

STRATEGY FOR IOWA HOMELAND SECURITY AND EMERGENCY MANAGEMENT

2018-2020



Iowa Department of Homeland Security and Emergency Management

January 1, 2018

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IOWA DEPARTMENT OF HOMELAND SECURITY AND EMERGENCY MANAGEMENT

Fellow Iowans:

The purpose of this document is to set out the goals and objectives that the Iowa Department of Homeland Security and Emergency Management has targeted over the next three years. This document uses elements found within Iowa Code Chapter 29C, the Threat and Hazard Identification and Risk Assessment report, and the State Preparedness Report, to address Iowa's capability shortfalls in light of the Federal Emergency Management Agency's five critical mission areas for homeland security and emergency management. The Department will use these goals and objectives to focus its investments in planning, organization, equipment, training, and exercise for the next three years.

Beginning in the fall of 2013, Iowa Homeland Security and Emergency Management, the Iowa Emergency Management Association, and representatives of emergency management and first responder partners, collaborated on a statewide capabilities assessment, reviewing 32 core capabilities related to homeland security and emergency management. Through this process and with these partners, the Department assessed current levels of capability, set capability targets, and identified current shortfalls that will slow our ability to meet those capacity targets.

The result is a comprehensive identification of capability gaps and shortfalls that are directly translated into the goals, objectives, and strategies that are found within this document. This strategy will guide future investment, and through its implementation the Department will make investments that achieve meaningful outcomes and better prepare Iowa for any hazard, whether natural or human caused.

I thank those partners who contributed to the development of this vision for improving the security and resilience of the citizens of Iowa and look forward to putting this strategy into effect.

Mark J. Schouten
Director/Homeland Security Advisor

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I. Purpose

The Iowa Strategy for Homeland Security and Emergency Management 2018-2020 guides strategic and policy decisions regarding the allocation of limited resources that protect citizens and property within the state. The Strategy is part of a holistic planning cycle that begins with assessing needs and identifying capability gaps, continues through prioritizing areas of need, and setting short- and long-term strategic goals. The Strategy culminates in assigning resources and effort to filling those needs, ultimately building capability through a data-supported methodology. Once complete, the process begins again. Through the implementation of the Strategy, Iowa will allocate limited resources to best achieve as many goals and objectives as possible listed herein, with these efforts ultimately building a more resilient state.

The Strategy also serves as the strategic plan for the Iowa Department of Homeland Security and Emergency Management (HSEMD). Iowa Code § 8.E.206, also known as the Accountable Government Act, requires each State agency to create a strategic plan, annually review the plan, and make updates as needed. HSEMD is charged with coordinating resources statewide to build capability and capacity in homeland security and emergency management; the coordination of the Strategy falls under HSEMD's mission.

II. Vision

HSEMD's vision is a state prepared, with coordinated capabilities to prevent, protect against, respond to, and recover from all hazards.

III. HSEMD Mission

The mission of HSEMD is to lead, coordinate, and support homeland security and emergency management functions, as outlined in Iowa Code § 29C, in order to establish sustainable communities and ensure economic opportunities for Iowa and its citizens.

IV. Guiding Principles

- Preparedness methodology found within the Comprehensive Preparedness Guide 101
- Sustainability through local and statewide mitigation efforts
- Utilizing an all-hazards approach during capability review and validation
- Collaboration between public- and private-sector partners
- Awareness, outreach, and education in all aspects of emergency management and homeland security

- Utilization of information sharing and common operating picture to refocus strategic objective development
- The use of best practices derived from after action reports (AAR) and real-world experiences to inform strategic objective development

V. Authority and Requirements

Authorities and requirements for this plan can be found in:

- Iowa Code Chapter 29.C Emergency Management and Security
- Iowa Code Chapter 8E State Government Accountability
- Homeland Security Grant Program Guidance (2017)
- Emergency Management Performance Grant Multi-Year Program Guidance (2016)

This strategy fulfills grant requirements under the federal Homeland Security Grant Program as well as the Emergency Management Performance Grant. It also fulfills statutory responsibilities for State agencies. Final responsibility for the implementation of this plan rests with the governor, the homeland security advisor, the director of HSEMD, and the heads of the agencies and entities with a vested responsibility herein.

VI. Focus

The Strategy is focused on strengthening Iowa's capabilities within the five mission areas identified within the National Preparedness Goal: prevention, protection, response, recovery, and mitigation. This is primarily accomplished through investment in planning, organization, equipment, training, and exercise efforts. Based off the Statewide Capabilities Assessment and the State Preparedness Report (SPR), the Strategy focuses on the 32 core capabilities identified in the National Preparedness Goal, and identifies objectives and implementation steps for each. Other areas and priorities may be identified by the department director or the homeland security advisor.

