

Operational Plan

SFY 2027



IOWATM

Homeland Security and
Emergency Management

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Agency Overview

Mission: Enhancing the quality of life for Iowans by preparing our State and building resilient communities.

Vision: A prepared and resilient Iowa through coordinated capabilities to prepare for, protect against, respond to, and recover from all hazards.

Core Values

- Mission Oriented – Service to Iowans first
- Integrity – Honest, transparent actions
- Distinguished – Leaders in emergency management
- One Team – Collaborate, connect, and share

Organizational Structure

The Iowa Department of Homeland Security and Emergency Management (HSEM) is the coordinating body for homeland security and emergency management activities across the state. As illustrated, the department comprises two divisions and six bureaus.

The Response Division focuses on first-line agency response to disasters and emergencies. The division consists of the Preparedness Bureau, the Communications & Technology Bureau, and the Non-Disaster Grants Bureau. In addition to the responsibilities outlined below, the division also carries 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.

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 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 Non-Disaster Grants Bureau focuses on the management and accounting services of HSEMD's non-disaster grants.

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 Recovery Division consists of the Public Assistance Bureau, the Hazard Mitigation Bureau, and the Disaster Grants and Administration Bureau.

The Public Assistance Bureau, awards grants to assist state, local, tribal and territorial governments and certain private nonprofit organizations with the response to and recovery from disasters. The program provides funding for debris removal, implementation of emergency protective measures and permanent restoration of infrastructure. The program also encourages protection from future damage by providing assistance for hazard mitigation measures during the recovery process.

The Hazard Mitigation Bureau manages pre- and post-disaster hazard mitigation programs and ensures the maintenance of the State Hazard Mitigation Plan. Hazard mitigation grant programs provide significant opportunities to build resilient communities by reducing or eliminating potential losses to State, Tribal, and local assets through hazard mitigation planning and project grant funding.

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.

HSEM also facilitates intergovernmental coordination, statewide strategic planning, and whole community engagement through various grant programs, compacts (e.g., EMAC, IMAC), and advisory boards such as the Homeland Security Advisory Committee and the Flood Mitigation Board.

Operational Goals

Emergency Planning

Goal 1.1: Provide a five-year emergency planning framework covering state and county planning requirements.

Action 1.1: Integrate all lowans at the state and county levels.

- Measure: % All plans are for all lowans
- Target: 100%
- Enterprise Priorities: Preserving Public Safety

Emergency Training

Goal 1.1: Strengthen emergency management community through statewide training program.

Action 1.1: Deliver training to local and state emergency partners.

- Measure: Provide training opportunities through grant funding & training consortiums.
- Target: 16 classes per year minimum
- Enterprise Priorities: Preserving Public Safety

Emergency Exercises

Goal 1.1: Ensure operational readiness through regular exercises.

Action 1.1: Conduct required exercises statewide.

- Measure: % of state exercises completed
- Target: 100%
- Enterprise Priorities: Preserving Public Safety

Action 1.2: Conduct local government exercises per regulations.

- Measure: % of local exercises completed
- Target: 100%
- Enterprise Priorities: Preserving Public Safety; Delivering Property Tax Relief

Emergency Readiness

Goal 1.1: Increase planning compliance across jurisdictions.

Action 1.1: The five-year Planning, Training, and Exercise Strategy provides specific planning requirements for local Emergency Management Agencies.

- Measure: % of jurisdictions with compliant plans
- Target: 75%
- Enterprise Priorities: Preserving Public Safety

Disaster Recovery

Goal 1.1: Ensure efficient management of open presidential disaster projects.

Action 1.1: Close large Public Assistance projects.

- Measure: % completed large PA projects
- Target: 70%
- Enterprise Priorities: Delivering Property Tax Relief

Goal 1.2: Maximize Federal Fund Utilization and Compliance. Ensure that eligible recovery costs are captured and that sub-recipient documentation meets federal standards to prevent future de-obligations.

Action 1.1: Conduct quarterly compliance reviews and technical assistance workshops for sub-recipients.

- Measure: Percentage of audit-ready project files with zero significant findings during state-level reviews.
- Target: 90%

- Enterprise Priorities: Delivering Property Tax Relief

Communications & Information

Goal 1.1: Advance internal efficiency and public communication.

Action 1.1: Identify and map key business processes to leverage AI.

- Measure: Number of processes mapped
- Target: 2
- Enterprise Priorities: Delivering Property Tax Relief

Action 1.2: Deploy department-wide budget dashboard.

- Measure: Date of full implementation
- Target: June 2027
- Enterprise Priorities: Delivering Property Tax Relief

Action 1.3: Increase public communication and accessibility.

