

EXECUTIVE SUMMARY

The Seminole Tribe of Florida (STOF) All Hazard Mitigation Plan is designed to satisfy the applicable requirements of federal Public Law 106-390, The Disaster Mitigation Act of 2000, while also developing a useable document that compliments and integrates into other STOF emergency operational planning doctrine. The plan will satisfy the Act's applicable hazard mitigation planning regulations that require jurisdictions to have an adopted and the Federal Emergency Management Agency (FEMA) to have approved Hazard Mitigation Plan in order to be eligible for mitigation grant funding as well as identify administrative protocol and procedures for managing Hazard Mitigation Grant Program funding.

Although the Disaster Mitigation Act of 2000 (DMA2K) requires local governments to only address natural hazards, the STOF Office of Emergency Management (OEM) thought it was imperative to address all hazards, including technological and political (terrorism) hazards.. The broadened scope of STOF's All Hazard Mitigation Plan did create challenges but the all hazard concept is critical in comprehensively assessing all hazards in relation to the STOF community and business operations The STOF also recognized the importance of integrating this plan within internal operations, neighboring municipalities and with other relative federal directives in order to efficiently and effectively align actions to improve STOF's capability to prepare, respond, and recover from all hazards.

The STOF All Hazard Mitigation Plan provided a first step towards identifying strategies and actions to ensure STOF's resiliency from natural, technological, and political hazards. The STOF All Hazard Mitigation Plan accomplishes the following:

- Documents the planning process which includes establishing a steering committee; public outreach and participation; the involvement of the Tribal Council and community leaders; and the coordination with other State agencies, appropriate Federal agencies and interested parties.
- Identifies and assess the risk of 10 natural, 4 technological, and 2 political hazards on eight STOF Reservations.

MITIGATION GOALS, OBJECTIVES, AND STRATEGIES

The Seminole Tribe of Florida (STOF) has identified the expectations of the All-Hazard Mitigation Plan and the strategies to meet these goals and objectives. The expectations of this planning document are defined as the Mitigation Goals and Objectives. The mitigation plan's goals are broad statements that describe the principles that will guide the mitigation actions suggested in detail in Section 6. The objectives are targeted statements that define strategies and implementation procedures to attain the mitigation plan's goals. The STOF Mitigation Steering Committee (Committee) held a workshop on March 2, 2007 to further define and guide these goals and objectives as well as initiate a strategy to prioritize and implement the identified mitigation actions. The Committee developed the goals, objectives, and strategies based upon the findings of the All Hazard Risk Assessment, individual expertise, knowledge of existing and planned STOF programs and projects, and collaboration with STOF members and key-stakeholders.

Goals and Objectives

Goal #1: Increase public understanding of emergency management and build support for hazard mitigation.

Objectives:

- Increase public awareness of all hazards and identify hazard-specific, as well as multi-hazard, issues and needs.
 - Encourage the support and implementation of effective approaches to protect guests, residents, employees, and tribal members of the STOF.
 - Develop systems and protocols to protect STOF communities, buildings, essential facilities, and critical infrastructure from all-hazards.
 - Publicize and encourage the adoption of appropriate hazard mitigation actions.
-

Goal #2: Develop, promote, and integrate mitigation actions.

Objectives:

- Assist STOF Tribal lands and communities in the development of mitigation proposals and in identifying potential funding.
 - Incorporate and integrate hazard mitigation practices into the current activities of all STOF departments
 - Integrate and ensure mitigation actions are considered for future opportunities, projects, and developments.
 - Identify opportunities to work and collaborate with neighboring jurisdictions in identifying, developing, facilitating and implementing mutually beneficial mitigation actions with internal, neighboring, and regional partners.
 - Integrate other Federal funding sources (FEMA, DHS, US EPA, HUD, etc) for mitigation projects in order to maximize efficiency and program eligibility.
-

Goal #3: Continue to improve and enhance STOF’s emergency management program.

Objectives:

- Support and promote the integration of efficient emergency management and homeland security operations, functions, and tools with Local, State, Tribal, and Federal governments.
 - Identify emerging hazards that threaten STOF and encourage support to develop strategies to prepare and mitigate from them.
 - Increase operational efficiency and redundancy of day-to-day operations to ensure reliable services during a time of emergency.
 - Establish and maintain lasting partnerships and mutual aid agreements with neighboring Local, State, Tribal, and Federal governments.
-

Goal #4: Increase the economic stability, core values, and quality of life of STOF.

Objectives:

- Develop programs, systems and operations that provide leadership for tribal governments across the United States.
- Promote, develop, and maintain local, regional, national, and tribal partnerships that transcend public and private sectors.

- Preserve the historical, cultural, and political sovereignty of the STOF.
 - Continue STOF's commitment to outstanding environmental stewardship and encourage active participation of neighboring jurisdictions, State, Federal, and Tribal governments to preserve Florida's environment and ecosystem.
-

Mitigation Implementation Strategies

The Mitigation Implementation Strategies section of this plan addresses the action plan to reduce loss from future hazard events to STOF property. The specific projects, responsible agencies, potential funding sources, and priorities are listed in the pages that follow.

Evaluation

The mitigation actions identified were evaluated to determine the action's effectiveness and efficiency for preventing, protecting, and reducing damages to STOF assets from natural and human-induced hazards. Evaluation of these mitigation actions were based on the following criteria:

- Technical feasibility
- Economic benefits
- Environmental impacts
- Community acceptance
- Staffing, funding, and maintenance
- Political support
- Legal authority
- Historical projects of similar scope or magnitude

Prioritization

Mitigation strategies were defined and prioritized primarily through a formalized workshop with committee members. The initial selection and prioritization of these strategies was drafted by the project planning team, using the following criteria to identify mitigation strategies and actions that:

- Address plan's goals and objectives.
- Take advantage of opportunities presented by on-going or future initiatives, programs, and activities related to emergency management, public safety, homeland security, planning, growth management, community development, transportation, utilities, and other capital improvements, facilities maintenance, code revisions, and other programs to build mitigation opportunities into on-going functions of government to the maximum extent possible.
- Are within the capabilities of the STOF to execute the mitigation action.
- Offer a significant benefit to the community in relation to its cost.
- Have an identified funding source or sources.
- Have an identified lead agency with appropriate jurisdictional authority to coordinate implementation.
- Have an identified schedule for implementation.

The team devised a worksheet to organize all mitigation ideas and priorities. The Committee was encouraged to identify mitigation strategies that had an all hazards approach and that targeted select hazards that were determined to have a significant risk to the STOF as identified in the All-Hazards Risk Assessment. The Committee was persuaded to consider evaluation criteria as indicated in the "State and Local Mitigation Planning How-To-Guides" developed by FEMA. These evaluation criteria consist of public support, technically feasible, staffing, funding, maintenance requirements, political support, legal authority, and cost effectiveness.

A detailed benefit-cost analysis (BCA) was not conducted during the mitigation strategy development phase. A detailed BCA will be done at the time that the mitigation action strategy's

defined scope of work is developed and supported. Although the benefits of a mitigation action can be determined, an accurate cost could not be determined at this meeting because of too many unknown variables.

Integrating Mitigation

Mitigation actions are the foundation of a truly effective Emergency Management program. Mitigation, as defined by FEMA, is any action taken to eliminate or reduce long-term risk to human life and property from the consequences of natural and human-caused hazards. Mitigation focuses on breaking the cycle of disaster damage, reconstruction, and repeated damage. Mitigation efforts provide value to the American people by creating safer communities and reducing loss of life and property. The benefits of implementing mitigation actions include

- Mitigation creates safer communities by reducing losses of life and property.
- Mitigation enables individuals and communities to recover more rapidly from disasters.
- Mitigation lessens the financial impact of disasters on individuals, the Treasury, state, local and tribal communities.

STOF OEM recognizes the importance of incorporating mitigation into the overlapping emergency management functions (prepare, respond, recover). For this reason, STOF's comprehensive all hazard mitigation strategy also identifies actions that will improve STOF's emergency management capabilities. The STOF OEM is a relatively new department, and the development of this plan has provided STOF with a unique opportunity to assess current capabilities, identify gaps, and evaluate the actions needed to improve the ability to protect the STOF community. The STOF OEM recognizes that DHS/FEMA mitigation funds may not be used to fund these actions; however, the STOF OEM does consider these actions as important in achieving the overall goal and objective of this plan.

Furthermore, STOF feels that it is imperative to make mitigation a way of life for its members, reservations, and stakeholders. In order to effectively implement sustainable and resilient actions, it is essential to integrate mitigation into other community planning initiatives. The Mitigation Steering Committee will promote implementing mitigation techniques into future

community planning and development initiatives. For this plan, STOF OEM evaluated many of the existing or proposed capital improvement projects planned by STO in the next few years to investigate opportunities of incorporate mitigation measures that will meet the goals and objectives of this plan.

Leveraging Available Funds

In recent years, the financial resources for mitigation activities have declined with the reduction in funds for FEMA’s Pre-Disaster Mitigation Program and the hazard mitigation grant program. STOF intends on leveraging the numerous DHS and FEMA initiatives into mitigation actions in order to ensure efficiency in public funding. The Subcommittee on Economic Development, Public Buildings, and Emergency Management stated that “emergency managers at all levels should leverage all available funding and resources from multiple sources wherever possible...(and)...should not restrict their activities to only Federal funding to achieve the goals outlined within their strategies. Rather, special attention should be given to leveraging relevant funding sources and resources that support”... mitigation activities.¹ Additional funding sources include other Federal preparedness programs, such as those offered by the U.S. Department of Interior through the Bureau of Indian Affairs, as well as Department of Health and Human Services (DHHS), Health Resource Services Administration (HRSA), and the U.S. Food and Drug Administration; the U.S. Department of Agriculture; the U.S. Department of Justice (DOJ); the U.S. Department of Transportation; FEMA; DHS; and other relevant organizations. A listing of the relevant federal funding programs is provided in Appendix H.

Aligning Related Federal Requirements and Directives

Local, state, and tribal emergency management departments are challenged in meeting the various requirements of the plethora federal programs related to mitigation, while also developing useful emergency management plans that can be operational and useful in fulfilling the department’s mission of protecting the people from all hazards. The mitigation actions

¹ “The Subcommittee on Economic Development, Public Buildings, & Emergency Management Hearing on The National Preparedness System: What are we preparing for?” ; April 14, 2005.
<http://www.house.gov/transportation/pbed/04-14-05/04-14-05memo.html>

identified in this document include those that are typical FEMA-funded mitigation actions; however, it also identifies those actions that are loosely categorized as mitigation and that are under the directives of other federal programs. Although the approach to integrate these programs into one plan presents bureaucratic challenges, the result will be a unified, efficient, and effective approach that will identify actions, which will reduce the impact of hazards on the STOF community and alleviate the loss of life and property.

The programs that have been integrated into the All Hazard Mitigation Plan include:

FEMA Mitigation Program: The Mitigation Directorate was established on November 29, 1993. The mission of the division has shifted significantly since 1993, most notably through the creation of the Disaster Mitigation Act of 2000 - signed into law (Public Law 106-390) by the President in October 2000. The DMA 2000 is one component of the Federal government's attempt to reduce the rising cost of disasters by amending the Stafford Act (42 U.S.C. 5121 *et seq.*) to streamline administration, control federal costs and implement a national, sustained program for pre-disaster hazard mitigation and planned, pre-identified, cost effective mitigation measures. The development of this plan is a requirement to maintain eligibility with FEMA's various mitigation grant programs.

FEMA's mitigation grant programs provide funding for eligible mitigation activities that reduce disaster losses and protect life and property from future disaster damages. Currently, FEMA administers the Hazard Mitigation Grant Program (HMGP), the Flood Mitigation Assistance (FMA) program, and the Pre-Disaster Mitigation (PDM) program, the Repetitive Flood Claims (RFC) program, and the Severe Repetitive Loss (SRL) program. The two new grant programs, RFC and SRL, are designed to reduce or eliminate the long-term risk of flooding to NFIP-insured structures, and thereby reduce the number of claims paid from the National Flood Insurance Fund (NFIF).

National Response Plan Emergency Support Function (ESF) 14: ESF #14, Long-term Community Recovery and Mitigation, provides a framework to enable community recovery from the long-term consequences of an Incident of National Significance. This support consists of available programs and resources of Federal departments and agencies

to enable community recovery, especially long-term community recovery, and to reduce or eliminate risk from future incidents, where feasible. Long-term community recovery and mitigation efforts are typically forward-looking and market-based, focusing on permanent restoration of infrastructure and housing, with attention to mitigation of future impacts of a similar nature, when feasible.