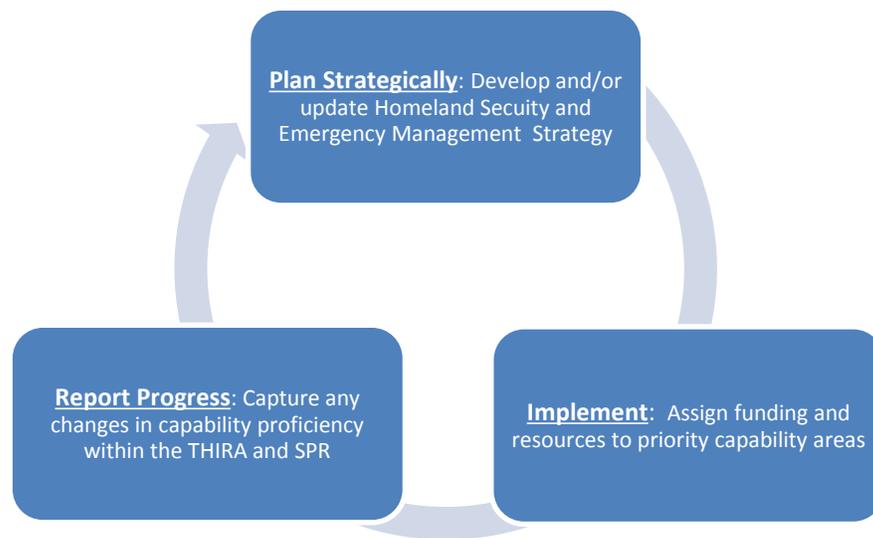
VII. Coordination and Effort

The 2018-2020 Strategy incorporates the results of the 2017 Threat Hazard Identification and Risk Assessment (THIRA), and the 2017 State Preparedness Report (SPR). Through these two processes, Iowa developed worst-case scenarios for every hazard identified in the state's Hazard Analysis and Risk Assessment (HARA), and identified specific impacts/needs from each of the core capabilities. Subject matter experts were then brought together to define capability targets based on those capability needs, and to assess Iowa's level of readiness to meet those targets.

The THIRA, SPR, and Strategy function together to identify, assess, and guide decisions for achieving a unified, cohesive emergency management structure in Iowa. Using the Strategy as a starting point, Iowa will annually (*figure 7-1*):

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

Comprehensive Preparedness System (figure 7-1):



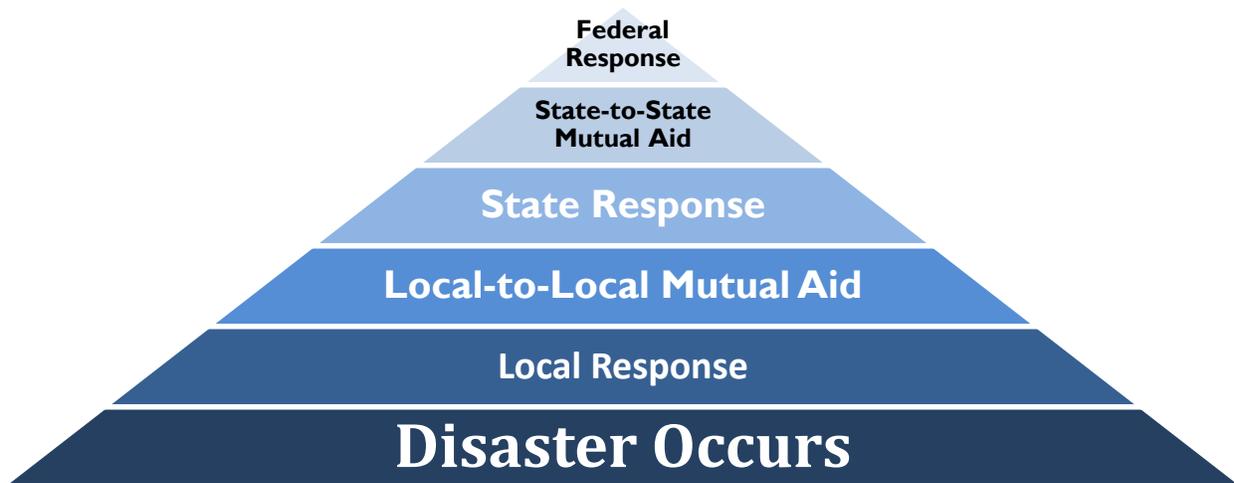
VIII. Homeland Security and Emergency Management in Iowa

Response Model

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

As a community's resources begin to be exhausted, additional local resources are brought in to augment the response, whether from within its own county, or deployed through local mutual aid agreements across county boundaries. As these resources become taxed, local jurisdictions can then turn to the State and potentially other states through state-to-state mutual aid to fulfill identified needs. Finally, federal assets may be brought in to supplement a response. As the situation de-escalates, assets will be released in a relatively inverse order, based on continuing incident requirements. Figure 8-1 illustrates this flow of response effort as an event escalates and ultimately de-escalates back to pre-event conditions.

Response Effort Hierarchy (figure 8-1):



Local Emergency Management

Iowa Code Chapter 29C.9 requires each county in Iowa to have a local emergency management commission to oversee local emergency management functions. Figure 8-2 illustrates how a local emergency management commission is organized, usually including a member of the county board of supervisors, the county sheriff, and the mayor from each city within the county.

Local Emergency Management Commission Organization Chart (figure 8-2):



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

Iowa Department of Homeland Security and Emergency Management

The structure of state homeland security and emergency management in Iowa begins with the governor, who holds the ultimate responsibility for protecting Iowa’s citizens. Iowa Code § 29C.8 gives the governor the power to appoint the director of the Iowa Department of Homeland Security and Emergency Management, along with a homeland security advisor. Currently, the HSEMD director serves as the advisor.

The Iowa Department of Homeland Security and Emergency Management is the coordinating body for homeland security and emergency management activities across the state. The department is comprised of three divisions and one bureau, which is illustrated within figure 8-3.

