

Disaster Recovery Framework

October 2023



Approval

This framework is approved and endorsed by the Executive Committee of the Hamilton County Emergency Management and Homeland Security Agency (EMHSA). The Executive Committee was created through a County-Wide Agreement, signed September 27, 1989, by the 49 jurisdictions in Hamilton County. The agreement is the legal basis through which the Executive Committee “shall have general direction of the Hamilton County Office of Emergency Management and Civil Defense and shall be responsible for carrying out the provisions of this agreement.” The Agreement also states that the Agency “is authorized to render the services of coordinating civil defense activities [...] consistent with State statutes and such regulations as have been or shall be promulgated by the Governor of the State.”

This Emergency Recovery Framework addresses Hamilton County's planned recovery response to extraordinary disaster situations associated with all hazards such as natural disasters, technological incidents, and human-caused crises. It is the principal guide for ensuring that recovery is effective, efficient, and equitable for the jurisdictions that lie within the county. It is intended to facilitate multi-agency and multi-jurisdictional coordination, particularly among local, state, and federal agencies in emergency management, and outline a comprehensive structure for addressing recovery within Hamilton County. This framework establishes a governance structure that can leverage and coordinate the resources of public, private and nonprofit organizations. It serves to:

- Establish a framework for engaging those that should or need to be involved
- Provides guidance to assist public, private and nonprofit organizations to explore options for restoration of critical community functions, services, vital resources, facilities, programs, and infrastructure
- Guide pre-disaster preparations

This framework was developed using generally accepted emergency management principles and practices. Incorporated are planning elements derived from Federal Emergency Management Agency and Ohio Emergency Management Agency planning documents. Modifications to this framework may be made under the direction of the Director of the Hamilton County Emergency Management & Homeland Security Agency. Adoption will occur following the established maintenance schedule; however, the framework may be modified in the interim without prior approval and formal approval.

This framework supersedes any previous version.

Approved by:



Honorable Alicia Reece, Chair
Hamilton County Emergency Management &
Homeland Security Agency Executive Committee

10 / 16 / 23
Date



Nick Crossley, Director
Hamilton County Emergency Management &
Homeland Security Agency

10/16/23
Date

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Record of Revision

#	Date	Updated By	Section	Description of Change

Cover Image: Downtown Cincinnati from Mt. Adams at Sunset.
 Photo Credit: Trip Wright

Executive Summary

Hamilton County is vulnerable to a variety of hazards that threaten its residents, businesses, and environment. The Disaster Recovery Framework establishes a clear path to ensure that the county will be adequately prepared to recover from events caused by these hazards. This Disaster Recovery Framework (Framework) outlines and explains the roles and responsibilities for participating agencies and organizations. The Framework discusses how coordination occurs pertaining to recovery activities with federal, state, and local government, the private sector, and nongovernmental organizations (NGOs).

By defining roles and responsibilities ahead of time, the Framework helps participants rapidly initiate the recovery process during and immediately following a disaster response, focusing first on short-term recovery and eventually transitioning to long-term needs. This Framework describes recovery activities and provides steps for participants to follow in order to be prepared for disaster recovery and reconstruction.

Depending on the size and severity of the disaster event, the community may have to determine a “new normal” that differs from pre-disaster norms. Since recovery activities could take years to complete, there is potential for different recovery activities to be ongoing and change over time based on the event that has occurred.

The Framework serves as a generalized guide for navigating disaster recovery in order to be adaptable to the specifics of each disaster.

Introduction

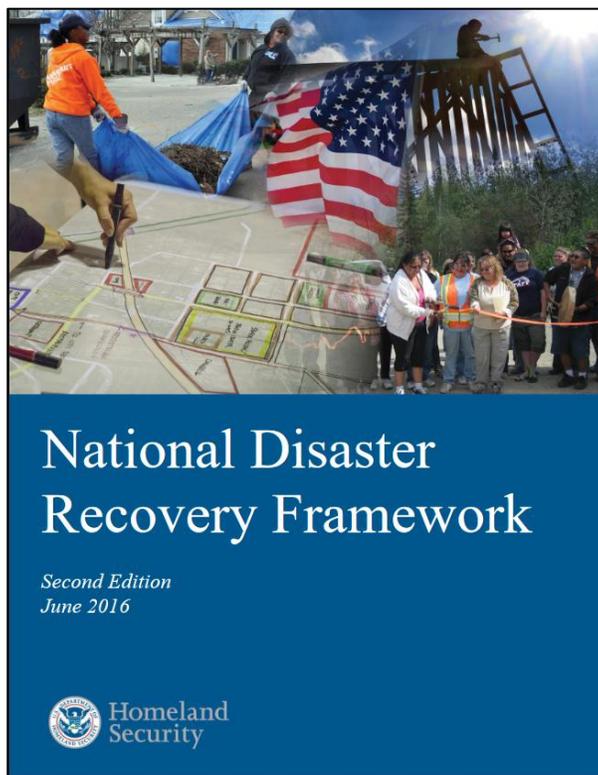
The National Disaster Recovery Framework (NDRF) is the federal guide that enables effective recovery support to disaster-impacted states, tribes, territories, and local jurisdictions. It provides a flexible structure that enables disaster recovery stakeholders to operate in a unified and collaborative manner. It also focuses on how best to restore, redevelop, and revitalize the health, social, economic, natural, and environmental fabric of the community and build a more resilient nation.

The NDRF introduces six Recovery Support Functions (RSFs) that provide a structure to facilitate problem solving, improve access to resources, and foster coordination among State and Federal agencies, nongovernmental partners, and stakeholders. The six RSFs are:

- Community Planning and Capacity Building;
- Economic Recovery;
- Housing;
- Infrastructure Systems;
- Health & Social Services, and;
- Natural & Cultural Resources Recovery.

Each RSF has coordinating and supporting organizations that operate together with local, State and Tribal government officials, NGOs, and private sector partners.

Many jurisdictions utilize these six functions for clarity regarding roles and responsibilities needed for recovery and reconstruction. Hamilton County departments and community partners use the same general functions to coordinate and support one another



according to each RSF, which will offer guidance for how each sector should address recovery.

It is anticipated that recovery efforts will frequently overlap with the response phase, depending on the situation. Specific recovery operations that may be needed in the immediate response phase could include tasks like emergency debris removal, delivery of potable water, support for aging and institutionalized populations, emergency temporary housing beyond basic sheltering, medical assistance programs, heating assistance programs, and disaster related mental health assistance.

Purpose

Successful recovery involves the prompt restoration of essential services, reconstruction of damaged property, and the resumption of pre-disaster lifestyles and norms. The purpose of this Framework is to ensure recovery efforts are effective, efficient, and equitable.

Effective	The Framework allows for effective recovery efforts with the goal of returning Hamilton County and its 49 jurisdictions back to a state of relative normalcy following a disaster.
Efficient	The Framework establishes a governance structure that can leverage and coordinate resources from across Hamilton County as needed during recovery.
Equitable	The Framework addresses the needs of the Whole Community, which includes public, private, and non-governmental organizations, in order to meet the needs not only of the communities, but those individuals who live and work in the county.

Scope

This Framework is designed to guide recovery activities during and following a disaster and coordinate multiple resources within Hamilton County. It is also meant to ensure that all agencies, departments, and NGOs involved in the recovery process know what needs to be done in order to begin the process of short- and long-term recovery. After reading this document, users of this Framework should understand what actions will be needed in the days and weeks after a disaster and make certain all parties involved are ready to immediately begin the recovery process.

Community Profile

A community's unique characteristics can affect how emergency management plans are created to cater to specific area needs. There are some key factors that may affect recovery, such as demographics, housing, community history, economic profile, etc. The Hamilton County Multi-Hazards Mitigation Plan (MHMP) has a complete community profile for Hamilton County which can be referred to for information pertaining to communities impacted by a disaster.

Situation

Hamilton County is subject to a wide range of hazards that could potentially result in disasters. These hazards fall into three categories: natural hazards, technological hazards, and human-caused hazards. Natural hazards result from acts of nature. Technological hazards result from accidents or failures of systems and structures. Human-caused incidents result from harmful actions by individuals or groups. To gain a better understanding of all the threats and hazards that Hamilton County faces, Hamilton County completed a full risk and consequence analysis as part of the MHMP.

The table below was developed as a part of the MHMP and lists the 21 hazards that may potentially affect Hamilton County ranked by Total Risk Score from highest risk to lowest. The Risk Score was developed by weighing the probability of each hazard occurring in Hamilton County against the expected extent, vulnerability, and overall impacts of the hazard. This Framework is applicable to each of the hazards listed below.

Total Risk Score* (Out of 100)	Hazard
80	High Wind & Tornado
72	Hazardous Materials Incident
71	Severe Winter Storm
71	Flash Flood
68	Extreme Cold Incident
65	Extreme Heat Incident
61	Severe Thunderstorm
61	Infrastructure and Structural Failure
54	Urban Fire
51	Public Health Emergency
41	Mass Transportation Incident

Total Risk Score* (Out of 100)	Hazard
41	Terrorism/Active Assailant
39	Riverine Flood
39	Civil Disorder/Riot
39	Cyber Incident
33	Landslide
33	Earthquake
23	Dam/Levee Failure
19	Land Loss
19	Drought
17	Wildfire

* Risk Score is calculated by weighing the probability of the hazard occurring against the expected the extent, vulnerability, and impacts of the hazard

Planning Assumptions

Planning requires assumptions based on statistics, history, behavior patterns and likely future trends. The following planning assumptions have been developed in line with best practices for recovery plans:

- A disaster may occur with little or no warning and may escalate far more rapidly than the ability of any single local response organization to handle.
- Disasters differ in character by magnitude, duration, onset, distribution, area affected, frequency and probability.
- Damage in the county may be catastrophic in nature and may cause the disruption of normal life support systems and regional economic, physical, and social infrastructures.
- The impacts of a disaster may extend beyond county boundaries and many areas of the state may experience casualties, property loss, disruption of normal life support systems, and loss of regional, economic, physical, and social infrastructures.
- Disaster relief from outside the county may take 72 hours or more to arrive. In a very large-scale disaster, such as a major earthquake on the New Madrid fault, outside agencies may take up to two weeks to respond.
- Many resources critical to the disaster recovery process will be scarce and competition to obtain such resources will be significant.
- Organizations tasked in this document are aware of their emergency responsibilities and will fulfill these requirements in an emergency utilizing their capabilities including staffing, equipment, supplies, and skills, according to their own policies and procedures. The predetermined policies and procedures of individual agencies will be used as the basis of this framework.
- Each jurisdiction will utilize all local resources before requesting state aid; this includes public as well as private resources.
- Local government funding may be insufficient after disaster, prompting state and federal funding.
- Critical infrastructure/key resources, including public and private utilities, will be affected in the impacted communities. The timetable for critical infrastructure/key resources restoration may extend well into the recovery phase.
- Prior to or concurrent with activation and implementation of this Framework, the Hamilton County Emergency Operations Plan (EOP) and/or the Hamilton County Continuity of Government (COG) plan may be implemented, and emergency response and continuity of essential functions will be provided to the degree possible.
- The Hamilton County Emergency Operations Center (EOC) may be activated prior to this framework being implemented and will be staffed as dictated by the scope of the response effort.
- Volunteer organizations from within and beyond the region may implement their disaster relief programs; residents and disaster relief organizations from other areas may send donations based on their perception of the needs of Hamilton County.

Relationship to Other Plans

The Recovery Framework is the basic guidance on what to do in the short and long-term phases after a disaster occurs. While it can be read as an independent document, it is interconnected with four other major plans the county has written: the 2020 Hamilton County Emergency Operations Plan, the 2020 Hamilton County Continuity of Government Plan (COG), the 2020 Hamilton County EMHSA Continuity of Operations Plan, and the 2023 Multi-Hazard Mitigation Plan (MHMP).

The Emergency Operations Plan (EOP)

The EOP consists of Emergency Support Functions (ESFs), which are similar to the RSFs of this Framework. However, the EOP is utilized before and during a disaster for short term disaster response and is always active, whereas the Recovery Framework focuses on the phases typically after a disaster. Each RSF does not necessarily have to be activated and can be used on an as-needed basis, depending on the disaster. Should a major and/or multi-hazard disaster occur, all six recovery functions would be more likely to be activated.

FEMA's Core Capabilities

- Planning – Conducting a systematic process engaging the Whole Community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives. The Framework is just one of the plans developed by Hamilton County EMHSA, all of which are designed to work together to meet the needs of the community during all phases of a disaster.

The Continuity of Government Plan (COG)

The COG is the effort to ensure that the governing body and their identified responsibilities will be preserved, maintained, or reconstituted during a wide range of emergencies that could disrupt government operations. The Hamilton County Board of County Commissioners' (BOCC) COG Plan outlines the framework to provide the necessary leadership and authority to ensure the preservation, maintenance, or reconstitution of government during a wide range of emergency conditions that could disrupt government functioning.

The Continuity of Operations Plan (COOP)

The COOP is an effort within an organization to ensure that its essential functions continue to be performed during a wide range of disasters until normal operations can be resumed. Multiple departments have COOP plans for their specific operations that support Hamilton County's overall ability to continue functioning. All continuity efforts support a more efficient recovery by aiding County Leadership and County departments with their own recovery and enabling organizations to perform functions that support the County's recovery.

The Multi-Hazard Mitigation Plan (MHMP)

All RSFs tie into the MHMP because the long-term goals all aim to reduce or prevent a hazard from occurring again. The MHMP contains a list of 21 ranked hazards that are most likely to affect and be addressed by Hamilton County. There are also mitigation strategies and projects listed in the MHMP that can be funded by federal aid, opening a broader range of possible mitigation and prevention solutions. The Recovery Task Force (RTF), with the assistance of the RSF Coordinating Agencies, can also identify new projects during the recovery process that can be proposed for inclusion in the MHMP. This allows for the promotion of needed mitigation strategies which may not have been previously identified.

Capabilities Assessment

Hamilton County has access to a variety of resources to deal with different disasters through the assistance of existing programs and agencies which have expertise in disaster recovery. This can include personal assistance grants, programs for infrastructure recovery or business aid, as well as historic preservation and revitalization. Below are descriptions of some recovery-oriented capabilities available for the county.

Organizations

Hamilton County and Ohio have a vast network of disaster relief organizations that are ready and able to respond to the needs of those affected by a disaster. There are also national-level organizations that are available to disasters anywhere in the United States, though they typically have a chapter or branch in individual states. Some of these include the American Red Cross, United Way, Goodwill, Southern Baptist Convention Disaster Relief Ministries, St. Vincent de Paul, the Salvation Army, Voluntary Organizations Active in Disaster, and Matthew 25 Ministries. The organizations provide a variety of services, including providing shelter, clean water, meals, laundry services, reunification, medical and psychological care, providing clean up supplies, damage assessments or developing recovery plans for disaster victims. This assistance aids in the return to some form of normalcy and allows communities to have access to basic needs so they can focus on recovery.

Grants and Loans

There are many opportunities for disaster recovery grants available for all types of disasters. A brief description of the most well-known grants and loans are listed below. For more information, please visit

<https://www.hamiltoncountyohioema.org/assistance-for-individuals/> and <https://www.fema.gov/public-assistance-local-state-tribal-and-nonprofit>.

