



THE IOWA STRATEGY FOR HOMELAND SECURITY AND EMERGENCY MANAGEMENT

2006-2008

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IOWA HOMELAND SECURITY AND EMERGENCY MANAGEMENT

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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. No longer will we operate with separate visions for homeland security and emergency management; at the core, both activities are two sides of the same coin, and are fundamentally and irrevocably linked.

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. Unfortunately, funding levels for both homeland security and emergency management were drastically reduced in 2005 and 2006 from the years before, and this is a trend that we expect to continue.

This strategic plan results from some of the realities that we face as a State. As a result of an assessment taken in 2003, Iowa's first responders expressed a need for over \$8 billion in planning, training, exercising and equipment. Funding will never reach the levels to meet these expressed needs for Iowa's first responders. Therefore, we 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, hazardous materials response for weapons of mass destruction incidents and information and intelligence sharing and analysis.

The United States Department of Homeland Security is taking a more active role in guiding homeland security and emergency management capability allocation across the nation. We must implement the tenets of the National Preparedness Goal by allocating resources toward the target capabilities and national priorities that the Goal lays out. We also must implement a critical asset protection program based on the National Infrastructure Preparedness Plan to protect our critical sectors, assets, systems and infrastructure. Likewise, the National Incident Management System and the National Response Plan contain requirements that must be met if we are to ensure our continued success.

Yet, while we look to implement national-level initiatives, we also cannot forget about our own statewide priorities. We must build upon previous successes in agricultural security to ensure that this vital piece of our economy is protected and secure. We must protect our critical assets and systems by identifying vulnerabilities and implementing recommendations for protective actions. We must support and sustain previously engaged endeavors to provide statewide response capabilities, and build upon our successes as models for more statewide assets. We must continue to focus on intelligence fusion and information sharing to ensure that critical data is as widely disseminated as necessary. Where possible, we must continue to provide planning, training and exercising to our first responders to ensure that they have the basic knowledge necessary to provide response to a variety of different incidents. We must also assess ourselves as a statewide homeland security team, and take strides to ensure that we do not see ourselves as disparate entities with separate visions, but as one homeland security team working for a common goal.



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 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.

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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.



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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.



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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 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.

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PURPOSE

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 will strengthen 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 for 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.

Iowa Homeland Security and Emergency Management 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 the Iowa Homeland Security and Emergency Management Division 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 the Homeland Security and Emergency Management Division, 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.

STRATEGIC PLANNING PROCESS OVERVIEW

Prior to the *Iowa Strategy for Homeland Security and Emergency Management*, homeland security and emergency management in Iowa operated through two main plans, the Iowa Homeland Security Strategy and the Iowa Homeland Security and Emergency Management Strategic Plan. These plans, along with related plans from Iowa Homeland Security and Emergency Management (HLSEM) and other agencies have produced many separate visions for what homeland security and emergency management is in Iowa. In recognition of this situation, it was decided to begin a process to solidify these disparate plans into one uniform vision for the State of Iowa.


The compilation of the *Iowa Strategy for Homeland Security and Emergency Management* began in March 2005 with a kickoff meeting with the Iowa Homeland Security Advisor (Advisor), HLSEM Administrator (Administrator), Homeland Security Coordinator and the Chief of Staff of HLSEM to muster support for a pre-designed process. The process involved a series of meetings of a planning team comprised of HLSEM staff and an Iowa Army National Guard representative. This planning team revised the mission, vision and values and conducted an analysis of the strengths, weaknesses, opportunities and threats that are facing or will face our homeland security and emergency management community in the near future. The team then built off the findings of this analysis to write initial goals, outcome statements and strategies for outcome achievement. Once these were solidified, the plan was released to state, local and private sector partners for review and comment. An informal comment session was held at Iowa's 2nd Annual Governor's Homeland Security Conference for stakeholders to meet with the Homeland Security Planner and discuss comments and concerns.

Many stakeholder comments were received and incorporated into the final product. The plan was vetted through the management team for review, and then presented to the Administrator and the Advisor for final approval.

A one-year update was completed in October 2006, along with a progress report for our first year's activity under the plan.

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 Administrator serves as the State Administrative Agent for grants administered by the Office for Domestic Preparedness.

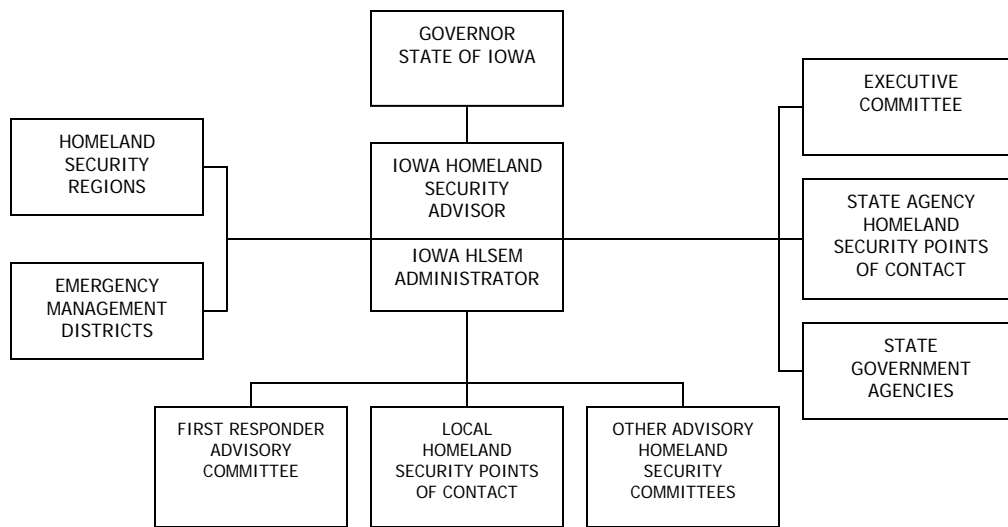


Iowa Homeland Security and Emergency Management is the coordinating body for homeland security and emergency management activities across the State. In addition to the Division, the Advisor relies on state and local-level advisory bodies, executive-level state policy makers, State and local agency points 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 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 Iowa Homeland Security and Emergency Management; 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. A list of members can be found at 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.



DESCRIPTION OF JURISDICTIONS

Prior to the allocation of Office of Grants and Training (OGT) funding for fiscal year 2005, the State of Iowa used county emergency management commissions that met specific requirements as its local jurisdictions for funding purposes. Each commission that met these requirements was given an allocation of funding based on a funding formula that included 20% base funding, 40% based on population, 20% based on a critical asset score and 20% based on agriculture production value. Prior to 2005, Iowa also used cities and certain response departments as local jurisdictions to build statewide response capabilities at the discretion of the State Administrative Agent (SAA). For example, in order to build a statewide Urban Search and Rescue (USAR) capability, money was allocated to the cities of Sioux City and Cedar Rapids to be sponsoring organizations for the teams.

