



Florida Division of Emergency Management

Integrated Preparedness Plan 2025

January 24, 2025



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ADMINISTRATIVE HANDLING INSTRUCTIONS

The title of this document is *Florida Division of Emergency Management Integrated Preparedness Plan Calendar, 2025-2028*

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PURPOSE

The Florida Division of Emergency Management (FDEM) Training and Exercise Unit, under the Preparedness Bureau, is responsible for developing and maintaining the State of Florida Integrated Preparedness Plan (IPP). The purpose of the State of Florida's Integrated Preparedness Plan is to identify and schedule training and exercises to support gaps in the State's core capabilities for the five mission areas of the National Preparedness Goal. The IPP is a living document designed to be updated and refined annually or as often as changes might occur. The IPP provides a roadmap for Florida to follow in accomplishing the priorities described in other key state documents such as its *State Preparedness Review (SPR)* and *Domestic Security Strategic Plan*. The gaps (jurisdictional training needs or requirements) are linked to associated core capabilities for the training and exercises needed and required to improve jurisdictional readiness and produce more resilient communities.

Stakeholders were provided guidance in understanding that the IPP should be a roadmap to accomplish the multiyear priorities identified by elected and appointed officials and whole communities. The document assists training curriculum and exercise planners in designing and developing a progressive training and exercise program aimed at building, sustaining, and delivering core capabilities. Counties and Urban Areas are required to conduct an annual Integrated Preparedness Plan Workshop (IPPW).

The IPP represents all interdisciplinary training and exercise goals and projected schedules for the state. This document is updated continuously and supports a cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective actions to ensure effective coordination during incident response.

FDEM employs a standardized collection process that integrates input from all stakeholders. The IPP provides a roadmap to achieve the priorities outlined in Florida's Domestic Security Strategic Plan, which aligns with the National Preparedness Goal.

Gap analysis involves determining, documenting, and addressing the variance between stakeholder's preparedness requirements and their current ability to conduct those preparedness requirements. Gap analysis will naturally flow from understanding the connections between our Emergency Operating Plans (EOP's) and our core competencies, with an honest assessment of our ability to meet those competencies.

Integrated Preparedness Plan (IPP) Overview

Regional staff were invited to the IPPWs held by FDEM. Participants were given an opportunity to review and discuss threats, hazards, and priorities. Courses offered in the National Preparedness Course Catalog, or by the National Domestic Preparedness Consortium (NDPC) were added to the regional calendars if not previously noted. Discussion of trainings and exercises during the IPPW helps to prevent a duplication of effort and provides awareness of opportunities within the regions

Preparedness Activity Considerations

FDEM determines preparedness priorities through comprehensive analysis and collaboration during the Regional Integrated Preparedness Planning Workshop (IPPW). This process includes:

- **Key Influencing Factors:**
 - Threat and Hazard Identification and Risk Assessments (THIRA)
 - Local Mitigation Strategy Plans
 - Capabilities assessments Needs Assessment Survey
 - Past After-Action Reports (AARs) and Improvement Plans (IPs)
 - Real World Events
 - Hurricane Season- Historical and projected data
- **Priorities Development:** Specific preparedness priorities for the addressed time frame are informed by the above factors and aligned with strategic documents.

Threats, Hazards, and Risks

FDEM identifies and evaluates specific threats, hazards, and risks that influence preparedness priorities. Every year, as part of the requirements for receiving funding through the Emergency Management Performance Grant (EMPG), the state must prepare a Stakeholder Preparedness Review (SPR). This report is a complimentary effort to the Integrated Preparedness Plan (IPP) as both collect information to convey the state's capabilities in training and exercises, to establish priorities for emergency management activities. Florida includes in its SPRs, not only the findings of the state agencies operating as the State Emergency Response Team (SERT), but also the information gathered by the four Urban Area Security Initiative (UASI) regions that must also prepare an SPR as a requirement for their grant funding.

Florida was exempted from gathering information and reporting on Forensics and Attribution, Threats and Hazard Identification, and Situational Assessment. Planning was also exempted, but Florida is always asked to report on that.