Federal

In order to qualify for disaster assistance from the Federal Emergency Management Agency (FEMA), Hamilton County must be covered by a Presidential disaster declaration and the losses must have occurred here. There are types of FEMA assistance available to individuals and families as well as governments and private nonprofits. The table below gives an overview of major Federal disaster grants and loans, and FEMA's website has more detailed information on the criteria for funding, the application and approval processes, and general eligibility: <https://www.fema.gov/assistance>

Federal Grants and Loans	
<u>Public Assistance (PA) Grant</u>	Provides supplemental federal disaster grant assistance for debris removal, emergency protective measures, and the repair, replacement, or restoration of disaster-damaged, publicly owned facilities. The PA Program also encourages protection of these damaged facilities from future events by providing assistance for hazard mitigation measures during the recovery process. The PA Grant is subject to a cost share, with the Federal share of assistance not being less than 75% of the eligible cost for emergency measures and permanent restoration from major disasters or emergencies declared by the President.
<u>Individual Assistance (IA) Grant</u>	Through the IA programs, FEMA provides direct assistance to individuals and households, as well as state, local, tribal, and territorial governments to support individual survivors. Through the PA program, FEMA provides grants to state, local, tribal, and territorial governments and certain private nonprofit organizations to assist them with disaster response and recovery, including debris removal, emergency protective measures, and permanent restoration of facilities.
<u>Community Development Block Grant (CDBG-DR)</u>	This program provides annual grants on a formula basis to states, cities, and counties to develop viable urban communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low- and moderate-income persons.
<u>Small Business Administration (SBA) Disaster Loans</u>	The SBA can make federally subsidized loans to repair or replace homes, personal property or businesses that sustained damages not covered by insurance. The Small Business Administration can provide three types of disaster loans to qualified homeowners and businesses: <ul style="list-style-type: none">• Home Disaster Loans are applicable to homeowners and renters to repair or replace disaster-related damage to home or personal property.• Business Physical Disaster Loans are applicable to business owners to repair or replace disaster-damaged property, including inventory, and supplies.• Economic Injury Disaster Loans provide capital to small businesses and to small agricultural cooperatives to assist them through the disaster recovery period.

State

The State of Ohio maintains funds through two programs in order to help when a disaster causes significant impacts in Ohio communities but does not meet the requirements for federal disaster assistance. These programs, outlined below, have specific eligibility criteria for applicants and are not guaranteed after local disasters. The State Disaster Relief Program (SDRP) is implemented at the governor’s discretion; because it is designed to supplement local efforts, it is only authorized after applicants can demonstrate that their local resources and other avenues of funding have been exhausted. The Ohio Individual Assistance (IA) Grant is only authorized to address unmet needs related to loss of real property (damage to an owner-occupied residence) or personal property (i.e., essential major appliances, furniture). Not all damages or losses caused by the disaster may qualify for reimbursement.

State Grants and Loans	
<u>State Disaster Relief Program (SDRP)</u>	The SDRP is implemented at the governor’s discretion when federal assistance is not available. Local governments and eligible nonprofit organizations must apply, through a written letter of intent, to the program within 14 days of the Program being made available. The supplemental assistance is cost-shared between Ohio Emergency Management Agency (Ohio EMA) and the applicant.
<u>Ohio Individual Assistance (IA) Grant</u>	The Ohio IA Program is designed to provide grants for disaster-related unmet needs to individuals and families that have uninsured essential private property damages or losses. The disaster must be declared by local government(s), the Governor, and the U.S. SBA, and would not be declared by the FEMA.

Local

Though Hamilton County does not have a dedicated program for recovery funding, when funding is available, either through local, state or federal sources, the county may create programs to assist individuals, organizations, and businesses. For example, in response to the COVID-19 Public Health Emergency, Hamilton County utilized Coronavirus Aid, Relief, and Economic Security (CARES) Act funding to create multiple recovery programs including a Child Care Provider Relief Program, a Nonprofit Relief Program, a Rent & Utility Relief Program, and a Small Business Relief Program to assist individuals, organizations, and businesses recover from the economic impacts of COVID-19.

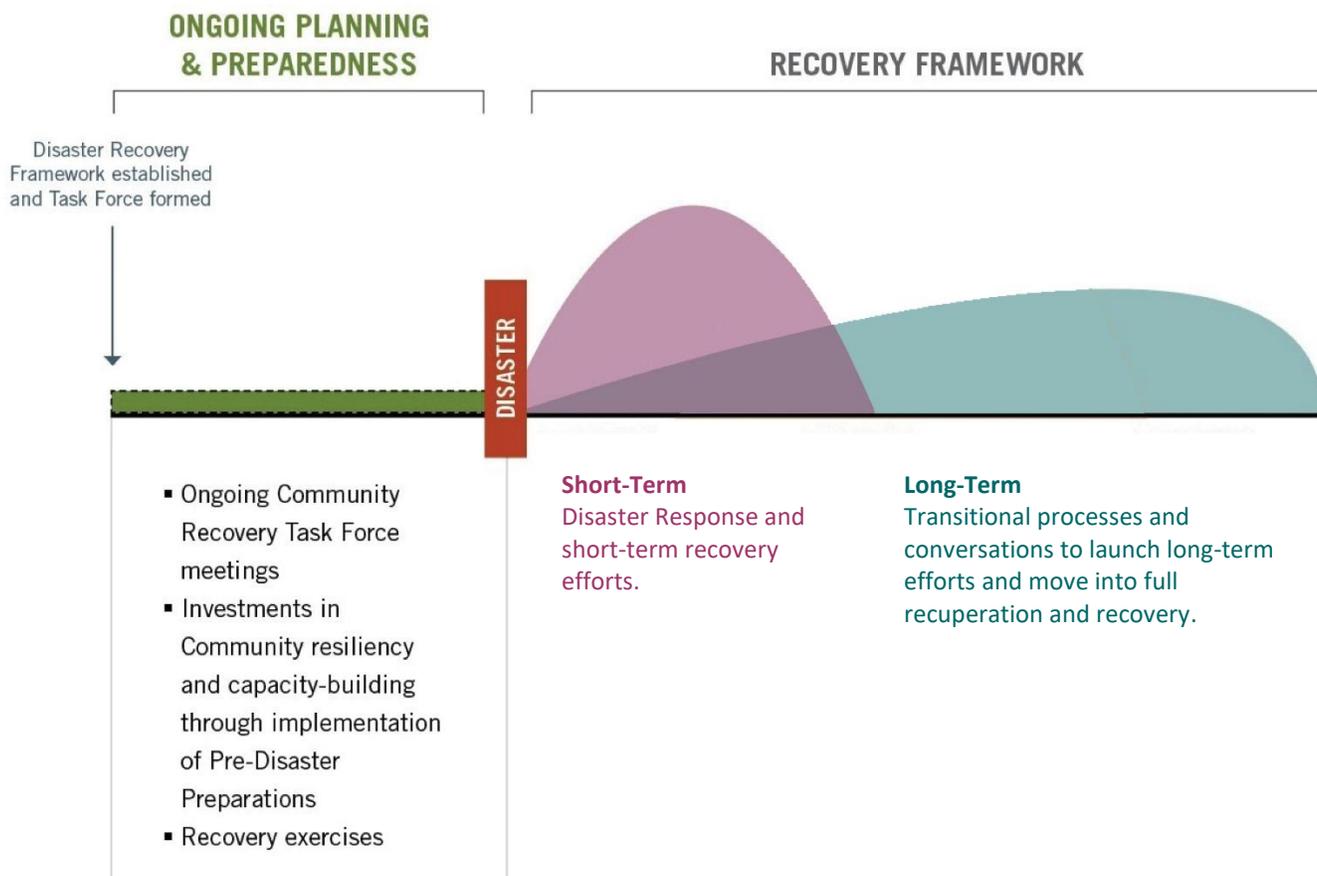
Concept of Operations

As is often the case when discussing the phases of emergency management, the recovery phase naturally overlaps with other phases. As a result, there is often overlap between concepts discussed in other plans, such as the 2020 Hamilton County Emergency Operations Plan (EOP) or the 2023 Hamilton County Multi-Hazard Mitigation Plan (MHMP). The actions undertaken during incident response are addressed by the EOP but also set the stage for how this Framework will be used. Likewise, as recovery begins, those involved should take into consideration the mitigation strategies outlined in the MHMP and consider how recovery can lend itself to mitigation activities.

Within Hamilton County, the process of recovery occurs in two phases: short-term recovery and long-term recovery. During the short-term phase, which usually occurs only during the days to weeks following the disaster, Hamilton County focuses on actions that address the immediate needs of the 49 jurisdictions and the impacted individuals within those communities. In order to support the jurisdictions, recovery efforts for the county should focus on restoring the fundamental structural components that all communities need to operate: critical functions, services and programs, vital resources, facilities, and infrastructure. These components, which will be referred to as the five Recovery Elements, are addressed in the Recovery Elements section below. For impacted individuals, the county will support the jurisdictions in addressing community members’ basic health and safety needs. The solutions developed during short-term recovery may only be temporary in nature.

In the months to years that follow a disaster, short-term recovery transitions into long-term recovery. During the long-term recovery period, Hamilton County focuses on transitioning from the short-term recovery efforts to more

permanent solutions for communities and individuals. This includes more complex planning and efforts to not only restore to pre-disaster standards, but to build back better and encourage new development and opportunities.



Whereas response actions are supported by the Hamilton County Emergency Operations Center (EOC) team, recovery actions are managed by county leadership with input from the Recovery Task Force.

Recovery Task Force

The Recovery Task Force (RTF) is designed to work across government and community lines to plan for and make timely recommendations in support of recovery operations and priorities. It also serves as a deliberative body that takes a broad look at the many competing needs presented across the community and across the topics and disciplines represented by each RSF. In this role, the RTF needs to assess competing demands, facilitate priority setting, and make thoughtful, balanced, and effective recommendations for recovery functions.

Pre-disaster, the RTF will meet a minimum of once every three years to maintain a current view of recovery priorities and to ensure the group is ready to provide expert advice in a coordinated fashion when a disaster strikes. Post-disaster, the group will meet on an as-needed basis determined by the complexity of the disaster response and recovery efforts. Hamilton County EMHSA will administer the RTF including organizing meetings, agendas, email coordination, meeting minutes, etc. The RTF does not replace existing organizations or committees but endeavors to bring together all related efforts and maximize coordination and service delivery.

This RTF engages possible resources such as community, public, private, and not-for-profit organizations into a coordinated effort to make recovery recommendations and maximize service delivery. The RTF addresses resources for short and long-term recovery efforts. It is composed of representatives of government, business, not-for-profit organizations, and RTF members play an important role liaising between coordinating groups, supporting groups, the governmental departments, emergency management and the public.

The RTF is directed to ensure a Whole Community approach to problem solving pre- and post-event. A primary focus of the RTF is communication and coordination that:

- Aligns Hamilton County recovery efforts and priorities with those of the community’s residents, businesses, and nonprofits.
- Communicates RSF-specific information between stakeholders so county and community decisionmakers have a current understanding of the specific issues and needs being experienced by each area.
- Communicates overarching recovery priorities across RSFs so decisions made by individual RSFs are informed by and in line with current needs across the community.
- Clarifies decision making and roles pre- and post-disaster.

Members of the RTF should include a representative from each of the six RSF Coordinating Agencies, as well as County Administration, Planning + Development, Job and Family Services, the Human Services Chamber of Cincinnati, and the City of Cincinnati. The chart on page 20 shows how the RTF is activated and how decisions are made if activated.

Hamilton County Recovery Task Force Members		
Name	Organization	Recovery Support Function
Jeff Aluotto	Hamilton County Administration	N/A
Harry Blanton	Alloy Development Co., Inc.	RSF #2
Maria Collins	Hamilton County Planning + Development	N/A
Nick Crossley	Hamilton County Emergency Management & Homeland Security Agency	N/A
Matthew Flagler	City of Cincinnati Fire Department	N/A
Todd Gadbury	Hamilton County Engineer’s Office	RSF #4
Mike Moroski	Human Services Chamber of Hamilton County	N/A
Sara Fehring	Hamilton County Conservation District	RSF #6
Michael Patton	Hamilton County Job & Family Services	N/A
Morgan Peterson	Hamilton County Emergency Management & Homeland Security Agency	RSF #1
John Sherrard	Hamilton County Public Health	RSF #5
Lisa Thomas	Cincinnati Metropolitan Housing Authority	RSF #3

Successful long-term disaster recovery will be contingent on frequent and appropriate community engagement by communicating information such as the status of recovery and available resources and receiving feedback from community members about recovery priorities and needs. Throughout recovery, choices will need to be made about when decisions must be made expeditiously and when engagement of stakeholders and community members is warranted or required. There is an emphasis on engaging with the community throughout the Framework, because there are many significant decisions made during long-term recovery that will directly affect community members and meaningfully shape the future of the county. Some short-term decisions will be made with less consultation to ensure recovery progresses visibly and expeditiously.

Recovery Support Functions

In accordance with the NDRF, participating government agencies, private organizations, nonprofits, and NGOs should be assigned to at least one RSF. The role of the RSFs is to address key functional areas for recovery, facilitate problem solving, and improve access to resources. Similar to the federal model, each RSF has a Coordinating Agency and multiple Supporting Agencies with various roles and responsibilities in that area of recovery.

Each RSF will be led by the specified Coordinating Agency, who will collaborate with and utilize Supporting Agencies to fulfill the goals developed in each RSF. This may mean creating sub-groups, whether permanent or temporary, to assist

the group with its work by gathering information, assessing the current situation, discussing options, identifying funding sources, etc.



At the end of this Framework is an Annex for each of the six RSFs. Each Annex will outline goals and strategies that have been identified by the RSFs to address recovery for that function.

FEMA's Core Capabilities

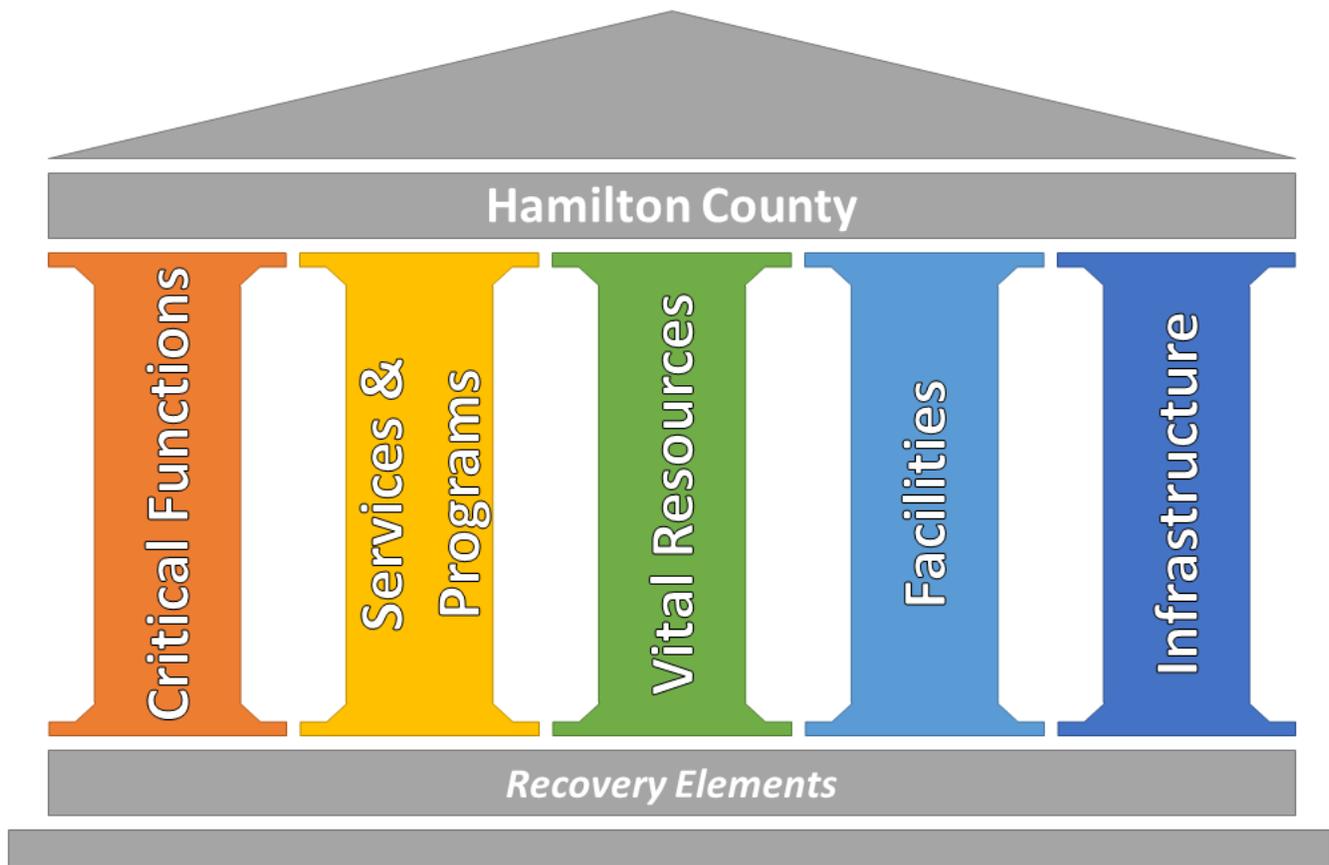
The six Recovery Support Functions align with five of FEMA's Core Capabilities related to recovery. This is a deliberate overlap so that RSFs #2-6 can each focus on an important element of recovery.