Beginning with the fiscal year 2005 OGT grant, local share funding is now allocated to six homeland security regions across the state. This funding is based on the same funding formula as prior years, but on a regional instead of county level. The State of Iowa continues to fund other local jurisdictions at the discretion of the SAA to build statewide capabilities and capacities. Iowa’s counties are still considered jurisdictions for the Emergency Management Performance Grant (EMPG).

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.

ADDITIONAL STATEWIDE PRIORITIES

The National Preparedness Goal lays out seven national priorities as a starting point for achieving a national level of preparedness. These priorities are:

- Expanded Regional Collaboration and Mutual Aid
- Implementation of the NIMS and the NRP
- Implementation of the NIPP
- Strengthen Information Sharing and Collaboration
- Communications Interoperability
- Strengthen CBRNE Detection, Response and Decontamination Capabilities
- Medical Surge and Mass Prophylaxis

The State of Iowa has priorities beyond the seven national priorities found in the Target Capabilities List and the National Preparedness Goal, and these are reflected in this strategic plan. These priorities include, but are not limited to:

- Critical Infrastructure Protection
- Food and Agriculture Safety and Defense
- Animal Health Emergency Support
- Citizen Preparedness

THREATS, NEEDS, VULNERABILITIES AND IMPACT

Iowa has countless vulnerabilities in sectors that are critical to both the State and the nation. The most prevalent vulnerability is to our agricultural assets; ninety percent of Iowa's surface area is covered in vast expanses of farmland and livestock facilities, much of which is vulnerable to disruption caused intentionally, accidentally, or naturally. Iowa also has a variety of agricultural product processing centers; the loss of any of these centers could disrupt shipping or processing systems across the State and nationally. Perhaps most sobering, though, are the potential financial impacts that may result from even a rumor of contaminated agricultural products, and the economic devastation that could occur as people refuse to purchase Iowa's (or even America's) agricultural products.

The potential disasters or terrorist attacks with national significance and latent national effects extend far beyond the agricultural sector. An attack on the energy sector in Iowa could have detrimental impacts on energy costs throughout the Nation. An attack on the interstate highway system in Iowa could disrupt transportation lines for goods and services traveling across America. An attack on our banking and finance institutions, especially an electronic attack, could have far-reaching effects in the storage and release of highly secure personal customer data or the availability of funding and transactions for customers. A biological attack, especially one not immediately detected, contained or treated, could be spread nationally and internationally through both air and highway travel.

Iowa is also susceptible to many natural hazards. The State experiences some level of flooding, thunderstorm and tornado activity annually in the spring and summer months. In varying degrees, Iowa has also had experience with droughts, wildfires, ice storms, blizzards, earthquakes and natural or accidental disease introduction. A natural disaster can be

infinitely worse than any terrorism-related incident, and we treat natural disasters with as high a priority as we do terrorist attacks.

Hurricane Katrina was a perfect example of the need for a redefinition of distribution methods for homeland security resources for both natural and man-made disasters. Though it had immediate local and regional impacts, the destruction in New Orleans and the rest of the Gulf Coast was not simply a state or regional disaster, but a national disaster with national effects and national consequences. Our nation has grown more interconnected than we have ever been in the past; a disaster or attack within Iowa may not just be a localized incident, but may be an event that has far-reaching economic and psychological effects on a national scale. A terrorist doesn't need to be in Iowa to perpetrate an attack on the State's infrastructure; a terrorist in Canada could attack a banking system that shuts down Iowa's financial sector. Likewise, a terrorist does not have to be in Chicago to attack the city, when an attack on an asset in Iowa could have the same or worse effect. It does not make sense to continue funneling resources to bolster security in areas that already have a high security presence when an attack on an asset surrounded by a low population base could have similar or more dire effects; we must be holistic in our approach.

Iowa has accomplished a lot with the funding we have been provided in the past few years. However, as financial resources continue to diminish, we have come to a breaking point on what we can accomplish in the future as we are very near a time when we must use our total funding allocation to simply sustain the capabilities that we have already implemented. In order for Iowa to truly achieve the homeland security strategy set forth, we need funding not only to sustain what we have, but also to build off of our accomplishments to implement new capabilities and capacities for prevention, protection, response and recovery.

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.

OGT Information Bulletin 183 and the accompanying *State and Urban Area Homeland Security Strategy Guidance on Aligning Strategies with the National Preparedness Goal* required states and urban areas to “align” their Strategies with the seven national priorities found in the Interim National Preparedness Goal. Though the information contained in this section was originally intended to help Iowa understand progress we have made in the implementation of the seven priorities and help define “next steps,” we have taken this opportunity to expand and narrate not just national priorities, but also those priorities that are important to our State.

Expanded Regional Collaboration and Mutual Aid

In 2002, the State 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 2006, 93 counties and 456 other political subdivisions including cities, townships and 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.

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.

In 2004, Iowa regionalized its 99 counties into six homeland security planning regions. These regions serve as local subgrantees, with a regional homeland security board comprised of county emergency management commission-appointed members making decisions for the region. The formation of these regions was a comprehensive process, with representatives of State and local government and first responders coming together to design their form and function.

Iowa has also experienced successes in working with our border states in “regions,” including the 10-State Partnership for Agricultural Security, the Midwest Alliance, the Multi-State Highway Security Workgroup and the Terrorism Preparedness: Cross-Borders Issues Roundtables. Iowa has also regionalized to provide capabilities. Beginning in 2004, Iowa began building on existing resources to provide statewide Special Weapons and Tactics (SWAT), Urban Search and Rescue (USAR), Emergency Ordnance Disposal (EOD) and Veterinary Rapid Response (VRR) capabilities to all citizens in Iowa. The State is now beginning the process of building a statewide hazardous materials incident response capability for incidents involving weapons of mass destruction.

Iowa does have one Native American tribe within its borders. This tribe interacts with the county it is located in for its homeland security and emergency management needs, and is represented by the county’s regional representatives.

As the scope of necessity for unique capabilities evolves, Iowa will continue to build and work in regions and partnerships in relation to initiatives and projects. This layering of response capacities and regions provides Iowa with a web of protection from incidents both natural and man-made.

Implementation of the NIMS and the NRP

Iowa has implemented the National Incident Management System (NIMS) Implementation Plan detailing how the State was going to meet the NIMS requirements laid out by the Department of Homeland Security for 2006. Iowa Homeland Security and Emergency Management has taken the lead role in statewide NIMS implementation. HLSEM also hosted a NIMS implementation workshop for partners from state and local government levels and in the private sector; this workshop provided stakeholders with the requirements for attaining NIMS compliance and provided a “roadmap” on how to meet these requirements as well as providing a CD to every jurisdiction for both State and local governments. Iowa has self-certified NIMS compliance for 2006. New requirements should be available in December 2006; once they have been released, Iowa will work to implement these as well.