Based on the information gathered the Florida SPR assesses its proficiencies, gaps and priorities in the 28 core capabilities that Florida was required to investigate and report on, and established in the National Preparedness Goal (NPG) using the construct of the Planning, Organization, Equipment, Training and Exercise (POETE) requirements. Based on the above information consolidated in the SPR: the State proposes the following core capabilities and functional areas worthy of particular attention for Training and Exercise:

- Physical Protective Measures (i.e., conducting regular physical risk and vulnerability assessments of critical public infrastructure facilities)

- Cybersecurity (i.e., preparing, maintaining and implementing stakeholder plans for securing their computer systems and data)
- Mass Care Services - Sheltering Assistance (i.e., providing sufficient emergency sheltering, as well as sustaining food and water distribution to impacted populations for 2 weeks)
- Mass Care Services - Relocation Assistance (i.e., moving people requiring temporary, non-congregate housing to longer term domiciles after an emergency)
- Housing (i.e., providing long-term housing (> 6 months) to people with uninhabitable homes);
- Public Health, Healthcare & Emergency Medical Services (i.e., triaging, treating/stabilizing and transferring emergency victims to an appropriate medical facility); and
- Operational Coordination (i.e., establishing and maintaining operational coordination across affected jurisdictions and partner organizations).

Some of the above listed functions have considerable overlap, for instance, Physical Protective Measures and Cybersecurity, or Mass Care Services, namely Relocation Assistance, and Housing are different aspects of the same type of activity. Since all POETE categories have considerable commonalities with respect to each other, training and exercises can have major implications on and address potential issues across the other POETEs for each core capability.

Capability Assessments, Corrective Actions, and Improvement Plans

From June 4-6, 2024, FDEM and FDLE conducted an operations-based exercise series consisting of four full-scale exercises and one functional exercise as part of a statewide initiative to increase terrorism preparedness and response operations across the State of Florida. This AAR is centered around findings from the two RDSTF full-scale exercises that took place in Region 2, the full-scale exercise in RDSTF Region 6, and the functional exercise held at the SEOC. The table below provides the overarching strengths and Areas of Improvement.

STRENGTHS

Intelligence collection and sharing between law enforcement agencies

Dedication to responder safety

AREAS for IMPROVEMENT

Distillation of pertinent information from sensitive intelligence to non-law enforcement responders

Timely identification and communication of hot, warm, and cold zones of operation

Awareness of the importance of timely communication to share information	Interoperable communication systems for a multi-agency, multi-jurisdictional response
Emphasis on protecting critical infrastructure	Approval process for disseminating information during a terrorism-related incident
Prioritization of triage, decontamination, and patient transport to definitive care	Staff and equipment resource capacity when responding to a large mass casualty incident involving chemical exposure
Use of technology to gain situational awareness	Coordinating threat response between multiple teams when facing coordinated adversaries

Table 1: Operations-Based Exercise Series Overarching Strengths and Areas for Improvement

Preparedness priorities are further shaped by the annual anticipated needs survey distributed by the Response Bureau to gauge potential capability gaps for that year. The results of the 2024 survey highlight the top four capability gaps as Point of Distribution (POD) staff, generators, shelter and Emergency Operations Center (EOC) staff, as shown in the table below:

ANSWER CHOICES	RESPONSES	
Generators	64.41%	38
Fire Staff	37.29%	22
EMS Staff	40.68%	24
Law Enforcement Staff	42.37%	25
Sheltering Staff	59.32%	35
Initial Damage Assessment Team Staff	38.98%	23
Vehicle Shortages	18.64%	11
PPE Supply Shortages	8.47%	5
Oxygen Shortages	32.20%	19
EOC Staff (ID key sections in comments)	54.24%	32
Ambulance / Medical Transport Shortages	44.07%	26
Fuel Shortage / Disruption	42.37%	25
Food Supply Issues	28.81%	17
Animal / Agriculture Support	23.73%	14
Shelter Facility Deficits	23.73%	14
Gen Pop Evacuation Issues	13.56%	8
Special Needs Evacuation Issues	22.03%	13
Healthcare Facility Evacuation Issues	28.81%	17
Warehousing Capabilities	38.98%	23
LSA / Storage Site Issues	22.03%	13
Key Infrastructure Concerns (explain in comments)	18.64%	11
Water / Wastewater Facility Vulnerabilities	40.68%	24
Communications Issues	32.20%	19
Total Respondents: 59		

Table 2: Annual Anticipated Needs Survey

Additionally, more than 64% of survey respondents did not reference or remark as having any pre-identified locations for temporary housing missions making short term and long-term support for sheltering a critical need throughout the State.