- **Infrastructure Systems** – Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.
- **Economic Recovery** – Return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in an economically viable community.
- **Health and Social Services** – Restore and improve health and social services capabilities and networks to promote the resilience, independence, health (including behavioral health), and well-being of the Whole Community.
- **Housing** – Implement housing solutions that effectively support the needs of the Whole Community and contribute to its sustainability and resilience.
- **Natural and Cultural Resources** – Protect natural and cultural resources and historic properties through appropriate planning, mitigation, response, and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and best practices and in compliance with applicable environmental and historic preservation laws and Executive orders.

Recovery Elements

Hamilton County must ensure that certain fundamental community components are restored as part of the recovery process before tackling other challenges of disaster recovery. Some of these components are performed or managed by the County, while others are performed or managed by the local jurisdictions, private sector partners, or NGOs.

The five Recovery Elements (Critical Functions, Services & Programs, Vital Resources, Facilities, and Infrastructure) are things that the county should work to restore quickly, because the restoration of the Elements will allow Hamilton County to support those individuals and businesses that call the county home. By working to restore the five Recovery Elements first, Hamilton County can then focus on supporting the recovery efforts of its 49 jurisdictions as well the private sector and NGOs that support individuals throughout the County.



Critical Functions	A service or a collection of services normally performed within Hamilton County that must continue at a sufficient level without interruption, or restart within acceptable timeframes, after a disruption to the service.
Services & Programs	Work or activities performed within Hamilton County that benefits the community or that are intended to help residents beyond those normally provided by the market or for-profit institutions.
Vital Resources	Assets necessary to fulfill the critical functions and offer the services and programs within Hamilton County.
Facilities	Physical buildings or locations within Hamilton County that are needed for critical functions, services or programs.
Infrastructure	The basic physical structures and public works, not including facilities, which are needed for the operation of critical functions, services or programs within Hamilton County.

Communities that are successful in reestablishing the five Recovery Elements will be more likely to recover from a disaster event because people have a reason to reinvest in the community after a disaster. However, performing actions to restore these elements alone is not enough. There are many other variables that make up community recovery and leaders need to be flexible to the changing demands of the population as it recovers.

Recovery, in nearly every case, is about more than a return to pre-disaster conditions. The focus often shifts to the new expectations and opportunities of the post-disaster environment, defined by the community to meet its unique circumstances. Recovery creates an opportunity not only to survive and rebuild, but also to transform and redefine what it means to thrive as a community.

SWOT Analysis

In order to fully understand the impacts of the disaster and what resources are necessary to restore the Recovery Elements, the RTF should perform a SWOT analysis, which will give direction to recovery activities. The SWOT analysis looks at the (S) Strengths, (W) Weaknesses, (O) Opportunities, and (T) Threats related to recovery.

This will allow the RTF to see exactly which RSFs will need support. This analysis is common in many plans and can offer additional guidance in this framework. The table below shows some examples and questions of what to consider when completing a SWOT analysis for recovery. The shorter-term aspects of this analysis will typically focus on Strengths and Weaknesses, addressing those issues primarily. In the longer term, the Opportunities and Threats can be addressed in a more comprehensive manner.

The process of conducting a SWOT analysis can be as formal or informal as necessary. The purpose is to consider the full scope of the disaster impacts. This analysis can then be used to update recovery priorities (see next section) and enhance goals and strategies to improve recovery operations.

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • What unique resources can be drawn upon? • What is working well? • Undamaged assets (that could be utilized for other purposes if necessary) • Is the community willing and able to recover? • Have there been processes in the past that have served the community well that can be utilized again? 	<ul style="list-style-type: none"> • What could be improved on for response phases in the future? • What areas have fewer or fewest resources available? • Does the community believe there are different weaknesses that are not being addressed than the managing agencies? 	<ul style="list-style-type: none"> • What sources of funding or support can be found that are readily available? • What opportunities are open to you? • What trends can you take advantage of? • Any new or existing networks or connections that can be utilized or built on? • What opportunities are there for utilizing mitigation strategies from the MHMP or creating new project proposals to improve on the existing situation or future situations? 	<ul style="list-style-type: none"> • Any major roadblocks to recovery? (ex.- funding, natural, cultural, policy) • Is there any potential for threats that may come in a secondary wave or cause issues as an aftershock? (Threat neutralization) • What threats do the weaknesses expose you to?

Recovery Priorities

One major consideration for the RTF and the RSFs while completing the SWOT analysis is to consider how to prioritize recovery activities. As with any disaster, there will be a finite number of resources available to address recovery and Hamilton County will need to prioritize those activities.

While the five Recovery Elements discussed above need to be addressed, there are short-term and long-term measures that need to be taken to support individuals and businesses. This Framework has pre-identified some of those priorities, though additional priorities may be identified or modified as a result of the specific nature of the disaster event.

Overarching Priorities

While some priorities will vary by the phase of the recovery process, there are some priorities that should remain at the forefront throughout the entire disaster cycle.

1. Whole Community Engagement

While the nature of disaster response and recovery necessitates local government and key stakeholders take leadership roles, the needs of the entire community must not be forgotten in the process by those in charge. A Whole Community approach is a recommended way to prioritize and engage the entire community in recovery planning, since decisions about disaster recovery have profound effects on the community as a whole. The three principles of a Whole Community approach are:

- A. **Understanding and meeting the actual needs of the whole community.** Recovery leaders cannot make decisions for the community based on assumptions of needs. They should be actively engaging and listening to the actual stated needs and requests of communities to inform decision-making.
- B. **Engaging and empowering all parts of the community.** A Whole Community approach seeks to involve a wide range of community stakeholders that represent the diversity of our community in authentic dialogue. This may include organizations that are not traditionally involved in emergency management. Through effective communication and trust-building, partners can work together to identify needs and existing resources and begin to partner to find solutions.
- C. **Strengthening what works well in communities on a daily basis.** A Whole Community approach is strengths-based; if there is something that a community has found effective as a support or solution to an issue pre-disaster, these structures and approaches can be leveraged to assist in a community's recovery after a crisis. Whenever appropriate, recovery leaders should defer to local expertise in addressing local concerns and provide support as much as possible.

2. Vulnerable Populations

In all phases of the disaster cycle, from preparedness to response to short- and long-term recovery, partners should be aware of vulnerable populations within the community and prioritize and address their needs as necessary. For the purposes of this plan, vulnerable populations should be thought of as populations that are most likely to be seriously affected by disasters, and least able to recover without support. Vulnerable populations may include, but are not limited to, the following:

- The economically disadvantaged
- Individuals facing communication barriers
- Very young children and older adults
- Individuals with medical issues and/or disabilities (physical, mental, cognitive, or sensory)
- People who are culturally, geographically, or socially isolated

While the groups listed above are generally seen as vulnerable or at-risk populations in a disaster, this is neither an exhaustive list nor universally applicable, because disaster vulnerability varies widely by hazard, community, and context.

3. Equity

Disaster response efforts in the past have often focused on equality – for example, giving everyone the same resources or assistance. However, different groups of people may need different resources and levels of assistance in order to recover from a disaster. Disasters exacerbate existing challenges and disproportionately impact some groups or individuals, especially vulnerable or historically marginalized populations, so equal resource allocation will often result in uneven recovery across a community. Equity focuses on giving all community members the same opportunity to thrive, which may mean that additional effort is needed to support vulnerable communities and address the additional barriers or challenges these communities may face to recovery. FEMA defines equity as “the consistent and systematic fair, just and impartial treatment of all individuals,” and this requires a proactive commitment to identifying the disparate ways communities are impacted by disasters and intentionally planning to address those needs with equity continually at the forefront.

Short-Term (Days to Weeks) Recovery Priorities

In the hours and days following the disaster event, recovery will begin with life-safety measures taken during the response. Once those life-safety measures are completed, the RTF and RSFs should focus on using the goals and strategies discussed in the next section to address the following priorities. Though the short-term priorities listed below are numbered, they should all be addressed as soon as possible and often occur simultaneously. For example, while medical care is occurring, mass care efforts should also be initiated, and mass care operations may be put in place while damage assessments are being conducted. Depending on the type and severity of the event, and the complexity of the operation, short-term recovery activities could extend into the long-term recovery phase. Disaster-related costs should be documented immediately, regardless of the status of federal reimbursement. Cost documenting procedures can be found in Attachment #1 – Additional Resources.

1. Medical Care

During the response and short-term recovery phases, medical needs should be addressed based on priority according to established triage processes. Medical emergencies should be assessed by first responders and immediately addressed. Less serious injuries will be addressed and potentially treated with less urgency based on the disaster event type. Regarding short-term care, significant injuries and needs will be addressed first; moderate and minor injuries should be addressed secondarily; and pharmaceutical needs should be addressed once bodily injuries have been assessed.

Once immediate danger or threat has ended, other types of medical care can be administered. This may include addressing needs such as replacing durable medical equipment, providing over-the-counter medications, replenishing fluids, and addressing nutritional needs.

Additionally, the short-term recovery activity should address the existence and removal of casualties depending on the type of disaster event including the identification of the deceased. Professionals in the medical community and volunteer organizations such as the American Red Cross will likely play a significant role in providing and maintaining these services throughout the recovery process. Specific recovery activities and needs will be noted in Annex E – RSF #5 (Public Health and Social Services).

2. Damage Assessment

Damage should be assessed immediately following the end of the disaster to provide local and regional authorities information on the scope of the disaster and the immediate needs of the community in order to begin planning an effective disaster response and recovery.

a. Rapid Damage Assessment (RDA)

RDAs, or Windshield Surveys, are conducted first to quickly evaluate how much damage has occurred and get a preliminary evaluation of needs in the immediate aftermath of a disaster.

b. Damage Assessment (DA)

The next assessment should be the Damage Assessment (DA). DA provide a more detailed assessment than the RDA and plays a critical role in Hamilton County's response and recovery following a disaster. The information gathered provides a snapshot of the situation detailing the extent and location of damages. This information is evaluated to determine the needs of the survivors and Hamilton County as a whole. Thus, the DA sets the tone for the entire response operations and drives the recovery process. The process for conducting a DA is outlined in the Hamilton County Damage Assessment Plan.

FEMA Preliminary Damage Assessment (PDA)

If a state or tribal nation is applying for federal assistance after conducting damage assessments on the local level, FEMA representatives will arrive on scene to assess the damage themselves with a PDA. FEMA relies on the PDA findings to provide a recommendation to the President concerning whether a major disaster declaration is warranted and what types of federal assistance should be made available.

Damage assessment helps Hamilton County set priorities for response activities as well as for recovery operations such as debris management and infrastructure repairs. It also helps identify needs for additional resources from regional, State, and Federal agencies and provides some of the documentation necessary for applying for these avenues of assistance.

3. *Mass Care*

As soon as possible after a disaster, Mass Care measures will be coordinated for members of the community. Mass Care activities are disaster-dependent, but may include the support of emergency mass care shelters, feeding, distribution of emergency relief items, and support for the transition from emergency sheltering to long-term housing. Mass Care is outlined in the EOP Annex F (#6 – Mass Care). As the county transitions from response to recovery, several Mass Care-related recovery activities will be coordinated and operated by RSF #3 – Housing (Annex C) and RSF #5 – Public Health & Social Services (Annex E).

a. *Sheltering*

Depending on the type of disaster event that occurs, a shelter could range from smaller shelters like churches, schools, businesses, or similar structures that accommodate a smaller number of people to “mega-shelters” in large buildings like stadiums or arenas, which could house thousands of people. The goal of sheltering is to temporarily meet basic needs of residents until the community can support normal systems such as permanent housing, transportation, roadways, and utilities.

The American Red Cross and other disaster relief organizations will likely play a significant role in providing and maintain sheltering after the disaster event. Specific recovery activities and needs will be noted in Annex C (RSF #3 – Housing).

b. *Emotional, Psychological, and Spiritual Services*

Human services will serve to address any non-medical unmet needs of the community post-disaster. Service providers will seek to address the emotional and psychological states of community members and tend to the mental health of those who have been displaced and affected by the disaster. Spiritual needs will be addressed by counselors as well as spiritual leaders within the community.

Non-medical resource needs may include emotional support, therapy, prayer and worship spaces, and access to spiritual materials. Professionals in the mental health community and local spiritual leaders will likely play a significant role in providing and maintaining these services throughout the recovery process. Specific recovery activities and needs will be noted in Annex E (RSF #5 – Public Health and Social Services).

c. *Animals and Agriculture*

Rescue, care, shelter, medical, and nutritional needs of domestic household pets and livestock will also be an important short-term recovery activity. Humane societies, animal shelters, and nonprofit animal welfare organizations should coordinate and maintain the care of animals in the community post-disaster.

d. *Reunification*

Since emergencies are local events that will immediately affect the individuals living in the community, special attention should be given to ensuring the reunification of individuals and families as well as the community. The reunification of groups within the community such as schools, business partners and their employees, social services groups, churches, clubs, and interest groups will be important for the normalization of the community.

Each recovery partner will need to fully embrace the need for reunification during the recovery process for the community to become more resilient and stronger when the next disaster comes to the community. Finding a new normal during recovery will enable members of the community to continue their lives and rebuild the community by supporting the RSFs and activities themselves.

e. Short-Term Housing

Once immediate and short-term aid has ended and the evaluation of housing stock in the county and damage assessments have occurred, members of the community who have been displaced can begin looking into short-term or temporary housing. Short-term and temporary housing can include apartments buildings that have not been damaged by the disaster or have been certified as safe post-disaster, including hotels or motels or multi-family homes. In particular, multi-family homes should be encouraged, and property managers should be communicated with about waiving licensing depending on the safety and integrity of the building. During this period of temporary housing, affected community members should be able to access resources such as financial aid to begin a more permanent process at the designated Assistance Center.

