed the program. The implementation of NIMS and the NRP automatically support integrated regional operational systems through incident command, unified command and area command structures.

*Implementation of the NIPP* – The State of Iowa has a vigorous critical infrastructure protection program based on building relationships with the public and private sectors that enables and empowers them to protect themselves with minimal government support.

Iowa is a national leader in bringing together our critical asset holders and defining and studying interdependencies between them.

***Strengthen Information Sharing and Collaboration Capabilities/Intelligence Fusion*** – Iowa has experienced some successes in information sharing. The Iowa Health Alert Network has been successful in giving us a cost-effective, easy to use system to share information with a variety of stakeholders. We recognize the inherent need to be able to receive, analyze and share vital and accurate information with our partners in federal, State and local government and the private sector communications interoperability

Across Iowa, many areas are working to achieve communications interoperability. Iowa utilized multiple funding sources to implement a statewide platform to provide voice, data and video interoperability to emergency response agencies across the state.

***Strengthen CBRNE Detection, Response and Decontamination Capabilities*** – Most of Iowa's recent planning, training and exercising activities have touched on Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) detection, response and decontamination capacities, and are focused on ensuring that appropriate jurisdictions are being trained and exercised to appropriate levels. Iowa has also used homeland security funding to implement statewide capabilities in explosive ordnance disposal, urban search and rescue, incident management and veterinary rapid response to ensure citizens have access to these important capabilities during a CBRNE incident.

***Medical Surge and Mass Prophylaxis*** – Iowa is actively engaged in strengthening its medical surge and mass prophylaxis capabilities. Iowa is in the process of developing a statewide plan for medical surge capacity; while every hospital is required to have a plan for surge capacity on a local scale, no plan exists statewide to ease the transition of patients from one hospital to another. When finished, the plan will include a system of classifying and filtering patients based on medical need, an education and training component, volunteer staffing patterns, a planning component and a plan to ease a patient's transition between hospitals and physicians while still ensuring that proper physician credentialing and payment processes are followed.

***Security in Agriculture*** – The agriculture sector is an especially important focus of our homeland security efforts in Iowa. This industry is vital to the economy of our state, our nation and the welfare of our citizens. The consequences of a deliberate attack or even naturally occurring catastrophe within the agricultural sector could be dire not only to our state, but could have national and international effects as well. A large-scale disease outbreak, for example, would have economic and psychological effects on a global scale as people began to fear widespread contamination in the food that they eat.

Iowa has taken a leading role in defining agriculture security on a statewide and national scale. Iowa has been actively engaged in policy discussions and activities with the United States Department of Agriculture and the Department of Homeland Security. This leadership enables Iowa to have a seat at the table and influence national policy and programs.

Two years ago, Iowa began the Multi-State Partnership for Security in Agriculture. The Partnership is an eleven-state consortium dedicated to addressing critical issues in a systems approach for agriculture emergency response. The Partnership is in the process of coordinating response planning, training and exercises, as well as creating risk communications materials, developing interstate communication protocols and addressing disease surveillance.



## GOALS

The following three goals outline the commitment Iowa has to prevention, protection, response and recovery. Our statewide goals both build towards and build off tenets presented not only in the National Preparedness Goal, but also in policies and activities Iowa has been engaged in for years.

### *Goal 1*

Ensure that Iowa is prepared for disasters and terrorist attacks.

### *Goal 2*

Minimize the impact, loss of life, loss of property and suffering caused by disasters and terrorist attacks.

### *Goal 3*

Ensure that the statewide homeland security and emergency management team provides a world-class service to the State of Iowa that meets the needs of its citizens.



## STRATEGIC PLAN RESULTS

The *Iowa Strategy for Homeland Security and Emergency Management* serves as a roadmap to a safer and more secure Iowa. Through the projects and programs outlined in this plan, Iowa strengthens its ability to prevent, protect, respond to and recover from foreign and domestic terrorism or man-made and naturally occurring disasters.

The plan directly supports the Governor's Strategic Plan for the State of Iowa. The Strategy offers initiatives and programs that provide for the safety and security of Iowa's communities and citizens. Iowa's first responder and first preventer communities provide the network of prevention, protection, response and recovery capacities that allows the State to implement the rest of its priorities.