Sources and Requirements

Preparedness priorities align with the following external sources and frameworks:

- **State Plans:**
 - 2024 Florida Comprehensive Emergency Management Plan
 - State Preparedness Review (SPR)
 - FDEM Emergency Operations Plan
 - Florida Domestic Security Strategic Plan

- **Federal Standards:**
 - Homeland Security Exercise and Evaluation Program (HSEEP)
 - National Preparedness Goal
 - Robert T. Stafford Disaster Relief and Emergency Assistance Act
- **Accreditation Standards:**
 - Emergency Management Accreditation Program (EMAP)

Accreditation Standards and Regulations

Florida utilizes the standards outlined in the Emergency Management Accreditation Program (EMAP). By adhering to the rigorous standards set by EMAP guidance, FDEM ensures that our organization maintains an ever-higher level of readiness and operational excellence.

Florida was the first state to achieve accredited status in 2003 through EMAP, an independent non-profit organization fostering excellence and accountability in Emergency Management and Homeland Security Programs. EMAP establishes credible standards applied in a peer-reviewed assessment and accreditation process. These standards, published on a three-year cycle, promote consistency and quality, providing tangible benefits to the community and public infrastructure the program serves. Florida maintains its accredited status by incorporating the standards into plans, processes, scheduled training, testing, and exercises.

The EMAP standards listed below significantly influence the development of our preparedness priorities in the areas of training and exercise:

4.1: Hazard Identification, Risk Assessment, and Consequence Analysis: The foundation of the program is a hazard identification and risk assessment process that evaluates risks to people, property, the environment, and program operations. This informs all other components, ensuring that training and exercises address the most pressing hazards.

4.6: Incident Management: The program adopts a formal incident management system with clear roles, responsibilities, and procedures. Personnel are trained on the system to ensure effective coordination during emergencies.

4.7: Resource Management, Mutual Aid, and Logistics: The program systematically identifies resource requirements and maintains procedures for storing, maintaining, and testing resources to ensure readiness during emergencies.

4.8: Communications and Warning: Comprehensive communication, notification, and alert systems support preparedness, response, and recovery operations. These systems are regularly tested, and corrective actions are implemented as needed.

4.9: Facilities: Primary and alternate facilities are maintained and tested to support emergency management activities effectively.

4.10: Training: An accredited Emergency Management Program includes a comprehensive training program that assesses, develops, and implements training for program officials, emergency management personnel, and the public. Key elements include:

- Goals and objectives
- Training needs assessments
- Curriculum development
- Course evaluations
- Training records and retention schedules

Training is regularly scheduled based on identified needs and aligned with internal and external requirements. Personnel receive training consistent with their current and potential responsibilities, and the program maintains a process for evaluating and revising the training plan.

4.11: Exercises, Evaluations, and Corrective Actions: The program also includes a robust exercise, evaluation, and corrective action framework that tests the knowledge, skills, and abilities of emergency personnel, as well as the effectiveness of plans, policies, procedures, equipment, and facilities. Exercises and evaluations are documented, with lessons learned disseminated and corrective actions prioritized to address deficiencies.

4.12: Emergency Public Information and Education: The program includes public information and education functions, with procedures for coordinating information, communicating with at-risk populations, and operating joint information centers. These procedures are regularly tested to ensure effectiveness.

By adhering to EMAP standards, Florida's Accreditation Program fosters collaboration, continuous improvement, and the integration of best practices into our training and exercise initiatives. This approach enhances our ability to respond to emergencies effectively and demonstrates our commitment to safeguarding the community. For a comprehensive list of EMAP standards ([click here](#)).