Local property managers, hotels, motels, and other private organizations should be utilized as partners with a goal of determining the availability of short-term housing. Specific recovery activities and needs will be noted in Annex C (RSF #3 – Housing).

f. Individual Assistance

i. Disaster Case Management

The goal of this short-term recovery activity is to help members of the community organize their own personal recovery strategy by ensuring they have the resources to handle future housing, employment, financial, legal, and education needs.

ii. Legal and Financial Assistance

Legal resources may be available for low-income survivors to help them sort through any unmet legal needs. Financial needs such as mortgage and tax relief, rental and unemployment assistance, and intermediate housing costs such as hotel or motel fees, should be addressed to help with disaster relief for the community.

4. Decontamination and Debris Management

Debris from the disaster will be evaluated as part of the damage assessment procedures and a Debris Manager (DM) will be assigned for each jurisdiction. After a disaster event that results in the need for debris removal, the DM should oversee and coordinate within his or her jurisdiction and will be responsible for the coordination of assets such as volunteers, County, State and Federal assistance and private contractors. The procedures for this process in the county are outlined in detail in the Hamilton County's Debris Management Plan.

Reduction and disposal activities based on damage assessment of the disaster are crucial in order to move forward with recovery activities. This is a key step in the public's perception of recovery and helps normalize the community following a disaster.

Long-Term (Months to Years) Recovery Priorities

During the long-term recovery phase, efforts and activities will focus on restoring primary infrastructures and utilities for the community as well as moving members of the community from shelters to alternative, short-term housing. Depending on the type and severity of the event, and the complexity of the operation, some short-term recovery activities may continue well into the long-term recovery phase. During the long-term recovery phase, activities beyond the initial response and overlapping short-term recovery phases should be completed. During long-term recovery, the first goal will be to encourage the public to begin helping themselves find their own "new normal" by continuing to provide information on financial assistance available. The second goal will be to begin reconstructing the community with a foundation and encouraging the public to fully engage in finding a cultural "new normal."

1. Economic Reinvigoration

After regrouping with business operators, the goal should be to restart economic growth in the community. Business should be able to gather resources from Multi-Agency Resource Centers (MARC) about where they can operate businesses if buildings have been damaged, where to access shared spaces of operations, how to retain old

employees as well as hire new ones, and where to receive training to help prepare for resuming operations. Another activity would include communicating the resilience and strength of the local economy and seeking support outside of the community from investors, philanthropists, and other interested parties.

More information and specific recovery activities will be noted in Annex B (RSF #2 – Economic Recovery).

2. Infrastructure Recovery

As for infrastructure, primary roadways and bridge repairs should continue and be completed depending on the type and severity of the disaster. Communications between recovery partners and private owners of critical infrastructure should be maintained and coordination should be encouraged. As one of the five Recovery Elements, infrastructure will affect the activities of all other RSFs. Recovery partners should frequently communicate, cooperate, and coordinate to ensure the steady progression of recovery.

More information on Infrastructure Recovery can be found Annex D (RSF #4 – Infrastructure Recovery).

3. Mitigation Activities

As immediate needs of the community have been met and the chaos of the post-disaster environment begins to lull, reconstruction and recovery activities and tasks should be completed with mitigation and future planning in mind. For instance, recovery partners should consider how infrastructure can be rebuilt with more resilience and improvement, how the economy can function in a more efficient and attractive way, and how Hamilton County's natural and cultural resources can improve and be used more frequently by community members.

Each RSF, while conducting recovery activities, should move forward with mitigation in mind in order to create a more resilient and disaster-resistant community. The community as a whole should not be rebuilt in the same way it was before; rather, we should take the opportunity to employ new concepts and begin beneficial projects that were previously unreachable due to funding or other obstacles.

4. Disaster Assistance and Capital

Disaster Assistance may be provided as financial or direct assistance to individuals, families, and businesses whose property has been damaged or destroyed as a result of the disaster. It must be declared by the proper authorities and assistance is to be used to needs that are not covered by insurance. More information can be found at <https://www.disasterassistance.gov/> or <https://www.fema.gov/>. Specific assistance programs are spelled out in Attachment #1.

5. Reconstruction

Once short-term activities have ended and the community is beginning to recover physically, mentally, and spiritually from the effects of the disaster, reconstruction can begin. Below are three important aspects to maintaining the progression of reconstruction, however more activities are noted in each of the six RSF Annexes. Reconstruction of the community will take time and include many different aspects and parts of the community, though the three listed below will be the foundation for finding the “new normal” for Hamilton County.

a. Long-Term Housing

At this stage, if there was a significant loss of housing stock in the community, redevelopment should begin or continue in order to restock what was lost. Financial and legal aid should continue for affected residents and property owners should be receiving ongoing communication. It is likely that residents who opted to move into apartments or multi-family housing will stay in those situations based on their circumstances, but redevelopment should continue with growth in mind. The needs of vulnerable populations must be considered in housing decisions, including those who struggled to find affordable or accessible housing prior to the disaster.

Local property managers, hotels, motels, property developers and other private organizations should be partnered with to determine the availability of short-term housing. Specific recovery activities and needs will be noted in Annex C (RSF #3 – Housing).

b. **Business and Infrastructure**

During reconstruction, businesses and infrastructure will be a strong foundation for encouraging the growth of the community post-disaster. At this stage, businesses should be able to operate at or close to capacity with little help from the agency assigned to RSF #2 – Economic Recovery, though guidance is still recommended until framework deactivation, and support may continue after deactivation.

Repairs to critical infrastructure should be completed creatively and with consideration of mitigation and improvements discussed with public and private owners and operators of infrastructure. Secondary infrastructure should be progressing in repairs and guidance to private operators continued until framework deactivation; support may continue after deactivation.

More information and specific activities will be noted in Annex B (RSF #2 – Economic Recovery) and Annex D (RSF #4 – Infrastructure).

Goals & Strategies

The short- and long-term priorities list reaches across multiple RSFs, which is why the RSFs will need to work closely with one another and the RTF to ensure the priorities are being addressed. To assist in meeting the priorities, as well as addressing the restoration of the five Recovery Elements, each RSF has multiple Goals and Strategies that have been pre-identified. These goals and strategies should be modified by each RSF upon completion of their SWOT Analysis to reflect the needs to the disaster.



When creating or updating goals and strategies for each RSF, it should be taken into consideration what type of disaster has occurred and what resources are available. These questions can be used as a guide to set goals and strategies to move forward within each RSF. In accordance with the table below, specific needs and post-recovery tasks to each RSF should be documented and communicated with all parties involved in the function. In addition to the Goals and Strategies listed on the last page of each RSF Annex, each Coordinating Agency should work to develop additional Goals and Strategies specific to the event as needed. The questions below can be used to assist in the development of additional Goals and Strategies.

The table below lists the broad goals for each RSF. The goals are broken into short-term and long-term goals. Within each RSFs Annex are strategies for meeting the goals listed below. It should be noted that these goals can overlap in phases and may take more or less time than projected.

Short- and Long-Term Recovery Goals by Recovery Function

Recovery Support Function (RSF) & Coordinating Agency	Short-Term Goals	Long-Term Goals
<p><u>RSF #1: Operational & Community Coordination</u></p> <p>Hamilton County Emergency Management & Homeland Security Agency</p>	<ul style="list-style-type: none"> Evaluate the impacts on the community and determine current needs 	<ul style="list-style-type: none"> Compile all recovery information collected by the six RSFs Set a County-wide Community Engagement Strategy Respond to unanticipated issues not covered by the other RSFs Organize and establish MARCs Initiate Local Recovery Planning Coordinate Long-Term Donations and Volunteer Management
<p><u>RSF #2: Economic Recovery</u></p> <p>Alloy Development Co. Inc.</p>	<ul style="list-style-type: none"> Evaluate and identify the impact on the business and current needs Amend regulatory, code compliance, and permitting issues 	<ul style="list-style-type: none"> Identify and assist businesses with connecting to employees, goods, and markets Coordinate business retention and support Communicate and promote the economic strength and recovery of the county
<p><u>RSF #3: Housing</u></p> <p>Cincinnati Metropolitan Housing Authority</p>	<ul style="list-style-type: none"> Evaluate the impacts to housing stock and current needs Provide interim housing solutions based on the needs and priorities of the impacted neighborhoods 	<ul style="list-style-type: none"> Provide assistance to homeowners and renters Ensure the provision of affordable and safe housing for all impacted residents
<p><u>RSF #4: Infrastructure</u></p> <p>Hamilton County Engineer’s Office</p>	<ul style="list-style-type: none"> Evaluate the current impacts and needs of county infrastructure Restore mobility and critical services without losing the opportunity to implement creative solutions 	<ul style="list-style-type: none"> Use post-disaster rebuilding as an opportunity to rethink, redesign and update Hamilton County’s infrastructure
<p><u>RSF #5: Public Health & Social Services</u></p> <p>Hamilton County Public Health</p>	<ul style="list-style-type: none"> Evaluate the impacts and needs of public health and social services Expedite restoration of the healthcare system and support to physical and mental wellbeing Coordinate service delivery, meeting changing healthcare and social services needs and prioritizing services for vulnerable populations Communicate frequently and consistently with the public to promote health and raise awareness of available resources 	<ul style="list-style-type: none"> Coordinate recovery actions across public and private educational providers at all levels Rebuild Hamilton County’s damaged healthcare, social services, and educational facilities and systems
<p><u>RSF #6: Natural & Cultural Resources</u></p> <p>Hamilton County Conservation District</p>	<ul style="list-style-type: none"> Evaluate needs and capabilities of Hamilton County’s natural and cultural assets and set a phased recovery strategy 	<ul style="list-style-type: none"> Preserve and facilitate the restoration and betterment of Hamilton County’s natural assets Encourage the rehabilitation of damaged historic sites and connect arts, culture and community organizations to the recovery effort and normalization process

Implementation

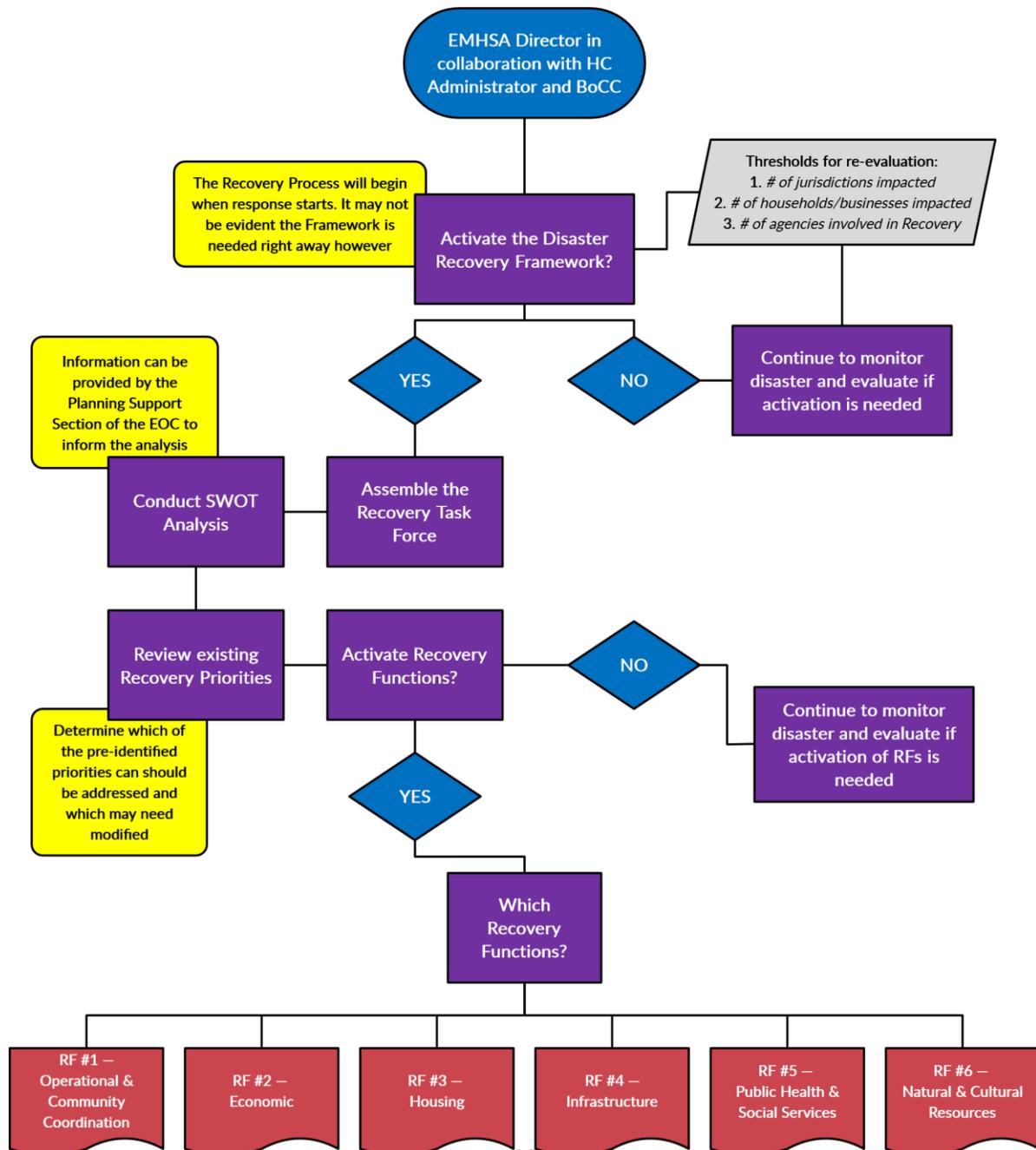
This Framework may be activated by the EMHSA Director, per their discretion and in consultation with the Hamilton County Administrator and Board of County Commissioners, following any disaster impacting Hamilton County. Individual

agencies may begin recovery activities independent of the decision to activate this Framework. However, activating the Framework will offer Hamilton County a structure for coordinating recovery activities across the county.

Once the decision has been made to activate the Framework, the RTF should be assembled, which may occur virtually. At this time, the EMHSA Director or the County Administrator should brief the RTF as to what is currently known about the disaster and begin the process of conducting the SWOT Analysis.

Once assembled and meeting routinely, the RTF will act as the communications hub and as an information source for Supporting Agencies. If the Hamilton County EOC is activated, RSF #1 – Operational & Community Coordination should work to share response information with the rest of the RTF. Individual RSFs may work with specific ESFs in the EOC on an ongoing and regular basis.

To understand in what order recovery activities should occur, please make note of the graphic below. Response and short-term recovery activities will likely overlap and may extend depending on the type and severity of the disaster.



Logistics Support and Resource Requirements

In order to implement this Framework, logistical support and resources may be needed. Logistical support may be provided by the organizations who provide services such as communications platforms or vital records maintenance and safety. Examples include:

- The county's email system, maintained by the Hamilton County Communications Center
- Vital records, which are safeguarded by the Hamilton County Auditor's Office
- Access to both in-person and virtual conference spaces or services (WebEx, Zoom, etc.)
- Spreadsheet with contact info of all RTF and RSF coordinating agencies

Resource requirements focus on resources that are needed for recovery, which may include facilities to conduct RTF proceedings, communications to be notified of the Framework's activation, and vital records. For the RTF to continue to carry its responsibilities, existing and additional logistics support and resources may be needed. If the Hamilton County EOC is active, ESF #7 – Resource Management (EOP Annex G) will obtain services and provide, locate, and acquire resources to support recovery operations according to the established legal authorities and responsibilities, policies, and plans. If the EOC is not active, RSF #1 will have the responsibility of supporting the logistical and resource needs of the RTF in conjunction with other partner agencies.

Roles and Responsibilities

The Framework includes various agencies and levels of government in coordinating recovery efforts. The descriptions below give an overview of what roles and responsibilities these entities will have.

