

Operational Plan

SFY 2026



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: Foster a holistic, whole-community emergency planning framework.

Action 1.1: Integrate vulnerable population provisions across plans.

- Measure: % of plans/programs/procedures with such provisions
- Target: 10%
- Enterprise Priorities: Disaster Assistance, Families First, and Health

Emergency Training

Goal 1.1: Strengthen whole community training integration.

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

- Measure: Number of Whole Community-focused trainings
- Target: 10
- Enterprise Priorities: Disaster Assistance, Families First, and Health Care

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%

Action 1.2: Conduct local government exercises per regulations.

- Measure: % of local exercises completed
- Target: 100%
- Enterprise Priorities: Disaster Assistance

Emergency Readiness

Goal 1.1: Increase planning compliance across jurisdictions.

Action 1.1: Support counties in updating comprehensive emergency plans.

- Measure: % of jurisdictions with compliant plans
- Target: 75%
- Enterprise Priorities: Disaster Assistance

Communications & Information

Goal 1.1: Advance internal efficiency and public communication.

Action 1.1: Map internal processes for AI enhancement.

- Measure: Number of processes mapped
- Target: 5

Action 1.2: Deploy department-wide budget dashboard.

- Measure: Date of full implementation
- Target: November 30, 2025

Action 1.3: Expand staff development programs.

- Measure: % of staff in leadership development
- Target: 30%

Action 1.4: Increase public communication accessibility.

- Measure: % of accessible public materials
- Target: 80%
- Enterprise Priorities: Disaster Assistance, Government Efficiency, and Workforce

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: Disaster Assistance, Families First, and Government Efficiency

Hazard Mitigation Grant Program

Goal 1.1: Complete high-priority mitigation projects.

Action 1.1: Oversee project completion and stakeholder coordination.

- Measure: % completed obligated mitigation projects
- Target: 85%
- Enterprise Priorities: Disaster Assistance and Families First

School Safety

Goal 1.1: Enhance K–12 safety and resilience.

Action 1.1: Fund implementation of school safety improvements.

- Measure: Number of schools completing improvements
- Target: 800
- Enterprise Priorities: Education and Families First

Mutual Aid & Compacts

Goal 1.1: Strengthen intrastate and interstate resource coordination.

Action 1.1: Promote participation in IMAC/EMAC activations.

- Measure: Number of cross-jurisdictional mutual aid events
- Target: 6 events supported or deployed
- Enterprise Priorities: Disaster Assistance and Government Efficiency

Whole Community

Goal 1.1: Institutionalize community access in planning and training.

Action 1.1: Expand community-focused planning and training.

- Measure: Trainings, workshops, guidance sessions
- Target: 10

Action 1.2: Validate public engagement tools for cultural competency.

- Measure: % of accessible materials
- Target: 80%
- Enterprise Priorities: Disaster Assistance, Families First, Government Efficiency, and Health Care

Action Items, Outcome Measures, and Targets in development

The following programs will have action items, outcome measures, and targets developed for each of them prior to the end of SFY 2026.

- Public Assistance (PA)
- 911 Program
- Emergency Management Performance Grant (EMPG)
- Levee Improvement Program (LIP)
- Homeland Security Grant Program (HSGP)
- Legislative Pre-Disaster Mitigation (LPDM)
- Nonprofit Security Grant Program (NSGP)
- Radiological Emergency Preparedness (REP)
- State Contingent Fund (SCF) Loan Program
- Iowa Individual Disaster Assistance Grant Program (IIAGP)
- Disaster Case Advocacy (DCA)
- Building Resilient Infrastructure and Communities (BRIC)
- Hazardous Materials Emergency Preparedness (HMEP)
- Alert Iowa (via TRF)
- Emergency Operations Center (EOC) Grant Program
- Flood Mitigation Assistance (FMA)
- Community Disaster Loan (CDL) Program
- Homeland Security

Key Performance Indicators

KPI	Target	Strategic Goal	Enterprise Priority
<i>Percent of required exercises completed</i>	<i>100%</i>	<i>Goal 2</i>	<i>Disaster Assistance</i>
<i>Recovery Funds Expended</i>	<i>\$150M</i>	<i>Goal 3</i>	<i>Disaster Assistance and Government Efficiency</i>
<i>Federal to State Investment Ratio</i>	<i>5:1</i>	<i>Goal 3</i>	<i>Disaster Assistance and Government Efficiency</i>

HSEM Development Targets FY 2026