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 are reviewing agency plans and incorporating 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. Iowa is actively implementing the risk management framework identified in the Interim National Infrastructure Protection Plan (NIPP). Iowa has developed a definition for what constitutes critical infrastructure in Iowa. With this definition, we have identified 144 assets in Iowa that we deem most critical.

Iowa continues to work on defining and assessing our critical assets. Iowa State University has generated a Geographic Information Systems (GIS) interface tool that analyzes entered risk and threat data to identify critical assets and resources susceptible to relevant threats. Once Iowa's intelligence fusion system is operational, it will provide invaluable threat intelligence information to decision makers. Iowa has also implemented a vulnerability assessment team to assess risks and make strategic security recommendations to the State's identified critical assets. Iowa is still working through who or what analyzes the threat, vulnerability and criticality data and assigns "risk." Iowa is also reviewing specific protection measures that are put into place by certain circumstances, such as a specific threat or a blanket transition in threat level.

Iowa engages in many protective programs and activities related to its critical infrastructure, including Buffer Zone Protection Planning, Critical Asset Protection Planning, vulnerability assessment and security improvements through the Critical Infrastructure Protection Allocation. Another important aspect of our program is building partnerships through our association with the Iowa Contingency Planners, the Metropolitan Planning Group, the American Society for Industrial Security, the Iowa Business Council, the Small Business Development Center and our partnerships such as the Interdependency Study.

The final NIPP was released in 2006. Iowa has reviewed the NIPP and is currently developing and implementing projects that fulfill its requirements and recommendations. Iowa recognizes that as a state, we need to lead this process to assess systems instead of individual assets.

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.

Iowa is in the process of building a "fusion system" using the Law Enforcement Information Network (LEIN) as a backbone. Through the use of Law Enforcement Terrorism Prevention Program (LETPP) funding, Iowa has brought on personnel to provide pre-requisite planning for the system, while the State is providing funding to address

operational staffing being hired in the Fall of 2005. Currently, Iowa is focusing on establishing “ready response” surveillance and intervention teams, developing sources and contacts, training analysts and enhancing wireless voice communication. The State is working some challenges regarding our fusion system activities, including locating physical space for fusion system activities and interagency coordination and information sharing; however, when the system is completed Iowa will have the capability to collect, analyze and distribute intelligence information throughout the State.

Iowa Homeland Security and Emergency Management is also planning to develop a stand-alone “information warehouse” containing open-source data accessible to multiple homeland security and emergency management-related agencies. The system would provide standardized information in a password-protected, web-based system. Once fully implemented, the information warehouse would be accessible and fed into not only agencies in Iowa, but also agencies from surrounding states.

Iowa has come a long way to ensure that we can communicate with our counterparts on the federal level. We communicate through the Homeland Security Information Network (HSIN) and we have done testing and training on that system. The State also can communicate with the Homeland Security Operations Center (HSOC) through the HSLEM and HSOC 24/7 telephone phone numbers and the Iowa Action Officer email. We have also installed a “secure room” in our State Emergency Operations Center to receive information and communications through the classified SECRET level. We are also in the process of standing up the Threat Information Protection Program (TIPP) office to further connect our critical asset holders to the Fusion System.

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. This platform utilizes the Iowa Communications Network (ICN) to transport this traffic across the state. The system was tested successfully by Woodbury County, Cedar Rapids and state buildings. Presently, HLSEM is reaching to the local response agencies through the local emergency managers to develop a listing of those local response agencies that would like to use the ICN for interoperable communications. This system is viewed as an interim solution until a statewide plan can be formulated.

Woodbury County, in conjunction with Dakota County in Nebraska and Union County in South Dakota, is in the process of implementing the Tri-State Homeland Security First Responder Communications Interoperability project. This interoperability performance project was funded through a \$6 million grant for the Department of Homeland Security and will allow the use of equipment and technologies to increase interoperability among the fire services, law enforcement and emergency services in the Tri-State Siouxland area. The project, which will enable voice and data communication from the scene, is expected to be completed in the next few months.

Utilizing 2005 funding, Iowa Homeland Security Region 5 is in the planning stages of implementing a project to connect all seventeen counties in the region through the ICN. This network will provide the full spectrum of communications interoperability including voice, data and video into county emergency operations centers. The project will set minimum equipment and system standards for each participating county for video teleconferencing and radio interoperability while utilizing voice over Internet protocol technologies to improve and enhance communications capabilities.

Presently, the Law Enforcement Administrator's Telecommunications Advisory Committee (LEATAC) is developing a legislative package to establish a Statewide Interoperable Governance Board for Iowa. The Board would be charged with developing an implementation plan for a long-term interoperable communications network. Regional level interoperable communications planning will serve to fulfill our requirements for completing a tactical communications interoperability plan for 2005 OGT funding, and will be based on the five-step interoperability continuum established by SAFECOM. Iowa is currently reviewing which region will complete the tactical planning and HLSEM is participating in the development of the governance legislation.

Strengthen CBRNE Detection, Response and Decontamination Capabilities

Most of Iowa's 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. A work group of 25 physicians, hospital administrators, emergency room and trauma representatives and other medical health professionals has been working since January 2004 to write the plan. 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. Iowa is actively working to ensure stakeholder buy-in before the plan is finalized and implemented.

Iowa is also working to strengthen its mass prophylaxis capabilities through the federal Strategic National Stockpile program. Iowa has already implemented primary and secondary receipt staging and storing areas for medications and supplies coming into the state, and a plan is in place for the receipt of these supplies. Additionally, there are established distribution nodes strategically placed across the State, with 133 established points of

distribution for actual dissemination of medicines, vaccines and other medical supplies to the public. Each county in Iowa is required to have its own mass prophylaxis plan; the state also relies on a subcommittee for mass prophylaxis that meets quarterly and discusses issues with mass prophylaxis in Iowa.

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.

Four 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.

Iowa has developed intrastate response structures such as the Agricultural Emergency Response Team, composed of agricultural industry representatives and the Iowa Veterinary Rapid Response Teams, composed of private veterinarians across the State. These structures greatly increase Iowa's agriculture emergency response and preparedness capacity.

Iowa has also offered statewide first responder training for agriculture emergencies. The first phase of training reached over 500 agricultural first responders, and there is a second phase planned for November of 2005. The state has scheduled additional training and exercises to test our response plans for agricultural emergencies. This will enable Iowa to continue to update and improve upon our existing plans and procedures.

GOALS AND OBJECTIVES

The National Preparedness Goal will serve to direct and guide the creation of a national “web” of response capabilities tiered to span across neighborhood, city and state lines. This web will provide assets to respond to the National Threat Scenarios for each and every citizen in America. Iowa fully supports this concept, and will work with our federal, state and local partners to ensure its full implementation. However, Iowa has never had to take its lead from the federal government in order to implement effective homeland security and emergency management.

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.