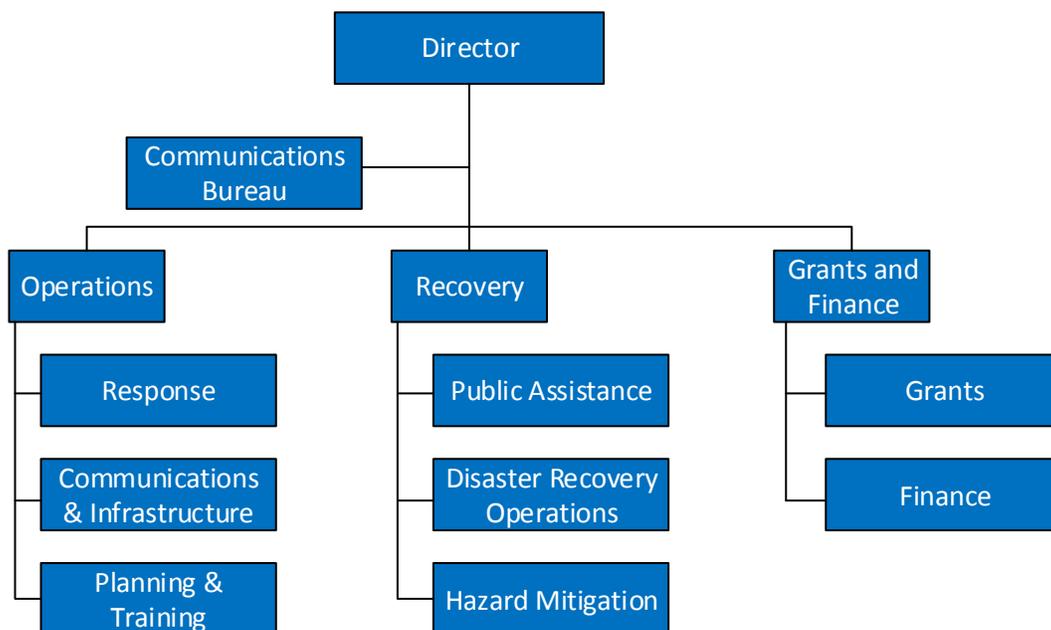
Operations Division: The Operations Division focuses on first-line agency response to disasters and emergencies. Operations houses the department’s duty officer program, resource and volunteer management activities, radiological planning, capabilities assessment and strategic planning, exercise coordination and support, communications and E-911, critical infrastructure protection and information sharing, special teams, mass notification and emergency messaging, and geographic information systems (GIS). General planning efforts, such as local and State plan development, training support, administration of the State Emergency Response Commission, Iowa State Capitol Complex planning, continuity planning, and agricultural planning are also carried out within the Operations Division.

Recovery Division: The Recovery Division focuses on short- and long-term recovery from disasters and emergencies. Recovery houses the Public Assistance Program, disaster recovery operations, disaster grant management, and also administers hazard mitigation programs.

Grants and Finance Division: The Grants and Finance Division focuses on nondisaster grant management and accounting services.

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

HSEMD Organization Chart (figure 8-3):



Homeland Security Advisory Committee

Iowa's homeland security advisor relies on State and local-level advisory bodies, executive-level State policy makers, State and local agency points of contact, local first responders, regional representatives, and other community organizations and representative bodies for information to assist in the decision-making process.

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

- Davenport Fire Department
- Scott County Emergency Management
- Iowa Department of Human Services
- Iowa Office of the Chief Information Officer
- Des Moines County Emergency Management
- Iowa Department of Public Health
- Iowa Emergency Management Association
- Iowa Peace Officers Association
- Iowa Department of Natural Resources
- Iowa State Geographic Information Council
- Iowa State Sheriffs' and Deputies Association
- State Court Officials
- Iowa Department of Transportation
- Iowa Department of Agriculture and Land Stewardship
- Iowa Department of Education
- Iowa Statewide Interoperable Communications System Board
- Iowa National Guard
- Safeguard Iowa Partnership

IX. Regionalization and Mutual Aid

Regionalization

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

Additionally, Iowa has invested resources over the past ten years to build capability in homeland security and emergency response teams. Per Iowa Code § 29C.8, these teams may be deployed anywhere in the state at the discretion of the HSEMD director. Teams include hazardous

materials response, urban search and rescue, special weapons and tactics, explosive ordnance disposal, incident management, and building safety assessment and failure evaluation teams, along with a disaster saw team to clear debris in the aftermath of severe storms.

Mutual Aid

Iowa Code § 29C.11 allows local emergency management commissions to enter into mutual aid agreements for reciprocal disaster services and recovery aid and assistance. Iowa Code § 29C.22 further expands upon this system, as all cities, counties, and other political subdivisions in Iowa are automatic signatories to the Iowa Mutual Aid Compact. In essence, every political subdivision in Iowa is automatically entered into a mutual aid agreement with every other political subdivision for the purpose of sharing resources during an emergency or disaster upon local or state declaration of an emergency.

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

X. Strategic Goals

Goal 1: Prevent illegal activities and hostile actions.

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

Goal 3: Respond to disasters that affect Iowa.

Goal 4: Recover from disasters that affect Iowa.

Goal 5: Mitigate the impacts of hazards.

Goal 6: Develop common capabilities.

XI. Priority Areas

In the fall of 2017, HSEMD released a prioritization survey in order to update the existing priority levels for the 32 core capabilities. This survey was distributed to the local emergency management coordinators, State agencies that have an active role in disaster response and recovery efforts, as well as key private-sector partners. The main goal of the prioritization effort was to accurately capture the capabilities that are utilized most frequently (sustainment) or those that require the most investment to bolster and build existing efforts (capability building). The results of the survey allowed HSEMD to refine the existing priority levels of all 32 capabilities. Those capabilities that were classified as high priority include:

- Operational Communications
- Operational Coordination
- Planning
- Public Information and Warning
- Threats and Hazard Identification
- Cybersecurity
- Mass Care Services
- Intelligence and Information Sharing
- Community Resilience
- Risk Management for Protective Programs and Activities

This priority list will function as the focal point for the HSAC. Funding and resources will be utilized to either build new capabilities in priority areas identified in the capabilities assessment process or to sustain existing levels of capability already present in the state. The homeland security advisor and the director of Iowa Homeland Security and Emergency Management (as the state administrative agency) make the final determination on the use of grant funds administered by HSEMD.