Homeland Security Presidential Directive (HSPD) 5 Management of Domestic Incidents: HSPD 5 enhances the ability of the United States to manage domestic incidents by establishing a single, comprehensive national incident management system (NIMS) and ensures that all levels of government across the Nation have the capability to work efficiently and effectively together, using a national approach to domestic incident management.

HSPD 7 Critical Infrastructure Identification, Prioritization, and Protection: HSPD 7 directive establishes a national policy to identify, prioritize, and enhance the protection of critical infrastructure and key resources. Although this Presidential Directive is primarily focused on terrorism, STOF intends to apply the concepts of this directive to all hazards including the natural and technological hazards that threaten the critical assets of STOF.

HSPD 8 National Preparedness: HSPD 8 establishes policies to strengthen the preparedness of the United States to prevent and respond to threatened or actual domestic terrorist attacks, major disasters, and other emergencies by requiring a national domestic all-hazards preparedness goal, establishing mechanisms for improved delivery of Federal preparedness assistance to State, local, and tribal governments, and outlining actions to strengthen preparedness capabilities of Federal, State, local, and tribal entities. The seven national priorities as identified by DHS consist of:

- Implement the National Incident Management System and National Response Plan
- Expand regional collaboration
- Implement the Interim National Infrastructure Protection Plan
- Strengthen information sharing and collaboration capabilities

- Strengthen interoperable communications
- Strengthen CBRNE detection, response, and decontamination capabilities
- Strengthen medical surge and mass prophylaxis capabilities

In addition to these priorities, DHS also initiated an additional national priority which was a result of 2005 Hurricane Katrina.

- Strengthen emergency operations planning and citizen capabilities.

Mitigation Actions

The mitigation plan identifies mitigation actions that were developed from the risk assessment, Mitigation Steering Committee collaboration, and the public participation process. Each mitigation strategy describes the mitigation opportunity, how to implement it, funding sources, and responsible agencies. The following matrix provides a guide of the mitigation actions by jurisdiction that were identified and where in Section 6 detail can be found. The matrices on the following pages describe:

- The hazard that the strategy addresses.
- The implementation timeline for the project. Those mitigation items that fall into a year one and two priority are either 1) crucial to the life safety the STOF members and residents, or 2) relatively easy to implement because funding has already been secured or is readily available. Any project noted as “Year 1 – 5” should be implemented early in the planning cycle, but will be on-going projects once implementation has occurred.
- The agency that will take the lead in implementing the strategy.
- Potential sources of funding.
- References to detailed information about the strategy in Section 5.
- The plan goals the strategy addresses.

The Mitigation Actions identified in Section 6 address the following:

Problem/Opportunity: Describes either a problem or a possible opportunity to reduce risk.

Hazard: Details the hazard(s) addressed.

Target Community: Identifies the STOF Tribal land or community specific.

Goal Addressed: Identifies the mitigation goals addressed in this plan.

Action Description: Describes the action(s) of the mitigation activity.

Implementation Strategy Each mitigation strategy includes ideas to implement and accomplish the specific project and potential resources, which may include grant programs or human resources.

Lead Agency: Identifies the agency or agencies that will organize resources, find appropriate funding, or oversee project implementation, monitoring and evaluation.

Funding: Offers suggestions on potential financial resources for implementing the mitigation strategy. This includes funding from government agencies as well as various different types of grants.

Timeline: Estimates the amount of time it will take to begin implementation of each strategy.

Mitigation Action by STOF Tribal Land	Mitigation Action #	Emergency Management Function	Target STOF Community	Timeline by Year	Lead Agency	Potential Funding Opportunities	Federal Directives Integration					Plan Goals Addressed			
							FEMA Mitigation Program	HSPD 5: Management of Domestic Incidents Protection	HSPD 7: Critical Infrastructure	HSPD – 8: National Preparedness Goals	National Priorities (NIMS, NRP, Regional Collaboration)	Increase Public Understanding	Develop, Promote, & Integrate Mitigation	Enhance STOF EM	Economic Stability
All-Hazard Mitigation Actions															
Insure the STOF institutes and coordinates mitigation operations to fulfill requirements of ‘state grantee’ status.	1	Prepare	Tribal-wide	1 yr	OEM	Operating Budget	x	x	x	x	x	x	x	x	x
Expand Interoperable Communications	2	Prepare, Response, Recovery	Tribal-wide	10 yrs	OEM	Operating Budget	x	x	x	x	x		x	x	
Develop and expand existing training platforms to educate STOF officials on new technologies, concepts, operations, and functions of emergency management.	3	Prepare, Response, Recovery	Tribal-wide	1 yr	OEM	DHS: EMPG	x	x			x	x	x	x	x
Insure appropriate Federal directives and guidance are implemented throughout STOF operational planning.	4	Prepare, Respond, Recover, Mitigate	Tribal-wide	1 yr	OEM	Operating Budget	x	x	x	x	x	x	x	x	x
Establish Mutual-Aid Memorandum of Understandings (MOUs) and agreements with neighboring non-tribal governments.	5	Prepare, Response, Recover	Tribal-wide	10 yrs	OEM, Police, Fire	DHS UASI, CEDAP, EMPG	x	x		x		x	x		
Develop, implement and maintain a Comprehensive Emergency Management Plan (CEMP) to insure a high-level of preparedness enabling comprehensive	6	Prepare	Tribal-wide	On-Going	OEM	EMPG, Operating Budget	x	x		x	x	x	x	x	x

Mitigation Action by STOF Tribal Land	Mitigation Action #	Emergency Management Function	Target STOF Community	Timeline by Year	Lead Agency	Potential Funding Opportunities	Federal Directives Integration					Plan Goals Addressed					
							FEMA Mitigation Program	HSPD 5: Management of Domestic Incidents Protection	HSPD 7: Critical Infrastructure	HSPD – 8: National Preparedness Goals	National Priorities (NIMS, NRP, Regional Collaboration)	Increase Public Understanding	Develop, Promote, & Integrate Mitigation	Enhance STOF EM	Economic Stability		
prevention, protection, response, and recovery operations.																	
Incorporate mitigation planning and take an All Hazards approach to the National Infrastructure Protection Plan (NIPP)	7	Prepare, Protect, Mitigate	Tribal-wide	2 yrs	Utilities	NIPP, EMPG, Operating Budget	x		x			x	x	x		x	
Develop operational redundancy and appropriately harden CI/KR and institute a plan to enhance the infrastructure that supports their operations.	8	Prepare, Protect, Mitigate	Tribal-wide	2 yrs	OEM	NIPP, EMGP, HMGP, PDM, Operating Budget	x		x		x	x	x	x		x	
Develop an STOF Continuity of Operations Plan (COOP) and identify auxiliary facilities to provide EOC redundant capabilities.	9	Prepare	Tribal-wide	2 yrs	OEM	DHS	x	x		x			x	x			
Integrate and HAZUS-MH technologies into STOF mitigation planning and further develop its existing GIS systems.	10	Prepare, Response, Mitigate	Tribal-wide	2 yrs	OEM	FEMA, Operating Budget	x	x		x		x	x	x		x	
Promote the continued development of the STOF Community Emergency Response Team (CERT).	11	Respond, Recover	Tribal-wide	5 yrs	OEM	CERT	x	x				x	x	x			

Mitigation Action by STOF Tribal Land	Mitigation Action #	Emergency Management Function	Target STOF Community	Timeline by Year	Lead Agency	Potential Funding Opportunities	Federal Directives Integration					Plan Goals Addressed			
							FEMA Mitigation Program	HSPD 5: Management of Domestic Incidents Protection	HSPD 7: Critical Infrastructure	HSPD – 8: National Preparedness Goals	National Priorities (NIMS, NRP, Regional Collaboration)	Increase Public Understanding	Develop, Promote, & Integrate Mitigation	Enhance STOF EM	Economic Stability
Multi-Hazard Mitigation Actions and Implementation															
Increase the capacity and reach of STOF emergency notification systems.	12	Protect, Response, Recovery	Tribal-wide	2 yrs	OEM	Operating Budget	x	x	x			x	x	x	
Identify areas and populations that could be isolated during a disaster. Integrate needed preparedness, mitigation, response, and recovery actions into existing emergency management plans and operations.	13	Mitigate, Prepare	Tribal-wide	2 yrs	OEM	EMPG, Operating Budget	x	x			x	x	x	x	x
Utilize and improve existing structures and/or build new structures to be multi-use in design and operation.	14	Mitigate, Prepare	Tribal-wide	5-10 yrs	OEM	Operating Budget	x	x	x		x	x	x	x	x
Develop a “Post-Disaster Recovery” ordinance to prepare STOF Reservations for an orderly recovery operation.	15	Prepare, Recover	Tribal-wide	1-2 yrs	OEM	DHS, EMPG, Operating Budget	x	x	x		x	x	x	x	x
Hurricane Mitigation Actions and Implementation															
Adopt, implement and enforce more stringent design and	16	Mitigate	Tribal-wide	2 yrs	OEM	PDM, 404 HMGP	x					x	x	x	

Mitigation Action by STOF Tribal Land	Mitigation Action #	Emergency Management Function	Target STOF Community	Timeline by Year	Lead Agency	Potential Funding Opportunities	Federal Directives Integration					Plan Goals Addressed					
							FEMA Mitigation Program	HSPD 5: Management of Domestic Incidents Protection	HSPD 7: Critical Infrastructure	HSPD – 8: National Preparedness Goals	National Priorities (NIMS, NRP, Regional Collaboration)	Increase Public Understanding	Develop, Promote, & Integrate Mitigation	Enhance STOF EM	Economic Stability		
construction codes for hurricanes.																	
Improve STOF Hurricane Evacuation Routes	17	Mitigate, Prepare	Tribal-wide	5 yrs	Utilities, OEM	Operating Budget, HMGP 404 and 406	x		x					x			x
Improve the structural integrity of essential facilities	18	Mitigate	Tribal-wide	5 yrs	Public Works, Utilities	Operating Budget, HMGP 404 and 406	x							x			x
Require manufactured homes to use tie-downs with anchors	19	Prepare, Response	Tribal-wide	3 yrs	OEM	EMPG, Operating Budget	x		x					x			x
Develop a tree management program	20	Response, Recovery	Tribal-wide	3 yrs	OEM	Operating Budget	x	x						x			x
Require the use of special roofing shingles and connections that will resist uplift forces	21	Mitigate	Tribal-wide	5 – 10 yrs	OEM	PDM, HMGP 404 Operating Budget	x							x			x
Flood (Hurricane) Mitigation Actions and Implementation																	
Create a floodplain and/or stormwater management plan.	22	Mitigate	Tribal-wide – Hollywood, Big Cypress, Brighton, Immokalee	5 yrs	Utilities	FEMA FMP	x		x					x	x	x	x

Mitigation Action by STOF Tribal Land	Mitigation Action #	Emergency Management Function	Target STOF Community	Timeline by Year	Lead Agency	Potential Funding Opportunities	Federal Directives Integration					Plan Goals Addressed			
							FEMA Mitigation Program	HSPD 5: Management of Domestic Incidents Protection	HSPD 7: Critical Infrastructure	HSPD – 8: National Preparedness Goals	National Priorities (NIMS, NRP, Regional Collaboration)	Increase Public Understanding	Develop, Promote, & Integrate Mitigation	Enhance STOF EM	Economic Stability
Encourage and support the development of floodplain maps for STOF reservations.	23	Mitigate	Tribal-wide – Big Cypress, Brighton	5 yrs	Housing, Public Works, Utilities	Operating Funds	x		x			x	x	x	
Participate in the National Flood Insurance Program and strive for STOF communities to adopt the Community Rating System	24	Mitigate	Tribal-wide – Big Cypress, Brighton	10 yrs	Water Resources Management District	Operating Funds	x					x	x	x	x
Participate in a regional watershed council.	25	Mitigate	Tribal-wide – Hollywood, Big Cypress, Brighton, Immokalee	5 yrs	Water Resources Management District	FEMA FMP	x		x		x	x	x		
Maintain dry-access roads by elevating them above the base flood elevation.	26	Mitigate	Big Cypress, Brighton	3 yrs	Facilities	FEMA HMGP; DOT, BOIA	x		x		x		x	x	
Adopt zoning ordinances and building codes that will alleviate flood damage.	27	Mitigate	Tribal-wide	5 yrs	Tribal Inspector, Housing	Operating Expense	x		x				x		
Relocate, elevate, and/or flood-proof flood-prone property – especially those properties identified as historically or culturally significant to the STOF community.	28	Mitigate	Tribal-wide, Big Cypress, Brighton	5-10 yrs	Housing	FEMA FMP, HMGP, PDM	x		x				x		x

