



Strategy for the Iowa Department of Homeland Security and Emergency Management

2021-2023

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Fellow Iowans:

The strategic vision contained within this document represents the aspirational goals and objectives that the Iowa Department of Homeland Security and Emergency Management (HSEMD) will strive to accomplish over the next three years. This 2021-2023 HSEMD strategic plan represents a transition, as well as growth, from previous years, and expands the traditional operational focus to incorporate the organizational structure and internal strategic goals of the agency. This shift toward a broader departmental ethos seeks to improve not only the services provided to Iowans, but also the manner in which those services are provided, to enhance the overall quality of life by building a more resilient and better prepared state.

Using operational experience, the guiding strategic principles outlined in this plan, elements within Code of Iowa Chapter 29C, as well as all applicable federal and State regulations, HSEMD will stride confidently forward into the dynamic and ever-changing, ever-evolving emergency management landscape with which we are now confronted.

As we advance into the future we will create new relationships with key partners and build upon existing ones in a whole-community, collaborative effort to identify needs and make prudent investments that achieve meaningful outcomes to better prepare Iowa for any hazard and promote secure and resilient communities for its citizens. I thank those partners who contributed their time and effort in creating this enhanced vision for our department, our state, and our communities.

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I. CORE PURPOSE

- Enhancing the quality of life for Iowans.

II. CORE FOCUS

- Preparing our state and building resilient communities

III. CORE VALUES

- **Mission Oriented** – We are resolute in our service to Iowans
- **Integrity** – We conduct ourselves with honesty and are transparent in our actions
- **Distinguished** – We are leaders in our field
- **One Team** – We collaborate, connect, and share

IV. 10-YEAR TARGET

- Iowa is *the* choice for family happiness and global enterprise

V. AUTHORITY AND REQUIREMENTS

Authorities and requirements for this plan can be found in:

- Code of Iowa 29.C Emergency Management and Security
- Code of Iowa 8E State Government Accountability

This strategy fulfills statutory responsibilities for State agencies as defined in the Code of Iowa. Final responsibility for the implementation of this plan rests with the governor, the director of HSEMD, and the heads of the agencies and entities with a vested responsibility herein.

VI. STRUCTURE AND EXECUTION

The Strategy for the Iowa Department of Homeland Security and Emergency Management 2021-2023 guides strategic and policy decisions that protect citizens and property within the state. This 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.

Through the implementation of this strategy, HSEMD will work to allocate limited resources to best achieve the goals and objectives listed herein, with these efforts ultimately building a more resilient state.

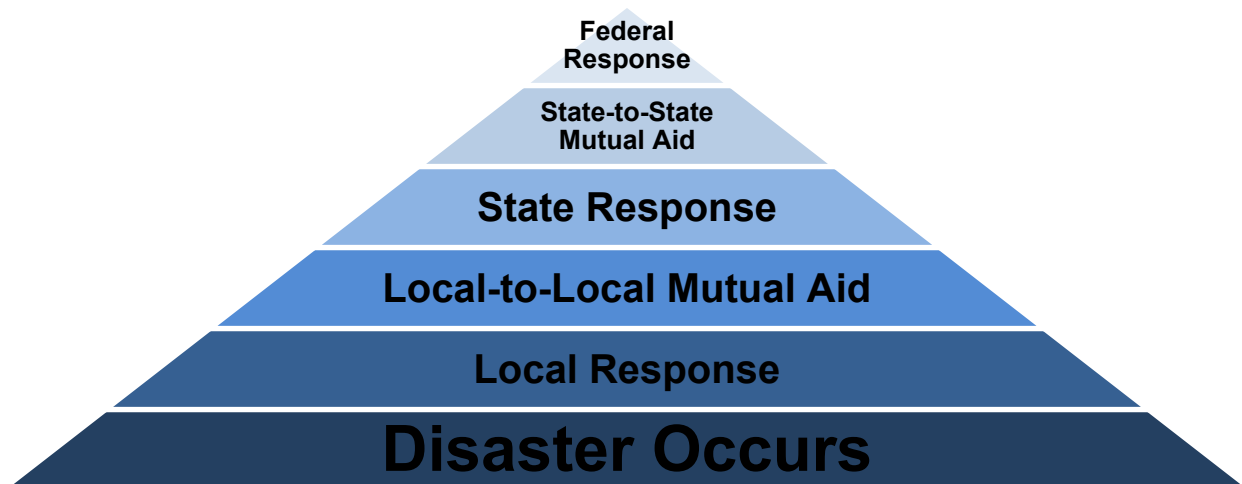
Additionally, the 2021-2023 strategy incorporates elements of the Entrepreneurial Operating System (EOS) such as the three-year Vision/Traction Organizer (VTO). The HSEMD three-year VTO is an EOS-based planning tool which establishes organizational priorities and objectives, and provides a progress-tracking mechanism to help the department navigate the enhanced and expanded path forward, and promote measurable outcomes along the way.