This plan also represents Iowa's Homeland Security Strategy; the plan details activities and programs that will be funded with homeland security grants allocated by the United States Department of Homeland Security, Office of Domestic Preparedness. State agencies, regions and other local entities will only be able to spend homeland security funding on projects that meet the goals and objectives of this plan. However, the Strategy has also been expanded to be inclusive of all homeland security and emergency management spending, not just funding that is required to be tied to it.

HLSEM serves as the coordinating entity for statewide emergency preparedness, working with many partners across the state to ensure the safety and security of Iowa's citizens. In this role, the Division has a function in almost all emergency prevention and preparedness activities that occur across the state. Because of the close relationship between homeland security and emergency management activities and statewide preparedness activities, this plan also serves as the strategic plan of HLSEM of the Iowa Department of Public Defense.

The plan is reflective of Iowa's overarching strategy to secure our State from all hazards, both natural and man-made. The strategy is broader than the national directives and initiatives laid out by the Department of Homeland Security. It ensures that Iowa continues to be recognized as a national leader in a variety of homeland security and emergency management activities, and we will continue to build on national initiatives into the future.

In this document, there are numerous references to the Iowa homeland security and emergency management team. This is not indicative of just HLSEM, but takes a larger look at all of the partners within the State. From local first responders to the Governor's office, we are one homeland security team, and we each have a role to play in ensuring the safety and security of all Iowans. We are all here to support each other, and without one another, none of us can be as successful as we can when we work together.

The *Iowa Strategy for Homeland Security and Emergency Management* is an ambitious vision to improve the safety and security of all Iowans while taking a realistic approach to the challenges we face as a state. Our success in its total implementation will be especially dependent on the amount of State and federal funding made available to the State of Iowa and the homeland security team in the years to come.

HLSEM has had a major impact on the State of Iowa and our local communities during fiscal year 2005. Major accomplishments for the year include:

- *HLSEM operations brought \$22,290,764 of federal money into the State of Iowa during fiscal year 2005. HLSEM's return on investment of the State's \$1,185,587 was 18.8:1.*
- *HLSEM distributed over \$12.7 million to local communities and governments to fund emergency planning, mitigation and operations training and disaster support during fiscal year 2005.*
- *Significant progress was made to prepare various levels of government and supporting organizations to work together to prepare for and respond to disasters and emergencies. The participants must execute a continuous cycle of training and exercising plans resulting in proper evaluation and planning to build and maintain a viable disaster and emergency response program.*
- *97% of Iowa's counties have approved and regulation-compliant emergency plans. This percentage is extremely high when you consider that plans are constantly undergoing review and improvement.*
- *Over 6,200 responders were trained on homeland security and emergency management issues and initiatives in fiscal year 2005.*
- *Progress is being made towards meeting local exercise requirements. 64% of Iowa's counties have met the fiscal year 2005 requirements. This is up by 9% over SFY 2004.*
- *The State of Iowa has received over \$101 million in federal dollars since 2001 to support our state's emergency management preparedness programs.*
- *Enhanced 911 services for wire line phones are provided in all 99 counties while the same service for wireless phones is scheduled to be in all 99 counties by July of 2006.*
- *The Multi-State Partnership for Security in Agriculture, a ten-state consortium of agriculture, animal health, emergency management, and homeland security officials, was developed by Iowa Homeland Security Emergency Management as a mechanism for interstate collaboration of agriculture security planning, communications, emergency response, training and exercises, and surveillance coordination.*
- *A Fusion System for information sharing is being established for gathering and analyzing information and distributing intelligence across the state and bordering jurisdictions.*
- *Six Homeland Security Regions have been established to facilitate planning and program funding decisions in line with the state's and the nation's efforts to combat terrorism.*