XII. Evaluation

Progress on the implementation of the 2018-2020 Iowa Strategy for Homeland Security and Emergency Management will be evaluated annually through the results of the SPR and capabilities assessment. A full review and revision of the Strategy will be completed in the fall of 2020.

GOAL 1: Prevent Illegal Activities and Hostile Actions

1.1: Intelligence and Information Sharing

Provide timely, accurate, and actionable information resulting from: the planning, direction, collection, exploitation, processing, analysis, production, dissemination, evaluation, and feedback of available information concerning threats to the United States, its people, property, or interests; the development, proliferation, or use of WMDs; or any other matter bearing on U.S. national or homeland security by local, State, tribal, territorial, federal, and other stakeholders. Information sharing is the ability to exchange intelligence, information, data, or knowledge among government or private-sector entities, as appropriate.

- 1.1.1 Create a Statewide Suspicious Activity Reporting System to capture information.
- 1.1.2 Develop further guidance and training for public- and private-sector partners on what constitutes suspicious activity, and what should be reported under the Suspicious Activity Reporting System, and/or the U.S. Department of Homeland Security's "If You See Something, Say Something™" campaign.
- 1.1.3 Develop an information-sharing plan, identifying ways to disseminate information from the State level's Iowa Intelligence Fusion Center and HSEMD, down to the county and local levels, such as local law enforcement, county emergency management coordinators and private-sector partners.
- 1.1.4 Review and refine Iowa's Homeland Security Information Network (HSIN) portal to encourage participation and enhance usability for partners statewide.
- 1.1.5 Continue to train necessary personnel at all levels of government on information sharing and media analysis.
- 1.1.6 Incorporate intelligence and information processes into existing State and local exercises to test information flow, systems, validation of processes and development of work products.

1.2: Forensics and Attribution

Conduct forensic analysis and attribute terrorist acts (including the means and methods of terrorism) to their source, to include forensic analysis as well as attribution for an attack and for the preparation for an attack, in an effort to prevent initial or follow-on acts and/or swiftly develop counter-options.

- 1.2.1 Support consistent evidence collection methods among law enforcement agencies statewide.
- 1.2.2 Support the identification of ways to collect and utilize digital media, network exploitation, and cyber technical analysis in prevention efforts.

- 1.2.3 Support the identification of specific evidence management processes utilized statewide and work toward creating a uniform process to be implemented in all jurisdictions.

1.3: Interdiction and Disruption

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

- 1.3.1 Continue to refine the Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) Protocol to ensure continued accuracy of the information.
- 1.3.2 Review and update local operational plans to reflect interaction with all deployable homeland security and emergency response teams.
- 1.3.3 Continue to recruit and train new members as necessary for homeland security and emergency response teams (Weapons of Mass Destruction/HAZMAT, Explosive Ordinance Disposal, Special Weapons and Tactics).
- 1.3.4 Sustain the capabilities of the homeland security emergency response teams.

1.4: Screening, Search and Detection

Identify, discover, or locate threats and/or hazards through active and passive surveillance and search procedures. This may include the use of systematic examinations and assessments, biosurveillance, sensor technologies, or physical investigation and intelligence.

- 1.4.1 Incorporate the ability to screen, search, and detect potential threats into State and local exercise efforts.
- 1.4.2 Develop a screening, search and detection protocol to be used during large-scale or significant events.
- 1.4.3 Identify the existing capabilities and determine where additional capabilities may be needed.

GOAL 2: Protect Iowa’s Lifeline Functions and Critical Infrastructure

2.1: Risk Management for Protection Programs and Activities

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

- 2.1.1 Adopt a standard definition for criticality of an asset.
- 2.1.2 Institute an ongoing review process for current critical asset lists at all levels of government to ensure continued accuracy.
- 2.1.3 Develop a statewide program to identify interdependencies within and between sectors.
- 2.1.4 Continue to develop methods to share information with the private sector.
- 2.1.5 Develop baseline training, guidance and tools to assist public- and private-sector partners on risk assessment processes.
- 2.1.6 Continue providing risk and vulnerability assessments for assets deemed critical within the public and private sector.
- 2.1.7 Incorporate aggregated risk and vulnerability assessment data into the State of Iowa Hazard Mitigation Plan.

2.2: Supply Chain Integrity and Security

Strengthen the security and resilience of the supply chain.

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

2.3: Access Control and Identity Verification

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

- 2.3.1 Develop options for consideration to harden identified critical assets, systems, and nodes.
- 2.3.2 Review the access control and identity verification protocols currently in use and identify ways to increase access control security through identity verification.

- 2.3.3 Strengthen identity verification efforts through the adoption of a credential validation system or framework like the Emergency Services Sector Coordinating Council's (ESSCC) Crisis Event Response, Recovery and Access Standard (CERRA), or similar identification systems.
- 2.3.4 Determine the need for air traffic restriction stipulations immediately after an event to secure the affected area from unauthorized drone and other air traffic.