VII. HOMELAND SECURITY AND EMERGENCY MANAGEMENT IN IOWA

Emergency management, at its essence, 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 best know 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 to an incident, whether from within the county in which the community resides, or deployed through local mutual aid agreements across county boundaries. As these resources become taxed, a local jurisdiction can then turn to the State for needed resources. The State may also reach out to 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 1 illustrates this flow of response effort as an event escalates and ultimately de-escalates to pre-event conditions.

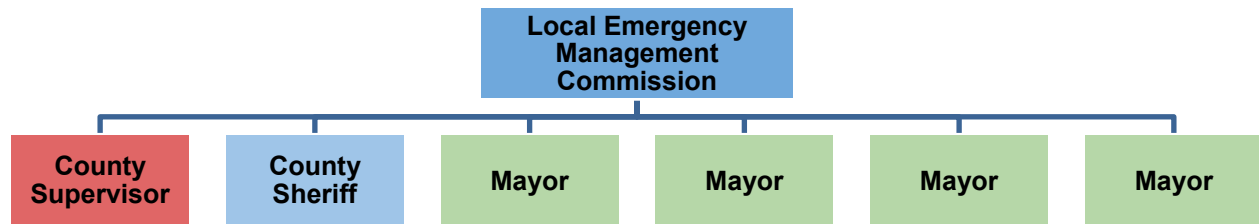
Effort Hierarchy (Figure 1):



Local Emergency Management

Code of Iowa § 29C.9 requires each county in Iowa to have a local emergency management commission to oversee local emergency management functions. Figure 2 illustrates how a local emergency management commission is organized, consisting of 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 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

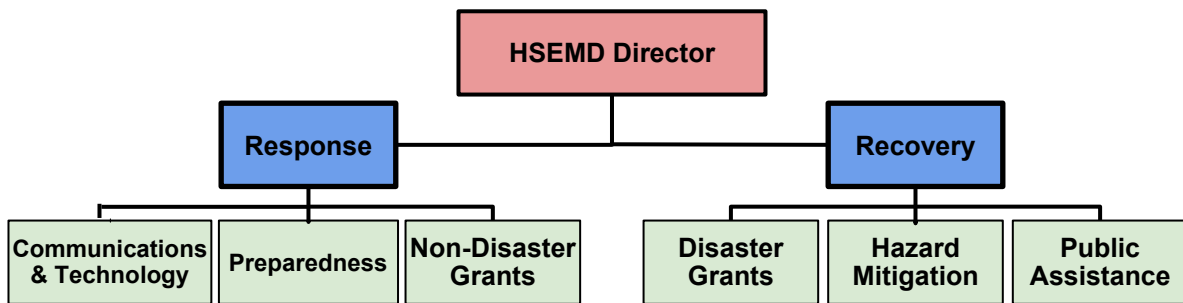
The structure of homeland security and emergency management in Iowa begins with the governor, who holds the ultimate responsibility for protecting Iowa’s citizens. Code of Iowa § 29C.8 gives the governor the power to appoint the director of the Iowa Department of Homeland Security and Emergency Management.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

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 two divisions and six bureaus, which is illustrated in Figure 3.