Mitigation Action by STOF Tribal Land	Mitigation Action #	Emergency Management Function	Target STOF Community	Timeline by Year	Lead Agency	Potential Funding Opportunities	Federal Directives Integration					Plan Goals Addressed			
							FEMA Mitigation Program	HSPD 5: Management of Domestic Incidents Protection	HSPD 7: Critical Infrastructure	HSPD – 8: National Preparedness Goals	National Priorities (NIMS, NRP, Regional Collaboration)	Increase Public Understanding	Develop, Promote, & Integrate Mitigation	Enhance STOF EM	Economic Stability
Urban Wildland Interface Fire Mitigation Actions and Implementation															
Public education campaign on STOF risk to wildfire and what can be done to increase prevention.	29	Mitigate	Brighton, Big Cypress, Immokalee, Tampa	2 yrs	Fire, OEM	USFA Grant, FEMA HMGP,	x		x			x	x	x	
Develop zoning laws and restrictions that will protect STOF Reservations from wildfires.	30	Mitigate	Brighton, Big Cypress, Immokalee, Tampa	3 yrs	Fire, OEM	Operating Budget, FEMA HMGP, USFA Grant	x		x				x		
Organize a citizen wildfire safety coalition.	31	Mitigate	Brighton, Big Cypress, Immokalee, Tampa	3yrs	Fire, OEM	FEMA HMGP, USFA Grant	x		x			x	x	x	
Public education campaign on STOF risk to tornado and what can be done to prevent loss of property, injury, and loss of life.	32	Mitigate	Tribal-wide	5 yrs	Water Resources	FEMA HMGP, PDM	x		x				x		
Install NOAA radios at STOF facilities and residential properties.	33	Mitigate	Tribal-wide	1-2 yrs	OEM, Utilities	Operating Budget, PDM	x		x			x	x	x	
Public education campaign on STOF tribal members risk concerning extreme temperatures.	34	Mitigate	Tribal-wide	1 yr	Health, OEM	FEMA HMGP, PDM; DHS EMPG; DHHS	x					x		x	
Establish heating and cooling centers.	35	Mitigate	Tribal-wide	5 yrs	Housing, Health, OEM	FEMA HMGP, PDM; DHS	x					x	x	x	

Mitigation Action by STOF Tribal Land	Mitigation Action #	Emergency Management Function	Target STOF Community	Timeline by Year	Lead Agency	Potential Funding Opportunities	Federal Directives Integration					Plan Goals Addressed				
							FEMA Mitigation Program	HSPD 5: Management of Domestic Incidents Protection	HSPD 7: Critical Infrastructure	HSPD – 8: National Preparedness Goals	National Priorities (NIMS, NRP, Regional Collaboration)	Increase Public Understanding	Develop, Promote, & Integrate Mitigation	Enhance STOF EM	Economic Stability	
						EMPG; DHHS										
Drought Mitigation Actions and Implementation																
Work with local communities, regional organizations - South Florida Water Management District (SFWMD), State agencies, Army Corps of Engineers, and Federal agencies to consider State, Regional, and Tribal water resource needs.	36	Mitigate	Tribal-wide	1-10 yrs	Water, OEM	Operating Budget, Army Corps of Engineers	x							x	x	x
Disease Outbreak Mitigation Actions and Implementation																
Establish a mutual aid agreement with neighboring health departments.	37	Mitigate, Prepare	Tribal-wide, Hollywood	2 yrs	Health	Operating Budget, DHHS	x	x		x	x			x	x	
Develop an emergency action plan specific for a disease outbreak and conduct testing, training, and exercises.	38	Mitigate, Prepare	Tribal –wide, Hollywood, Tampa	3-5 yrs	Health, OEM	Operating Budget, DHHS	x	x	x				x	x	x	x
Encourage STOF employees to use safe and sanitary practices.	39	Mitigate, Prevent	Tribal-wide, Hollywood, Tampa, Brighton, Big Cypress	3-5 yrs	Health	Operating Budget, DHHS	x	x					x	x	x	
Investigate design features for STOF facilities that are most vulnerable to communicable	40	Mitigate	Tribal-wide	10 yrs	Health	Operating Budget	x		x					x		

Mitigation Action by STOF Tribal Land	Mitigation Action #	Emergency Management Function	Target STOF Community	Timeline by Year	Lead Agency	Potential Funding Opportunities	Federal Directives Integration					Plan Goals Addressed					
							FEMA Mitigation Program	HSPD 5: Management of Domestic Incidents Protection	HSPD 7: Critical Infrastructure	HSPD – 8: National Preparedness Goals	National Priorities (NIMS, NRP, Regional Collaboration)	Increase Public Understanding	Develop, Promote, & Integrate Mitigation	Enhance STOF EM	Economic Stability		
disease outbreaks.																	
Utility Failure Mitigation Actions and Implementation																	
Create redundancies for lifeline systems.	41	Mitigate	Tribal-wide, Hollywood	5-10 yrs	Utilities	Operating Budget, Private Funds, FEMA HMGP or PDM	x		x						x	x	
Provide mobile fuel service during an emergency.	42	Mitigate	Tribal-wide, Hollywood	2 yrs	Utilities	Operating Budget	x		x							x	
Political Hazard Mitigation Actions and Implementation																	
Expand first responder preparedness, training, and planning for terrorist attacks.	43	Mitigate	Tribal-wide, Hollywood	1-5 yrs	Fire, Police	DHS – Technical Assistance	x	x	x	x	x	x			x		
Implement a school violence intervention program and a preparedness and prevention program.	44	Mitigate, Prepare	Tribal-wide	5 yrs	STOF Public Schools	Department of Education	x							x	x	x	x
Continue to provide public outreach on alertness, awareness,	45	Mitigate	Tribal-wide, Hollywood,	5 yrs	OEM, Police, Fire	DHS – Technical	x	x	x	x	x	x	x	x	x	x	

Mitigation Action by STOF Tribal Land	Mitigation Action #	Emergency Management Function	Target STOF Community	Timeline by Year	Lead Agency	Potential Funding Opportunities	Federal Directives Integration					Plan Goals Addressed			
							FEMA Mitigation Program	HSPD 5: Management of Domestic Incidents Protection	HSPD 7: Critical Infrastructure	HSPD – 8: National Preparedness Goals	National Priorities (NIMS, NRP, Regional Collaboration)	Increase Public Understanding	Develop, Promote, & Integrate Mitigation	Enhance STOF EM	Economic Stability
how to notify authorities of suspected terrorist activities, and what to do if a terrorist attack were to occur on STOF Reservations or properties.			Tampa			Assistance									
Hazardous Materials Release Mitigation Actions and Implementation															
Create redundancies for lifeline systems.	46	Prepare, Respond, Recover, Mitigate	Tribal-wide , Hollywood, Tampa	2 yrs	Fire, OEM	Operating Budget, DHS – EMPG, USEPA	x	x	x	x	x	x	x	x	
Establish mutual-aid for a hazardous materials release.	47	Prepare, Respond, Recover, Mitigate/ Protect	Tribal-wide. Hollywood, Tampa	2 yrs	Fire, OEM	DHS: EMPG; USEPA	x	x	x	x	x		x		
Develop a community emergency plan for a hazardous materials release.	48	Mitigate, Prepare, Protect	Tribal-wide, Hollywood, Tampa	5 yrs	Fire, OEM	Operating Budget; USEPA	x	x	x	x	x	x	x	x	
Structural Fire/Failure Mitigation Actions and Implementation															
Install fire extinguishers in residential properties owned by STOF.	49	Mitigate, Protect	Tribal-wide	2 yrs	Fire	Operating Budget	x							x	x

- Establishes a mitigation strategy including a description of the goals and objectives for hazard mitigation.
- Categorizes, evaluates, and prioritizes specific actions to reduce the impact or alleviate the consequence of a hazard and ensure resiliency of the STOF community.
- Identifies current and potential sources of Federal, tribal, and private funding for each proposed mitigation action.
- Describes the coordination of local mitigation planning as well as the administration and management of Hazard Mitigation Grant Program funding.
- Depicts the process that STOF will take to maintain the All Hazard Mitigation Plan.
- Documents the formal adoption of the All Hazard Mitigation Plan by the STOF Tribal Council.

Purpose

Over the past two and half decades, the nation has witnessed an alarming increase in the number of disasters impacting its citizens and increase destruction from these disasters. Disasters have created a significant increase in direct and indirect costs, as well as economic disruption and loss of life. The toll of a disaster on a community extends far beyond the physical damage; it can also result in the long term disruption of local and regional economies. The intent of DMA2K was to control federal costs of disaster assistance by initiating a national, sustained program for pre-disaster hazard mitigation. This program would enable participating communities to implant planned, pre-identified, cost-effective mitigation measures before or after an event. In order to be eligible for mitigation funding through FEMA's programs, communities must develop and adopt a hazard mitigation plan.

The mitigation planning process allowed the STOF Office of Emergency Management (OEM) to quickly recognize the importance in identifying and prioritizing the steps and actions to mitigate from all hazards, with special attention to its greatest hazard risks: hurricanes, flooding, and wildfires. Furthermore, this process identified gaps in current OEM operations and practices.

Although the STOF OEM is a fairly new organization, they have already gained substantial disaster experience from the recent hurricane season of 2004 and 2005. Hurricanes Frances (2004), Jeanne (2004), Katrina (2005), and Wilma (2005) resulted in significant damage to several of the STOF Reservations. Furthermore, STOF's proximity to large urban areas and business interests makes itself vulnerable to the emerging threats of terrorism and disease outbreaks. STOF recognizes that planning for a sustainable, resilient, and prepared community is essential in order to alleviate damages to homes, facilities, and infrastructure; prevent loss of life; avoid disruption of essential and critical services; and maintain continuity of the local economy and operations.

Crosswalk Reference

To ensure that the STOF All Hazard Mitigation Plan meets the requirements of DMA2K, the Mitigation Project Team cross-referenced the All Hazard Mitigation Plan with FEMA's "Local Hazard Mitigation Plan Review Crosswalk". This "crosswalk" is provided in Appendix A. Elements of the plan that are required under DMA2K are referenced within the crosswalk.

STOF Mitigation Steering Committee

The vital component of this effort was to identify the STOF Mitigation Steering Committee. The Mitigation Steering Committee acted as a point of contact for the various interested groups and provided support of the Mitigation Planning process. Identification of this core group is important in ensuring implementation and support of the Mitigation Plan. STOF OEM considered the following when soliciting participation:

- Ability to speak for the organization;
- Provide visionary characteristics;
- Have desire and time to commit, and;
- Understanding of local politics and issues

STOF OEM chaired this committee and representatives from STOF Office of Emergency Management, STOF Utilities, Water Resource Management Department, Health Administration, Business Operations, and STOF Fire Services. Throughout the development of this plan, the

STOF coordinated with neighboring jurisdictions, the Florida Department of Community Affairs, and the FEMA to solicit input and guidance on the development of the All Hazard Mitigation Plan.

The Mitigation Project Team provided technical guidance, documented the planning process, and developed the All Hazard Mitigation Plan. The Mitigation Project Team was lead by a Certified Emergency and Floodplain Manager and consisted of a core team with expertise in emergency management, engineering, environmental sciences, public health, Geographic Information Systems (GIS) analysis, homeland security, community planning, and disaster recovery.

Public Involvement

The STOF OEM realized that public involvement is critical to the success of any strategic planning process, including hazard mitigation. It is important for hazard mitigation plans to target concerns, comments, and perception of risk as factors in the creation of mitigation strategies. To ensure consensus with the public, STOF developed several mechanisms to secure reach out to the public to participate in the STOF All Hazard Mitigation Plan. Public input was incorporated into the STOF All Hazard Mitigation Plan through various efforts. The Mitigation Steering Committee held meetings and workshops with various governing entities and jurisdictions to understand their risks, define mitigation goals and objectives, and identify mitigation actions. To solicit as much public participation as possible, STOF OEM aired an overview of the All-Hazard Mitigation project on STOF Television for one week prior to the community meeting, inserted flyers in each STOF member's biweekly dividend checks, and distributed a questionnaire during a Tribal Council meeting to capture the perceptions of the general public.