2.4: Physical Protective Measures

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

- 2.4.1 Continue to assess critical sites and identify vulnerabilities and consequences.
- 2.4.2 Develop a self-led assessment toolkit for private businesses.
- 2.4.3 Develop and provide a standard training curriculum to relevant personnel on the Infrastructure Protection Gateway surveys and assessments.
- 2.4.4 Conduct a multipartner tabletop exercise testing additional vulnerabilities and protective measure effectiveness on selected sites.

2.5: Infrastructure Systems

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

- 2.5.1 Review State and local plans to protect infrastructure systems and update them as necessary.
- 2.5.2 Continue outreach with Iowa's 16 sectors and incorporate them into Iowa's disaster response and recovery efforts.
- 2.5.3 Include organizations and businesses that are not traditionally involved in exercise programs in exercises focused on infrastructure systems.
- 2.5.4 Maintain and educate local partners on the existing Infrastructure Systems Recovery Support Function (RSF 5) as a portion of the State Disaster Recovery Plan.

2.6: Cybersecurity

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

- 2.6.1 Continue to support the refinement of the State of Iowa Cybersecurity Strategy.

- 2.6.2 Develop regional cyber assessment teams to effectively evaluate critical infrastructure and connect potential cyber response assets with each other.
- 2.6.3 Continue to explore the impacts to the public and private sector network during and after a cyber incident.
- 2.6.4 Continue to identify and purchase necessary software for incident response, policy development, and effective risk assessments.
- 2.6.5 Identify and participate in national-level cyber security exercises, and participate in and/or develop cybersecurity exercise opportunities that include both the public and private sectors.
- 2.6.6 Continue to identify and purchase necessary equipment to combat emerging cybersecurity threats and create resilient cyber systems such as enterprise vulnerability monitoring software (EVMS), antimalware, remediation and patching tools, and intrusion detection systems.
- 2.6.7 Continue to develop relationships between information communications technology and information system vendors for ongoing product, cybersecurity, and business planning efforts.
- 2.6.8 Continue to support the development and refinement of the State of Iowa Cybersecurity Response Plan.
- 2.6.9 Continue to develop, refine, and implement risk-informed standards to ensure the security, reliability, integrity, and availability of critical information, records, and communications systems and services through collaborative cybersecurity initiatives and efforts.

2.7: Critical Transportation

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

- 2.7.1 Strengthen the relationship between public- and private-sector transportation assets such as the Iowa DOT and county/city public works departments before an incident.
- 2.7.2 Develop communications interoperability between first responders during the implementation of this capability.
- 2.7.3 Continue to educate emergency management personnel regarding the regulatory waivers and exemptions that exist and how to request them through a governor's proclamation.

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GOAL 3: Respond to Disasters that Affect Iowa

3.1: Situational Assessment

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

- 3.1.1 Review emergency operations plans at all levels and ensure they include processes to provide situational awareness within a reasonable timeframe to all appropriate end users.
- 3.1.2 Incorporate the use of new and emerging technologies for situational awareness and assessment.
- 3.1.3 Standardize the types of information needed for appropriate situational reports.
- 3.1.4 Incorporate the process to provide better situational awareness to relevant users into exercises.
- 3.1.5 Use lessons learned from after action reports and exercises specific to situational awareness to refine plans and identify relevant training opportunities within all levels of government.

3.2: Operational Communications

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

- 3.2.1 Continue to educate emergency management personnel on the Strategic Technology Reserve (STR) trailers, their locations, uses, and request requirements.
- 3.2.2 Update the State-level STR trailer resource management protocols.
- 3.2.3 Identify, train, and certify a minimum of one individual per region to serve as communications unit leaders (COML) and communication technicians (COMT) for all six emergency management regions.
- 3.2.4 Continue to sustain statewide communications interoperability for both voice and data.
- 3.2.5 Incorporate all primary and backup emergency communications capabilities into statewide exercises. Establish a critical infrastructure network restoration list, identifying key communications channels that need to be brought back online in the event they are compromised.

3.3: Logistics and Supply Chain Management

Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.

- 3.3.1 Review and validate State contracts and memorandums of understanding (MOUs) for critical resources at both the local and State levels.
- 3.3.2 Identify methods to engage and incorporate private-sector partners into the resource management process at both the State and local levels.
- 3.3.3 Continue to support a statewide cache of emergency response equipment.
- 3.3.4 Review AARs from exercises and real world events and update resource management plans based on lessons learned.

3.4: Environmental Response and Health Safety

Conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment, from all hazards in support of responder operations and the affected communities.

- 3.4.1 Promote additional industry participation in local emergency planning commissions (LEPC).
- 3.4.2 Replace obsolete hazardous materials equipment as necessary and maintain equipment currently in use.
- 3.4.3 Conduct multidiscipline exercises focusing on hazardous materials incident response.
- 3.4.4 Continue to support basic hazardous materials training to all first responders.

3.5: Mass Search and Rescue Operations

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

- 3.5.1 Incorporate State capabilities into local operations planning efforts.
- 3.5.2 Promote the use of the National Grid System, and incorporate into Emergency Support Function (ESF) 9 templates and guidance.
- 3.5.3 Continue to provide necessary training courses related to search and rescue for Iowa's Urban Search and Rescue teams.
- 3.5.4 Continue to maintain and replace equipment that is required to maintain full capability of each urban search and rescue team.

- 3.5.5 Analyze current mass search and rescue operations protocols and identify potential ways to incorporate the use of unmanned aerial vehicles to enhance and augment existing efforts.

3.6: Mass Care Services

Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.