Recovery Task Force

The RTF provides the overall guidance for the RSFs. Responsibilities of the RTF include:

- Attending RTF meetings at the request of the County Administrator or EMHSA Director
- Conducting a SWOT analysis in order to make informed decisions regarding the disaster
- Advising Hamilton County Board of County Commissioners on ongoing recovery issues needing addressed
- Facilitating communications between the RSFs
- Assessing equitability of resources provided in the recovery process
- Ensuring priorities are routinely updated to reflect the needs of the Whole Community, including vulnerable populations
- Promoting long-term goals and strategies that will strengthen the county as a whole

Coordinating Agencies

Coordinating Agencies provide overall coordination of the functional activities within each RSF. Responsibilities of the six Coordinating Agencies include:

- Developing or updating goals and strategies based on their RSF for each specific disaster
- Coordinating the activities of the Supporting Agencies within their RSF to fulfill operational objectives
- Coordinating with local, state, and federal levels for any applicable needs or support in the RSF designation
- Collaborating with other Coordinating Agencies to ensure effective response between RSFs
- Sharing RSF activity information with appropriate EOC personnel
- Staying informed to the ongoing activities of the agency/organization they represent
- Holding and attending meetings as necessary

Supporting Agencies

Supporting Agencies provide functional activities within each RSF. These agencies may have specific information or resources necessary to fulfill RSF activities. These can be nonprofits, community organizations, businesses with a large employment status of locals, other NGOs, etc. Responsibilities of Supporting Agencies include:

- Informing RSF Coordinating Agency of response in support of operational objectives
- Assisting the Coordinating Agencies in the completion of the RSF activities as directed
- Assisting in the development and execution of the goals developed by each RSF
- Staying informed to the ongoing activities of the agency/organization they represent
- Utilizing existing connections with community members to distribute accurate and up-to-date information

It is also important to note the importance of Community Councils and neighborhood Community Urban Redevelopment Corporations (CURCs) as being integral parts of the recovery process. These organizations are well-connected with the residents of the community and can serve as a direct link to gathering input. Nearly every neighborhood within Cincinnati has a community council, and there are approximately a dozen similar organizations within Hamilton County. CURCs are typically nonprofit organizations that focus on an array of community building and revitalizing projects such as housing, business education and development, business attraction and retention, beautification, community events, and various equality policy initiatives within these projects. Both the network and multi-faceted capabilities of these groups can well serve a variety of RSF tasks.

Framework Development

This plan was developed by updating the 2020 Hamilton County Disaster Recovery Framework. The update process began with a comprehensive review of the previous plan by EMHSA Preparedness Division staff. Initial edits were noted, but changes were not made to the document without first seeking feedback from core partners. EMHSA staff met with each RSF Coordinating Agency to discuss proposed updates in detail, focusing primarily on the organization's RSF Annex. The Coordinating Agencies were asked to give input on the Goals and Strategies for each RSF, review the list of Supporting Agencies, identify areas to include an equity focus, and review the Recovery Elements that may affect their RSF. In total, eight meetings were held: one for each RSF plus two additional meetings in search of a new RSF #6 Coordinating Agency (with the Hamilton County Conservation District ultimately taking this role as of August 2023). Following these meetings, edits were completed as discussed and then sent to each agency to review, propose additional changes, and ultimately approve. Once each Coordinating Agency approved noted changes, the updated draft underwent another assessment by EMHSA staff prior to distribution.

As described in the Overarching Priorities section, FEMA suggests a Whole Community approach while engaging in emergency planning. The RTF was previously identified by Hamilton County EMHSA to include different components of the Whole Community, so the RTF was convened on May 16, 2023, to finalize the Framework on behalf of the community as well as to prepare for a future tabletop exercise of the updated plan. At the meeting, EMHSA introduced the concepts discussed in the Framework, highlighted the major changes, and solicited input from RTF members. Members unanimously voted to approve the plan on May 16, 2023.

On July 12, 2023, the RTF was assembled for a 2.5-hour tabletop exercise. The group talked through short- and long-term recovery from a tornado outbreak scenario modeled off of the 2019 Miami Valley tornado outbreak. At the end of the tabletop, RTF members were encouraged to send additional feedback to further update the plan. Edits were made and reviewed by EMHSA.

After finalizing the plan, a copy of the Framework was loaded onto Hamilton County's website. EMHSA requested public feedback on the plan between August 14 through August 28, 2023, and was announced via press release and social media. The finalized plan was submitted to the EMHSA Executive Committee for review and approval at their October 16, 2023, meeting.

Framework Maintenance

The Hamilton County EMHSA will be responsible for evaluating and revising the Framework and making note of revisions in the revisions table. This Framework will be evaluated and revised annually and more often as needed when gaps or changes are necessary. These changes could be at the request of the RTF, any Coordinating Agency, or due to lessons learned through an exercise or real-world event. Updates will be shared electronically to all stakeholders, and the finalized, approved framework will be available on the Hamilton County EMHSA website:

<https://www.hamiltoncountyohioema.org/>

Evaluation

This framework will be reviewed by the Hamilton County EMHSA Preparedness Division on an annual basis, after an exercise testing the recovery functions, and/or after an activation of the RTF. The framework will be evaluated on how helpful and relevant the material included in the framework is to those participating in the recovery process or performing tasks related to recovery within Hamilton County.

After Action Considerations

Following a disaster where the Framework is utilized, an After Action Meeting should be held and an After Action Review (AAR) should be produced. The AAR should look at challenges faced during recovery, unanticipated needs and how they were addressed, and what adjustments had to be made to allow for recovery to continue. This process will help the county learn from the disaster and better prepare for the next event.

Each RSF should consider the following questions during an activation of the Framework for use in the AAR:

1. What were the challenges faced during recovery?
2. What can be done to avoid or lessen those challenges in the future?
3. What were unanticipated needs of the community for your RSF?
4. What adjustments need to be made in your RSF Annex?

Additionally, each individual RSF should be aware of the needs and adjustments made by the other five RSFs and help them address their own challenges and amend the Framework appropriately, so as to be prepared for the next recovery period.

Revision

The Hamilton County EMHSA Preparedness Division will take the information gathered from the evaluation (as outlined above) and determine if changes to this framework need to be made at the end of each calendar year. Routine revisions can be made on an ongoing basis and will be documented in the Table of Revisions on page iii. Substantial changes that alter the broader concepts of recovery or policies will be given first to the RTF, and following their review and approval, to the Director of Hamilton County EMHSA and the Chair of the EMHSA Executive Committee for final review and approval.

Authorities & References

Authorities

Federal

Public Law 100-707 – Robert T. Stafford Disaster Relief and Emergency Assistance Act

State

Ohio Revised Code 5502 – Department of Public Safety

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Acronyms & Glossary

Acronyms

AAR	After Action Review
ACM	Asbestos Containing Material
BOCC	Board of County Commissioners
CARES	Coronavirus Aid, Relief, and Economic Security
CCP	Crisis Counseling Assistance and Training Program
CDBG	Community Development Block Grant
CMHA	Cincinnati Metropolitan Housing Authority
COG	Continuity of Government Plan
COOP	Continuity of Operation Plan
CURC	Community Urban Redevelopment Corporations
DA	Damage Assessment
DM	Debris Manager
DRB	Disaster Recovery Branch
EMA	Emergency Management Agency
EMHSA	Hamilton County Emergency Management & Homeland Security Agency
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ER	Emergency Relief
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
FHWA	Federal Highway Administration
GIS	Geographic Information Systems
HCPH	Hamilton County Public Health
HUD	Housing and Urban Development
IA	Individual Assistance
MARC	Multi-Agency Resource Center
MHMP	Multi Hazard Mitigation Plan
NDRF	National Disaster Recovery Framework
NGO	Non-Governmental Organization
PA	Public Assistance
PDA	Preliminary Damage Assessment
PCS	Planning Coordination Section
RDA	Rapid Damage Assessment
RSF	Recovery Support Function

RTF	Recovery Task Force
SBA	Small Business Administration
SDRP	State Disaster Relief Program
SWOT	Strengths, Weaknesses, Opportunities, and Threats
USACE	United States Army Corp of Engineers

Glossary

Coordinating Agency – Coordinating Agencies provide overall coordination of the functional activities within each RSF and serve as the representative of their RSF on the RTF.

FEMA’s Core Capabilities - The core capabilities, established in the [National Preparedness Goal](#), are referenced in many national preparedness efforts, including the [National Planning Frameworks](#).

Multi-Agency Resource Center (MARC) - Multi-Agency Resource Center (MARC), can be an efficient way to deliver services to individuals and families affected by a disaster by bringing together multiple service providers in a single location and providing on-site assistance.

National Disaster Recovery Framework (NDRF) – The National Disaster Recovery Framework outlines a structure for disaster recovery created by the Federal Emergency Management Agency (FEMA).

Preparedness – The process of identifying the personnel, training, and equipment needed for a wide range of potential incidents and developing jurisdiction-specific plans for delivering capabilities when needed for an incident.

Recovery Support Function (RSF) – The coordinating structure for key functional areas of assistance during the recovery process.

Recovery Task Force (RTF) - The Recovery Task Force (RTF) is designed to work across government and community lines to plan for and make timely recommendations in support of the recovery operations and priorities. It also serves as a deliberative body that takes a broad look at the many competing needs presented across the community and across the topics and disciplines represented by each RSF. In this role, the RTF needs to assess competing demands, set priorities, and make thoughtful, balanced, and effective recommendations for recovery functions.

Stakeholder – Individuals, entities, and partners with expertise or resources; may be tapped for RSF participation.

Supporting Agency – Supporting Agencies provide functional activities within each RSF. These agencies may have specific information or resources necessary to fulfill RSF activities.

Vulnerable Populations – Populations that are most likely to be seriously affected by disasters, and least able to recover without support. This may include, but is not limited to, those who are economically disadvantaged, facing communication barriers, the very young or very old, those with medical issues and/or disabilities (physical, mental, cognitive, or sensory), and/or people who are culturally, geographically, or socially isolated. Vulnerability varies by community and disaster and cannot be neatly defined, so engaging with and listening to community advocates is critical.

Whole Community – Preparedness is a shared responsibility, calling for involvement of everyone in preparedness, response, and recovery efforts. The Whole Community approach includes involvement from individuals and families (including those with access and functional needs), businesses, faith-based and community organizations, nonprofit groups, schools, media outlets and all levels of government. The phrase “Whole Community” appears in many

preparedness materials and can be broken down into two ideas; involving people in the development of preparedness documents and ensuring their roles and responsibilities are reflected in the content of the materials.

Windshield Survey - Windshield surveys are a way to quickly assess and collect damage information from a vehicle. This assessment method can be used to quickly assess and validate disaster impacts, but the quality of information collected may be insufficient for certain types of incidents and PA categories of work.

Attachment #1 – Additional Resources

Ohio Emergency Management Agency Disaster Recovery Branch

The Ohio EMA Disaster Recovery Branch (DRB) provides training, guidance, and technical assistance regarding supplemental disaster assistance programs. DRB provides guidance for damage assessment activities following disasters. This branch also has the responsibility for administering the following disaster assistance programs:

- FEMA Individuals and Households Program
- FEMA Public Assistance Program
- State Individual Assistance Program
- State Disaster Relief Program

These programs are designed to assist the public (state and local governments and certain eligible private nonprofit organizations) and private (individuals and families) sectors following declared disasters. The Disaster Recovery Branch:

- Administers disaster assistance programs for individual victims and for governmental entities
- Coordinates local government requests for technical and financial assistance from the state following a local or gubernatorial disaster declaration
- Conducts damage assessment and disaster recovery assistance training for state, county and local governments, voluntary organizations, and members of the general public
- Provides technical assistance to public officials regarding emergency management programs and types of available disaster assistance
- Includes information on individual and public assistance, damage assessment, the federal declaration process, planning, public information, and other assistance programs

Ohio EMA Assistance Toolbox

The links below are from the Ohio EMA Mitigation & Recovery Branch Assistance Toolbox webpage. The Toolbox is a comprehensive compilation of forms, guidance, fact sheets, etc. developed to assist county EMA offices, local officials, and Ohio EMA staff during the recovery phase of a disaster.

Ohio EMA Disaster Recovery Branch Assistance Toolbox

(All forms and documents available on the Ohio EMA website)

<https://ema.ohio.gov/mitigation-recovery/assistance-toolbox/resources>

Public Assistance Damage Assessment

<https://www.ema.ohio.gov/Documents/DAToolbox/Downloads/Tab%20B%20-%20Public%20Assistance%20Damage%20Assessment.pdf>

Damage Assessment Checklists

<https://ema.ohio.gov/static/Documents/DAToolbox/Downloads/Appendix-A-Checklists.pdf>

Damage Assessment Forms

<https://ema.ohio.gov/static/Documents/DAToolbox/Downloads/Appendix-B-Forms.pdf>

Assistance Programs

Individual Assistance (IA)

Individual assistance is a group of five programs that may provide services to individuals and businesses such as the following:

- Cash awards or direct assistance to individuals and families in an area where property has been damaged or destroyed and the losses are not covered by individually-held insurance. These awards are meant to assist with

critical expenses that cannot be covered in other ways and are not meant to restore damaged property to its condition before the disaster.

- Grants to a state or other agency to provide essential services in the communities impacted by the disaster.

The following FEMA Programs are available during a Presidentially declared disaster by calling the FEMA Disaster Assistance Helpline at 1-800-621-3362 or online at <https://www.disasterassistance.gov/>.

Individuals and Households Program

- *Replacement:* Money is available to homeowners to help with replacement of their home if it was destroyed in the disaster and not covered by insurance. The goal is to help the homeowner with the cost of replacing their destroyed home.
- *Other than Housing Needs:* Money is available for necessary expenses and serious needs caused by the disaster. This includes disaster-related medical and dental costs, disaster-related funeral and burial costs, clothing, essential household items (room furnishings, appliances), tools (specialized or protective clothing and equipment) required for citizens' jobs, necessary educational materials (computers, school books, supplies), fuels for primary heat sources (heating oil, gas, firewood), cleanup items (wet/dry vacuum, air purifier, dehumidifier), repair to disaster damaged vehicles, moving and storage expenses related to the disaster (moving and storing property to avoid additional disaster damage while disaster-related repairs are being made to the home), other necessary expenses, or serious needs as determined by FEMA and the state.

Legal Services

FEMA, through an agreement with the Young Lawyers Division of the American Bar Association, provides free legal assistance to low-income disaster survivors during Presidentially declared disasters.

Crisis Counseling

The Crisis Counseling Assistance and Training Program (CCP) is designed to provide supplemental funding to states for short-term crisis counseling services to people affected by Presidentially declared major disasters. The program consists of two grant programs; Immediate Services and Regular Services. The state must apply for and justify the need for each program.

Disaster Case Management

Like Crisis Counseling, the State must apply for and justify the need for the program and, if approved, a grant will be made to the State.

Public Assistance (PA)

The primary goal of FEMA Public Assistance Grant Program is to provide assistance to states, local governments, and certain nonprofit organizations through supplemental federal disaster grants for the cost of emergency operations and the repair, replacement or restoration of disaster-damaged publicly owned facilities and the facilities of qualified nonprofit organizations.

Small Business Administration (SBA)

Information about disaster loans and other resources can be found at the link below:

<http://www.sba.gov/category/navigation-structure/loans-grants/small-business-loans/disaster-loans>

The U.S. Small Business Administration can make federally subsidized loans to repair or replace homes, personal property or businesses that sustained damages not covered by insurance. The Small Business Administration can provide three types of disaster loans to qualified homeowners and businesses: Home Disaster Loans, Business Physical Disaster Loans, Economic Injury Disaster Loans.