Mitigation Goals and Objectives

The All Hazard Mitigation goals define the expectations that are to be delivered as a result of this plan. Mitigation goals are general guidelines. They are usually broad policy-type statements, long term, and represent global visions. The All Hazard Mitigation objectives are strategies or implementation steps to attain the identified goal. Unlike goals, objectives are specific and

measurable. The goals and objectives were identified during the risk assessment and molded throughout the planning process, and finalized during the Mitigation Workshop. The goals of the STOF mitigation plan include:

- Goal #1: Increase public understanding of emergency management and build support for hazard mitigation.
- Goal #2: Develop, promote, and integrate mitigation actions.
- Goal #3: Continue to improve and enhance STOF's emergency management program.
- Goal #4: Increase the economic stability, core values, and quality of life of STOF.

Planning Process

The STOF All Hazard Mitigation Plan process followed the guidance provided in FEMA's Mitigation Planning How-to-Guides. It involved four distinct phases that enabled STOF OEM to articulate their risks and identify and develop mitigation actions. These phases include:

- Organize Resources
- Assess Risks
- Identify Mitigation Actions
- Implement the Mitigation Plan

Risk Assessment

The STOF did not have an existing hazard risk assessment; therefore, STOF OEM developed a comprehensive All Hazard Risk Assessment that thoroughly analyzed STOF's natural, technological, and political hazard risks. The STOF All Hazard Risk Assessment is the fundamental building block of all emergency doctrine, including the All Hazard Mitigation Plan. The findings of the STOF All Hazard Risk Assessment have been incorporated into other OEM doctrine including the STOF Comprehensive Emergency Management Plan.

STOF OEM recognizes that the assessment and analysis of STOF vulnerabilities is a definitive measure of the risk associated with each individual hazard. The All-Hazard Risk Assessment describes, analyzes, and assesses the risks facing the STOF from three categories of hazards:

natural, technological, and political. The description of each hazard category elaborates upon and defines the different types of hazards, identify historical events that have occurred locally and/or regionally, define the hazard profiles, parameters, and characteristics; assess possible vulnerabilities; determine probable scenarios; provides planning considerations; and models select hazards.

The STOF All Hazard Risk Assessment is summarized in this document and is on file at STOF OEM. STOF’s greatest risks include:

Natural Hazards	Technological Hazards	Political Hazards
Hurricane	Hazardous Materials Release	Terrorism
Riverine Flood	Utility Failure	Civil Disturbances
Tornado	Water/Wastewater	
Extreme Temperatures	Power Disruption	
Wildfire	Structural Fire/Failure	
Disease Outbreak & Pandemic		
Severe Storm/Wind		
Drought		
Earthquake		
Subsidence/Sinkholes		

Detailed information on STOF’s natural, technological, and political hazards risk assessment, is provided in Volume II of this document.

Mitigation Actions and Implementation

The Mitigation Action Plan addresses the actions needed to reduce loss from future hazard events in STOF tribal land. The mitigation strategies were developed from the risk assessment and the public participation process. Each mitigation strategy describes the problem or opportunity, how to implement it, funding sources, and responsible agencies. Mitigation strategies were defined and prioritized primarily through a formalized workshop with committee members.

STOF OEM realizes the inter-dependencies of mitigation with response, recovery, and preparedness functions of emergency management. To support the mitigation actions identified,

this plan also identifies select response, recovery, and preparedness actions that are related to the overall mitigation strategy. To ensure consensus, STOF OEM worked closely with neighboring jurisdictions, the Florida Department of Community Affairs, and FEMA throughout the mitigation planning process. The initial selection and prioritization of these strategies was drafted by the project planning, using the following criteria to identify mitigation strategies and actions that:

- Address plan goals and objectives.
- Take advantage of opportunities presented by on-going or proposed initiatives, programs, and activities related to emergency management, public safety, homeland security, or planning. Identify opportunities to leverage mitigation and projects related to growth management, community development, transportation, utilities, and other capital improvements, facilities maintenance, code revisions, and other programs to build mitigation opportunities into on-going functions of government to the maximum extent possible.
- Are within the capabilities of STOF to execute the mitigation action.
- Offer a significant benefit to the community in relation to its cost.
- Have an identified funding source or sources.
- Have an identified lead agency with appropriate jurisdictional authority to coordinate implementation.
- Have an identified schedule for implementation.

A benefit/cost analysis is an important component in the hazard mitigation planning process. As mitigation actions are scoped in detail and costs are developed, STOF OEM will work with other agencies to analyze these actions based on FEMA's benefit cost methodology. This analysis will assist in determining those actions that will cost effectively minimize or prevent damage from future hazard events.

STOF Hazard Mitigation Grant Administration Protocol and Procedures

As a sovereign entity, the STOF is eligible to manage and administer Hazard Mitigation Grant Program (HMGP) funding. As such, the STOF OEM has prepared the HMGP Administration

Protocol and Procedures to satisfy the applicable requirements outlined in 44 CFR Part 201.5 (b) (2) (iii), including:

- The process and strategy for the development, technical assistance, and review of reservation-specific hazard mitigation plans.
- The ability to submit complete, technically feasible, and eligible mitigation project applications with appropriate supporting documentation.
- The preparation of accurate environmental reviews and benefit-cost analysis.
- Submission of complete and accurate quarterly progress and financial reports.
- Complete HMGP and other mitigation grant projects within established performance periods.

Implementation, Monitoring, and Maintenance

STOF OEM will maintain and update the All Hazard Mitigation Plan. The update of this plan will occur every three years. The STOF Mitigation Steering Committee will gather each year to assess the status of the mitigation actions or shortly following an emergency or disaster. Public input will be solicited throughout the year through workshops, presentations, meetings, internet, and other public information and education campaigns.

MITIGATION ACTIONS

In addition to the obvious risk of hurricanes, numerous other hazards threaten the Seminole Tribe of Florida (STOF) community. For that reason, STOF Office of Emergency Management (OEM) went to great lengths to identify mitigation actions that will address all hazards (natural, technological, and political) that pose a threat to the Tribal members, residents, businesses, infrastructure, property, and assets of the STOF. Identification and prioritization of mitigation actions are the fundamental components of the All-Hazard Mitigation Plan. Analyzing mitigation actions that address all or multiple hazards will improve the effectiveness of and benefits to STOF, while actions that target specific hazards will address STOF's most significant risks.

Consequence management is predominately an emergency management function and includes measures to protect public health and safety, restore essential government services, and provide emergency relief to governments, businesses, and individuals affected by the consequences of an incident or disaster. For this reason, the hazard mitigation actions are focused on alleviating the impacts or consequences of a hazard, whether it is a natural or man-made event. By definition, mitigation actions are:

“Any action taken to eliminate or reduce long-term risk to human life and property from the consequences of natural and human-caused hazards. Such actions taken to reduce the consequences of disasters and break the vicious cycle of destruction, repair, destruction, repair, etc. Mitigation actions are the foundation of a truly effective Emergency Management program.”¹

A detailed benefit-cost analysis (BCA) was not developed due to the open scope of many of these items. A BCA based on FEMA's methodology will be developed when the actions are in the design process and a scope of work is established. The BCA will help in further prioritizing actions by describing appropriate benefit-cost methodologies for evaluating the effectiveness of a range of potential mitigation actions. As a result, mitigation actions are prioritized by the hazard(s) that they address (All Hazard, Multi-Hazard, Hurricane, Tornado, etc).

¹ www.fema.gov

All Hazard Mitigation Actions and Implementation

Mitigation Action #1: Insure the STOF institutes and coordinates mitigation operations to fulfill requirements of ‘state grantee’ status.

Hazard: All Hazard

Target Community: Tribal-wide

Goals Addressed: Goal #1: Increase public understanding.

Goal #2: Develop, promote, and integrate mitigation actions.

Goal #3: Improve and enhance the emergency management program.

Goal #4: Increase economic stability, core values, and quality of life.

Problem/Opportunity: The STOF is in the process of completing a mitigation plan and will submit the plan to FEMA for approval in spring 2007. The mitigation plan approval by FEMA and adoption by the Tribal Council is an important step in attaining ‘state-grantee’ status.

Implementation Strategy: Complete the mitigation plan and send it FEMA for review and approval. Once approved by FEMA insure the STOF Tribal Council approves and adopts the mitigation plan.

Maintaining the plan and keeping mitigation strategies and concepts current is an important component of mitigation planning and operations. Mitigation is continual process and one of the critical components of emergency management.

Lead Agency: Office of Emergency Management (OEM) and Public Works

Funding: Operating Budget

Timeline: 1 year

Mitigation Action #2:	Expand Interoperable Communications.
Hazard:	All Hazard
Target Community:	Tribal-wide
Goals Addressed:	Goal #2: Develop, promote, and integrate mitigation actions. Goal #3: Improve and enhance the emergency management program.
Problem/Opportunity:	<p>Communications interoperability is the ability of public safety and service agencies to talk within and across entities and jurisdictions via radio and associated communications systems, exchanging voice, data and/or video with one another on demand, in real time, when needed and authorized. A continuous flow of critical information is maintained as needed among multi-jurisdiction and multi-disciplinary emergency responders, command posts, agencies, and governmental officials for the duration of the emergency response operation in compliance with National Incident Management System (NIMS). Communications interoperability underpins the ability of Federal, State, local, and tribal entities to work together effectively to prevent, protect against, respond to, and recover from terrorist attacks, major disasters, and other emergencies.</p> <p>Direct Connect systems, which could be considered a secondary or redundant backup system, have been found to unreliable during large-scale special events. Landline telephone systems, another secondary or redundant backup system, lack the command and control connectivity, and operational flexibility of radio communications. The Expanded Interoperability Communications Strategy has multiple points of redundancy, and is a system operated, maintained, and controlled by the STOF and completely dedicated to Federal, State, and local emergency operations in or around STOF Tribal lands.</p>
Implementation Strategy:	The SAFECOM Interoperable Continuum graphically depicts the five critical elements of success – governance, standard operating procedures, technology, training & exercise, and usage of equipment – that must be addressed to develop robust interoperability solutions. The STOF will implement SAFECOM doctrine and guidance to enhance existing interoperable communications systems.
Lead Agency:	OEM
Funding:	Emergency Management Performance Grants (EMPG)
Timeline:	10 years

Mitigation Action #3:	Develop and expand existing training platforms to educate STOF officials on new technologies, concepts, operations, and functions of emergency management. Develop a program to integrate other STOF departments in order to enable continuity of operations during large-scale operations.
Hazard:	All Hazard
Target Community:	Tribal-wide
Goals Addressed:	Goal #1: Increase public understanding. Goal #2: Develop, promote, and integrate mitigation actions. Goal #3: Improve and enhance the emergency management program. Goal #4: Increase economic stability, core values, and quality of life.
Problem/Opportunity:	It is essential to have political and peer support prior to, during, and following a disaster. Although the STOF has a well trained Emergency Management and response organizations, it is essential to establish, cultivate, and maintain relationships with STOF officials and department liaisons prior to an event.
Implementation Strategy:	Develop emergency management workshops and training for department liaisons / command staff and STOF officials.
Lead Agency:	OEM
Funding:	Operating Budget, DHS Technical Assistance, DHS - EMPG
Timeline:	1 year

Mitigation Action #4:	Ensure appropriate Federal guidance and directives are implemented throughout STOF operational planning: to include the FEMA Mitigation Program, HSPD-5 Management of Domestic Incidents (NRP, NIMS), HSPD-7 Critical Infrastructure, and HSPD-8 National Preparedness (National Preparedness Goal).
Hazard:	All Hazard
Target Community:	Tribal-wide
Goals Addressed:	Goal #1: Increase public understanding. Goal #2: Develop, promote, and integrate mitigation actions. Goal #3: Improve and enhance the emergency management program. Goal #4: Increase economic stability, core values, and quality of life.
Problem/Opportunity:	The STOF is in the process of attaining Federal ‘state-grantee’ status. The STOF will then have new responsibilities. For example NIMS adoption establishes eligibility for Federal emergency management grant funding.
Implementation Strategy:	Develop, implement, and maintain a Comprehensive Emergency Management Plan (CEMP) and All-Hazard Mitigation Plan, which are by design coordinated with the appropriate Federal regulations, directives and guidance.
Lead Agency:	Office of Emergency Management (OEM)
Funding:	Emergency Management Performance Grants (EMPG)
Timeline:	1 year