While we invest funding and effort into prevention and deterrence capabilities and capacities, we must also invest to have the necessary pieces in place in case the worst does occur, whether it is a natural or man-made incident. Through this goal, by 2008 Iowa shall have met all of the annual requirements released by the Federal Department of Homeland Security and shall have implemented the seven national priorities found in the National Preparedness Goal. We have also not forgotten our first responders; we shall continue to provide training, exercising and equipment dollars as necessary to ensure that our first responders are ready and able to respond to any natural or man-made disaster or terrorist attack.

Goal 2: Minimize the impact, loss of life, loss of property and suffering caused by disasters and terrorist attacks.

We live in a world where disasters happen naturally; no amount of effort on our part will stop them from occurring. We recognize this fact; while we will do everything in our power to prevent incidents from happening, we will ensure that we have the mechanisms in place to respond to naturally occurring or man-made incidents if and when they occur. We will also do everything in our power to facilitate a strong recovery and leave affected areas stronger than before. Under this goal, we will facilitate continuity of government and continuity of operations planning, and provide this information to our local partners in template format for their own use.

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.

Homeland security and emergency management are concepts that are bigger than any one agency can handle. We see the concepts as a team effort, and across the State we strive to strengthen the partnerships we already have and build new ones as appropriate. It is only by coordinating as a team with our public and private sector partners that we will be successful. Under this goal, we will ensure communications interoperability to provide a mechanism for



first responders of all disciplines to communicate with each other. We will strengthen information sharing between state and local partners and the private sector.

Goal 1: Ensure that Iowa is prepared for disasters and terrorist attacks.

Objective 1.1: Ensure that each citizen in Iowa has access to necessary capabilities based on the requirements of the National Preparedness Goal.

Preparedness is the cornerstone of emergency management activities before, during and after an incident; we cannot prevent, protect, respond to or recover from a disaster without first having the preparations in place to achieve these actions. As the National Preparedness Goal becomes further refined and funding is increasingly attached to the fulfillment of the objectives found within it, we will use the Goal as a starting point for our own preparedness efforts and build off of it appropriately to achieve our own goals.

Strategy 1.1.A: Utilizing national assessment guidance in conjunction with HSPD-8, evaluate Iowa's vulnerabilities, threats, needs and response capabilities and identify gaps. (2007)

Strategy 1.1.B: Strengthen CBRNE detection, response and decontamination capabilities. (Ongoing)

Strategy 1.1.C: Leverage all available resources to strengthen medical surge and mass prophylaxis capabilities. (Ongoing)

Strategy 1.1.D: Strengthen response plans for improved capabilities and capacities. (Ongoing)

Strategy 1.1.E: Strengthen Iowa's capabilities for resource identification, deployment and utilization. (2007)

Strategy 1.1.F: Maintain state-of-the-art primary and secondary emergency operations centers and forward command posts to improve the state's capabilities to respond to and recover from

disasters and terrorist attacks by providing regional response capabilities. (Ongoing)

Strategy 1.1.G: Ensure that planning efforts in Iowa address the safety and security requirements of special needs populations. (Ongoing)

Strategy 1.1.H: Develop plans pertaining to catastrophic events to ensure that Iowa can respond to a "worst case" disaster or attack. (Ongoing)

Objective 1.2: Support statewide capabilities such as urban search and rescue (USAR), special weapons and tactics (SWAT), explosive ordnance disposal (EOD) and veterinary rapid response (VRR), and continue to explore the possibilities of other statewide capabilities.

Iowa must leverage declining federal funds into capabilities that exist for the good of all Iowans, and building upon local capabilities to achieve statewide scope for response allows us to ensure that all Iowans achieve a measure of protection in a variety of all-hazards response scenarios.

Strategy 1.2.A: Develop a sustainability strategy for existing statewide USAR, SWAT, EOD, IMT, Public Health Response and VRR teams. (2007)

Strategy 1.2.B: Collaborate with partners to ensure that necessary systems are in place in preparation for, reaction to and recovery from biological and agricultural attacks. (2008)

Strategy 1.2.C: Develop statewide radiological and explosive response capabilities for a dirty bomb attack. (2008)

Strategy 1.2.D: Develop a statewide hazardous materials response capability for incidents involving weapons of mass destruction. (2007)

Objective 1.3: Implement the National Incident Management System (NIMS) and the National Response Plan (NRP) to provide a consistent nationwide approach for Federal, State, local and tribal governments to work effectively and efficiently together to prepare for, respond to and recover from all types of domestic incidents.

The NIMS and the NRP bridge the gap to the creation of a national framework that all emergency management entities across the country can follow during incident response. Iowa will do its part to ensure that its first responders are educated, trained and exercised on the tenets of these important concepts.

Strategy 1.3.A: Support future standards set by the NIMS Integration Center. (Ongoing)

Strategy 1.3.B: Integrate applicable components of the National Response Plan into State of Iowa response plans. (2007)

Objective 1.4: Ensure that all Iowans have access to the equipment, training and exercising they need.

The ability of our responder to community to mount an effective disaster operation is key to our success, and even as we focus on building statewide capabilities, we cannot forget that all of Iowa's first responders require some level of training, exercising and equipping to remain effective.

Strategy 1.4.A: Identify benchmarks based on the National Preparedness Goal for training, exercising and equipment and provide these to reach and sustain that level of skill, knowledge and capability. (2007)

Strategy 1.4.B: Improve state and local recovery capabilities and capacities through education, training and exercise of response personnel. (Ongoing)

Strategy 1.4.C: Provide training programs for emergency responders to increase capabilities and

capacities to respond to any major incident. (Ongoing)

Strategy 1.4.D: Provide activities and resources for all Iowans to learn about homeland security and emergency management. (Ongoing)

Strategy 1.4.E: Provide training and education opportunities for state agency partners. (Ongoing)

Strategy 1.4.F: Support multi-hazard and hazard-specific jurisdictional, regional, statewide and multi-state exercises. (Ongoing)

Objective 1.5: Enhance Iowa’s existing prevention and response capabilities to confront potential forms of agroterrorism.

The vast majority of Iowa is covered by farmland, and the agricultural industry in Iowa is by far our most vulnerable and global asset. Because an attack on our agricultural systems would have a global impact, we must take the precautions necessary to protect this sector from disaster, whether natural or man-made.

Strategy 1.5.A: Build partnerships on the local level to improve preparedness and response capacity and incorporate existing resources. (Ongoing)

Strategy 1.5.B: Build a coordinated statewide approach to preparedness for, and response to, emergencies that could potentially impact the agricultural industry. (Ongoing)

Strategy 1.5.C: Improve response capabilities across State and regional boundaries.

(Ongoing)

Strategy 1.5.D: Increase Iowa’s presence at the national level to assure participation in the development of policy and assure increased resources to Iowa for agricultural homeland security-related initiatives. (Ongoing)

Strategy 1.5.E: Build partnerships with agricultural industry groups to improve preparedness and response capacity and incorporate existing resources. (Ongoing)

Objective 1.6: Strengthen Iowa’s capabilities and capacities to prevent, respond to and recover from a public health incident or attack.