- *A Homeland Security Public/Private Partnership for Homeland Security and Interdependencies Study has been completed by 98 of 99 counties to evaluate risks and capabilities throughout the state, and is providing insight into how we address our future needs.*
- *The State of Iowa has implemented a Multi Year Exercise Plan and State Agency Exercise Group to address future preparedness endeavors and insure that all existing and future plans have appropriate training and exercises in place to guarantee peak prevention, response and recovery capabilities.*
- *The State of Iowa has established an Information Security Office as an independent enterprise-wide cyber security unit to improve the security of Iowa's cyber infrastructure.*
- *The Iowa Disaster Human Resource Council has been convened to better utilize volunteers.*
- *NOAA Weather Radios have been distributed to citizens through a NOAA grant in an effort to provide better ways to warn citizens of weather, and emergency and disaster situations.*
- *Statewide Response Teams involving Special Weapons and Tactics, Urban Search and Rescue, Veterinary Rapid Response, and Explosive Ordnance Disposal were established through FY 2004 and 2005 federal grants.*
- *The State of Iowa is actively engaged in a program to provide Communications Interoperability capability among first responders through public/private partnerships.*
- *The State of Iowa has implemented a three-year National Incident Management System (NIMS) plan for distributing information to the public and private sectors about basic incident command courses and NIMS train-the-trainer courses.*
- *During the past five years, nearly \$9.5 million in federal dollars has been received in the State of Iowa for mitigation through buyouts of flood-prone properties, saferooms, compliance with planning requirements, floodwalls and other initiatives.*
- *In excess of \$20 million of funding for first responder equipment has been received and distributed to Iowa communities and local governments..*
- *Approximately 317 terrorism/weapons of mass destruction exercises involving nearly 48,000 responders have been conducted throughout the state in the past four years to prepare various levels of governmental agencies and supporting agencies for possible emergency and disaster response.*

# KEY RESULTS

## COUNTY EMERGENCY PLANNING ACTIVITY

**Name:** County Emergency Planning

**Description:** Counties with Compliant Emergency Plans

**Why we are doing this:** Emergency planning and plans help to save lives and property. This measure shows the percentage of Iowa counties that have compliant emergency plans that meet state and federal standards.

This measure is comprised of response, recovery and mitigation plans. These plans must be periodically updated to remain in compliance. Compliance normally increased throughout the fiscal year as plans are revised and updated. A significant number of plans became compliant during the third and fourth quarters of State fiscal year 2005. The Target for the fiscal year was met due to a significant number of plan approvals in the fourth quarter.

**What we're doing to achieve results:** The Iowa Homeland Security and Emergency Management Division with State and federal funding, and with staff assistance, is helping local governments with their planning processes and plans.

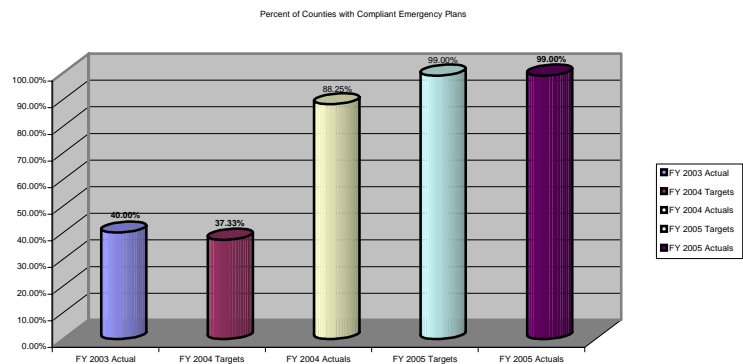
### Results

**Performance Measure:**

Percent of Counties with Compliant Emergency Plans

**Performance Target:**

99%



## COUNTY EMERGENCY EXERCISE ACTIVITY

**Name:** County Emergency Exercises

**Description:** County and other local government exercises to test emergency plan and training.

**Why we are doing this:** Emergency exercises help to save lives and property. Counties conduct exercises by creating scenarios of mock emergencies or disasters and then, by using the plans they have created, respond to that disaster or emergency according to the plans. These exercises are used to test and improve their emergency plans and to identify training needs for local government officials and employees, emergency management personnel and first responders. Sometimes exercises help to create a plan by forming a basis for a plan.

**What we're doing to achieve results:** The Iowa Homeland Security and Emergency Management Division with State and federal funding, and with staff assistance, is helping local governments with their exercises to help them improve their plans and identify training needs.