Preparedness Priorities

Based on the above-mentioned considerations, the IPPW participants determined the following priorities will be the focus for the multi-year cycle of preparedness:

Preparedness Priorities
<p>Enhance Terrorism Preparedness</p> <ul style="list-style-type: none"> • Focus on planning, operational coordination, and public awareness. <ul style="list-style-type: none"> ○ Terrorism Toolkit, created from last year's Statewide Exercise, will host a workshop during our annual Florida's Training for Emergency Management Symposium June 2025. ○ Update and inclusion of the Terrorism Annex to the Comprehensive

Emergency Management Plan (CEMP)
<p>Strengthening Biological Preparedness</p> <ul style="list-style-type: none"> • Develop capabilities for disease outbreak response and bioterrorism prevention. <ul style="list-style-type: none"> ○ Inclusion into our 2025 Statewide Exercise ○ Florida’s Comprehensive Emergency Management Plan (CEMP)
<p>Improve Natural Disaster Resilience</p> <ul style="list-style-type: none"> • Focus on hurricane preparedness and mitigation strategies. <ul style="list-style-type: none"> ○ Workshops and training offerings during our annual Florida’s Training for Emergency Management Symposium June 2025. ○ G2300 series course offerings to all regions (see multi-year schedule) ○ Florida’s Comprehensive Emergency Management Plan (CEMP)
<p>Address Mass Casualty and Population Surge Challenges</p> <ul style="list-style-type: none"> • Develop resource management and sheltering plans. <ul style="list-style-type: none"> ○ Inclusion into the 2025 Statewide Exercise ○ CEMP and Mass Migration Plan
<p>Advance Cybersecurity and Critical Infrastructure Protection</p> <ul style="list-style-type: none"> • Strengthen protective measures against cyber threats. <ul style="list-style-type: none"> ○ Inclusion into 2025 Statewide exercise and workshop offerings during Florida’s Training for Emergency Management Symposium June 2025. ○ ESF 20 Cyber Standard Operating Guide

Program Reporting

Preparedness activities are designed to influence capability improvement by identifying and addressing areas for enhancement. The jurisdiction’s/organization’s methodology involves prioritizing, assigning, monitoring, tracking, and reporting progress toward resolving issues identified during exercises, real-world incidents, and capability improvement projects.

By continuously monitoring improvement actions, jurisdictions/organizations can periodically examine capabilities to ensure they are sufficient, accurate, and effective to handle the threats, hazards, and risks facing the jurisdiction/organization and can inform future Integrated Preparedness Cycle activities.

Program reporting should address:

- Compiling and recording areas for improvement from exercises and real-world incidents.
- Determining actions and linking capabilities needed to address identified areas for improvement and associated corrective actions.
- Prioritizing, assigning, tracking, reporting, and updating corrective action progress.
- Incorporating changes, completed corrective actions, identified potential best practices, and lessons learned into future iterations of the Integrated Preparedness Cycle and Integrated Preparedness Plan.

Multi-year Schedule of Preparedness Activities

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2025 State Supported Courses by Florida Region