Whether naturally occurring or weaponized, a disease that goes undetected can spread rapidly throughout Iowa’s citizens. We must expand our abilities to prevent, respond to and recover from threats that endanger the public health of Iowa’s citizens.

Strategy 1.6.A: Expand the lab capacities at the University Hygienic Laboratory and the Ankeny Lab. (2008)

Strategy 1.6.B: Implement the Vanguard System to rapidly detect diseases and contaminants. (2008)

Strategy 1.6.C: Develop training programs for Iowa’s responders to plan for, react to and recover from biological terrorism attacks. (Ongoing)

Goal 2: Minimize the impact, loss of life, loss of property and suffering caused by disasters and terrorist attacks.

Objective 2.1: Ensure critical infrastructure is protected in the State of Iowa.

We utilize a vast, interdependent network of services in our daily lives. We will build off the NIPP and our own CAPP work to protect the sectors that are critical to us locally, statewide, nationally or globally.

Strategy 2.1.A: Use the NIPP to devise sector-specific protection measures to be put into place during transitions of the Homeland Security Threat Level. (Ongoing)

Strategy 2.1.B: Develop a system to identify and prioritize critical infrastructure. (2007)
Strategy 2.1.C: Develop plans to protect identified critical infrastructure. (2007)
Strategy 2.1.D: Integrate the Protective Security Advisor into Iowa’s homeland security strategy to help protect infrastructure. (2007)
Strategy 2.1.E: Ensure that cyber security is incorporated into our critical infrastructure/key resource protection efforts. (Ongoing)

Objective 2.2: Ensure that contingency plans are in place for continuity of government, operations and private sector functions at all levels to sustain critical services and programs in the event of an emergency.

During times of disaster, key government and private sector operations can be interrupted and compound existing issues. We must work to ensure that these critical functions and operations continue during and after a disaster.

Strategy 2.2.A: Develop a continuity plan to encompass all of state government, and train and exercise this plan. (2007)
Strategy 2.2.B: Develop a strategy to share templates and information on COOP/COG with local and private sector partners. (2007)

Objective 2.3: Strengthen the state’s infrastructure through pro-active mitigation.

Iowa has had a history of developing effective mitigation projects and programs within the state. We understand that we cannot stop disasters from happening, and we will work to make our communities, our infrastructure and our sectors more disaster resistant.

Strategy 2.3.A: Continue the process of developing and updating the State’s Hazard Mitigation Plan to reduce or eliminate the impact of hazards. (Ongoing)
Strategy 2.3.B: Provide statewide mitigation planning assistance to stakeholders when requested. (Ongoing)
Strategy 2.3.C: Continue to aggressively seek mitigation funding so that local jurisdictions have the opportunity to plan and implement mitigation initiatives to make Iowa more disaster resistant. (Ongoing)

Objective 2.4: Establish statewide communications and interoperability to allow all local jurisdictions the capability to share voice, data and full motion video on demand when authorized.

Communication is a vital part of an effective response, and we must ensure that our first responders can communicate with each other on demand. We will continue to work for total communications interoperability in the State.

Strategy 2.4.A: Continue to review ways that all traditional and non-traditional responder organizations in Iowa can achieve communications interoperability. (Ongoing)
Strategy 2.4.B: Complete the plan to achieve statewide communications interoperability and begin implementation. (2007)
Strategy 2.4.C: Establish local voice, data and video connectivity to emergency operations centers where supported by local officials. (2007)

Strategy 2.4.D: Establish, train and exercise on a tactical interoperable communications plan. (2007)

Strategy 2.4.E: Integrate the multiple communications systems currently used in Iowa into one comprehensive communications strategy. (2008)

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.

Objective 3.1: Strengthen information sharing and collaboration capabilities between Iowa's homeland security team.

The rapid receipt, analysis, and dissemination of accurate intelligence and other information is imperative to our ability to prevent, protect, respond and recover. We will continue to strengthen our ability to share this information with all who need it to be effective.

Strategy 3.1.A: Develop Iowa's Fusion System to receive and analyze information and share the results of that analysis with Federal, state and local entities. (Ongoing)

Strategy 3.1.B: Develop a statewide and regional interactive information and intelligence-sharing warehouse. (2008)

Strategy 3.1.C: Utilize and expand the Health Alert Network (HAN) as a tool to alert primary partners and stakeholders before, during and after an emergency. (Ongoing)

Objective 3.2: Increase partnership opportunities between homeland security and emergency management professions and the private sector to maximize resource utilization and capacities.

Homeland security and emergency management is a team effort; no one agency can do it alone. We will continue to build partnerships with local government and the private sector to ensure that they are active partners with the State and with each other before, during and after an incident.

Strategy 3.2.A: Identify links between federal and state-level funding between homeland security and emergency management partners. (2007)

Strategy 3.2.B: Evaluate outreach to identify common, shared or duplicated messages to stakeholders. (Ongoing)

Strategy 3.2.C: Promote mutual aid agreements at all levels of government to provide assets for prevention, protection, response and recovery. (Ongoing)

Strategy 3.2.D: Collaborate with private sector business groups to implement homeland security projects. (Ongoing)

Strategy 3.2.E: Work with national security organizations to collaborate on critical infrastructure protection. (Ongoing)

Strategy 3.2.F: Enhance the system for managing resources utilizing databases, incident command structure, response plans, operations plans, IMAC and EMAC to maximize resource utilization and capacities. (Ongoing)

Objective 3.3: Ensure that mechanisms are in place to make decisions strategically and effectively.

Federal funding for Iowa has been reduced over the past few years, and this is a trend that is projected to continue. We must leverage the funding that we receive into effective programs for the benefit of all Iowans.

Strategy 3.3.A: Implement a mechanism to evaluate homeland security and emergency management opportunities and requirements from the federal government realistically to ensure that these and current activities are sustainable in the future. (2007)

Strategy 3.3.B: Evaluate the district/regional approach to homeland security and emergency management in Iowa to ensure its appropriate evolution. (Ongoing)

Strategy 3.3.C: Evaluate the role of the planner in each region and identify ways to get the planner more deeply

involved in day-to-day regional activities. (2007)

Strategy 3.3.D: Continue to support regional activities where they exist and consider new ways regions can be used for homeland security and emergency management activities. (Ongoing)

Strategy 3.3.E: Establish a team to develop a statewide strategy to increase funding coming into Iowa and identify alternative funding sources for projects in the State. (2007)

Objective 3.4: Develop a comprehensive communications program to identify key stakeholders and partners, to inform Iowans about homeland security and emergency management activities in Iowa and to encourage their appropriate involvement.

It is important to ensure that all Iowans have some level of familiarity with homeland security and emergency management activities within the State. We will develop a comprehensive outreach program to inform the general public about our efforts.