- Measure: % of accessible public materials
- Target: 80%
- Enterprise Priorities: Preserving Public Safety

Homeland Security

Goal 1.1: Provide funding to support DOM DoIT in assisting Iowa's State, Local, Tribal, and Territorial (SLTT) governments with reducing systemic cyber risk by expanding access to shared cybersecurity services, enhancing statewide threat visibility through partnership with Iowa State University, and strengthening Iowa's overall cyber resilience

Action 1.1: Expand cybersecurity services across Iowa's SLTT governments

- Measure: % of funded SLTT entities completing a cybersecurity assessment or maturity review
- Target: 50%
- Enterprise Priorities: Preserving Public Safety

Public Assistance

Goal 1.1: Streamline the large project grant lifecycle from obligation to closeout. Optimize the rate of the PA process to ensure communities receive reimbursement faster while maintaining oversight.

Action 1.1: Implementation of a standardized internal review timeline for all large project worksheets (PWs) submitted for final reimbursement.

- Measures: Average number of days from large, work completed project obligation to initial disbursement: 60.
- Target: Large projects reimbursed and closeouts prepared for submittal to FEMA within 90 days of work completion/project end date. (This timeline allows 30 days for final expenditure/financial reporting and submittal to FEMA)
- Enterprise Priorities: Delivering Property Tax Relief

911 Program

Goal 1.1: Modernize statewide 911 infrastructure.

Action 1.1: Transition (Originating Service Providers (OSPs) to Next Generation 911 and NENA i3 standards.

- Measure: % of OSPs migrated to Session Initiation Protocol (SIP) (FCC Phase I - NG911 Transition)
- Target: 25% (*all OSP's migrated to SIP 911 Call Delivery*)
- Enterprise Priorities: Preserving Public Safety

Emergency Management Performance Grant (EMPG)

Goal 1.1: Strengthen state, local and tribal, emergency management capability by closing identified capability gaps through priority-aligned EMPG investments primarily through investments in planning, training, and exercise activities.

Action 1.1: Implement capability-building projects that align with capability gaps identified in the state's most recent Threat and Hazard Identification and Risk Assessment and Stakeholder Preparedness Review (THIRA/SPR) submission.

- Measure: % of EMPG-funded capability projects aligned to capability gaps identified in the THIRA/SPR.
- Target: 50% of EMPG capability projects funded align with THIRA/SPR documented gaps.
- Enterprise Priorities: Preserving Public Safety

Action 1.2: Prioritize funding for EMPG projects address high priority capabilities identified in THIRA/SPR.

- Measure: % of EMPG capability projects that address high-priority capabilities from THIRA/SPR.

- Target: 50% of funded projects address high-priority capability areas.
- Enterprise Priorities: Preserving Public Safety

Action 1.3: Prioritize funding for capability-building projects that address high-priority core capabilities identified in THIRA/SPR submissions.

- Measure: % of capability-building projects that support high-priority core capabilities identified in THIRA/SPR assessments.
- Target: 50% of funded projects address high-priority core capability areas.
- Enterprise Priorities: Preserving Public Safety

Action 1.4: Align EMPG projects with state, regional, and national preparedness priorities.

- Measure: % of EMPG projects that build or sustain capabilities relating to nationally and regionally agreed priority areas.
- Target: $\geq 80\%$ of projects align with EMPG national or regional priority areas.
- Enterprise Priorities: Preserving Public Safety

Action 1.5: Design, track and report completion of planning, training, and exercise activities to close capability gaps identified in THIRA/SPR and other preparedness assessments.

- Measure: % of planning, training, and/or exercise activities that align with closing identified capability gaps.
- Target: 50% of planning/training/exercise activities support closing a documented capability gap.
- Enterprise Priorities: Preserving Public Safety

Hazard Mitigation Grant Program

Goal 1.1: Complete high-priority mitigation projects to reduce long-term risk to people and property.

Action 1.1: Oversee project completion and stakeholder coordination for all obligated projects.

- Measure: % of obligated HMGP projects in open DR are completed.
- Target: 85%
- Enterprise Priorities: Delivering Property Tax Relief; Preserving Public Safety

Levee Improvement Program

Goal 1.1: Reduce and manage risks associated with a hazardous event caused by a levee's inadequate design, structural performance or operational control.

Action 1.1: Educate levee sponsors on available federal and state programs and funding opportunities to improve the condition of their levee structure.

- Measure: # of sponsor engagements (town hall, workshop, newsletter)
- Target: 7
- Enterprise Priorities: Keeping Iowa's Farms in the Family; Preserving Public Safety

Action 1.2: Assist levee districts in developing and executing Levee Improvement Program projects to reduce risks associated with their structure.