2025 STATE SUPPORTED COURSES BY FLORIDA REGION														
REGION	REGIONAL T & E MANAGER	EVENT TYPE	1st QUARTER			2nd QUARTER			3rd QUARTER			4th QUARTER		
			JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
REGION 1	LYLE BRIGGS	TRAINING	G-2302 Santa Rosa		G-2306 Washington	G-2308 Walton L-1301 Santa Rosa	G-2300 Bay	L-1302 Escambia	G-2304 Santa Rosa	G-393 Walton L-146 Bay				
REGION 2	URSULA WALKER	TRAINING		G-2300-Gadsden	G-2306-Leon		G-191 Leon		L-146 Jackson			L-1301 -Leon or DEM	L-1302 Leon or DEM	
REGION 3	URSULA WALKER	TRAINING	G-557 Hamilton	G-393 Suwannee	G-2300 Dixie L-146 Madison	L0449 - Alachua week of 04/28-05/02/2025	L-1302 Suwannee L-1301 Columbia			L-105 Alachua				
REGION 4	LYLE BRIGGS	TRAINING	G-191 Flagler	G-393 Duval	L1301 Flagler	G-358 Clay		G2300 Flagler				G205- Nassau		
REGION 5	URSULA WALKER	TRAINING			L-1301 March 18-20 Orlando / Orange G-386 Lake	G-235 Volusia	G-272 Osceola G-557 Seminole		L-449 Orange/Orlando			L-146 Brevard	G-272 Lake	
REGION 6	RICK KNOWLES	TRAINING		L-146 Pasco	L-105 Pinellas Comm-T Manatee		L-1301 Pinellas		G-2306 Pasco	L-1302 Hillsborough			G-2300 Pinellas	
REGION 7	RICK KNOWLES	TRAINING	G-2300 Highlands		G-2304 Highlands	L-1302 DeSolo	G-2308 Highlands	L-1301 Highlands	G-2306 Hardee L-146 HSEEP Hardee		G-2302 DeSoto			
REGION 8	LYLE BRIGGS	TRAINING	G-2302 Martin			G-2300 Martin		G2306 Martin	G-2304 Indian River	G2308 Palm Beach		L-1302 Martin		
REGION 9	RICK KNOWLES	TRAINING		G-2300 Collier	G-2302 Charlotte	G-2304 Glades		G-2306 Glades G-358 Lee	G-2308 Glades G-393 Lee County (hosting)			L-146 Sarasota	L-449 Lee L-1302 Sarasota	
REGION 10	LYLE BRIGGS	TRAINING	G-2306 MiamiDade	G-2302 Broward	G-2304 MiamiDade G-358 Broward	L-1301 April 15-18 MiamiDade	L-146 Broward	L-1302 June 17-19 Broward	L-1302 July 15-17 MiamiDade		G-393 Broward G-2308 Monroe			

FIFA Cup 2025 & 2026 Courses Pg 1

FIFA Cup 2025 & 2026 Courses														
REGION	COURSE NUMBER	COURSE NAME	1st QUARTER			2nd QUARTER			3rd QUARTER			4th QUARTER		
			JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
Region 10	AVR-167	Sport & Special Event Risk Management	01.21-22.2025											
Region 10	MGT-317	Disaster Management for Public Services	01.22-23.2025											
Region 10	G-393	Mitigation for Emergency Managers	01.28-30.2025											
Region 10	MGT-418C	Readiness: Training Identification Preparedness Planning	01.31.2025											
Region 10	MGT-466	Sport & Special Event Enhanced Risk Management and Assessment		02.04-05.2025										
Region 10	MGT-412	Sport & Special Event Evacuation and Protective Actions		02.17-18.2025										
Region 10	MGT-346	Emergency Operations Center Operations and Planning for All Hazards		02.19-20.2025										
Region 10	MGT-304	Sport & Special Event Staff Training and Development			03.11-12.2025									
Region 10	MGT-315	Conducting Risk Assessment for Critical Community Assets			03.18-19.2025									
Region 10	AVR-213	Critical Infrastructure Security & Resilience Awareness			03.20.2025									
Region 10	MGT-475	Crowd Management for Sport & Special Events			03.25-26.2025									
Region 10	MGT-324	Campus Emergencies Prevention, Response, and Recovery				04.07-08.2025								
Region 10	MGT-467	Sport & Special Event Public Info and Emergency Notification				04.09-10.2025								
Region 10	MGT-404	Sport & Special Event Incident Management				04.22-23.2025								
Region 10	PER-375	Surviving an Active Shooter: Run. Hide. Fight				04.29.2025								
Region 10	PER-374	Active Threats on Campus: Protective Measures and Response				04.30.2025								
Region 10	PER-228	Crime Scene Investigations for Hazardous Environments					05.13-15.2025							
Region 10	DHS-CISA	Empowered Training Program					05.20-22.2025							