Response Division: The Response Division consists of the Preparedness Bureau, the Communications & Technology Bureau, and the Non-Disaster Grants Bureau. The Response Division focuses on first-line agency response to disasters and emergencies. The Preparedness Bureau houses the department’s duty officer program, resource and volunteer management activities, radiological planning, capabilities assessment and strategic planning, critical infrastructure protection and information sharing, and special teams. The Communications & Technology Bureau focuses on exercise coordination and support, communications, 911, mass notification and emergency messaging, Geographic Information Systems (GIS), strategic communication, and legislative and congressional relations. The Non-Disaster Grants Bureau focuses on the management and accounting services of HSEMD’s non-disaster grants. General planning efforts, such as local and State plan development, training support, administration of the State Emergency Response Commission, Capitol Complex planning, continuity planning and agricultural emergency planning, are also carried out within the Response Division.

Recovery Division: The Recovery Division consists of the Public Assistance Bureau, the Hazard Mitigation Bureau, and the Disaster Grants and Administration Bureau. The Recovery Division focuses on short- and long-term recovery, the implementation of recovery and mitigation-related programs and the coordination of Recovery Support Functions. The Public Assistance Bureau manages the Federal Emergency Management Agency (FEMA) Public Assistance (PA) Grant Program. The Hazard Mitigation Bureau manages pre- and post-disaster hazard mitigation programs and ensures the maintenance of the State Hazard Mitigation Plan. The Disaster Grants and Administration Bureau provides for the coordination of Recovery Support Functions (RSF), manages the implementation of other disaster-related programs, coordinates State funding requirements with the State Executive Council, and provides disaster program-related grant monitoring, compliance, and accounting services.

HSEMD Organization Chart (Figure 3):



VIII. 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 10 years to build capability in homeland security and emergency response teams. Per Iowa Code § 29C.8, these teams can be deployed anywhere in the state at the discretion of the HSEMD director. Teams include hazardous materials response, urban search and rescue, special weapons and tactics, explosive ordnance disposal, saw team, incident management, and building safety assessment and failure evaluation.

Mutual Aid

Code of Iowa § 29C.11 allows local emergency management commissions to enter into mutual aid agreements for reciprocal disaster services and recovery aid and assistance. Code of Iowa § 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.

Code of Iowa § 29C.21 makes Iowa a member of the Emergency Management Assistance Compact (EMAC), a national disaster relief compact. 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.

IX. STRATEGIC GOALS

Goal 1: Agile response operations

A) Active hybrid EOC teams

Our goal is to transform our organization to ensure we can activate and operate the State Emergency Operations Center (SEOC), with our team and partner agencies responding in person, remotely, or both. This fundamental change in how we operate and respond will be integrated into our plans and procedures, training, emergency exercises, and our physical and technological infrastructure. This will enhance our ability to rapidly and effectively respond, coordinate, collaborate, and execute our mission to serve Iowans.

B) Seamless response public/private partnerships

The Public-Private Partnership Program will establish and maintain partnerships to help coordinate mitigation, response, and recovery planning and preparedness efforts.

C) A unified joint information center

The three-year goal for the State of Iowa Joint Information Center is to deliver the first and best information. Achieving this goal will result in the public receiving information that is timely, accurate, and consistent, enabling them to better understand the impact of a disaster or emergency on themselves and their communities. Achievement of this goal will also enable greater State agency information coordination and improved dissemination of unified messaging about actions the State of Iowa is taking in response to a disaster.

Goal 2: Rapid recovery programs with clear-cut benefits

A) Cultivate durable funding opportunities

As recipients of federal funding, we endeavor to make certain eligible sub-recipients retain federal funding awarded to them by ensuring compliance with local, State, and federal laws, regulations, policy, and guidance. Educated and experienced team members will assist in the identification of potential funding and programs to aid Iowa's communities in their recovery.