Strategy 3.4.A: Develop and execute an ongoing program to inform the public about the emergency preparedness activities they should accomplish. (Ongoing)

Strategy 3.4.B: Develop and execute an ongoing program to reach key responder and public official groups to explain the activities of our Division. (Ongoing)

Strategy 3.4.C: Identify and execute mechanisms to inform county emergency management coordinators and Division staff about activities and successes of the

Division. (Ongoing)

Objective 3.5: Meet generally recognized standards for homeland security and emergency management.

EMAP and other standards give us a baseline to work from to identify what an “effective” emergency management program is. We will work to meet these standards, utilizing them as another indicator of our successes.

Strategy 3.5.A: Assess how much progress has been made toward meeting the Emergency Management Accreditation Program (EMAP) requirements since the first EMAP Iowa Assessment Report published in March 2003. (2007)

Strategy 3.5.B: Identify an action plan for the agency to meet EMAP requirements and assign responsibility for tasks. (2007)

Objective 3.6: Build a network of volunteer resources for Iowa’s citizens to aid in disaster prevention, protection, response and recovery.

Iowans have a history of donating time and resources to local, statewide and national disaster operations and relief. We will work to develop systems to ensure that all Iowans who want to help out in times of disaster are given the opportunity to do so.

Strategy 3.6.A: Enhance the donations management program to incorporate volunteer groups across the State. (2007)

Strategy 3.6.B: Utilize Community Emergency Response Team training across Iowa to teach citizens basic fundamentals of disaster response, and utilize these teams to assist with immediate response and damage assessment. (Ongoing)

Strategy 3.6.C: Staff a position in the State Emergency Operations Center to coordinate spontaneous and expected volunteers. (2007)

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EVALUATION AND REVISION

On a national level, homeland security and emergency management are rapidly evolving issues. As these issues continue to be affected by outside influences, Iowa's situation within these fields can rapidly change. Therefore, it is important to review this Strategic Plan continually to ensure its continued relevance to homeland security and emergency management activities in Iowa.

As part of the conditions of the OGT grants, and in order to track progress on program implementation, a bi-annual Strategy implementation report will be prepared for submission to the Homeland Security and Emergency Management Administrator, the Homeland Security Advisor and the Governor.

Additionally, a work group convened by Iowa Homeland Security and Emergency Management and comprised of representatives of state and local government and the private sector will review the strategic plan annually. This work group will use quantitative and qualitative analysis to review the plan for content, direction and progress, and to build off already-completed objectives and strategies.

Along with this work group, the plan will be vetted through the First Responder Advisory Committee and the Executive Group for comment. The plan will also be released on the Iowa Homeland Security and Emergency Management web site (www.iowahomelandsecurity.org) for a 14-day review and comment period open to anyone involved in the emergency management and homeland security field. Comments will be directed to the Homeland Security Planner, who will compile the recommendations and provide them to the Advisor to the Governor and the Administrator for final approval.

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ANNEX A: PERFORMANCE MEASURES

OBJECTIVE	PERFORMANCE MEASURES
Goal 1: Ensure that Iowa is prepared for disasters and terrorist attacks.	
1.1: Ensure that each citizen in Iowa has access to necessary capabilities based on the requirements of the National Preparedness Goal.	<ul style="list-style-type: none"> • Percent of equipment that responders have • Percent of responders that meet requirements • Percentage of national requirements met by Iowa
1.2: Support statewide capabilities such as USAR, SWAT, EOD and VRR, and continue to explore the possibilities of other statewide capabilities.	<ul style="list-style-type: none"> • Continued capability levels of existing statewide teams • Number/capacities of statewide capabilities
1.3: Implement the NIMS and the NRP to provide a consistent nationwide approach for federal, State, local and tribal governments to work effectively and efficiently together to prepare for, respond to and recover from all types of domestic incidents.	<ul style="list-style-type: none"> • Number of plans that have been reviewed for NIMS/NRP compliance • Percentage of entities compliant with NIMS • Percentage of federal NIMS requirements met
1.4: Ensure that all Iowans have access to the equipment, training and exercising that they need.	<ul style="list-style-type: none"> • Percentage of benchmarks achieved • Number of training/education opportunities • Number of jurisdictional, regional and statewide exercises
1.5: Enhance Iowa’s existing prevention and response capabilities to confront potential forms of agroterrorism.	<ul style="list-style-type: none"> • Improved communication and coordination with stakeholders • Sustainment of the Veterinary Rapid Response Teams and the Agriculture Emergency Response Teams • Involvement/leadership in national and regional agriculture initiatives • Involvement in national level policy development • Development of a coordinated interagency approach to preparedness and response efforts
1.6: Strengthen Iowa’s capabilities and capacities to prevent, respond to and recover from a public health incident or attack.	<ul style="list-style-type: none"> • Number of users on the 800 MHz radio system
Goal 2: Minimize the impact, loss of life, loss of property and suffering caused by disasters and terrorist attacks.	
2.1: Ensure critical infrastructure is protected in the State of Iowa.	<ul style="list-style-type: none"> • Number of representatives identified • Percentage of sectors with protection measures

	<ul style="list-style-type: none"> • Number of critical infrastructure plans
2.2: Ensure that contingency plans are in place for continuity of government, operations and private sector functions at all levels to sustain critical services and programs in the event of an emergency.	<ul style="list-style-type: none"> • Percentage of agencies with plans • Percentage of agencies that have completed training • Number of local entities with COOP/COG plans
2.3: Strengthen the State’s infrastructure through proactive mitigation.	<ul style="list-style-type: none"> • Number of mitigation projects • Number of mitigation plans
2.4: Establish statewide communications interoperability to allow all local jurisdictions the capability to share voice, data and full motion video on demand when authorized.	<ul style="list-style-type: none"> • Number of EOCs with interoperability capabilities • Percent of interoperability plan completed
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.	
3.1: Strengthen information sharing and collaboration capabilities between Iowa’s homeland security team.	<ul style="list-style-type: none"> • Number of HAN users • Volume of intelligence going in and coming out of Iowa
3.2: Increase partnership opportunities between homeland security and emergency management professionals to maximize resources and capacities.	<ul style="list-style-type: none"> • Number of mutual aid agreements statewide and intrastate
3.3: Ensure that mechanisms are in place to make decisions strategically and effectively.	<ul style="list-style-type: none"> • Number of reviews on projects and initiatives • Evaluation criteria determined
3.4: Develop a comprehensive communications program to identify key stakeholders and partners to inform Iowans about homeland security and emergency management activities in Iowa and encourage their appropriate involvement.	<ul style="list-style-type: none"> • Bi-weekly creation and distribution of external newsletter • Presentations and speeches delivered by Administrator to targeted audiences • Creation and execution of an advertising program designed to improve family preparedness activities
3.5: Meet the standards of EMAP.	<ul style="list-style-type: none"> • Percentage of EMAP requirements achieved
3.6: Build a network of volunteer resources for Iowa’s citizens to aid in disaster prevention, protection, response and recovery.	<ul style="list-style-type: none"> • Number of Citizens Corps programs across the State • Opportunities for volunteer involvement before, during and after a disaster • Number of participants in CERT program