FIFA Cup 2025 & 2026 Courses Pg 2

FIFA Cup 2025 & 2026 Courses														
REGION	COURSE NUMBER	COURSE NAME	1st QUARTER			2nd QUARTER			3rd QUARTER			4th QUARTER		
			JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
Region 10	L-984	Strike Team/Task Force					05.27-29.2025							
Region 10	PER-335	Critical Decision Making for Complex Coordinated Terrorist Attacks						06.03-04.2025						
Region 10	MGT-310	Treat & Hazard Identification, Risk Assessment & Stakeholder Preparedness						06.10-11.2025						
Region 10	MGT-414	Critical Infrastructure Security, Resilience, & Community Lifelines						06.12.2025						
Region 10	AVR-118	Biological Incident Awareness						07.07.2025						
Region 10	AVR-219	Site Protection through Observation Techniques						07.14.2025						
Region 10	AVR-409	Recognizing and Identifying Domestic and Homegrown Violent Extremism						07.21.2025						
Region 10	PER-383	Document Inspection for Law Enforcement						07.22.2025						
Region 10	PER-405	De-Escalation Strategies and Professional Policing						07.23-24.2025						
Region 10	PER-340	Active Treat Integrated Response Course							08.19-21.2025					
Region 10	MGT-319	Medical Countermeasures: Points of Dispensing (POD), Planning and Response							08.19-20.2025					
Region 10	MGT-452	Physical & Cybersecurity for Critical Infrastructure								09.11.2025				
Region 10	PER-275	Law Enforcement Active Shooter Emergency Response								09.16-18.2025				
Region 10	AVR-315	Fundamentals of Criminal Intelligence									10.01-03.2025			
Region 10	MGT-447	Managing Food Emergencies: Strategies for a Community Response									10.21-22.2025			
Region 10	PER-229	Introduction to Computer-Aided Management of Emergency Operations (CAMEO)										11.04-06.2025		
Region 10	PER-219	A Prepared Jurisdiction: Integrated Response to Critical Incidents											12.09-11.2025	
Region 10	PER-211	Medical Management of Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) Events			03.03-04.2026									
Region 10	AVR-304W	Shopping Center Security Terrorism Awareness Training Program	ON DEMAND VIRTUAL	ON DEMAND VIRTUAL	ON DEMAND VIRTUAL	ON DEMAND VIRTUAL	ON DEMAND VIRTUAL	ON DEMAND VIRTUAL	ON DEMAND VIRTUAL	ON DEMAND VIRTUAL	ON DEMAND VIRTUAL	ON DEMAND VIRTUAL	ON DEMAND VIRTUAL	

Red Bold entries in a light yellow field designates that course offering as being full. No more students will be allowed to register for that course offering.

2025 & 2026 Consortium Course Offerings

2025 & 2026 CONSORTIUM COURSE OFFERINGS by FDEM REGION														
REGION	REGIONAL T & E MANAGER	EVENT TYPE	1st QUARTER			2nd QUARTER			3rd QUARTER			4th QUARTER		
			JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
REGION 2	URSULA WALKER	TRAINING				MGT-452	MGT-315			MGT-452				
REGION 2	URSULA WALKER	TRAINING				AWR-213	MGT-414							
REGION 2	URSULA WALKER	TRAINING				MGT-310								
REGION 5	URSULA WALKER	TRAINING				MGT-310								
REGION 5	URSULA WALKER	TRAINING				MGT-414								
REGION 6	RICK KNOWLES	TRAINING				MGT-315	MGT-452				MGT-310			
REGION 8	LYLE BRIGGS	TRAINING					MGT-310							
REGION 10	LYLE BRIGGS	TRAINING			MGT-315	MGT-310	MGT-310	MGT-315	MGT-414	MGT-452	MGT-452			
REGION 10	LYLE BRIGGS	TRAINING			AWR-213		MGT-414	MGT-310						
REGION 10	LYLE BRIGGS	TRAINING						MGT-310						
REGION 10	LYLE BRIGGS	TRAINING	MGT-452 (2026)											
REGION 10	LYLE BRIGGS	TRAINING	AWR-213 (2026)											