Mitigation Action #5:	Establish Mutual Aid Memorandum of Understandings (MOUs) and agreements with neighboring non-tribal governments to include the South and Central Florida Counties, Urban Areas, and the State of Florida.
Hazard:	All Hazard
Target Community:	Tribal-wide
Goals Addressed:	Goal #2: Develop, promote, and integrate mitigation actions. Goal #3: Improve and enhance the emergency management program.
Problem/Opportunity:	Currently the STOF has several Mutual-Aid agreements for law enforcement and fire/rescue services and non-formal understandings with surrounding non-tribal governments. However, with the increasing development and complexity of STOF infrastructure Mutual-Aid agreements will become an operational priority. The STOF is developing infrastructure, equipment, and personnel to increase its autonomy and self-sufficiency and to increase its capabilities to assist neighbors and guests during a time of need.
Implementation Strategy:	Assist in the development of regional mutual-aid organizations and groups that will: <ul style="list-style-type: none">• Increase the preparedness, training, and experience of STOF response and recovery departments.• Adopt common equipment, training, and C3i standards to insure operational continuity during incidents inside and outside STOF Reservations.• Increase the Mutual-Aid participation during discussion and operational based exercises to increase operational awareness and the scale of the scenario.• Develop shared interoperable communications systems, governance structures, and planning to insure redundant, efficient, and comprehensive communications capabilities. <p>Develop MOUs with other tribal governments from regions across the United States.</p>
Lead Agency:	Office of Emergency Management (OEM)
Funding:	EMPG and Operating Budget

Timeline:	10 years
Mitigation Action #6:	Develop, implement and maintain a Comprehensive Emergency Management Plan (CEMP) to insure a high-level of preparedness enabling comprehensive prevention, protection, response, and recovery operations.
Hazard:	All Hazard
Target Community:	Tribal-wide
Goals Addressed:	Goal #1: Increase public understanding. Goal #2: Develop, promote, and integrate mitigation actions. Goal #3: Improve and enhance the emergency management program. Goal #4: Increase economic stability, core values, and quality of life.
Problem/Opportunity:	Currently the STOF has a CEMP under development and due to be completed in spring 2007. The CEMP will be coordinated with the NIMS, NRP and the NPG. The CEMP will integrate the hazard and risk analysis of the All-Hazard Mitigation Plan with Emergency Support Functions (ESFs) of the NRP; both components will operate within the NIMS and the Incident Command System (ICS).
Implementation Strategy:	Develop, implement and maintain the CEMP: <ul style="list-style-type: none">• Complete a detailed and extensive hazard and risk analysis of the STOF Tribal lands. This is a critical component of the All-Hazard Mitigation Plan.• Complete an All Hazard Mitigation Plan and integrate components of the plan into the CEMP. The hazard and risk assessment will develop a common operational picture for CEMP insuring detailed planning and an efficient and effective planning cycle.• Within the CEMP develop comprehensive and flexible ESFs providing planning doctrine which will establish performance metrics and detail how agencies will function together with the ESF and how ESFs will be combined together operationally.
Lead Agency:	Office of Emergency Management (OEM)
Funding:	EMPG and Operating Budget

Timeline:	2 years
Mitigation Action #7:	Incorporate mitigation planning and take an All Hazard approach to the National Infrastructure Protection Plan (NIPP). Insure implementation of STOF NIPP.
Hazard:	All Hazard
Target Community:	Tribal-wide
Goals Addressed:	Goal #1: Increase public understanding. Goal #2: Develop, promote, and integrate mitigation actions. Goal #3: Improve and enhance the emergency management program. Goal #4: Increase economic stability, core values, and quality of life.
Problem/Opportunity:	The interim NIPP delineates roles and responsibilities for homeland security partners in carrying out these activities, while respecting the authorities, jurisdictions, and prerogatives of these partners. The NIPP takes a risk-based process established through the NIPP will assist authorities to determine which critical infrastructure and key resources are critical at a national, state, local, and tribal level. This creates a baseline to leverage funding resources.
Implementation Strategy:	Develop a STOF or Tribal Infrastructure Protection Plan (TIPP): <ul style="list-style-type: none">• Complete an extensive analysis of the STOF Reservations and develop a list of Critical Infrastructure (CI) and Key Resources (KR) based on guidance from the NIPP and tribal knowledge and understanding.• The identification of the CI and KR (CI/KR) provides extensive details on the CI/KR for multi-hazard preparedness, prevention, protection, response, and recovery operations.• The TIPP will greatly enhance future updates of the STOF All-Hazard Mitigation Plan by providing detailed information on CI/KR.
Lead Agency:	Office of Emergency Management (OEM)
Funding:	NIPP, EMPG and Operating Budget
Timeline:	2 years

Mitigation Action #8:	Develop operational redundancy and appropriately harden CI/KR and institute a plan to enhance the infrastructure that supports their operations. Implement preparedness, prevention, and protection operations and projects to protect and sustain critical and key STOF resources and services.
Hazard:	All Hazard
Target Community:	Tribal-wide
Goals Addressed:	Goal #1: Increase public understanding. Goal #2: Develop, promote, and integrate mitigation actions. Goal #3: Improve and enhance the emergency management program. Goal #4: Increase economic stability, core values, and quality of life.
Problem/Opportunity:	The TIPP will identify CI/KR and when integrated with hazard and risk assessment will point to a wide range of operations and projects that will minimize possible impacts from probable and possible hazards and risks.
Implementation Strategy:	Using the TIPP as a way to organize, coordinate, and prioritize the CI/KR risks and vulnerabilities implement operations and projects that have the greatest impact for the greatest number of possible and probable hazards.
Lead Agency:	Office of Emergency Management (OEM)
Funding:	NIPP, EMPG, HMGP, PDM and Operating Budget
Timeline:	2 years

Mitigation Action #9:	Develop an STOF Continuity of Operations Plan (COOP) and identify auxiliary facilities to provide Emergency Operations Center (EOC) redundant capabilities.
Hazard:	All Hazard
Target Community:	Tribal-wide
Goals Addressed:	Goal #2: Develop, promote, and integrate mitigation actions. Goal #3: Improve and enhance the emergency management program.
Problem/Opportunity:	The STOF EOC is housed in one facility. There is currently not a contingency plan, or auxiliary facility identified, if the STOF headquarters and EOC were incapacitated.
Implementation Strategy:	Execute a COOP to ensure that essential functions of STOF EOC can be performed and are not interrupted. The COOP will identify alternate EOC facilities, delegations of authority, orders of succession, and notification and check-in procedures. Perform analysis of identified alternate EOCs to determine priority based on needs, resources, and logistics required making alternate facilities fully operational. Develop a mobile and versatile resource base to enable a EOC or Incident Command Post to be setup at any suitable facility or location.
Lead Agency:	OEM
Funding:	DHS
Timeline:	2 years

Mitigation Action #10: Integrate and expand HAZUS-MH technology into STOF mitigation planning and further develop its existing GIS systems in order to develop better situational awareness and operational understanding for all phases of emergency management.

Hazard: All Hazard

Target Community: Tribal-wide

Goals Addressed: Goal #1: Increase public understanding.

Goal #2: Develop, promote, and integrate mitigation actions.

Goal #3: Improve and enhance the emergency management program.

Goal #4: Increase economic stability, core values, and quality of life.

Problem/Opportunity: The STOF has identified the benefit of integrating HAZUS technology; however, a review of the FEMA HAZUS program identified a number of limitations that would discourage the use of HAZUS as the STOF continues the development of its GIS systems.

The core design of the HAZUS application presents several challenges to STOF's implementation:

- The tool is designed as a desktop application – limiting its use throughout the enterprise.
- The tool expects to find supporting infrastructure data on the hard drive of its installation. This means that the GIS database at the STOF must be converted into a local, throw-away copy.
- The local database is based on SQL Server MSDE and has a limitation of 2GB.
- The tool is not certified to run on the most current releases of Windows XP or ESRI ArcMap.
- The data supplied for STOF Tribal lands is dated and less detailed than data housed internally at the STOF.
- The internal data model supporting HAZUS is not well modeled – often duplicating large entities to roll census block values up to the tract level.

Implementation Strategy: During the course of the development of the STOF All-Hazard Mitigation Plan, the following strategies were identified to expand and improve HAZUS within the STOF GIS system.

- Implement a data architecture that supports both the FEMA tool and internal emergency management application needs.

- Populate the data architecture on current property data already managed by the STOF.
- Develop end-user tools to maintain CI/KR facility inventories.
- Integrate the HAZUS impact data with interactive, browser-based tools for emergency management.
- Integrate other GIS modeling and analysis tools to support HAZUS and emergency management operations.
- Providing training and outreach in HAZUS-MH.

Lead Agency: OEM

Funding: FEMA, Operating Budget

Timeline: 1-2 years

Mitigation Action #11: Promote the continued development of the STOF Community Emergency Response Team (CERT) program in each tribal reservation.

Hazard: All Hazard

Target Community: Tribal-wide

Goals Addressed: Goal #1: Increase public understanding.

Goal #2: Develop, promote, and integrate mitigation actions.

Goal #3: Improve and enhance the emergency management program.

Problem/Opportunity: The STOF Tribal lands are dispersed and separated by considerable distances over roads and highways which may be not useable during an emergency. The STOF responders and support staff are limited in number and tribal members may be called upon to assist their communities during large-scale incidents.

Tribal members have a long tradition of assisting their neighbors, friends and relatives but additional training and awareness provided by CERT programs could dramatically improve the abilities of tribal volunteers.

Implementation Strategy: Using public awareness and education increase the tribal members' participation in the CERT program. Once participation in the program is established begin a train-the-trainer initiative to expand the reach of the program and develop deeper capabilities in CERT members.

Lead Agency: OEM

Funding: CERT

Timeline: 5 years

Multi-Hazard Mitigation Actions and Implementation

Mitigation Action #12: Increase the capacity and reach of the STOF emergency notification systems.

Hazard: All Hazard

Target Community: Tribal-wide

Goals Addressed: Goal #1: Increase public understanding

Goal #2: Develop, promote, and integrate mitigation actions.

Goal #3: Improve and enhance the emergency management program.

Problem/Opportunity: The STOF's guests, employees, and Tribal members face a broad range of natural and technological hazards. Emergency notification systems can provide a robust manner of communicating simple instructions over a wide area or to specific geographic areas down to individual facilities.

Implementation Strategy: Continue the enhancement of STOF emergency warning and notifications systems, which can provide a wide range of coverage and provide multiple methods of emergency warning and information:

- Omni directional electronic sirens can provide a wide variety of tones, recorded voice instructions, and active voice instructions from a remote location.
- Mechanical sirens provide reliable but limited warning tones.
- Mobile warning systems can supplement static systems and can be effective during large-scale special events.
- Reverse 911 systems can be programmed play recorded messages to landline phones (soon mobile phones will have this capability) to a complete STOF Tribal lands down to an individual facility or group of residents.