- 3.6.1 Review the content of ESF 6 at both the State and local levels, ensuring needed resources are identified to effectively perform mass care functions.
- 3.6.2 Review surrounding mutual aid capabilities for mass care support.
- 3.6.3 Develop guidance to address mission-ready packages in ESF 6.
- 3.6.4 Develop a baseline level of mass care equipment across the state and build to this baseline.
- 3.6.5 Identify specific training requirements and provide this training to develop more qualified mass care personnel.
- 3.6.6 Incorporate mass care functions into State and local exercises.

3.7: Health and Social Services

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

- 3.7.1 Incorporate health and social services functions into State and local exercises.
- 3.7.2 Integrate State Individual Disaster Assistance Grant Program and Disaster Case Management Program process into State and local plans.
- 3.7.3 Maintain and educate local partners on the existing Health and Social Services Recovery Support Function (RSF 3) as a portion of the State of Iowa Disaster Recovery Plan.

3.8: Fatality Management Services

Provide fatality management services, including decedent remains recovery and victim identification, and work with local, State, tribal, territorial, insular area, and federal authorities to provide mortuary processes, temporary storage or permanent internment solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.

- 3.8.1 Review local planning for mass fatalities response and ensure every county has a specific mass fatalities plan and/or procedures.
- 3.8.2 Support the efforts of the Iowa Mortuary Operational Response Team (IMORT).
- 3.8.3 Define mass fatality thresholds from the local level up and identify additional resources needed for the IMORT.
- 3.8.4 Engage IMORT in local exercise and planning efforts.

3.9: On-Scene Security, Protection, and Law Enforcement

Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and also for response personnel engaged in life-saving and life-sustaining operations.

- 3.9.1 Develop plan and procedure guidance and/or templates for on-scene security and protection to meet the needs of the affected population over a geographically dispersed area while mitigating the risk of further damage to persons, property, and environment.
- 3.9.2 Distribute a standardized template statewide and incorporate it into the existing training and exercise curriculum.

3.10: Public Health, Healthcare, and Emergency Medical Services

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

- 3.10.1 Develop depth for positions at all levels of government for implementation of this capability.
- 3.10.2 Develop and implement protocols to return medical surge resources to pre-incident levels.

3.11: Fire Management and Suppression

Provide structural, wildland, and specialized firefighting capabilities to manage and suppress fires of all types, kinds and complexities, while protecting the lives, property, and the environment in the affected area.

- 3.11.1 Continue to support the development of new and revised standard operating procedures (SOP).

- 3.11.2 Update existing plans to include specialized and extended attack firefighting scenarios and work on statewide collaboration efforts between departments.

GOAL 4: Recover from Disasters that Affect Iowa

4.1: Housing

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

- 4.1.1 Coordinate long-term disaster recovery activities through the existing Housing Recovery Task Force to provide strategic direction.
- 4.1.2 Maintain the existing Housing Recovery Function (RSF 4) as a portion of the State of Iowa Disaster Recovery Plan.
- 4.1.3 Educate local housing recovery partners on the Housing Recovery Support Function (RSF 4) materials.
- 4.1.4 Support development of local housing recovery efforts to identify gaps and strategies to meet local needs.
- 4.1.5 Identify and address training and exercise needs as RSF 4 has been fully developed.

4.2: Economic Recovery

Return economic and business activities (including food and agriculture) to a healthy state, and develop new business and employment opportunities that result in an economically viable community.

- 4.2.1 Maintain the existing Economic Recovery Support Function (RSF 2) as a portion of the State of Iowa Disaster Recovery Plan.
- 4.2.2 Educate local recovery partners on the Economic Recovery Support Function (RSF 2) materials. Support the development of local economic recovery efforts to identify gaps and strategies to meet local needs.
- 4.2.3 Exercise the recovery process and incorporate after action report materials into the process.
- 4.2.4 Encourage the development of public- and private-sector continuity plans.

4.3: Natural and Cultural Resources

Protect natural and cultural resources and historic properties through appropriate planning, mitigation, response, and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with postdisaster community priorities and best practices and in compliance with applicable environmental and historic preservation laws and executive orders.

- 4.3.1 Maintain the existing Natural and Cultural Resources Recovery Support Function (RSF 6) as a portion of the State of Iowa Disaster Response Plan.
- 4.3.2 Educate local recovery partners on the Natural and Cultural Resources Recovery Support Function (RSF 6) materials.

4.3.3 Support the development of local natural and cultural resources recovery efforts to identify gaps and strategies to meet local needs.

GOAL 5: Mitigate the Impacts of Hazards

5.1: Community Resilience

Enable the recognition, understanding, and communication of, along with the planning for, risk. Empower individuals and communities to make informed risk management decisions necessary to adapt to, withstand, and quickly recover from future incidents.

- 5.1.1 Maximize opportunities for integrating multijurisdictional hazard mitigation and disaster recovery planning with watershed and regional planning initiatives.
- 5.1.2 Implement data-driven initiatives that provide the best available data to inform planners and decision makers. This includes real-time data collection, improving baseline loss-avoidance metrics, increasing visual data analysis, and supplementing data that informs the emergency management cycle.
- 5.1.3 Continue development of public/private partnerships starting at the local level.
- 5.1.4 Continue efforts in the whole community planning approach through the incorporation of all levels of government, along with local and regional private-sector businesses.
- 5.1.5 Coordinate with State and federal partners to provide training and educational opportunities for local decision makers to develop resilient mitigation actions.