B) Working disaster case advocates

Disaster case management is an integral part of ensuring disaster-impacted residents are able to access and use resources and support as they recover from a disaster. It is also an important aspect for the community and the State for identifying unmet needs and resource gaps. HSEMD will help assess and build upon the strengths of the program while ensuring areas for improvement are evaluated and supported. A goal with these steps is to move the vision of the program from "managing" a client's case to "advocating" alongside the client through their recovery process.

C) Active recovery program applicant training

Our team will actively and regularly solicit training needs from our applicants, and develop and deliver training, tools, and resources to meet these needs.

D) Operational recovery reserve workforce

Disasters are unpredictable and as a result, future workloads and staffing levels are nearly impossible to project. It is our goal to develop an adaptable and flexible workforce that can be called upon when Iowa is in need to ensure the highest level of customer service is provided in the delivery of federal Stafford Disaster Relief and Emergency Assistance Act recovery programs.

Goal 3: All team members are leaders in their field and within State government

A) 100% of the team active in the HSEMD Leadership Program

We strive to develop and grow leaders within our organization to ensure we are positioned for success now and into the future. We believe every member of our team is a leader and we are designing our leadership program to serve as an invaluable resource to enhance the personal and professional growth of all team members.

B) Empowered and engaged team members

Through deliberate and purpose-driven mentoring, consistent and meaningful guidance from management, and an active leadership program, we will empower our team members to perform at their highest level and ensure they are engaged with their work and our mission to serve Iowans. Every member of the team will know that their contribution to our mission is meaningful.

C) Workday financial and human resources streamlined operations

Workday is a cloud-based human capital and financial management software solution which will replace two of the State’s current legacy systems: the Human Resources Information System and Integrated Information for Iowa. This initiative will lead to more effective planning, execution, and analysis of our State resources and operations, as well as greater convenience for State employees. Our team members will be using Workday for human resources and self-service business processes. Workday will streamline processes with real-time data across State agencies with the capability for remote mobile access.

D) Leading-edge education and exercise training for all team members

Our team members will be encouraged to participate in educational and training exercise opportunities that will provide the most benefit to them professionally and to our department mission. Furthermore, team members will be an active advocate in identifying and selecting both traditional and unconventional educational opportunities to further their growth.

E) Seamless integration with all staff across divisions

Team members at all levels of our organization will work together to realize our shared vision for the future and accomplish our common mission. We are ONE TEAM and the execution of our tasks, projects, responsibilities, and ultimately our service to Iowans, will never be impeded by artificial organizational or structural boundaries, limitations, or barriers.

Goal 4: Collaborative, transparent, and creative teams

A) Real-time emergency management revenues and expenditures dashboard

Team members will develop a method for assembling existing financial data in real time and presenting this data in a manner in which both team members and the public can quickly ascertain the financial functions of the department.

B) Multi-disciplinary work and project opportunities

Our team members will seek opportunities to engage all bureaus within both divisions on projects that will further the department’s mission. This will include the traditional planning, training, and exercising efforts as well as non-traditional team building.

C) Forefront collaboration and engagement with partners

The department will seek to engage partners, within government as well as public stakeholders, to obtain increased engagement in all aspects of the department's mission.

Goal 5: Operationalized equity in emergency management

HSEMD is seeking to operationalize equity, inclusion, and diversity frameworks into its emergency management efforts in response and recovery. This will include an assessment of the present state of HSEMD's emergency management efforts in response and recovery, especially in regard to the State of Iowa's historically, and currently, underserved communities. This assessment will lead to the development of an implementation strategy that will improve services within the department as well as with partners and the public.

XII. EVALUATION

Progress on the implementation of the 2021-2023 Strategy for the Iowa Department of Homeland Security and Emergency Management will be evaluated annually by the HSEMD executive team and the department's strategic planner. A full review and revision of this strategy will be completed in the fall of 2023.