- Measure: Percentage of available Levee Improvement funds obligated
- Target: 50%
- Enterprise Priorities: Keeping Iowa's Farms in the Family; Preserving Public Safety

School Safety

Goal 1.1: Enhance PK-12 safety and resilience

Action 1.1: Fund school safety improvements for security enhancements

- Measure: Number of schools with completed school safety improvements
- Target: 1,425 (100%)
- Enterprise Priorities: Expanding Educational Freedom; Preserving Public Safety

Homeland Security Grant Program (HSGP)

Goal 1.1: Support statewide and state, local, tribal, and territorial (SLTT) governments in building, enhancing, and sustaining the capabilities needed to prevent, prepare for, protect against, and respond to acts of terrorism.

Action 1.1: Fund projects that have the largest impact across the state of Iowa.

- Measure: % of funds obligated to local units of government
- Target: 80%
- Enterprise Priorities: Preserving Public Safety

Goal 1.2: Ensure effective grant management and timely expenditure of funds

Action 1.1: Increase awareness of Nonprofit Security Grant Program (NSGP) funding opportunities to eligible nonprofit organizations.

- Measure: % increase in the number of eligible NSGP applications submitted compared to the previous funding cycle

- Target: 5-10% Increase
- Enterprise Priorities: Preserving Public Safety

Action 1.2: Provide grant management support to ensure project completion.

- Measure: % of obligated NSGP projects completed within the period of performance
- Target: 80%
- Enterprise Priorities: Preserving Public Safety; Delivering Property Tax Relief

Action 1.3: Track alignment of investments to national priorities and core capabilities

- Measure: % of funding allocated to projects supporting FEMA National Priority Areas
- Target: 80% (*Direct from NSGP Notice of Funding Opportunity (NOFO))
- Enterprise Priorities: Preserving Public Safety

Goal 1.3: Strengthen coordination between nonprofits and homeland security partners

Action 1.1: Promote collaboration between nonprofit and local law enforcement and emergency management agencies (EMAs) in security planning and assessments.

- Measure: % of applicants reporting coordination with local law enforcement or EMAs
- Target: 75%
- Enterprise Priorities: Preserving Public Safety

Legislative Pre-Disaster Mitigation (LPDM)

Goal 1.1: Implement sustainable risk reduction measures via congressionally directed spending through the LPDM program.

Action 1.1: Provide technical assistance for the completion mitigation projects directed by Congress.

- Measure: % of obligated LPDM projects completed
- Target: 85%
- Enterprise Priorities: Delivering Property Tax Relief; Preserving Public Safety

Nonprofit Security Grant Program (NSGP)

Goal 1.1: To reduce risk for nonprofit organizations at risk to potential terrorist or extremist attacks, including cyberattacks, through targeted security enhancements.

Action 1.1: Fund and support implementation of physical security, cybersecurity, and preparedness enhancements that address identified vulnerabilities.

- Measure: % of funded projects that directly address vulnerabilities identified in nonprofit risk assessments

- Target: 90% (Note: Final award determinations are made by FEMA)
- Enterprise Priorities: Preserving Public Safety

Radiological Emergency Preparedness (REP)

Goal 1.1: Maintain specialized readiness for incidents at commercial nuclear power plants.

Action 1.1: Coordinate and participate in bi-annual full-scale exercises with plant partners.

- Measure: % of required REP exercises and plan updates completed.
- Target: 100%
- Enterprise Priorities: Preserving Public Safety

State Contingent Fund (SCF)

Goal 1.1: Assist qualifying political subdivisions of the state in obtaining financial assistance from the State Contingent Fund (SCF).

Action 1.1: Provide technical assistance to applicants to ensure their application contains enough detailed information to obtain Executive Council Approval

- Measure: % completed applications submitted to Executive Council
- Target: 100%
- Enterprise Priorities: Delivering Property Tax Relief

Action 1.2: Coordinate the necessary leadership and Attorney General approvals to ensure a timely application submission to the Executive Council.

- Measure: Number of days from initial inquiry to Executive Council approval
- Target: Less than 120 days
- Enterprise Priorities: Delivering Property Tax Relief

Iowa Individual Disaster Assistance Grant Program (IIAGP)

Goal 1.1: Deliver direct financial assistance to disaster-impacted low-income households.

Action 1.1: Manage the application and award process for state-funded recovery grants.

- Measure: % of grant applications processed within 45 days of filing.
- Target: 85%
- Enterprise Priorities: Transforming Health Care in Iowa; Preserving Public Safety

Disaster Case Advocacy (DCA)

Goal 1.1: Enhance the quality and consistency of long-term recovery support for impacted households by strengthening the relationships and understanding of the DCA program among case advocates, EMAs, and COAD/LTRGs.