Lead Agency: OEM

Funding: EMPG

Timeline: 1-2 years

Mitigation Action #13:	Identify areas and populations that could be isolated during a disaster. Integrate the needed preparedness, mitigation, response and recovery actions into existing emergency management plans and operations.
Hazard:	All Hazard
Target Community:	Tribal-wide
Goals Addressed:	Goal #1: Increase public understanding Goal #2: Develop, promote, and integrate mitigation actions. Goal #3: Improve and enhance the emergency management program. Goal #4: Increase economic stability, core values, and quality of life.
Problem/Opportunity:	2005 Hurricane Wilma and Katrina emphasized the importance for local governments to assess communities and their diverse populations that may be at risk and to develop preparedness planning, programs, and strategies prior to the event to meet these needs.
Implementation Strategy:	Perform an analysis on identifying populations (including special populations) and facilities that may be vulnerable and suffer potential social and economic loss from a wide spectrum of hazards. Improve public education outreach regarding the existence of this service and to coordinate outreach with hospitals, clinics, emergency responders, and other caregivers who would help facilitate this process. Identify actions to adequately address the risk and implement needed redundant service of critical systems and facilities.
Lead Agency:	OEM
Funding:	EMPG
Timeline:	1-2 years

Mitigation Action #14:	Utilize and improve existing structures and/or build new structures to be multi-use in design and operation - primary use (e.g. schools), shelters, Strategic National Stockpile (SNS) Dispensing and Vaccination Centers (DVC), Unified Command Posts, Logistical Supply Points, and Transportation Assembly Centers.
Hazard:	All Hazard
Target Community:	Tribal-wide
Goals Addressed:	Goal #1: Increase public understanding Goal #2: Develop, promote, and integrate mitigation actions. Goal #3: Improve and enhance the emergency management program. Goal #4: Increase economic stability, core values, and quality of life.
Problem/Opportunity:	Some of the STOF recreational and other facilities do not have adequate shelters for guests and residents during a severe storm or tornado. Furthermore, many of the STOF's public buildings, schools, and critical facilities were built before the need for hardening and multi-use buildings became common practice.
Implementation Strategy:	Increase the capabilities of existing structures by retrofitting multi-use technology and systems. Increase the overall number and capabilities of multi-use structures by designing new structures to be multi-use, hardened, and operate with redundant systems. Ensuring new construction has these enhanced capabilities is initially more expensive but the retrofitting older structures or designing single-use structures is in the longer-term more expensive and less efficient. Evaluate the STOF existing shelters in public buildings to determine needs and improvements necessary to adequately shelter inhabitants during a storm or tornado. Insure new facilities are compliant with the State of Florida Enhanced Hurricane Protection Area (EHPA) requirement.
Lead Agency:	OEM
Funding:	Operating Budget
Timeline:	5-10 years; Continual Project

Mitigation Action #15:	Develop a “Post-Disaster Recovery” ordinance to prepare STOF Reservations for an orderly recovery operation.
Hazard:	All Hazard
Target Community:	Tribal-wide
Goals Addressed:	Goal #1: Increase public understanding Goal #2: Develop, promote, and integrate mitigation actions. Goal #3: Improve and enhance the emergency management program. Goal #4: Increase economic stability, core values, and quality of life.
Problem/Opportunity:	<p>The STOF has not had to recover from a devastating disaster in the last few decades. Disaster recovery is an arduous process. It is essential for communities to identify procedures and implement ordinances before the event in order to speed the recovery process and make it less burdensome on the public.</p> <p>A post disaster recovery ordinance regulates repair activity, generally depending on property location. It prepares a community to respond to a disaster in an orderly fashion by requiring citizens to: 1) obtain permits for repairs, 2) refrain from making repairs, or 3) make repairs using standard methods.</p>
Implementation Strategy:	<p>Work with the Tribal Council and tribal officials on the need for a “Post Disaster Recovery” ordinance by citing past examples of where lack of ordinances restricted recovery efforts and where ordinances expedited the recovery process.</p> <p>Develop a Post Disaster Recovery ordinance that is specific to STOF Reservations and have the ordinance passed by the Tribal Council.</p>
Lead Agency:	OEM
Funding:	DHS – EMPG, Operating Budget
Timeline:	1-2 years

Hurricane Mitigation Actions and Implementation

Mitigation Action #16: Adopt, implement, and enforce more stringent design and construction codes for hurricanes.

Hazard: Hurricane - General

Target Community: Tribal-wide, with special attention to Hollywood

Goals Addressed: Goal #3: Improve and enhance the emergency management program.

Goal #4: Increase economic stability, core values, and quality of life.

Problem/Opportunity: Currently, STOF facilities are built to the Florida Building Code adopted as the Tribe's building code. However, these do not address criteria required to be designated as a public shelter.

Implementation Strategy: Ensure buildings are designed with adequate hurricane protection by adopting Florida's Public Shelter design criteria. Adopt, implement, and enforce relevant design and construction codes.

- Research code requirements and perform gap analysis with current STOF codes.
- Adopt relevant design and construction codes for all STOF Tribal lands.
- Implement codes by developing guidance for STOF Tribal lands and departments as well as general contractors and architectural and engineering consultants of STOF new code requirements.
- Use Florida EHPA requirements for new design and construction.

Lead Agency: STOF Housing, Public Works, and Utilities

Funding: General Funds, Operating Budget

Timeline: 5 years

Mitigation Action #17:	Improve STOF Hurricane Evacuation Routes.
Hazard:	Hurricane - General
Target Community:	Tribal-wide
Goals Addressed:	Goal #2: Develop, promote, and integrate mitigation actions. Goal #4: Increase economic stability, core values, and quality of life.
Problem/Opportunity:	The growing population of Florida has made evacuation from an approaching hurricane difficult. STOF's Hollywood Reservation has over 900 people in 1 square mile and is STOF's largest tourist attraction. The Seminole Hard Rock-Hollywood is off Route 441 which is designated as an evacuation route.
Implementation Strategy:	Work with neighboring jurisdictions (when feasible) to widen critical roadways, designated as Hurricane Evacuation Routes, in and around STOF reservations. STOF is currently working with Broward County and the State of Florida to widen Route 441. This project is designated to be completed in 2007. Other evacuation routes will need to be assessed, evaluated, and prioritized.
Lead Agency:	Utilities, OEM
Funding:	Department of Transportation, funding through Florida DOT
Timeline:	5 years

Wind (Hurricane) Mitigation Actions and Implementation

Mitigation Action #18:	Improve the structural integrity of essential facilities.
Hazard:	Hurricane – Wind
Target Community:	Tribal-wide – with attention to Big Cypress and Brighton
Goals Addressed:	Goal #2: Develop, promote, and integrate mitigation actions. Goal #4: Increase economic stability, core values, and quality of life.
Problem/Opportunity:	Many of STOF essential facilities (including gaming facilities) are not built to with stand strong winds.
Implementation Strategy:	Improve the structural integrity of essential facilities, including replacing gaming facilities in Big Cypress and Brighton with more wind-resilient structures.
Lead Agency:	Facilities
Funding:	FEMA HMGP, Operating Budget, Private funds
Timeline:	5 years

Mitigation Action #19:	Require manufactured homes to use tie-downs with anchors.
Hazard:	Hurricane – Wind
Target Community:	Hollywood, Big Cypress, Brighton, and Immokalee
Goals Addressed:	Goal #2: Develop, promote, and integrate mitigation actions. Goal #4: Increase economic stability, core values, and quality of life.
Problem/Opportunity:	Mobile and manufactured homes are typically devastated from the high winds of a hurricane. High winds can cause mobile and manufactured homes to roll causing further damage to neighboring buildings. Currently, STOF does not require mobile and manufactured homes to use tie-downs with anchors.
Implementation Strategy:	Adopt, implement, and encourage codes that require manufactured and mobile homes to use tie-downs with anchors and ground anchors as appropriate for soil types. The STOF new residential housing development on the Fort Pierce Reservation is a model of multi-hazard mitigation solutions implementation.
Lead Agency:	Housing
Funding:	Operating Budget
Timeline:	3 years

Mitigation Action #20:	Develop a tree management program.
Hazard:	Hurricane – Wind
Target Community:	Hollywood, Big Cypress, Brighton, and Immokalee
Goals Addressed:	Goal #2: Develop, promote, and integrate mitigation actions. Goal #4: Increase economic stability, core values, and quality of life.
Problem/Opportunity:	Perform tree-trimming throughout the year to prevent excessive debris and damages following an event. Furthermore, tree pruning near power lines can reduce the potential for trees falling on and breaking power lines.
Implementation Strategy:	Develop a tree management program that will include tree-trimming activities that will reduce dead and excessive trees/limbs and prevent future damages.
Lead Agency:	Utilities
Funding:	Operating Expense
Timeline:	Continual

Mitigation Action #21:	Require the use of special roofing shingles or connects (such as screws instead of nails) that will resist uplift forces.
Hazard:	Hurricane – Wind
Target Community:	Hollywood, Big Cypress, Brighton, and Immokalee
Goals Addressed:	Goal #2: Develop, promote, and integrate mitigation actions. Goal #4: Increase economic stability, core values, and quality of life.
Problem/Opportunity:	Requiring the use of special roofing shingles designed to interlock and resist uplift forces in extreme wind conditions can reduce damage to a roof or to other structures.
Implementation Strategy:	Adopt, implement, and encourage codes that require special roofing shingles designed to interlock and resist uplift forces.
Lead Agency:	Housing
Funding:	Operating Expense, HMGP
Timeline:	2 years

Flood (Hurricane) Mitigation Actions and Implementation

Mitigation Action #22:	Create a floodplain and/or stormwater management plan.
Hazard:	Hurricane – Flood
Target Community:	Tribal-wide – with attention to Hollywood, Big Cypress, Brighton, and Immokalee
Goals Addressed:	Goal #1: Increase public understanding Goal #2: Develop, promote, and integrate mitigation actions. Goal #3: Improve and enhance the emergency management program. Goal #4: Increase economic stability, core values, and quality of life.
Problem/Opportunity:	Determining and enforcing acceptable land uses through planning and regulation may not prevent inevitable flooding in flood-prone areas, but planning and regulation can alleviate the risk of damage by limiting exposure in such hazard areas. Floodplain and stormwater management can be included in comprehensive planning.
Implementation Strategy:	Develop, adopt, and implement floodplain and stormwater management plans for each reservation. Incorporate each reservation into a Master Floodplain and Stormwater Management Plan for STOF. Create stormwater ordinances that regulate development in upland areas in order to reduce stormwater run-off.
Lead Agency:	Utilities
Funding:	FEMA FMP
Timeline:	5 years

Mitigation Action #23:	Encourage and support the development of floodplain maps for STOF reservations.
Hazard:	Hurricane – Flood
Target Community:	Tribal-wide – with attention to Big Cypress and Brighton
Goals Addressed:	Goal #1: Increase public understanding Goal #2: Develop, promote, and integrate mitigation actions. Goal #3: Improve and enhance the emergency management program.
Problem/Opportunity:	FEMA’s map modernization program is updating the existing floodplain maps; however, many tribal lands including Big Cypress, Brighton, and Immokalee do not currently have FEMA floodplain maps.
Implementation Strategy:	Encourage and support the development of floodplain maps of STOF reservations in order to develop acceptable land uses through planning and regulation that will alleviate the risk of damage by limiting exposure. Once developed, STOF will implement initiatives to more accurately map problem areas with information not already on FEMA maps. Upgrading maps by implementing methods developed in the floodplain management plan provides a truer measure of risks to a community.
Lead Agency:	Water Resource Management
Funding:	FEMA FMP, PDM; USACE
Timeline:	3 years

Mitigation Action #24:	Participate in the National Flood Insurance Program and the Community Rating System
Hazard:	Hurricane – Flood
Target Community:	Tribal-wide – with attention to Big Cypress and Brighton
Goals Addressed:	Goal #1: Increase public understanding Goal #2: Develop, promote, and integrate mitigation actions. Goal #3: Improve and enhance the emergency management program. Goal #4: Increase economic stability, core values, and quality of life.
Problem/Opportunity:	One of the STOF’s greatest risks is flooding. Currently STOF participates in the National Flood Insurance Program (NFIP); however, further STOF could further benefit by joining the Community Rating System. Although residential structures are owned by STOF, most residents do not insure contents and their personal property. By joining the Community Rating System (CRS) – a program sponsored by NFIP - the community will: 1) Reduce insurance premiums of those homeowners located in the floodplain; 2) establish a process to tailor future development in floodplains; 3) better allow STOF to incorporate environmental concerns in to floodplain management
Implementation Strategy:	Encourage STOF to participate in the CRS. Leverage the STOF All Hazard Mitigation Plan to provide an argument of why STOF should fulfill the requirements identified in the CRS process. CRS process includes ten steps: 1) organize, 2) involve the public, 3) coordinate with agencies and organizations, 4) assess the hazard, 5) evaluate the problem, 6) set goals, 7) review mitigation strategies, 8) draft action plan, 9) adopt the plan, 10) implement, evaluate, and revise
Lead Agency:	Water Resource Management
Funding:	FEMA FMP

Timeline: 10 years

Mitigation Action #25:	Participate in a regional watershed council
Hazard:	Hurricane – Flood
Target Community:	Tribal-wide – with attention to Hollywood, Big Cypress, Brighton, and Immokalee
Goals Addressed:	Goal #1: Increase public understanding Goal #2: Develop, promote, and integrate mitigation actions.
Problem/Opportunity:	Forming a regional watershed council helps bring together resources for comprehensive analysis, planning, decision-making, and cooperation.
Implementation Strategy:	Become involved in an existing - or establish a - multi-jurisdictional watershed cooperation with communities that neighbor STOF reservations.
Lead Agency:	Water Resource Management
Funding:	FEMA FMP
Timeline:	5 years