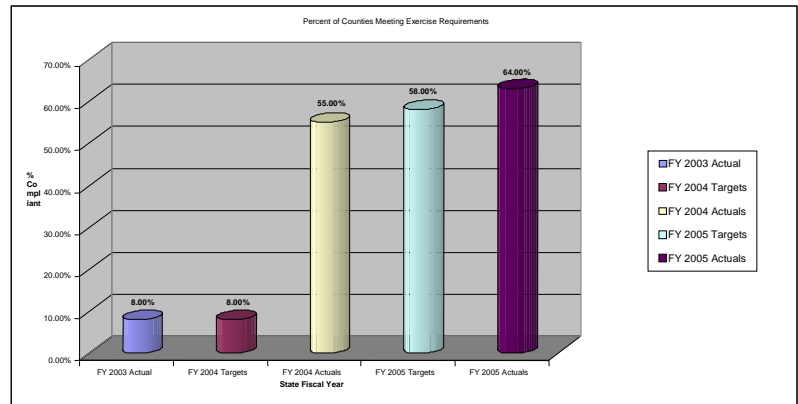
### Results

**Performance Measure:**

Percent of Counties meeting Exercise Requirements

**Performance Target:**

58%



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# AGENCY PERFORMANCE PLAN RESULTS

FY 2005

<b>Name of Agency:</b> Homeland Security & Emergency Management Division, Department of Public Defense			
<b>Agency Mission:</b> 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.			
<b>Core Function:</b> Emergency Management, Domestic Security, Public Health Disaster Preparedness			
Performance Measure (Outcome)	Performance Target	Performance Actual	Performance Comments & Analysis
1. Percent of Sustainable Local Governments	10%	34%	<p><b>What Occurred:</b> Local governments exceeded expectations for increased sustainability throughout Iowa.</p> <p><b>Data Source:</b> Homeland Security &amp; Emergency Management Division</p>
2. Percent of State Government that is Sustainable	10%	51.2%	<p><b>What Occurred:</b> State government exceeded expectations for increased sustainability.</p> <p><b>Data Source:</b> Homeland Security &amp; Emergency Management Division</p>
<b>Service, Product or Activity:</b> Emergency Planning			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
1. Percent of Jurisdictions w/Response Plans Meeting Standards	95%	99%	<p><b>What Occurred:</b> Performance standard exceeded.</p> <p><b>Data Source:</b> Homeland Security &amp; Emergency Management Division</p>
2. Percent of Jurisdictions w/Recovery Plans Meeting Standards	99%	99%	<p><b>What Occurred:</b> Performance standard met.</p> <p><b>Data Source:</b> Homeland Security &amp; Emergency Management Division</p>
3. Percent Jurisdictions w/Strategic Plans Meeting Standards	99%	99%	<p><b>What Occurred:</b> Performance standard met.</p> <p><b>Data Source:</b> Homeland Security &amp; Emergency Management Division</p>
4. Percent of Jurisdictions with DMA-2000 Plans	5%	20%	<p><b>What Occurred:</b> Performance standard exceeded.</p> <p><b>Data Source:</b> Homeland Security &amp; Emergency Management Division</p>

# AGENCY PERFORMANCE PLAN RESULTS

## FY 2005

<b>Service, Product or Activity: Emergency Training</b>			
<b>Performance Measure</b>	<b>Performance Target</b>	<b>Performance Actual</b>	<b>Performance Comments &amp; Analysis</b>
1. Percent HLSEM State Employee Trained to Standards	20%	3%	What Occurred: Performance standard was not met due to the expansion of the curriculum requirements to meet forthcoming federal initiatives and to increase state employee level of preparedness training. Data Source: Homeland Security & Emergency Management Division
2. Percent of County Homeland Security & Emergency Management Coordinators Trained to Standards	23%	27%	What Occurred: Performance standard exceeded. Data Source: Homeland Security & Emergency Management Division
3. Number of Responders Trained – Homeland Security & Emergency Management	22,000	23,759	What Occurred: Performance standard exceeded. Data Source: Homeland Security & Emergency Management Division
<b>Service, Product or Activity: Emergency Exercises</b>			
<b>Performance Measure</b>	<b>Performance Target</b>	<b>Performance Actual</b>	<b>Performance Comments &amp; Analysis</b>
1. Percent State Emergency Exercises Completed as Required	100%	100%	What Occurred: Performance standard met. Data Source: Homeland Security & Emergency Management Division
2. Percent of Local Government Emergency Exercises Completed	58%	64%	What Occurred: Performance standard exceeded. Data Source: Homeland Security & Emergency Management Division
<b>Service, Product or Activity: Emergency Readiness</b>			
<b>Performance Measure</b>	<b>Performance Target</b>	<b>Performance Actual</b>	<b>Performance Comments &amp; Analysis</b>
1. Percent Readiness Level of the SEOC Facility	95%	97.1%	What Occurred: Performance standard exceeded. Data Source: Homeland Security & Emergency Management Division
2. Percent of Forward Command Post Facilities Maintained at Readiness Level	95%	100%	What Occurred: Performance standard exceeded. Data Source: Homeland Security & Emergency Management Division
3. Percent of Political Subdivisions in Iowa Mutual Aid Compact	25%	38%	What Occurred: Performance standard exceeded.