ANNEX B: NATIONAL PRIORITY TIES

	Expanded Regional Collaboration	Implementation of the NIMS and the NRP	Implementation of the NIPP	Strengthen Information Sharing and Collaboration Capabilities	Communications Interoperability	Strengthen CBRNE Detection, Response and Decontamination Capabilities	Medical Surge and Mass Prophylaxis
Goal 1: Ensure that Iowa is prepared for disasters and terrorist attacks	•	•	•	•	•	•	•
Objective 1.1: Ensure that each citizen in Iowa has access to necessary capabilities based on the requirements of the National Preparedness Goal	•	•	•	•	•	•	•
Strategy 1.1.A: Utilizing national assessment guidance in conjunction with HSPD-8, evaluate Iowa’s vulnerabilities, threats, needs and response capabilities and identify gaps	•	•	•	•	•	•	•
Strategy 1.1.B: Strengthen CBRNE detection, response and decontamination capabilities	•					•	
Strategy 1.1.C: Strengthen medical surge and mass prophylaxis capabilities	•					•	•
Strategy 1.1.D: Strengthen response plans for improved capabilities and capacities		•					
Strategy 1.1.E: Strengthen Iowa’s capabilities for resource identification, deployment and utilization	•	•	•		•		•
Strategy 1.1.F: Maintain state of the art primary and secondary emergency operations centers and forward command posts to improve the State’s capabilities to respond to and recover from disasters and terrorist attacks by providing regional response capabilities	•	•		•			
Strategy 1.1.G: Ensure that planning efforts in Iowa address the safety and security requirements of special needs populations		•	•	•		•	•
Strategy 1.1.H: Develop plans pertaining to catastrophic events to ensure that Iowa can respond to a “worst case” disaster or attack	•	•		•	•	•	•
Objective 1.2: Support statewide capabilities such as USAR, SWAT, EOD and VRR, and continue to explore the possibilities of other statewide capabilities	•	•	•	•	•	•	•
Strategy 1.2.A: Develop a sustainability strategy for existing statewide USAR, SWAT, EOD, IMT, Public Health Response and VRR teams	•	•			•	•	•
Strategy 1.2.B: Collaborate with partners to ensure that necessary systems are in place in preparation for, reaction to and recovery from biological and agricultural attacks	•	•	•	•	•	•	•
Strategy 1.2.C: Develop statewide radiological and explosive response capabilities for a dirty bomb incident	•		•			•	

	Expanded Regional Collaboration	Implementation of the NIMS and the NRP	Implementation of the NIPP	Strengthen Information Sharing and Collaboration Capabilities	Communications Interoperability	Strengthen CBRNE Detection, Response and Decontamination Capabilities	Medical Surge and Mass Prophylaxis
Strategy 1.2.D: Develop a statewide hazardous materials response capability for incidents involving weapons of mass destruction	•					•	
Objective 1.3: Implement the NIMS and the NRP to provide a consistent nationwide approach for Federal, State, local and tribal governments to work effectively and efficiently together to prepare for, respond to and recover from all types of domestic incidents	•	•		•	•		
Strategy 1.3.A: Support future standards set by the NIMS Integration Center	•	•					
Strategy 1.3.B: Integrate applicable components of the National Response Plan into State of Iowa response plans		•		•	•		
Objective 1.4: Ensure that all Iowans have access to the equipment, training and exercising they need	•	•	•	•	•	•	•
Strategy 1.4.A: Identify benchmarks based on the National Preparedness Goal for training, exercising and equipment and provide these to reach and sustain that level of skill, knowledge and capability	•	•	•	•	•	•	•
Strategy 1.4.B: Improve state and local recovery capabilities and capacities through education, training and exercise of response personnel	•	•			•	•	•
Strategy 1.4.C: Provide training programs for emergency responders to increase capabilities and capacities to respond to any major incident	•	•	•	•	•	•	•
Strategy 1.4.D: Provide activities and resources for all Iowans to learn about homeland security and emergency management		•		•			
Strategy 1.4.E: Provide training and education opportunities for state agency partners		•	•	•	•	•	•
Strategy 1.4.F: Support multi-hazard and hazard-specific jurisdictional, regional, statewide and multi-state exercises	•	•	•		•	•	•
Objective 1.5: Enhance Iowa's existing prevention and response capabilities to confront potential forms of agroterrorism	•	•	•	•	•	•	•
Strategy 1.5.A: Build partnerships on the local level to improve preparedness and response capacity and incorporate existing resources	•	•	•			•	
Strategy 1.5.B: Build a coordinated statewide approach to preparedness for, and response to, emergencies that could potentially impact the agricultural industry	•	•	•	•		•	
Strategy 1.5.C: Improve response capabilities across State	•	•	•	•	•	•	•

	Expanded Regional Collaboration	Implementation of the NIMS and the NRP	Implementation of the NIPP	Strengthen Information Sharing and Collaboration Capabilities	Communications Interoperability	Strengthen CBRNE Detection, Response and Decontamination Capabilities	Medical Surge and Mass Prophylaxis
and regional boundaries							
Strategy 1.5.D: Increase Iowa's presence at the national level to assure participation in the development of policy and assure increased resources to Iowa for agricultural homeland security-related initiatives	•			•			
Strategy 1.5.E: Build partnerships with agricultural industry groups to improve preparedness and response capacity and incorporate existing resources	•	•	•	•			

Goal 2: Minimize the impact, loss of life, loss of property and suffering caused by disasters and terrorist attacks	•	•	•	•	•	•	•
Objective 2.1: Ensure critical infrastructure is protected in the State of Iowa	•		•	•	•	•	•
Strategy 2.1.A: Use the NIPP to devise sector-specific protection measures to be put into place during transitions of the Homeland Security Threat Level	•		•	•			
Strategy 2.1.B: Develop a system to identify and prioritize critical infrastructure			•				
Strategy 2.1.C: Develop plans to protect identified critical infrastructure			•				
Strategy 2.1.D: Integrate the Protective Security Advisor into Iowa's homeland security strategy to help protect infrastructure			•	•	•	•	•
Strategy 2.1.E: Ensure that cyber security is incorporated into our critical infrastructure/key resource protection efforts. (Ongoing)			•	•	•	•	•

Objective 2.2: Ensure that contingency plans are in place for continuity of government, operations and private sector functions at all levels to sustain critical services and programs in the event of an emergency.	•	•	•	•			
Strategy 2.2.A: Develop a continuity plan to encompass all of state government, and train and exercise this plan		•	•				
Strategy 2.2.B: Develop a strategy to share templates and information on COOP/COG with local and private sector partners	•	•		•			

Objective 2.3: Strengthen the state's infrastructure through pro-active mitigation.	•		•	•			
Strategy 2.3.A: Continue the process of developing and updating the State's Hazard Mitigation Plan to reduce or eliminate the impact of hazards			•				
Strategy 2.3.B: Provide statewide mitigation planning assistance to stakeholders when requested	•		•	•			