Federal Highway Administration (FHWA)

Information about FHWA disaster funding and aid and other resources can be found at the link below:

<http://www.fhwa.dot.gov/programadmin/erelief.cfm>

- **Highway Repair, Title 23** – This program is implemented when the Administrator of the FHWA concurs that a natural disaster or catastrophic failure has caused widespread damage to highways on the Federal Aid System. This program, commonly referred to as the emergency relief (ER) program, supplements the commitment of resources by States, their political subdivisions, or other Federal agencies to help pay for unusually heavy expenses resulting from extraordinary conditions.

Funds for the ER program are authorized annually under 23 U.S.C. 125. Congress has periodically provided additional funds for the ER program through supplemental appropriations. Approved ER funds are available at the pro-rata share that would normally apply to the Federal-aid facility damaged. For interstate highways, the Federal share is 90%. For all other highways, the Federal share is 80%.

Emergency repair work to restore essential travel, minimize the extent of damage, or protect the remaining facilities, accomplished in the first 180 days after the disaster occurs, may be reimbursed at 100% Federal share. It is the responsibility of individual States to request ER funds. A notice of intent to request ER funds filed by the State Department of Transportation with the FHWA Division Office located in the State will initiate the ER application process.

States are required to submit an application for ER funding to FHWA within two calendar years of the date of the disaster. The application must include a comprehensive list of all eligible project sites and repair costs.

Department of Housing and Urban Development (HUD)

Information about HUD disaster funding and aid and other resources can be found at the link below:

<https://www.hudexchange.info/cdbr-dr/>

- **Community Development Block Grant Disaster Recovery Program (CDBG)** – The Department of Housing and Urban Development (HUD) provides flexible grants to help cities, counties, and states recover from Presidentially declared disasters, especially in low-income areas, subject to availability of supplemental appropriations. In response to Presidentially declared disasters, Congress may appropriate additional funding for the Community Development Block Grant (CDBG) program as Disaster Recovery grants to rebuild the affected areas and provide crucial seed money to start the recovery process. Since CDBG assistance may fund a broad range of recovery activities, HUD can help communities and neighborhoods that otherwise might not recover due to limited resources. HOME (HOME Investment Partnerships Program) Disaster Recovery grants also can provide an important resource for providing affordable housing to disaster victims.
- CDBG funds are made available to states, units of general local governments, Indigenous tribes, and insular areas designated by the President of the United States as disaster areas. These communities must have significant unmet recovery needs and the capacity to carry out a disaster recovery program (usually these are governments that already receive HOME or CDBG allocations).
- Grantees may use CDBG funds for recovery efforts involving housing, economic development, infrastructure, and the prevention of further damage to affected areas. Use of CDBG-DR funding cannot duplicate funding available from the FEMA, the SBA, and the US Army Corps of Engineers (USACE).
- Eligible activities must meet at least one of the three national objectives: benefit person of low and moderate income, aid in the prevention or elimination of slums or blight, or meet other urgent community development needs because existing conditions pose a serious and immediate threat to the health and welfare of the community where other financial resources are not available. CDBG-DR grants primarily benefit low-income residents in and around the communities that have experienced a natural disaster. Generally, grantees must use

at least half of Disaster Recovery funds for activities that principally benefit low- and moderate-income persons. HUD does not provide CDBG-DR funding directly to individuals or organizations.

U.S. Army Corps of Engineers

Information about USACE disaster funding and aid and other resources can be found at the link below:

<https://www.usace.army.mil/Media/Fact-Sheets/Fact-Sheet-Article-View/Article/475476/emergency-response/>

- **Public Law 84-99 (Section 5 of the Flood Control Act of 1941) (PL 84-99)** – Under PL 84-99, the USACE provides assistance for emergency preparation, flood fighting and rescue operations, and restoration of flood control works. Relevant recovery programs include:
- The Disaster Preparedness element includes coordination, planning, training, and exercises with key local, state, Tribal and Federal stakeholders/partners under USACE statutory authorities and in support of FEMA. It provides for the purchase and stockpiling of critical supplies and equipment for flood fighting efforts and the inspection of levees and other flood risk management projects to ensure they are providing reliable flood risk management reduction.
- The Rehabilitation Program provides for the inspection and rehabilitation of Federal and non-Federal flood risk management projects damaged or destroyed by floods and coastal storms.
- The Restoration Program provides for the inspection and restoration of Federal Coastal Storm Damage Reduction projects damaged or destroyed by floods and coastal storms.
- Drought Assistance may be provided to drought distressed areas. Drought assistance includes technical assistance, well drilling in limited circumstances, and transportation (but not purchase) of water to drought distressed areas to make up for inadequate supplies of water.
- Emergency Water Assistance may be provided when a locality is confronted with a source of contaminated water causing or likely to cause a substantial threat to the public health and welfare of the local inhabitants. Emergency Water Assistance includes technical assistance, purchase of water, transport of water to local water points, delivery of bulk or bottled water to community-level distribution points, temporary connection of a new water supply to the existing distribution system, installation of temporary filtration.

Other Non-Disaster Specific Programs

The above agencies and programs are specifically called on for funding during and after disasters. There may be other funding available which can be accessed at any time if the requirements are fulfilled, and eligibility criteria have been met. Though many programs will not fund projects in addition to federal aid provided above, and there are so many Federal and State funding sources, the best way to discover these possible funding opportunities is to engage all the Federal, State and Local departments and other recovery partners already engaged with the RSFs. It is highly recommended and encouraged for agencies assigned to the six RSFs to immediately begin researching alternate avenues of funding following the disaster and continuing until the framework has been deactivated.

Attachment #2 – Agencies

This attachment list provides a large network of suggested support agencies that can assist with both coordinating and supporting agencies to complete their specified Recovery Support Function and assign tasks as necessary. The organizations list below (not all-inclusive) play vital roles in helping serve Hamilton County to fulfill its emergency management mission. There are also suggestions on which support function that agencies may work best in per their area of expertise.

Supporting Agencies

Recovery Support Function #1 – Operational & Community Coordination

Coordinating Agency – Hamilton County Emergency Management & Homeland Security Agency

- Board of County Commissioners
- Cincinnati Fire Department – Division of Emergency Management
- Community Urban Redevelopment & Neighborhood Corporations (CURCs)
- Hamilton County Administrator
- Hamilton County Association of Chiefs of Police
- Hamilton County Community Organizations Active in Disaster
- Hamilton County Educational Service Center
- Hamilton County Fire Chiefs' Association
- Hamilton County Planning + Development Department
- United Way 2-1-1

Recovery Support Function #2 – Economic

Coordinating Agency – Alloy Development Co. Inc.

- 3CDC (Cincinnati City Center Development Corporation)
- Board of County Commissioners
- Cincinnati USA Regional Business Chamber
- Community Urban Redevelopment & Neighborhood Corporations (CURCs)
- County Administrator
- County Auditor's Office
- Hamilton County Realtors/Realtor Groups
- REDI Cincinnati
- Regional Business Groups
- SBA (Small Business Administration)

Recovery Support Function #3 – Housing

Coordinating Agency – Cincinnati Metropolitan Housing Authority

- 3CDC (Cincinnati City Center Development Corporation)
- American Red Cross
- Community Urban Redevelopment & Neighborhood Corporations (CURCs)
- County Auditor's Office
- Planning + Development Department

Recovery Support Function #4 – Infrastructure

Coordinating Agency – Hamilton County Engineer's Office

- Cincinnati Bell
- Community Urban Redevelopment & Neighborhood Corporations (CURCs)
- Department of Environmental Services

- Greater Cincinnati Water Works
- Hamilton County Communications Center
- Internet Provider Companies
- Metropolitan Sewer District
- Planning + Development Department
- Southwest Ohio Regional Transit Authority
- Verizon Wireless

Recovery Support Function #5 – Public Health & Social Services

Coordinating Agency – Hamilton County Public Health

- American Red Cross
- Cincinnati Association for the Blind & Visually Impaired (CABVI)
- Cincinnati Health Department
- Community Urban Redevelopment & Neighborhood Corporations (CURCs)
- Council on Aging of Southwest Ohio
- Greater Cincinnati Homeless Coalition
- Hamilton County Developmental Disability Services
- Hamilton County Educational Services Center
- Hamilton County Job and Family Services
- Human Services Chamber of Hamilton County
- Local Faith Based Community Organizations
- Mental Health and Recovery Services Board
- Norwood Health Department
- Salvation Army
- Southwest Ohio Council on Aging
- Springdale Health Department
- St. Rita’s School for the Deaf
- Su Casa
- The Health Collaborative
- United Way 2-1-1

Recovery Support Function #6 – Natural & Cultural Resources

Coordinating Agency – Hamilton County Conservation District

- 3CDC (Cincinnati City Center Development Corporation)
- Cincinnati USA Regional Business Chamber
- Cincinnati Zoo and Botanical Garden
- City of Cincinnati Urban Conservator
- Community Urban Redevelopment & Neighborhood Corporations (CURCs)
- Great Parks of Hamilton County
- Local Faith-Based Community Organizations
- Ohio History Connection
- Planning + Development Department

Community Councils

- All the neighborhoods of Cincinnati have a community council except for:
 - English Woods
 - Millvale
 - The Villages at Roll Hill

- All contact information can be found here: <https://insights.cincinnati-oh.gov/stories/s/Community-Councils/csw6-ps2a/>

Community Urban Redevelopment & Neighborhood Corporations (not all inclusive)

- Avondale Comprehensive Development Corporation
- Bond Hill Roselawn Collaborative
- Brewery District CURC
- Brighton Center
- Camp Washington Community Board
- Catalytic Development Fund
- Clifton Heights Community Urban Redevelopment Corporation
- College Hill CURC
- Community Building Institute – Middletown
- Cornerstone Renter’s Equity
- Council on Aging of Southwestern Ohio
- Excel Corporation
- Housing Opportunities of Northern Kentucky
- Kennedy Heights Development Corporation
- Legal Aid Society of Greater Cincinnati
- LISC
- Lockland Rising
- Madisonville Community Urban Redevelopment Corporation
- Mt. Airy Community Urban Revitalization Enterprise
- Mt. Auburn Community Development Corporation
- Mt. Healthy Renaissance
- Mt. Washington CDC
- Northsiders Engaged in Sustainable Transformation
- Ohio CDC Association
- Over-the-Rhine Adopt
- Over-the-Rhine Community Housing
- Price Hill Will
- Seven Hills Neighborhood Houses
- Slate Homes
- Talbert House
- Uptown Consortium
- Village Development Corporation
- Walnut Hills Redevelopment Foundation
- Westwood Community Urban Development Corporation
- Working in Neighborhoods

Annex A: RSF #1 – Operational & Community Coordination



Coordinating Agency

Hamilton County Emergency Management & Homeland Security Agency (EMHSA)

Supporting Agencies

Hamilton County Administrator
 Hamilton County Board of County Commissioners
 Hamilton County Educational Service Center
 Hamilton County Fire Chiefs’ Association
 Hamilton County Planning + Development Department
 Hamilton County Police Association
 Cincinnati Fire Department – Division of Emergency Management
 Hamilton County Community Organizations Active in Disaster (COAD)
 Community Urban Redevelopment & Neighborhood Corporations (CURCs)
 United Way 2-1-1

Description | Purpose

This Recovery Support Function (RSF) works to support and enhance Hamilton County’s ability to recover after a disaster, makes recommendations and decisions to restore damaged elements, and takes advantage of the opportunities that present themselves during the recovery phase.

Specifically, the Operational and Community Coordination RSF unifies and coordinates expertise and assistance programs from across Hamilton County to aid the 49 local jurisdictions in Hamilton County in recovery. RSF #1 works with partners and jurisdictions to build local capabilities to effectively plan for and manage recovery while engaging the Whole Community in the recovery planning process.

This is accomplished by working toward seven short- and long-term goals:

Recovery Support Function #1 Goals
1. Evaluate the impacts on Hamilton County and determine what the current needs are
2. Coordinate and share recovery information between the six RSFs and with external partners
3. Develop a county-wide Community Engagement Strategy
4. Organize and establish Multi-Agency Resource Centers (MARC)s
5. Respond to unanticipated issues not covered by the other RSFs
6. Initiate local recovery planning
7. Support long-term donations and volunteer management

Concept of Operations

The primary objective for EMHSA in fulfilling the activities of Annex A - RSF #1 is to determine the impacts the disaster had on the community and to be a resource to the other RSFs in engaging, assisting, planning, and coordinating for the community. The Agency should leverage all relationships within the network of the community and use the resources available to aid in the fulfillment of Whole Community recovery.

The section below will expand on the tasks and activities listed in the “Recovery Goals and Activities” table. In order to implement these short- and long-term strategies, agencies are encouraged to coordinate and network with related Emergency Support Functions (ESFs) outlined in the Hamilton County Emergency Operations Plan (EOP), in this case #5 -

Information & Planning (EOP Annex E), #6 – Mass Care (EOP Annex F), and #15 -Emergency Public Information (EOP Annex O).

Recovery Elements

Each RSF will be responsible for the restoration of certain Recovery Elements. The following Recovery Elements should be addressed by RSF #1:

Critical Functions	RSF #1 will ensure operational coordination is continuing between local and county agencies during recovery.
Services & Programs	RSF #1 will coordinate with its Supporting Agencies, the other RSFs and other external partners to oversee the establishment of Multi-Agency Resource Centers (MARC)s. MARCs may be at a physical location or a digital collection of resources that can benefit individuals and businesses looking for information on recovery and recovery resources.
Vital Resources	RSF #1 will coordinate with its Supporting Agencies within Hamilton County to ensure access to databases are restored for Hamilton County departments and agencies. This will ensure that plans and other vital documents can be utilized during recovery efforts.
Facilities	RSF #1 will coordinate with its Supporting Agencies to ensure the Emergency Operations Center (EOC) is restored. In addition to coordinating response activities, the EOC will play an important role in short- and long-term recovery operations. Though the EOC can be operated virtually, there are important benefits to having a physical location where response and recovery can coordinate. As the RSF responsible for coordinating with others, RSF #1 will work to ensure the restoration of a physical EOC, should it be needed to coordinate recovery and future response operations.
Infrastructure	RSF #1 will heavily rely on electric and telecommunications infrastructure being restored. RSF #1 will work with RSF #4 and private sector partners to ensure these two critical infrastructures are restored.

Short-Term Goals & Strategies

1. Evaluate the impacts on Hamilton County and determine what the current needs are

This goal will focus on community impacts as a whole. Through the use of the Damage Assessment attachment in the EOP (ESF #5, Tab A), the community should be promptly evaluated for damage to infrastructure and neighborhoods. This strategy should be a top priority for recovery because an accurate assessment of the existing situation provides the basis for planning recovery efforts.

1.1 Obtain damage assessment reports to understand community impacts and needs

While conducting the community impact and needs assessments, damage to public and private areas should be noted and categorized separately. Each jurisdiction will be responsible for the initial drive of assessments and evaluations.

1.2 Reach out to county government and local jurisdictions regarding remaining recovery needs that do not fit into other RSFs

Communication with other governmental agencies and organizations will be important for determining what needs are not being met that cannot fit into a single RSF, such as laundry services or office furniture donations. If such needs are reported and can be addressed by local agencies or organizations, RSF #1 will share information with relevant partners.

Short and Long-Term Goals & Strategies

Some goals and strategies will begin in the short-term but may continue into the long-term phase of recovery. Those include the following:

2. Coordinate and share recovery information between the six RSFs and with external partners

Collecting all disaster information will allow for a more streamlined approach when it comes to moving into recovery phases. This can be done by holding regular meetings of the Recovery Task Force (RTF). The frequency will be determined based on the needs of the disaster.