Mitigation Action #26:	Maintain dry-access roads by elevating them above the base flood elevation.
Hazard:	Hurricane – Flood
Target Community:	Big Cypress and Brighton
Goals Addressed:	Goal #2: Develop, promote, and integrate mitigation actions. Goal #3: Improve and enhance the emergency management program.
Problem/Opportunity:	To maintain dry access, roads should be elevated above the base flood elevation. However, if a road creates a barrier it can cause water to pond. Where ponding is problematic, drainage and flow may be addressed by making changes to culvert size and placement. In situations where flood waters tend to wash roads out, construction, reconstruction, or repair can include not only attention to drainage but also stabilization or armoring of vulnerable shoulders or embankments. Access to the STOF Big Cypress and Brighton Reservations is dependent on a main artery. Although much of the reservations have been channelized and drained, flooding of roadways have occurred in past flood events.
Implementation Strategy:	Identify roadway segments that flood repetitively and assess mitigation alternatives to alleviate damages – to include increasing capacity of culverts. Maintain roadway stormwater structures and ensure that all roads are above the base floodplain elevation. Take special attention to main artery roads that provide access to and from the reservation.
Lead Agency:	Public Works (support from Water Resource Management)
Funding:	FEMA HMGP; DOT, BOIA
Timeline:	3 years

Mitigation Action #27:	Adopt zoning ordinances and building codes that will alleviate flood damage.
Hazard:	Hurricane – Flood
Target Community:	Tribal-wide
Goals Addressed:	Goal #2: Develop, promote, and integrate mitigation actions.
Problem/Opportunity:	<p>Zoning ordinances and building codes can set a baseline for a community that will alleviate damages from future floods. Some successful zoning ordinances and building codes include:</p> <p>Examples of zoning methods that affect flood hazard mitigation include: 1) adopting ordinances that limit development in the floodplain; 2) limiting the density of developments in the floodplain; and 3) requiring that floodplains be kept as open space.</p> <p>Requirements for building design standards and enforcement include the following possibilities: 1) that a residential structure is elevated; and 2) that a non-residential structure is elevated or flood proofed.</p>
Implementation Strategy:	Adopt, implement, and enforce zoning ordinances and building codes that affect flood hazard mitigation such as those that limit development in the floodplain, community density, open space & wetland conservation, structural elevation requirements, etc.
Lead Agency:	STOF Development with close coordination with Utilities, Housing, Water Resource Management
Funding:	Operating Expense
Timeline:	5 years

Mitigation Action #28:	Relocate, elevate, and/or flood-proof flood-prone property – especially those properties identified as historically or culturally significant to the STOF community.
Hazard:	Hurricane – Flood
Target Community:	Tribal-wide – with attention to Big Cypress and Brighton
Goals Addressed:	Goal #2: Develop, promote, and integrate mitigation actions. Goal #4: Increase economic stability, core values, and quality of life.
Problem/Opportunity:	Repetitive loss properties can be protected by relocation, elevation, and/or flood proofing. Historical documentation of repetitive loss properties is currently recorded by STOF.
Implementation Strategy:	Identify flood-prone properties and maintain a prioritized list of structures that are repetitive loss and require action. Identification of flood-prone properties will be supported by other actions identified in this plan including development of floodplain management plans, floodplain maps, and ordinances. Special attention should be made to those structures that are historical or culturally significant to the STOF. Assess and evaluate opportunities to: <ul style="list-style-type: none">• Move the structure to a less hazardous location• Elevate the structure so that the lowest floor, including the basement, is raised above the base flood elevation. Utilities or other mechanical devices should also be raised above expected flood levels.• Keep water out by strengthening walls, sealing openings, or using waterproof compounds or plastic sheeting on walls. This is not recommended for residential properties• Use wet flood-proofing techniques to include water resistant paints or other materials can allow for easy cleanup after floodwater exposure in accessory structures or in a garage area below an elevated residential structure. In
Lead Agency:	Housing with support from Water Resources Management
Funding:	FEMA FMP, HMPG, PDM
Timeline:	5 - 10 years

Urban Wildland Interface Fire Mitigation Actions and Implementation

Mitigation Action #29:	Public education campaign on STOF risk to wildfire and what can be done to increase prevention.
Hazard:	Urban Wildland Interface Fire
Target Community:	Brighton, Big Cypress, Immokalee, Tampa
Goals Addressed:	Goal #1: Increase public understanding Goal #2: Develop, promote, and integrate mitigation actions. Goal #3: Improve and enhance the emergency management program.
Problem/Opportunity:	Ninety percent of all fires are started by humans. For this reason it is important to promote public education and inform residents on the risk of wildfire and what they can do to prevent it and instill mitigation actions. Outreach efforts can promote such items as non-combustible roof covering, fire safe construction, and the importance of clearing brush and grass away from buildings.
Implementation Strategy:	Develop a public education campaign on STOF risk to wildfire, subscribed burns, and what they can do to protect property and community.
Lead Agency:	Fire with support from OEM
Funding:	USFA Grant, FEMA HMGP
Timeline:	2 years

Mitigation Action #30:	Develop zoning laws and restrictions that will protect STOF Reservations from wildfires.
Hazard:	Urban Wildland Interface Fire
Target Community:	Brighton, Big Cypress, Immokalee, Tampa
Goals Addressed:	Goal #2: Develop, promote, and integrate mitigation actions.
Problem/Opportunity:	<p>Wildfires can be hard to control as they threaten homes and communities located nearby. Maintenance of property in or near wildfire prone areas can go a long way toward preventing or reducing the spread of fire. Maintenance includes fuel management techniques such as pruning and clearing dead vegetation, selective logging, keeping grass short, planting fire-resistant vegetation, and creating fuel/fire breaks, i.e., areas where the spread of wildfires will be slowed or stopped by the removal of fuels.</p> <p>Zoning can be used to cluster development into defensible areas and keep development away from fire hazards such as steep slopes, where fires are difficult to contain. Damage potential can be reduced by ensuring that structures are surrounded by defensible space or buffer zones. Buffer zones are manageable areas, generally 30 to 100 feet and cleared of combustible materials.</p>
Implementation Strategy:	Develop zoning laws and restrictions that encourage defensible space or buffer zones, restrictions on campfires/open burning, fire retardant building materials, and proper maintenance of property of dead and woody debris.
Lead Agency:	Fire and OEM
Funding:	Operating Budget, FEMA HMGP, USFA Grant
Timeline:	3 years

Mitigation Action #31:	Organize a citizen wildfire safety coalition.
Hazard:	Urban Wildland Interface Fire
Target Community:	Brighton, Big Cypress, Immokalee, Tampa
Goals Addressed:	Goal #1: Increase public understanding Goal #2: Develop, promote, and integrate mitigation actions. Goal #3: Improve and enhance the emergency management program.
Problem/Opportunity:	Ninety percent of all fires that threaten homes and communities are started by humans. Citizens may organize neighborhood wildfire safety coalitions to plan how their neighborhoods can work together to prevent a wildfire.
Implementation Strategy:	Organize a citizen wildfire safety coalition to plan how their respective STOF reservation can work together to prevent wildfires and to provide early detection of wildfires in their reservation. Promote arson prevention and encourage the safe disposal of waste rather than open burning. Encourage the safe storage and use of flammable materials
Lead Agency:	Fire and OEM
Funding:	FEMA HMGP, USFA Grant
Timeline:	4 years

Tornado Mitigation Actions and Implementation

Mitigation Action #32:	Public education campaign on STOF risk to tornado and what can be done to prevent loss of property, injury, and loss of life.
Hazard:	Tornado
Target Community:	Tribal-wide
Goals Addressed:	Goal #2: Develop, promote, and integrate mitigation actions.
Problem/Opportunity:	Risk to lives can be improved through construction and use of concrete safe rooms in homes and shelter areas of mobile home parks, fairgrounds, shopping malls, or other vulnerable public areas.
Implementation Strategy:	Identify opportunities to incorporate safe rooms into future public facilities. Build safe rooms in conjunction with public buildings, manufactured home parks, malls, recreational areas, tourism & gaming facilities and other vulnerable facilities or places
Lead Agency:	Facilities and Housing
Funding:	FEMA HMGP, PDM
Timeline:	5 years

Mitigation Action #33: Install NOAA radios at STOF facilities and residential properties.

Hazard: Tornado

Target Community: Tribal-wide

Goals Addressed: Goal #1: Increase public understanding

Goal #2: Develop, promote, and integrate mitigation actions.

Goal #3: Improve and enhance the emergency management program.

Problem/Opportunity: NOAA weather alert radios are an essential tool for emergency preparedness in Florida for many of the State's natural disasters but most importantly for Florida Tornadoes. Florida tornadoes often occur during the night when media sources - television, radio, internet (which provide hazardous weather forecasts) are not on as people are asleep.

NOAA radios are connected to the National Weather Radio. NWR is a nationwide network of radio stations broadcasting continuous weather information directly from a nearby National Weather Service office. NWR broadcasts National Weather Service warnings, watches, forecasts and other hazard information 24 hours a day. This will allow STOF facilities and residents to adequately prepare and respond to a natural hazard.

Implementation Strategy: The NOAA weather radios are relatively inexpensive, easy to maintain, and can be program to supply regional notifications and warnings. Consider the number of STOF residential other structures it is well within current funding to provide NOAA weather radios to every STOF structure. The STOF will provide education to residents and facilities managers on how to effectively install, program, and maintain this vital and important equipment.

Lead Agency: OEM, Utilities

Funding: Operating Budget, PDM

Timeline: 1-2 years

Extreme Temperature Mitigation Actions and Implementation

Mitigation Action #34:	Public education campaign on STOF tribal members risk concerning extreme temperatures.
Hazard:	Extreme Temperature
Target Community:	Tribal-wide
Goals Addressed:	Goal #1: Increase public understanding Goal #3: Improve and enhance the emergency management program.
Problem/Opportunity:	STOF can organize outreach to vulnerable populations during periods of extreme temperature, including establishing and promoting accessible heating or cooling centers in the community.
Implementation Strategy:	Create a public educational campaign and organize an outreach strategy targeting vulnerable populations such as the elderly to inform them of what to do and where to go during extreme temperature events.
Lead Agency:	Health, OEM
Funding:	FEMA HMGP, PDM; DHS EMPG; DHHS
Timeline:	1 year

Mitigation Action #35:	Establish heating and cooling centers.
Hazard:	Extreme Temperature
Target Community:	Tribal-wide
Goals Addressed:	Goal #1: Increase public understanding Goal #2: Develop, promote, and integrate mitigation actions. Goal #3: Improve and enhance the emergency management program.
Problem/Opportunity:	Establishing heating and/or cooling centers can provide needed shelter for at risk populations such as the elderly. Cooling/heating center operations should be linked to outreach projects that encourage at-risk populations to use the centers.
Implementation Strategy:	Identify and/or establish cooling centers – in cooperation with other outreach projects that encourage at-risk populations to use the centers.
Lead Agency:	Housing, Health, OEM
Funding:	FEMA HMGP, PDM; DHS EMPG; DHHS
Timeline:	5 years

Drought Mitigation Actions and Implementation

Mitigation Action #36:	Work with local communities, regional organizations - South Florida Water Management District (SFWMD), State agencies, Army Corps of Engineers, and Federal agencies to consider State, Regional, and Tribal water resource needs.
Hazard:	Drought
Target Community:	Tribal-wide
Goals Addressed:	Goal #2: Develop, promote, and integrate mitigation actions. Goal #3: Improve and enhance the emergency management program. Goal #4: Increase economic stability, core values, and quality of life.
Problem/Opportunity:	South Florida and the STOF are increasingly reliant upon a dwindling supply of groundwater for a wide variety of needs agricultural, domestic, industrial, and recreational. The increasing population of the region and varying seasons of drought are causing a strain on dwindling supplies, which in turn inhibit the recharging of underground aquifers further exacerbating the problem. Water conservation and management is tough to develop and implement because water supply does behave with geographic borders in mind.
Implementation Strategy:	Institute full-time water conservation measures on STOF Reservations and work with Federal, State, Regional, and local agencies to develop these conservation measures Statewide. In the future explore new methods to supply additional water resources to STOF reservations.
Lead Agency:	Water Resource Management, OEM
Funding:	Operating Budget, Army Corps of Engineers
Timeline:	1-10 years

Disease Outbreak Mitigation Actions and Implementation

Mitigation Action #37: Establish a mutual aid agreement with neighboring health departments.

Hazard: Disease Outbreak

Target Community: Tribal-wide – with special attention to Hollywood due to large population

Goals Addressed: Goal #3: Improve and enhance the emergency management program.

Goal #4: Increase economic stability, core values, and quality of life.