5.2: Long-Term Vulnerability Reduction

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

- 5.2.1 Prevent and reduce property damage from all hazards by maintaining and improving property-protection measures in order to assure that the health and safety of residents and the environment are protected against any incident.
- 5.2.2 Improve disaster resistance from long-term property losses, disruption of communities, and damage to structures.
- 5.2.3 Continue to write, update, and implement local and State hazard mitigation plans.
- 5.2.4 Through the Iowa Watershed Approach program, assist jurisdictions working within the Watershed Management Authorities (WMAs) to implement multijurisdictional approaches to flood risk reduction.

5.3: Threats and Hazards Identification

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

- 5.3.1 Ensure every county reviews all applicable hazards in the hazard mitigation planning process.
- 5.3.2 Explore ways to increase participation in local hazard mitigation planning efforts.
- 5.3.3 Review the need for technological tools to assist in mitigation planning at all levels.
- 5.3.4 Review the need for risk assessment training across the state, and identify or create training courses to develop these skills.
- 5.3.5 Continue to validate all threats and hazards currently identified within all planning efforts to ensure the inclusion of new and emerging threats.
- 5.3.6 Incorporate information gathered from whole community planning efforts into the threat and hazard identification.
- 5.3.7 Identify ways to merge efforts associated with the Hazard Identification and Risk Assessment process with the scenario development in the Threats and Hazard Identification and Risk Assessment process.
- 5.3.8 Continue to incorporate private sector participation in the THIRA process.

5.4: Risk and Disaster Resilience Assessment

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

- 5.4.1 Recommend the development of a regional threat and hazard identification and risk assessment and utilize these efforts during planning efforts for emergency operations and mitigation.
- 5.4.2 Develop assistance to conduct threat and hazard identification and risk assessment processes at the local or regional level.
- 5.4.3 Utilize the Iowa Enhanced State Mitigation Plan for the development of resources to accurately identify risk for local mitigation planning such as hydrological modeling, GIS-based hazard scenarios, etc.
- 5.4.4 Develop a process that identifies the interdependencies and relationships between all core capabilities to strengthen gap closure efforts.

GOAL 6: Develop Common Capabilities

6.1: Planning

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

- 6.1.1 Conduct training statewide on how to facilitate a planning process.
- 6.1.2 Develop ways to emphasize planning processes during exercises.
- 6.1.3 Continue to support COOP/COG planning efforts at the local and state levels.
- 6.1.4 Continue to work on the development of after action reports and the incorporation of lessons learned and best practices into applicable planning documents.
- 6.1.5 Incorporate planning, training, and exercise strategy into all aspects of emergency management, ensuring consistent focus statewide.

6.2: Operational Coordination

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

- 6.2.1 Identify staffing needs, including those with specialized skills, in local and State emergency operations centers (EOC) during responses with prolonged activation periods.
- 6.2.2 Continue to support the efforts of the incident management team (IMT).
- 6.2.3 Update State and local plans to ensure operational coordination, and revalidate them through the exercise process.
- 6.2.4 Validate connectivity between local EOCs and the State EOC to maintain operational coordination through exercise efforts.

6.3: Public Information and Warning

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

- 6.3.1 Emphasize public information and interaction with special needs populations at all levels of government.
- 6.3.2 Continue outreach with new public and private sector partners to encourage involvement in information sharing and warning systems.

- 6.3.3 Continue to fill equipment gaps in warning systems.
- 6.3.4 Continue to promote and sustain the Alert Iowa System.
- 6.3.5 Utilize all forms of social media to share information and gain situational awareness.
- 6.3.6 Continue to test public information sharing and warning systems.
- 6.3.7 Develop exercises testing the ability to share information over new media, with new partners and audiences.

XIII. PROGRESS EVALUATION AND PERFORMANCE

Progress on the implementation of the 2018-2020 Iowa Strategy for Homeland Security and Emergency Management will be measured through the capabilities assessment and scoring methodology found in State Preparedness Report guidance published by the U.S. Department of Homeland Security. Further explanation of performance evaluation can be found in the State of Iowa Capabilities Assessment, updated annually, and available at <http://www.homelandsecurity.iowa.gov/>. Explanation of specific scoring measures can be found in the table below.

CAPABILITY	SCORE	SCORE EXPLANATION
PLANNING	1	No plans or annexes exist
	2	Some plans/annexes exist and/or lack some annexes/other required elements
	3	Plans/annexes are complete, but require updating
	4	Plans/annexes are complete and up to date and have been updated within five years
	5	Plans/annexes are complete and up to date; plans are validated by exercises or real-world operations within the last two years; plans include coordination with higher levels of government and resource needs for catastrophic incidents
	N/A	Planning is not required for this capability
ORGANIZATION	1	Very few personnel required for the organizational structure exist (0-20%)
	2	Few personnel required for the organizational structure exist (21-40%)
	3	Many personnel required for the organizational structure exist (41-60%)
	4	Most personnel required for the organizational structure exist (61-80%)
	5	All/nearly all personnel required for the organizational structure exist (81-100%)
	N/A	Organization is not relevant for this capability
EQUIPMENT	1	Very little of the required equipment is in place (0-20%)
	2	Little of the required equipment is in place (21-40%)
	3	Some of the required equipment is in place (41-60%)
	4	Most of the required equipment is in place (61-80%)
	5	All/nearly all of the required equipment is in place (81-100%)
	N/A	Equipment is not required for this capability
TRAINING	1	Very few relevant persons (0-20%) have completed relevant courses
	2	Few relevant persons (21-40%) have completed relevant courses
	3	Many relevant persons (41-60%) have completed relevant courses
	4	Most relevant persons (61-80%) have completed relevant courses
	5	All or nearly all relevant persons (81-100%) have completed relevant courses
	N/A	Training is not relevant for this capability
EXERCISE	1	No exercises or real-world operations have been conducted within the last five years
	2	Limited exercises or real-world operations have been conducted within the last five years; critical findings exist for the completed exercise(s)
	3	Exercises or real-world operations have been conducted within the last five years; after-action report (AAR)/implementation plan (IP) documented
	4	Exercises or real-world operations have been conducted within the last two years; AAR/IP documented; most corrective actions have been implemented
	5	Exercises or real-world operations have been conducted within the last two years, including coordination with higher levels of government; AAR/IP documented; all corrective actions have been implemented
	N/A	Exercises are not relevant for this capability.