2.1 Facilitate communication between all RSFs and relevant ESFs

Communication will be key to allowing a streamline of available services and current information and to prevent unnecessary resource overlap.

2.2 Ensure RSFs are sharing information with each other and the RTF

Communication between RSFs and the RTF is also another essential communication line, and each agency needs to be kept in the loop to avoid duplication of efforts and promote collaboration and a unified, multidisciplinary recovery effort. .

2.3 Compile recovery information from all RSFs into easily digestible products and share with Planning Coordination Section (PCS) and/or applicable partners

This will allow for an easy way to grasp exactly what the damages are and what needs to be done for recovery.

3. Develop a county-wide Community Engagement Strategy

The goal of this recovery activity should be to prepare the entire community to work and recover together. RSF #1 should help coordinate activities and communications undertaken by the other RSFs in order to avoid overlapping tasks and confusion. This Annex should engage with the public using a unified message to promote clarity and demonstrate that the community and its leaders are working together in the aftermath of the disaster.

3.1 Plan for a coordinated countywide community engagement and planning effort

This community-wide strategy should focus on involving the entire community in the recovery process.

3.2 Work with ESF #15 and local community leaders

Working with ESF #15 and local community leaders will allow for better understanding of what is going on in local areas. These liaisons will communicate what help may be needed and what a jurisdiction is planning moving forward.

4. Organize and establish Multi-Agency Resource Centers

In partnership with other RSFs, the primary goal of this recovery activity is to gather information and identify resources for the MARCs.

4.1 Determine where to locate MARCs or if they need to be accessible via online

Primary tasks for this activity include determining the appropriate locations to set up physical assistance centers and deciding what information should be available and how it is transferred. Depending on the type and severity of the disaster, online MARCs should be considered in place of, or in addition to, physical MARCs. In addition to coordinating with other RSFs, this Function should consider all aspects of MARCs and should participate in planning for the Centers pre-disaster. Ideally, locations and online resources should be ready for utilization and deployment.

4.2 Working with RSF partners to determine what information or resources are shared at the MARCs

To assure there is a cohesive and comprehensive MARC setup, RSF #1 should seek information from partners to determine what resources are needed and will be made available.

4.3 Work with ESFs to promote MARCs

Working with ESF leads, ensure that the jurisdictions and communities are aware of what the MARCs are and what services are available there.

5. Respond to unanticipated issues not covered by the other RSFs

Since the Framework does not cover all possible needs for disaster recovery, this Function will need to be prepared to respond to and address unanticipated issues and adapt the Framework accordingly. Note that any unanticipated activities should be added to the appropriate Annex or to the main body of the Framework.

5.1 Serve as a ready resource to address unforeseen challenges and opportunities as they arise.

RSF #1 should utilize existing networks that the EMHSA has established and maintains, as well as any information, data, planning capabilities and other resources already existing within the knowledge of the agency. RSF #1 should be prepared to call on the existing networks to meet unforeseen needs.

Long-Term Goals & Strategies

All long-term ideas that are developed as a part of the recovery process should attempt to align with the goals, objectives and strategies of the Multi-Hazard Mitigation Plan (MHMP) on page 231.

6. Initiate Local Recovery Planning

Start planning how to recover from the specific disaster and prioritize needs based on the damage that occurred.

6.1 Engage and support the development of local recovery goals and strategies

Localities should be advised that they each must have their own set of goals and strategies for short and long-term recovery based on their specific damages and needs.

6.2 Seek community input and facilitate problem solving, to encourage development of jurisdiction recovery plans

Ensure public and appropriate partners are engaged in the development of recovery plans at the jurisdictional level and are communicating with the appropriate RSFs, ESFs, and any volunteers involved.

7. Support long-term donations and volunteer management

The primary goal of this recovery task is to coordinate the transition for the flow and organization of donations and volunteer management and work with the logistics coordination section to transition from short term to long term volunteer to long term management practices.

7.1 Modify structures to coordinate donated resources, philanthropic giving, and volunteers to support priorities that address long-term recovery operations

Through partnership and coordination with the other RSFs, in-kind donations should have designated storage and distribution. Existing relationships with nonprofits and NGOs should be leveraged for donations and assistance in distributing care items.

7.2 Promote the need for donations and volunteer resources

Through the appointed public information officer, EMHSA should use social media, local media, and other channels to strategically communicate what donations and volunteer services are and are not needed. Collaboration with private organizations may be useful in obtaining donated items such as water, food, clothing, bedding, and basic medical items.

Annex B:

RSF #2 – Economic



Coordinating Agency

Alloy Development Co., Inc.

Supporting Agencies

Hamilton County Administrator
Hamilton County Auditor's Office
Hamilton County Board of County Commissioners
Hamilton County Department of Economic Inclusion and Equity
Hamilton County Job and Family Services
3CDC (Cincinnati City Center Development Corporation)
Cincinnati USA Regional Business Chamber
Community Urban Redevelopment & Neighborhood Corporations (CURCs)
Hamilton County Realtors/Realtor Groups
REDI Cincinnati
Regional Business Groups
Workforce Council of Southwest Ohio

Description | Purpose

This Recovery Support Function (RSF) works to support and enhance Hamilton County's ability to recover after a disaster, makes recommendations and decisions to restore damaged elements, and takes advantage of the opportunities that present themselves during the recovery phase.

Specifically, the Economic RSF will take a Whole Community approach to ensure the equitable recovery of the business and private sectors in Hamilton County. The goal will be to meet and address the needs of the diverse economic factions of the community and assist the members of those communities to allow them to continue with their ventures from prior to the disaster and focus on priorities for recovery.

This is accomplished by working toward five short- and long-term goals:

Recovery Support Function #2 Goals
1. Evaluate the impacts on the business sector in Hamilton County and determine what the current needs are
2. Amend regulatory, code compliance, and permitting issues
3. Identify and assist businesses in connecting with employees, goods, and markets
4. Coordinate business retention and support
5. Communicate and promote the economic strength and recovery of the county

Concept of Operations

The primary objective for Alloy Development Co. in fulfilling the activities of Annex B – RSF #2 is to determine the impacts of the disaster on the economy of Hamilton County through the private sector and small, medium, and larger-sized businesses and recommend to the County Administration ways of addressing the needs based on the disaster. Alloy Development Co. should engage with and assist the private sector in all needs and communicate with RSF #1 about planning adjustments and unanticipated needs.

The section below will expand on the tasks and activities listed in the "Recovery Goals and Activities" table. It should be noted that these short (and in some cases long) term strategies are encouraged to coordinate and network with related

Emergency Support Functions (ESFs), in this case #5 (Emergency Management, as outlined in the Hamilton County Emergency Operations Plan (EOP) Annex E) and #14 (Private Sector and Infrastructure, as outlined in EOP Annex O).

Recovery Elements

Each RSF will be responsible for the restoration of certain Recovery Elements. The following Recovery Elements should be addressed by RSF #2:

Critical Functions	RSF #2 is not responsible for the restoration of any specific critical functions.
Services & Programs	RSF #2 will coordinate with its Supporting Agencies to restore its small business coaching program, which will provide local businesses with assistance in identifying recovery resources and planning for the recovery of their businesses. RSF #2 will also work with the various business chambers to ensure that services offered through the chambers may resume which will enhance the overall economic recovery of Hamilton County.
Vital Resources	RSF #2 will coordinate with its Supporting Agencies and Hamilton County to ensure access to its databases are restored. This will ensure that plans, site maps, building databases and other vital documents can be utilized during recovery efforts.
Facilities	RSF #2 is not responsible for the restoration of any specific facilities. Alloy Development Co. can perform their functions remotely if necessary. RSF #2 will work with local private sector partners to identify resources to support the business sector in reopening their facilities.
Infrastructure	RSF #2 will heavily rely on electric and telecommunications infrastructure being restored. Restoration of these elements will be led by RSF #4.

Short-Term Goals & Strategies

1. Evaluate and identify the impact on the business sector and current needs

Alloy Development Co. can evaluate and identify the impacts on and needs of businesses in the community in two primary ways; First, through partnership with EMHSA, information collected through the damage assessments can inform about the physical damage. Second, more information can be gathered by connecting immediately with members and leaders of local businesses of all kinds.

1.1 Engage members of the county business networks in gathering information, solving problems, and communicating with businesses

Hold frequent meetings with members of the county business networks throughout the recovery process. Set meeting agendas to share information and address problems individual businesses and the county economy. Use these meetings to revive the county’s economy and develop new ideas that reflect safety, strength, and resilience so that consumers feel more willing to contribute to the economy. Ensure an equity approach when engaging with business networks, including reaching out to diverse chambers of commerce, Small Business Enterprises (SBEs), Minority Business Enterprises (MBEs), and Women Business Enterprises (WBEs).

1.2 Facilitate information flow between businesses and infrastructure holders

In partnership and coordination with RSF #4 (Infrastructure, as outlined in Disaster Recovery Framework Annex), Alloy Development Co. should prioritize and facilitate the communication between county businesses and the infrastructure within the county. Roads and highways, bridges, electricity, and water are important to businesses so coordination with RSF #4 is critical to revitalizing and boosting the economy.

1.3 Advocate for the reconnection of telecommunication services for stakeholders

It is vital to economic recovery to have access to telecommunication services such as the internet. By developing communication strategies, economic drivers can communicate with different levels of government and then act

as the mouthpiece to the community to relay what information and economic resources or services are available.

1.4 Establish economic recovery priorities

Since businesses and their employees, owners, operators, and consumers will be overwhelmed with the aftermath of the disaster it must be the responsibility of RSF #2 to establish recovery priorities for the economy and enable the members of the business community to carry out those priorities in an effective manner.

2. Amend regulatory, code compliance, and permitting issues

The primary goal for this recovery activity is to reexamine the regulatory codes and evaluate code compliance and permitting issues. Evaluating codes and regulatory policies can have the advantage of expediting the continuation of business in order to restart the economy. It can also determine the potential prevention of damage and increased resilience in the next disaster.

2.1 Facilitate expedited procedures and authorities to support business operations

Leveraging relationships and networks with officials and authorities to expedite the continuation of business operations in the short-term recovery can be facilitated through quickly approving permits and inspecting businesses that are attempting to re-open post disaster. Focusing on allowing businesses to re-open is important to maintaining the economy and demonstrating the resiliency of the county's businesses.

Long-Term Goals & Strategies

All long-term ideas that are developed as a part of the recovery process should attempt to align with the goals, objectives and strategies of the Multi-Hazard Mitigation Plan (MHMP) on page 231.

3. Identify and assist businesses with connecting to employees, goods, and markets

The goal of this recovery activity is to equitably assist businesses who need employees, wholesale sellers and the proper markets. Assisting in recruiting, retention, and training of employees will help owners, operators, and general managers be able to direct other aspects of their business. Additionally, helping develop relationships between businesses and suppliers will be beneficial for the continuation of operations. Finally, if needed, providing information and data for businesses to find the correct markets will assist in long-term goals.

3.1 Establish a system for sharing needs and available resources

Alloy Development Co. may partner with local organizations, including the Workforce Council of Southwest Ohio and/or the Hamilton County Department of Jobs and Family Services, to develop a website or system for communicating needs and resources with the community. It should be used to communicate with business owners and operators, including serving as an aggregate for sharing information such as hiring postings and needs for partnerships with suppliers and other businesses. This site could also be used by businesses with available resources to assist others in getting back to operations.

3.2 Facilitate business access to capital

Alloy Development Co. may facilitate an infusion of capital by seeking resources to retain employees during downtime and restoration of business operations. These resources can include contributions from donors and working with FEMA, business associations, the State of Ohio, and other community agencies to provide opportunities for operational funding. RSF #2 partners may work with financial institutions and other community development corporations to provide short-term bridge loans to cover expenses.

3.3 Provide education and assistance to individuals and businesses navigating federal loan processes

Share information, promote best practices, and advise on compliance with post-disaster financial assistance to businesses, which may be made available from local, state, or federal government partners.

3.4 Equitably promote local goods and services through a “buy local” campaign countywide and regionally

Working with businesses county-wide, an effort to promote buying locally should be a priority for all parties involved. This message should emphasize the resilience and strength of the local economy and encourage consumers to buy products within the county by taking a Whole Community approach and emphasizing the importance of every hand in recovery. RSF #2 should be intentional in efforts to highlight a diverse range of businesses, including SBEs, MBEs, and WBEs.

4. Coordinate business retention and support

Once businesses have largely recovered from the disaster and internal needs have been supported, the next step is to maintain the flow of business profits. This will involve increasing support where needed and continuing to encourage consumers to choose businesses within the county as opposed to competition outside of the county. Depending on the severity and type of disaster, this may be a joint effort among many counties in the area including those in southwest Ohio, northern Kentucky, and southeast Indiana.

4.1 Use personalized outreach to retain marquee businesses and industries

A key task in using personalized outreach is making the businesses feel cared for and their voices heard in the aftermath of the disaster. If businesses and industries feel as though authorities within the county will have their best interests in mind, they are more likely to be willing to stay in the county and conduct their business. Although it may not be possible to meet every need immediately or quickly, it can be possible to make note of any unmet needs and make plans to address them despite the time it may take to complete.

4.2 Offer incentives to retain critical components of the county's economy

Through partnership with officials and authorities offering incentives, such as tax breaks, businesses that are critical to the economy of the county should have a prioritized consideration. Through previously collected data and information, the businesses that would have the most impact should they choose to leave Hamilton County should be clear as well as secondary and tertiary businesses.

4.3 Attend virtual and/or physical Multi-Agency Resource Centers (MARC) to support small and medium sized businesses

For small and medium sized businesses with fewer resources than other larger businesses within the county, the resources and support shared at MARCs should focus on how to best assist them in the aftermath of the disaster. As stated above, these MARCs can be virtual or physical depending on which would work best for the county and the type and severity of the disaster.

4.4 Identify temporary, shared, or virtual spaces for businesses and service providers to operate

Alloy Development Co. may also aid in the identification of temporary spaces for business operation should previous locations be damaged during the disaster event.

5. Communicate and promote the economic strength and recovery of the county

Partnering with Public Information (ESF #15), Alloy Development Co. may communicate to residents of the county, as well as the Greater Cincinnati Area, that economic recovery is progressing and successful and encourage consumers to use resources within the county. Alloy Development Co. can communicate that the county is safe to buy products from and spend leisurely time in, so that restaurants, retailers, recreational activities and sporting venues are continuously supported throughout the recovery process.

5.1 Establish a coordinated communication strategy to promote the strength of the economy and share positive stories

In coordination with ESF #15, Alloy Development Co. may use a variety of media sources and voices to communicate the resiliency of Hamilton County's economic community and the county's commitment to retaining its existing business and attach recovery efforts to helping all businesses in the county whether small, mid-size or large. By communicating with EMHSA and Public Information, Alloy Development Co. can address negative or inaccurate information and leverage positive stories. Continuously updating the status of recovery

through various outlets will help support the economy. It is recommended that the recovery status be communicated to regional, state, national and international communities so they know that businesses in Hamilton County are operational.

Annex C:

RSF #3 – Housing



Coordinating Agency

Cincinnati Metropolitan Housing Authority (CMHA)

Supporting Agencies

3CDC (Cincinnati City Center Development Corporation)

American Red Cross

Hamilton County Auditor’s Office

Community Urban Redevelopment & Neighborhood Corporations (CURCs)

Hamilton County Planning + Development Department

Greater Cincinnati Homeless Coalition

Description | Purpose

This Recovery Support Function (RSF) works to support and enhance Hamilton County’s ability to recover after a disaster, makes recommendations and decisions to restore damaged elements, and takes advantage of the opportunities that present themselves during the recovery phase.