Problem/Opportunity: Communities can maintain public health systems with sufficient disease monitoring and surveillance capabilities to protect the population or the tourism industry from large-scale outbreaks. Although STOF has a Health Department, it does not currently have the capacity to maintain a health monitoring and surveillance system.

Implementation Strategy: Establish a mutual aid agreement with neighboring health departments in order to provide resources needed to provide sufficient disease monitoring and surveillance capabilities for high-risk STOF assets.

Lead Agency: Health

Funding: Operating Budget, DHHS

Timeline: 2 years

Mitigation Action #38:	Develop an emergency action plan specific for a disease outbreak and conduct testing, training, and exercises.
Hazard:	Disease Outbreak
Target Community:	Tribal-wide – with attention to Hollywood and Tampa
Goals Addressed:	Goal #1: Increase public understanding Goal #2: Develop, promote, and integrate mitigation actions. Goal #3: Improve and enhance the emergency management program. Goal #4: Increase economic stability, core values, and quality of life.
Problem/Opportunity:	STOF currently does not have plans to address a disease outbreak at a tourist attraction or gaming facility. This industry produces the majority of STOF's income.
Implementation Strategy:	Develop contingency and emergency action plans for a disease outbreak at STOF tourism and gaming facilities. Conduct a tabletop exercise that evaluates current procedures and identifies potential operational gaps relevant to STOF's risks. Implement after-action and lessons learned into plans. Create a schedule to periodically test and exercise operational plans for a disease outbreak.
Lead Agency:	Health with OEM support
Funding:	Operating Expense, DHHS
Timeline:	3-5 years

Mitigation Action #39:	Encourage STOF employees to use safe and sanitary practices.
Hazard:	Disease Outbreak
Target Community:	Tribal-wide – with special attention to Hollywood, Tampa, Brighton, and Big Cypress
Goals Addressed:	Goal #1: Increase public understanding Goal #3: Improve and enhance the emergency management program.
Problem/Opportunity:	Many of the diseases that threaten STOF’s tourism and gaming industry stems from unsanitary practices related to food preparation, waste disposal, and house cleaning.
Implementation Strategy:	Encourage safe and sanitary practices of all STOF employees especially those working at STOF tourism and gaming facilities by informing employees of the risk and establishing a program to enforce sanitary practices.
Lead Agency:	Health
Funding:	Operating Budget, DHHS
Timeline:	3-5 years

Mitigation Action #40:	Investigate design features for STOF facilities that are most vulnerable to communicable disease outbreaks.
Hazard:	Disease Outbreak
Target Community:	Hollywood and Tampa
Goals Addressed:	Goal #2: Develop, promote, and integrate mitigation actions.
Problem/Opportunity:	STOF's greatest risk is the spread of disease in its commercial operations. The spread of communicable diseases can be thwarted by compartmentalizing ventilation systems in areas/facilities prone to crowding, or areas that may involve exposure to contagions or noxious atmospheres.
Implementation Strategy:	Investigate design features that can compartmentalize ventilation systems in STOF facilities that are vulnerable to communicable disease outbreaks. Incorporate into future STOF commercial operation developments.
Lead Agency:	Health
Funding:	Operating Budget
Timeline:	10 years

Utility Failure Mitigation Actions and Implementation

Mitigation Action #41:	Create redundancies for lifeline systems.
Hazard:	Utility Failure
Target Community:	Tribal-wide – with special attention to Hollywood
Goals Addressed:	Goal #3: Improve and enhance the emergency management program. Goal #4: Increase economic stability, core values, and quality of life.
Problem/Opportunity:	Many hazards will disrupt critical utility service. One place where redundancies are recommended is in utility and communications systems, especially lifeline systems, e.g., essential public utilities. The intention is that if one system fails, the other shadow system can take over.
Implementation Strategy:	Create redundancies for lifeline systems including communications, power, and other public utilities such as fiber optics.
Lead Agency:	Utilities
Funding:	Operating Budget, Private Funds, FEMA HMGP or PDM
Timeline:	5 - 10 years

Mitigation Action #42:	Provide mobile fuel service during an emergency
Hazard:	Utility Failure
Target Community:	Tribal-wide – with special attention to Hollywood
Goals Addressed:	Goal #3: Improve and enhance the emergency management program.
Problem/Opportunity:	Many of STOF’s facilities have generators to provide back up power after an emergency. However, the remoteness and large area of Big Cypress and Brighton Reservations requires fuel to be transported to each facility.
Implementation Strategy:	Ensure continuity of operations tribal-wide; by provide mobile fuel service during an emergency to fill generators of residences and facilities. Assess whether it would be best to contract service or procure necessary equipment.
Lead Agency:	Utilities
Funding:	Operating Budget
Timeline:	2 years

Political Hazard Mitigation Actions and Implementation

Mitigation Action #43:	Expand first responder preparedness, training, and planning for terrorist attacks.
Hazard:	Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE), and Civil Disturbance
Target Community:	Tribal-wide – with special attention to Hollywood
Goals Addressed:	Goal #1: Increase public understanding Goal #3: Improve and enhance the emergency management program.
Problem/Opportunity:	STOF first responders and employees must continue to be trained and educated on the latest technologies, training, and planning available for responding to terrorist attacks.
Implementation Strategy:	Continue STOF’s current training, planning and preparedness platforms and expand it to include latest technologies and planning methods for preventing, protecting against, and responding to terrorist attacks. Develop and enhance STOF and multi-jurisdictional Search and Rescue Teams with a minimum of type one capabilities, training, and equipment. Develop and enhance STOF and multi-jurisdictional Hazmat Teams to have advanced capabilities, training, and equipment. The STOF response agencies are very capable but specialized teams like SWAT, Urban Search and Rescue, and Hazmat require mutual-aid approach to share resources, personnel, training, and funding. Work with local jurisdictions to coordinate specialized teams in a mutual aid environment.
Lead Agency:	STOF Fire and Police Departments
Funding:	DHS – Technical Assistance
Timeline:	1-5 years

Mitigation Action #44:	Implement a school violence intervention program and a preparedness and prevention program.
Hazard:	Civil Disturbance – School Violence
Target Community:	Tribal-wide
Goals Addressed:	Goal #1: Increase public understanding Goal #2: Develop, promote, and integrate mitigation actions. Goal #3: Improve and enhance the emergency management program. Goal #4: Increase economic stability, core values, and quality of life.
Problem/Opportunity:	School safety and violence prevention programs are valuable, particularly since school violence is unfortunately becoming more common.
Implementation Strategy:	Develop School Crisis Plans that address the needs of STOF’s Public Schools and integrates crucial principles throughout the planning process. These principles include: <ul style="list-style-type: none">• Obtain support from the top leadership of STOF Schools.• Work with STOF Police Department, OEM, and other departments to address incidents that could occur inside school buildings, on school grounds, and in the community. Coordination will avoid duplication and mixed messages, as well as reduce burden on planners.• Open the channels of communication well before a crisis.• Develop partnership with other community groups, including law enforcement, fire safety officials, emergency medical services, as well as health and mental health professionals.• Tailor the school crisis plans to meet individual school needs and plan for the diverse needs of children and staff.• Include all types of schools where appropriate including alternative, charter, and private schools, as well as others who are involved with children before and after school.• Provide teachers and staff with ready access to the plan so they can understand its components and act on them.• Training and practice are essential for the successful implementation of crisis plans.
Lead Agency:	STOF Public Schools
Funding:	Department of Education
Timeline:	5 years

Mitigation Action #45:	Continue to provide public outreach on alertness, awareness, how to notify authorities of suspected terrorist activities, and what to do if a terrorist attack were to occur on STOF Tribal lands.
Hazard:	CBRNE - Terrorism
Target Community:	Tribal-wide – with attention to Hollywood and Tampa
Goals Addressed:	Goal #1: Increase public understanding Goal #2: Develop, promote, and integrate mitigation actions. Goal #3: Improve and enhance the emergency management program.
Problem/Opportunity:	Florida and DHS have made great strides in preventing and protecting against terrorist activities; however, terrorism is a continuous threat. The more vigilant STOF is, the harder it is for a terrorist to strike. Prevention can be addressed through alertness and awareness of the public. A system for reporting terrorist activity can be used to prevent terrorist incidents or sabotage. STOF’s employees and Tribal members should remain alert and aware even during times of lower threat. Furthermore, STOF employees and tribal members should know what to do when the notice terrorist activity and what to do if a terrorist strike occurs on STOF Tribal lands.
Implementation Strategy:	Create an employee and tribal awareness campaign by reaching out to the through training, announcements, websites, and broadcasts that reminds everyone to be alert and aware and what to do if you suspect terrorist activity or what to do if a terrorist strike occurs.
Lead Agency:	OEM, Police, Fire
Funding:	Operating Budget, DHS – Technical Assistance
Timeline:	5 years

Hazardous Materials Release Mitigation Actions and Implementation

Mitigation Action #46:	Create redundancies for lifeline systems.
Hazard:	Hazardous Materials Release
Target Community:	Tribal-wide – with attention to Tampa and Hollywood
Goals Addressed:	Goal #1: Increase public understanding Goal #2: Develop, promote, and integrate mitigation actions. Goal #3: Improve and enhance the emergency management program.
Problem/Opportunity:	STOF does not currently have the capacity to establish a Local Emergency Planning Committee (LEPC). Furthermore, many of the facilities that threaten STOF may be off tribal lands. To address the possibility of hazardous material incidents, communities are required under Federal law (SARA Title III) to maintain an active and viable LEPC to develop an emergency plan for preparing for and responding to chemical emergencies, such as spills, leaks, explosions, or other releases. The LEPC is required to review, test, and update the plan each year.
Implementation Strategy:	Participate in neighboring jurisdictions' Local Emergency Planning Committee and identify potential risks from hazardous materials.
Lead Agency:	Fire and OEM
Funding:	Operating Budget; DHS: EMPG; USEPA
Timeline:	2 years

Mitigation Action #47:	Establish mutual-aid for a hazardous materials release.
Hazard:	Hazardous Materials Release
Target Community:	Tribal-wide – with attention to Tampa and Hollywood
Goals Addressed:	Goal #1: Develop, promote, and integrate mitigation actions. Goal #2: Improve and enhance the emergency management program.
Problem/Opportunity:	STOF does not currently have the resource capacity to respond to a hazardous materials event on Tribal lands.
Implementation Strategy:	Establish mutual aid agreements with neighboring jurisdictions specific to hazardous materials release response
Lead Agency:	Fire and OEM
Funding:	DHS: EMPG; USEPA
Timeline:	2 years

Mitigation Action #48:	Develop a community emergency plan for a hazardous materials release.
Hazard:	Hazardous Materials Release
Target Community:	Tribal-wide – with attention to Tampa and Hollywood
Goals Addressed:	Goal #1: Increase public understanding Goal #2: Develop, promote, and integrate mitigation actions. Goal #3: Improve and enhance the emergency management program.
Problem/Opportunity:	STOF does not currently have established plans and procedures to manage hazardous material generators or respond to a hazardous materials event on Tribal lands.
Implementation Strategy:	Identify hazardous material generators located on STOF property and require the development of emergency & risk management plans, and regulation of disposal, storage, transport, and management of hazardous materials. Develop a community emergency plan for a hazardous materials release. The community’s emergency plan must include the following: identification of local facilities and transportation routes where hazardous materials are present; procedures for immediate response in case of an accident, including a community-wide evacuation plan; a plan for notifying the public that an incident has occurred; names of response coordinators at local facilities; and a plan for conducting simulation exercises that test the plan.
Lead Agency:	Fire and OEM
Funding:	Operating Budget; USEPA
Timeline:	5 years

Structural Fire/Failure Mitigation Actions and Implementation

Mitigation Action #49:	Install fire extinguishers in residential properties owned by STOF.
Hazard:	Structural Fire/Failure
Target Community:	Tribal-wide
Goals Addressed:	Goal #1: Develop, promote, and integrate mitigation actions. Goal #2: Improve and enhance the emergency management program.
Problem/Opportunity:	Building codes and enforcement are the first measure for preventing structure fires. Installation and maintenance of fire extinguishers and smoke detectors can protect the occupants of homes.
Implementation Strategy:	Install fire extinguishers in all tribal-owned buildings, including STOF-owned residences. Training on the proper use of extinguishers would be provided. Properties should be inspected regularly to ensure that smoke detectors are working. All equipment should be tested and/or inspected regularly, and smoke detector batteries should be changed twice a year.
Lead Agency:	Fire
Funding:	Operating Budget
Timeline:	2 years