	Expanded Regional Collaboration	Implementation of the NIMS and the NRP	Implementation of the NIPP	Strengthen Information Sharing and Collaboration Capabilities	Communications Interoperability	Strengthen CBRNE Detection, Response and Decontamination Capabilities	Medical Surge and Mass Prophylaxis
Strategy 2.3.C: Continue to aggressively seek mitigation funding so that local jurisdictions have the opportunity to plan and implement mitigation initiatives to make Iowa more disaster resistant			•				
Objective 2.4: Establish statewide communications and interoperability to allow all local jurisdictions the capability to share voice, data and full motion video on demand when authorized.	•	•	•	•	•	•	•
Strategy 2.4.A: Continue to review ways that all traditional and non-traditional responder organizations in Iowa can achieve communications interoperability	•	•	•	•	•	•	•
Strategy 2.4.B: Complete the plan to achieve statewide communications interoperability and begin implementation	•				•		
Strategy 2.4.C: Establish local voice, data and video connectivity to emergency operations centers where supported by local officials	•	•		•	•	•	•
Strategy 2.4.D: Establish, train and exercise on a tactical interoperable communications plan	•	•		•	•	•	•
Strategy 2.4.E: Integrate the multiple communications systems currently used in Iowa into one comprehensive communications strategy	•	•			•		
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	•	•	•	•	•	•	•
Objective 3.1: Strengthen information sharing and collaboration capabilities between Iowa’s homeland security team.	•	•	•	•			
Strategy 3.1.A: Develop a system to receive and analyze information and share the results of that analysis with Federal, state and local entities	•	•	•	•			
Strategy 3.1.B: Develop a statewide and regional interactive information and intelligence-sharing warehouse	•	•		•			
Strategy 3.1.C: Utilize and expand the Health Alert Network (HAN) as a tool to alert primary partners and stakeholders before, during and after an emergency			•	•			
Objective 3.2: Increase partnership opportunities between homeland security and emergency management professions and the private sector to maximize resource utilization and capacities.	•	•	•	•	•	•	•
Strategy 3.2.A: Identify links between federal and state-level funding between homeland security and emergency	•					•	

	Expanded Regional Collaboration	Implementation of the NIMS and the NRP	Implementation of the NIPP	Strengthen Information Sharing and Collaboration Capabilities	Communications Interoperability	Strengthen CBRNE Detection, Response and Decontamination Capabilities	Medical Surge and Mass Prophylaxis
management partners							
Strategy 3.2.B: Evaluate outreach to identify common, shared or duplicated messages to stakeholders	•	•	•	•			
Strategy 3.2.C: Promote mutual aid agreements at all levels of government to provide assets for prevention, protection, response and recovery	•	•			•	•	•
Strategy 3.2.D: Collaborate with private sector business groups to implement homeland security projects		•	•	•		•	•
Strategy 3.2.E: Work with national security organizations to collaborate on critical infrastructure protection. (Ongoing)			•	•			
Strategy 3.2.F: Enhance the system for managing resources utilizing databases, incident command structure, response plans, operations plans, IMAC and EMAC to maximize resource utilization and capacities		•	•	•		•	•
Objective 3.3: Ensure that mechanisms are in place to make decisions strategically and effectively	•	•	•	•	•	•	•
<i>Strategy 3.3.A:</i> Implement a mechanism to evaluate homeland security and emergency management opportunities and requirements from the federal government realistically to ensure that these and current activities are sustainable in the future	•	•		•			
<i>Strategy 3.3.B:</i> Evaluate the district/regional approach to homeland security and emergency management in Iowa to ensure its appropriate evolution	•	•				•	
<i>Strategy 3.3.C:</i> Evaluate the role of the planner in each region and identify ways to get the planner more deeply involved in day-to-day regional activities	•	•	•	•	•	•	•
<i>Strategy 3.3.D:</i> Continue to support regional activities where they exist and consider new ways regions can be used for homeland security and emergency management activities	•					•	•
<i>Strategy 3.3.E:</i> Establish a team to develop a statewide strategy to increase funding coming into Iowa and identify alternative funding sources for projects in the State				•			
Objective 3.4: Develop a comprehensive communications program to identify key stakeholders and partners, to inform Iowans about homeland security and emergency management activities in Iowa and to encourage their appropriate involvement	•	•	•	•	•	•	•
<i>Strategy 3.4.A:</i> Develop and execute an ongoing program to inform the public about the emergency preparedness			•	•		•	•

	Expanded Regional Collaboration	Implementation of the NIMS and the NRP	Implementation of the NIPP	Strengthen Information Sharing and Collaboration Capabilities	Communications Interoperability	Strengthen CBRNE Detection, Response and Decontamination Capabilities	Medical Surge and Mass Prophylaxis
activities they should accomplish							
<i>Strategy 3.4.B:</i> Develop and execute an ongoing program to reach key responder and public official groups to explain the activities of our Division	•	•	•	•			
<i>Strategy 3.4.C:</i> Identify and execute mechanisms to inform county emergency management coordinators and Division staff about activities and successes of the Division	•			•	•	•	•
Objective 3.5: Meet generally recognized standards for homeland security and emergency management		•	•	•		•	•
<i>Strategy 3.5.A:</i> Assess how much progress has been made toward meeting the Emergency Management Accreditation Program (EMAP) requirements since the first EMAP Iowa Assessment Report published in March 2003		•	•	•		•	•
<i>Strategy 3.5.B:</i> Identify an action plan for the agency to meet EMAP requirements and assign responsibility for tasks				•		•	

ANNEX C: ACRONYM LIST

CBRNE	Chemical, Biological, Radiological, Nuclear and Explosive
COG	Continuity of Government
COOP	Continuity of Operations
EMAC	Emergency Management Assistance Compact
EMAP	Emergency Management Accreditation Program
EMPG	Emergency Management Performance Grant
EOC	Emergency Operations Center
EOD	Emergency Ordnance Disposal
GIS	Geographic Information System
GPS	Global Positioning System
HAN	Health Alert Network
HAZMAT	Hazardous Materials
HLSEM	Homeland Security and Emergency Management
HSIN	Homeland Security Information Network
HSOC	Homeland Security Operations Center
HSPD	Homeland Security Presidential Directive
IMAC	Iowa Mutual Aid Compact
IMT	Incident Management Team
LEATAC	Law Enforcement Administrator's Telecommunications Advisory Committee
LEIN	Law Enforcement Intelligence Network
MHz	Megahertz
NIMS	National Incident Management System
NIPP	National Infrastructure Protection Plan
NRP	National Response Plan
ODP	Office for Domestic Preparedness
SAA	State Administrative Agent
SNS	Strategic National Stockpile
SWAT	Special Weapons and Tactics
TIPP	Threat Information and Protection Program
VRR	Veterinary Rapid Response
USAR	Urban Search and Rescue