			Data Source: Homeland Security & Emergency Management Division
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# AGENCY PERFORMANCE PLAN RESULTS

## FY 2005

Service, Product or Activity: Disaster Recovery			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
1. Percent of Mitigation Projects Completed	100%	100%	What Occurred: Performance standard met.  Data Source: Homeland Security & Emergency Management Division
2. Percent of Funded Public Assistance Projects Completed	95%	88%	What Occurred: Performance standard was not met due to inadequate or untimely federal funding.  Data Source: Homeland Security & Emergency Management Division
3. Percent of Unmet Needs that are Met	10%	1.5%	What Occurred: Performance standard was not met due to a lack of available federal funding.  Data Source: Homeland Security & Emergency Management Division
Service, Product or Activity: E911 Wireless			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
1. Percent Public Safety Answering Points w/Wireless Phase II	50%	50%	What Occurred: Performance standard met.  Data Source: Homeland Security & Emergency Management Division
2. Percent Providers Providing E911 Wireless Phase II Services	90%	90%	What Occurred: Performance standard met.  Data Source: Homeland Security & Emergency Management Division
Service, Product or Activity: Homeland Security			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
1. Percent of Homeland Security Initiatives Implemented	25%	25%	What Occurred: Performance standard met.  Data Source: Homeland Security & Emergency Management Division

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## RESOURCE REALLOCATIONS

Fiscal year 2005 was a year of transition for the Iowa Homeland Security and Emergency Management Division. During this year the long time Division Administrator resigned to pursue other opportunities and Governor Thomas J. Vilsack appointed Mr. David L. Miller to the position of Division Administrator. Of primary significance during the year were increased funding and reporting requirements, from and to our federal partners, causing the Division to reevaluate itself as to how is doing business and what realignment would be necessary to meet the ever increasing requirements with its given resources.

Iowa must use limited local funding to build capabilities on a regional or statewide basis. Great strides have already made in this area, steps have been taken to create a statewide urban search and rescue team, a special weapons and tactics team, an emergency ordnance disposal team and veterinary rapid response team accessible to all Iowans. The Division must continue this trend as it leads the state in building capabilities in communications interoperability, incident management, hazardous materials response for weapons of mass destruction incidents and information and intelligence sharing and analysis. The Division has repositioned itself to do so.

During fiscal year 2005 the Division realigned its Bureaus by the creation of a Communication and Information Technology Bureau and a Grants Management Bureau. The creation of the two new Bureaus and the realignment of the remaining four bureaus resulted in a consequent realignment of well over fifty percent of the Division staff.

Also during the fiscal year plans were made to transition the Division's accounting functions to the Department's State Fiscal Office at Camp Dodge. This move of the accounting functions creates an opportunity for the Division to strengthen its overall financial capabilities and capacities. Centralization of these functions will help the Division, and the Department as a whole, by reducing the duplication of services currently offered at the Division and the Department levels. By combining the talents and expertise of both operations, we'll end up with a stronger Accounting team. This transition did transpire during the first quarter of fiscal year 2006 and included the movement of four accounting staff positions from the Homeland Security and Emergency Management Division to the Military Division of the Department.

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## DEPARTMENT CONTACT

Copies of the Iowa Homeland Security and Emergency Management Division Performance Report are available by contacting Mr. Wade K. Travis, at 515-281-3236 or [wade.travis@hlsem.state.ia.us](mailto:wade.travis@hlsem.state.ia.us).

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