Action 1.1: Provide targeted training, tools, and ongoing guidance to disaster case advocates, EMAs, and COAD/LTRGs to ensure they can accurately assess household needs, coordinate resources, and maintain steady progress toward recovery.

- Measure: Number of trainings and presentations provided to advocates, EMAs, and COAD/LTRGs.
- Target: Provide two to four training sessions or presentations
- Enterprise Priorities: Transforming Health Care in Iowa; Preserving Public Safety

Building Resilient Infrastructure and Communities (BRIC)

Goal 1.1: Complete BRIC mitigation projects to reduce long-term risk to people and property.

Action 1.1: Support sub-applicants in developing BRIC grant applications and facilitating completion of obligated projects.

- Measure: % of obligated BRIC projects completed.
- Target: 85%
- Enterprise Priorities: Delivering Property Tax Relief; Preserving Public Safety

Hazardous Materials Emergency Preparedness (HMEP)

Goal 1.1: Strengthen hazardous materials preparedness for Iowa first responders through effective planning and training with an emphasis on transportation.

Action 1.1: Deliver planning and training grants to Local Emergency Planning Committees (LEPC)

- Measure: % of obligated HMEP activities completed
- Target: 87%
- Enterprise Priorities: Preserving Public Safety

Alert Iowa (via TRF)

Goal 1.1: Provide a unified statewide mass notification system for emergency messaging.

Action 1.1: Ensure each State Agency has access to and is capable of using Alert Iowa for COOP/COG messaging needs.

- Measure: Number of agencies moved to a single domain.
- Target: One State agency currently spread across domains consolidated to a single domain for alerting needs in the next year.
- Enterprise Priorities: Preserving Public Safety

Action 1.2: Integrate State of Iowa Agency RAVE domains with State's HCM systems to make user management seamless.

- Measure: Number of agencies with workflows successfully deployed between Workday and RAVE.

- Target: One State agency tested and deployed for State Agencies that want to utilize this integration.
- Enterprise Priorities: Preserving Public Safety; Delivering Property Tax Relief

Emergency Operations Center (EOC) Grant Program

Goal 1.1: Strengthen the coordination capabilities of state and local EOCs.

Action 1.1: Fund and oversee physical and virtual EOC infrastructure improvements.

- Measure: % of obligated EOC improvement projects completed.
- Target: 85%
- Enterprise Priorities: Preserving Public Safety

Flood Mitigation Assistance (FMA)

Goal 1.1: Reduce long-term flood risk to buildings insured under the National Flood Insurance Program.

Action 1.1: Administer the program for completion of property acquisitions and flood reduction projects.

- Measure: % of obligated FMA projects completed.
- Target: 85%
- Enterprise Priorities: Delivering Property Tax Relief; Preserving Public Safety

Community Disaster Loan (CDL) Program

Goal 1.1: Assist qualifying political subdivisions of the state in obtaining financial assistance from the Community Disaster Loan (CDL) Program.

Action 1.1: Identify disaster impacted communities that may qualify for the program.

- Measure: Percent of identified communities that qualify for the program
- Target: 85%
- Enterprise Priorities: Delivering Property Tax Relief

Action 1.2: Provide local leadership with detailed program information, the application process and the program federal points of contact information

- Measure: Percent of interested program applicants provided with program information and contacts.
- Target: 100%
- Enterprise Priorities: Delivering Property Tax Relief

Mutual Aid & Compacts

Goal 1.1: Strengthen intrastate and interstate resource coordination through IMAC and EMAC.

Action 1.1: Promote participation in IMAC/EMAC activations.

- Measure: Number of cross-jurisdictional mutual aid events supported or deployed.
- Target: 6 events
- Enterprise Priorities: Preserving Public Safety

Whole Community

Goal 1.1: Ensure all emergency communications and public-facing documents follow accessibility standards and use clear, plain language.

Action Item 1.1: Remediate existing high-traffic digital assets and ensure all new materials meet standards.

- Measure: % of public-facing materials passing accessibility and plain-language review.
- Target: 90% of new materials, and 70% of legacy materials.
- Enterprise Priorities: Preserving Public Safety

Key Performance Indicators

KPI	Target	Strategic Goal	Enterprise Priority
<i>Percent of required exercises completed</i>	<i>100%</i>	<i>Goal 2</i>	Preserving Public Safety
<i>Recovery Funds Expended</i>	<i>\$150M</i>	<i>Goal 3</i>	Delivering Property Tax Relief
<i>Federal to State Investment Ratio</i>	<i>5:1</i>	<i>Goal 3</i>	Delivering Property Tax Relief

HSEM Development Targets FY 2027