Goal 1: Prevent Acts of Terrorism						
NUMBER	CAPABILITY	SOLUTION AREA	SCORE (2017)	SCORE (2018)	SCORE (2019)	SCORE (2020)
1.1	Intelligence and Information Sharing	Planning				
		Organization				
		Equipment				
		Training				
		Exercise				
1.2	Forensics and Attribution	Planning				
		Organization				
		Equipment				
		Training				
		Exercise				
1.3	Interdiction and Disruption	Planning				
		Organization				
		Equipment				
		Training				
		Exercise				
1.4	Screening, Search and Detection	Planning				
		Organization				
		Equipment				
		Training				
		Exercise				

Goal 2: Protect Iowa's Critical Sectors and Infrastructure						
NUMBER	CAPABILITY	SOLUTION AREA	SCORE (2017)	SCORE (2018)	SCORE (2019)	SCORE (2020)
2.1	Risk Management for Protection Programs and Activities	Planning				
		Organization				
		Equipment				
		Training				
		Exercise				
2.2	Supply Chain Integrity and Security	Planning				
		Organization				
		Equipment				
		Training				
		Exercise				
2.3	Access Control and Identity Verification	Planning				
		Organization				
		Equipment				
		Training				
		Exercise				
2.4	Physical Protective Measures	Planning				
		Organization				
		Equipment				
		Training				
		Exercise				
2.5	Infrastructure Systems	Planning				
		Organization				
		Equipment				
		Training				

		Exercise				
2.6	Cybersecurity	Planning				
		Organization				
		Equipment				
		Training				
		Exercise				
2.7	Critical Transportation	Planning				
		Organization				
		Equipment				
		Training				
		Exercise				

Goal 3: Respond to Disasters that Affect Iowa						
NUMBER	CAPABILITY	SOLUTION AREA	SCORE (2017)	SCORE (2018)	SCORE (2019)	SCORE (2020)
3.1	Situational Assessment	Planning				
		Organization				
		Equipment				
		Training				
		Exercise				
3.2	Operational Communications	Planning				
		Organization				
		Equipment				
		Training				
		Exercise				
3.3	Logistics and Supply Chain Management	Planning				
		Organization				
		Equipment				
		Training				
		Exercise				
3.4	Environmental Response and Health Safety	Planning				
		Organization				
		Equipment				
		Training				
		Exercise				
3.5	Mass Search and Rescue Operations	Planning				
		Organization				
		Equipment				
		Training				

		Exercise				
3.6	Mass Care Services	Planning				
		Organization				
		Equipment				
		Training				
		Exercise				
3.7	Health and Social Services	Planning				
		Organization				
		Equipment				
		Training				
		Exercise				
3.8	Fatality Management Services	Planning				
		Organization				
		Equipment				
		Training				
		Exercise				
3.9	On-Scene Security, Protection and Law Enforcement	Planning				
		Organization				
		Equipment				
		Training				
		Exercise				
3.10	Public Health, Healthcare and Emergency Medical Services	Planning				
		Organization				
		Equipment				
		Training				
		Exercise				

Goal 4: Recover from Disasters that Affect Iowa						
NUMBER	CAPABILITY	SOLUTION AREA	SCORE (2017)	SCORE (2018)	SCORE (2019)	SCORE (2020)
4.1	Housing	Planning				
		Organization				
		Equipment				
		Training				
		Exercise				
4.2	Economic Recovery	Planning				
		Organization				
		Equipment				
		Training				
		Exercise				
4.3	Natural and Cultural Resources	Planning				
		Organization				
		Equipment				
		Training				
		Exercise				

Goal 5: Mitigate the Impacts of Hazards						
NUMBER	CAPABILITY	SOLUTION AREA	SCORE (2017)	SCORE (2018)	SCORE (2019)	SCORE (2020)
5.1	Community Resilience	Planning				
		Organization				
		Equipment				
		Training				
		Exercise				
5.2	Long-Term Vulnerability Reduction	Planning				
		Organization				
		Equipment				
		Training				
		Exercise				
5.3	Threats and Hazards Identification	Planning				
		Organization				
		Equipment				
		Training				
		Exercise				
5.4	Risk and Disaster Resilience Assessment	Planning				
		Organization				
		Equipment				
		Training				
		Exercise				

Goal 6: Develop Common Capabilities						
NUMBER	CAPABILITY	SOLUTION AREA	SCORE (2017)	SCORE (2018)	SCORE (2019)	SCORE (2020)
6.1	Planning	Planning				
		Organization				
		Equipment				
		Training				
		Exercise				
6.2	Operational Coordination	Planning				
		Organization				
		Equipment				
		Training				
		Exercise				
6.3	Public Information and Warning	Planning				
		Organization				
		Equipment				
		Training				
		Exercise				