Specifically, the Housing RSF (#3) will take a Whole Community approach and make every effort to ensure the recovery of housing for all residents in Hamilton County. The overall goal will be to meet and address the needs of all residents and provide short-term housing as well as long-term safe and affordable housing post-disaster. Special consideration should be given to vulnerable populations, which are those that are most likely to be seriously affected by disasters, and least able to recover without support. This RSF should also account for the needs of residents who are facing legal and financial issues regarding their housing.

This is accomplished by working toward four short- and long-term goals:

Recovery Support Function #3 Goals
1. Evaluate the impacts on the housing sector in Hamilton County and determine what the current needs are
2. Coordinate interim housing solutions based on the needs and priorities of the impacted neighborhoods
3. Provide assistance to homeowners and renters
4. Ensure the provision of affordable and safe housing for all impacted residents

Concept of Operations

The primary objective for CMHA in fulfilling the activities of Annex C – RSF #3 is to determine the impacts of the disaster on the residents and housing stock of Hamilton County and address the needs based on the disaster. CMHA should engage with and assist displaced residents in all needs and communicate with RSF #1 – Operational and Community Coordination (Annex A) about planning adjustments and unanticipated needs.

The section below will expand on the tasks and activities listed in the “Recovery Goals and Strategies” table. In order to implement these short- and long-term strategies, agencies are encouraged to coordinate and network with related Emergency Support Functions (ESFs) outlined in the Hamilton County Emergency Operations Plan (EOP), in this case ESF #6 – Mass Care (EOP Annex F) which is responsible for the response phase.

Recovery Elements

Each RSF will be responsible for the restoration of certain Recovery Elements. The following Recovery Elements should be addressed by RSF #3:

Critical Functions	RSF #3 is not responsible for specific critical functions but will work with the other RSFs and private sector partners in Hamilton County when there is an identified need for residents to have access to capital and other financial resources through banking and lending institutions.
Services & Programs	RSF #3 will work with the other RSFs and its Supporting Agencies to help residents in accessing and applying for housing assistance as applicable.
Vital Resources	RSF #3 is not responsible for the restoration of any specific vital resources.
Facilities	RSF #3 will work with ESF #6 to promptly transition displaced residents from emergency shelters into interim and long-term housing facilities.
Infrastructure	RSF #3 will depend on the restoration of electric and telecommunications infrastructure. Restoration of these elements will be led by RSF #4 – Infrastructure (Annex D). RSF #3 will also work to identify any deficits in access to food and water infrastructure for impacted residents and address restoration with public and private sector partners.

Short-Term Goals & Strategies

1. Evaluate and identify the impacts to housing stock and current needs

Through partnership with the Hamilton County Emergency Management and Homeland Security Agency (EMHSA), RSF #3 will receive information collected through damage assessments which describe the physical destruction caused by a disaster. Damage assessors evaluate both commercial and residential properties as soon as possible after a disaster and promptly report the data to EMHSA, which will be shared with relevant partners.

1.1 Establish a baseline housing inventory and maintain up-to-date information on the status of housing recovery

Depending on existing uses of documentation for housing stock in the county, RSF #3 may create a new documentation system for tracking and evaluating remaining housing as well as damaged or destroyed housing. This may necessitate close coordination with EMHSA, CAGIS, RSF # 4 – Infrastructure (Annex D) and other partners.

1.2 Coordinate interdependencies among RSFs to address needs collectively

Communication with RSFs #1, #5 – Public Health & Social Services (Annex E), and #6 – Natural & Cultural Resources (Annex F) is highly recommended to ensure the recovery process is coordinated and that immediate needs of the community are addressed while RSF #3 partners work to restore housing. Communication will also provide for a more unified recovery message and reasonable expectation-setting for affected community members.

1.3 Engage the region’s full array of resources to provide housing following a disaster

The primary focus for this recovery activity may include engaging with philanthropists and donors within the county and beyond. RSF #3 should work closely with nonprofits in the area in order to help find resources to address affordable housing needs of the affected community members post- disaster and post-sheltering. CMHA may also reach out to resources within the private sector.

1.4 Evaluate existing regulations and requirements and how they affect resource availability

CMHA and RSF #3 Supporting Agencies should research and understand current regulations and requirements in order to ensure that proper policy actions are taken in housing recovery.

2. Provide interim housing solutions based on the needs and priorities of the impacted neighborhoods

After a disaster, residents who are vulnerable and the most in need should be prioritized in setting up post-disaster interim housing solutions. RSF #3 should also work closely with RSF #6 and community advocacy groups to preserve the history and culture of the many county neighborhoods.

2.1 Provide flexibility and resources to help residents remain in their homes if compliant with safety standards

Allowing residents to return to or remain in their homes reduces demand for the county's remaining available housing stock. When they do return to their homes, it will be important to keep the public informed on available resources through Multi-Agency Resource Centers (MARC)s. Resources can include inspection and repair programs, government programs through the Federal Emergency Management Agency (FEMA) and the US Army Corps of Engineers (USACE) as well as community partners.

2.2 Explore the use of a range of creative options to provide interim housing

CMHA should work closely with nonprofits, educational institutions, and religious organizations who may be able to provide alternatives for interim housing and sheltering.

Long-Term Goals & Strategies

All long-term ideas that are developed as a part of the recovery process should attempt to align with the goals, objectives and strategies of the Multi-Hazard Mitigation Plan (MHMP) on page 231.

3. Provide assistance to homeowners and renters

During the long-term phase of recovery, providing resources, assistance, and support for homeowners and renters will be important in maintaining the population of residents who have transitioned into permanent or semi-permanent housing. The goal should be to enable residents to find their own solutions, and communication will be key to effective recovery.

3.1 Facilitate the process of moving residents from temporary to interim and/or permanent housing

Regular communication with displaced residents will be a key task in accomplishing short-term housing solutions. Through MARCs, CMHA may provide both digital and printed copies of housing guides with information relating to a range of housing needs. RSF #3 may most effectively reach hard-to-reach populations in Hamilton County by partnering with government and non-government organizations already working with these populations.

3.2 Enable individuals and families to identify housing solutions for themselves

CMHA may promote private websites (ex. Apartments.com), realtor associations, or organizations such as the Cincinnati and Northern Kentucky Apartment Association, to allow residents to search for rentals in the county and promote peer-to-peer networks such as Airbnb for temporary housing. Communication between RSF #3 and these private sites is recommended so that they can be prepared for the significant increase in visits post-disaster.

3.3 Facilitate access to capital and construction resources to repair and rehabilitate homes

Accurate information about home repairs and resources should be shared via all appropriate channels with hands-on assistance from the MARCs and other organizations involved in the recovery process. This may include sharing guidance on permitting, construction and leveraging volunteers, filing insurance claims, applying for FEMA disaster assistance and other assistance grants, and leveraging state resources when needed.

3.4 Help people guard against fraud and unsafe housing conditions

RSF #3 may also provide guidance to contractors and trade organizations about permitting and code requirements and actively encourage homeowners to employ licensed contractors by establishing public education campaigns to raise awareness. Other activities may include supporting consumer protection efforts and identifying post-disaster inspections to help expedite the housing recovery process.

4. Make every effort to ensure the provision of affordable and safe housing for all impacted residents

Identify the needs of areas and communities with significant housing loss. CMHA may work with organizations in the county as well as other RSFs, such as #1 and #4, to prioritize residential land use. CMHA may research Federal disaster assistance programs for rebuilding as well as private development programs.

4.1 Address rental affordability by bridging the federal disaster assistance gap for renters through local programs and assistance

Aid for renters could include utilizing programs available from HUD Disaster Funding, requesting the expansion of Section 8 housing vouchers, increasing rent subsidies for qualified residents, and implementing a “rent cap” during the recovery period, which can be reduced later and eventually phased out to assist and expedite the recovery process.

RSF #3 may also provide relief to landlords and property managers in order to reduce the need to increase rents and potential evictions. This could include reducing timelines for audits and allowing for tax breaks or subsidies for rebuilding.

4.2 Regulate and facilitate the rebuilding of the county’s housing stock

CMHA may increase capacity to monitor and regulate reconstruction of housing stock in Hamilton County. Providing clear guidance for property owners, developers and contractors regarding building codes and permitting processes will help expedite the process and potentially allow families to occupy spaces sooner. Leveraging multiple funding sources, including FEMA Disaster Assistance, HUD Community Development Block Grant Programs (CDBGs) and volunteer resources, will also be crucial to recovery.

4.3 If necessary, use incentives to encourage private development, particularly of multi-family housing

If the recovery process is not progressing at a steady rate, RSF #3 may begin to incentivize development of multi-family housing in designated areas by identifying areas that can support multi-generational households and aging residents which is affordable to multiple income levels, and connected to public transit locations and housing in proximity to job centers. RSF #3 may also make use of tax breaks, zoning allowances, and other regulatory incentives to expedite recovery.

4.4 Consider developing or redeveloping public and/or private low- and moderate-income housing.

Utilize the HUD CDBG to ensure the provision of adequate and affordable housing. This funding should be used to develop or revitalize low- to moderate-income housing and can also be used to fill gaps where other sources have not been sufficient. CMHA may also consider using HUD emergency assistance to develop public housing in coordination with developing other public facilities such as community centers or libraries. RSF #3 can also assist in directing communities to rebuild in a way that will not price out existing residents, keeping community fabric strong. This may also be a good opportunity to consider addressing needs that were not being met before the disaster, such as a lack of affordable housing.

Annex D:

RSF #4 – Infrastructure



Coordinating Agency

Hamilton County Engineer's Office

Supporting Agencies

Hamilton County Communications Center

Hamilton County Environmental Services

Cincinnati Bell

Verizon Wireless

Internet Provider Companies

Community Urban Redevelopment & Neighborhood Corporations (CURCs)

Greater Cincinnati Water Works

Metropolitan Sewer District of Greater Cincinnati

Hamilton County Planning + Development Department

Southwest Ohio Regional Transit Authority

Description | Purpose

This Recovery Support Function (RSF) works to support and enhance Hamilton County's ability to recover after a disaster, makes recommendations and decisions to restore damaged elements, and takes advantage of the opportunities that present themselves during the recovery phase.

Specifically, the Infrastructure RSF will take a Whole Community approach and ensure the recovery of the infrastructure within Hamilton County. The goal will be to meet and address the damages to the infrastructure and support the rest of the county through repairing and updating critical infrastructure.

This is accomplished by working toward three short- and long-term goals:

Recovery Support Function #4 Goals

- 1. Evaluate the impacts on the infrastructure sector in Hamilton County and determine what the current needs are**
- 2. Restore mobility and critical services without losing the opportunity to implement creative solutions**
- 3. Use post-disaster rebuilding as an opportunity to rethink, redesign and update Hamilton County's infrastructure**

Concept of Operations

The primary objective for the Hamilton County Engineer's Office in fulfilling the activities of Annex D – RSF #4 is to determine the impacts of the disaster on various county infrastructures and address the needs based on the disaster. The Engineer's Office should continuously communicate with RSF #1 – Operational & Community Coordination (as outlined in Annex A) about planning adjustments and unanticipated needs.

The section below will expand on the tasks and activities listed in the "Recovery Goals and Strategies" table. In order to implement these short- and long-term strategies, agencies are encouraged to coordinate and network with related Emergency Support Functions (ESFs) outlined in the Hamilton County Emergency Operations Plan (EOP), in this case #1 – Transportation (EOP Annex A), #2 – Private Sector and Infrastructure (EOP Annex B), #3 – Public Works (EOP Annex C), and #12 – Energy (EOP Annex L).

Recovery Elements

Each RSF will be responsible for the restoration of certain Recovery Elements. The following Recovery Elements should be addressed by RSF #4:

Critical Functions	RSF #4 is responsible for restoring the ability of Hamilton County to maintain county-owned roads and bridges. RSF #4 will support private sector partners in restoring critical infrastructure that will allow other important critical functions to be restored.
Services & Programs	RSF #4 is not responsible for the restoration of any county services and programs, but will work to restore infrastructure so services and programs utilized by other RSFs can be accessed.
Vital Resources	RSF #4 will work with its Supporting Agencies and external private partners to restore access to fuel and public works equipment.
Facilities	RSF #4 will ensure county fuel depots are restored, as well as the Engineer's Office's garages where county equipment is kept. RSF #4 will work with its Supporting Agencies to ensure debris management dump sites are accessible.
Infrastructure	RSF #4 will work to restore county-owned roads and bridges. RSF #4 is responsible for coordinating with private sector partners to identify and coordinate the long-term restoration of most infrastructure.

Short-Term Goals & Strategies

1. Evaluate the current impacts and needs of county infrastructure

The primary goal of this recovery activity is to develop an infrastructure recovery strategy by coordinating recovery efforts across sectors to minimize the disruption caused by damaged infrastructure. Initially, the focus should be on both public and private critical facilities. Once critical infrastructure is restored, RSF #4 will prioritize service restoration based on the areas of highest need. Independent infrastructure holders should be encouraged to coordinate with the other RSFs and the Engineer's Office.

1.1 Set up alternative routes for Fire/EMS services

It is critical to have detours that allow emergency services to navigate around a disaster area to perform life-safety measures. This will entail assessing where the damage has occurred and what routes can be immediately set up to ensure quickest routes around the damaged areas to perform necessary duties.

1.2 Gather and regularly share infrastructure status information

The Hamilton County Engineer's Office may gather and analyze the impacts on infrastructure from individual infrastructure holders as well as through damage assessments from RSF #1 and engagement with other RSFs. The Engineer's Office may consolidate this information into a comprehensive and accessible document to ensure the informed coordination of recovery. Communication with the Hamilton County Emergency Management and Homeland Security Agency (EMHSA) will be critical to promote accurate information such as realistic recovery timelines to residents, businesses, and property owners.

1.3 Facilitate coordination among public and private infrastructure holders

The Engineer's Office may coordinate with other RSFs to understand the following:

- Areas that are stable and suitable for redevelopment
- Community engagement activities occurring
- Access and utility needs for designated MARCs
- Business needs
- Infrastructure needs for critical health and social services facilities such as schools and hospitals
- Access to utilities for currently inhabited and planned housing capacity

The agency may also serve as a communications hub to coordinate the recovery planning efforts of public and private infrastructure.

1.4 Establish a coordinated infrastructure recovery strategy

Leverage decision support tools to evaluate recovery options and priorities along with the understanding of the interdependencies of infrastructures. This helps to align infrastructure restoration and rebuilding priorities in a shared recovery strategy that will address restorations of services in the short and long-term rebuilding. The Engineer's Office may also communicate infrastructure restoration and rebuilding schedules with other RSFs, adapting priorities and timelines, depending on the type and severity of the disaster, as changing circumstances require.

2. Restore mobility and critical services without losing the opportunity to implement creative solutions

Once the disaster event has largely ended and life-safety measures have been taken, priority will be placed on restoring infrastructure services and mobility in order for people to return to their homes, return to work, and move through the community as they like. Depending on the severity and type of disaster and the amount of damage to critical infrastructures, some of these activities may take longer to complete. The Engineer's Office may balance short-term priorities with long-term objectives to rebuild infrastructure as more resilient, efficient, and carefully planned to have a better capacity to handle another disaster.

2.1 Remove and dispose of debris

Debris removal will continue past the response phase into a large-scale recovery event. Debris management is important not only for mobility, economic activity, and environmental management, but also serves the important role of demonstrating to the public that progress is being made towards disaster recovery. RSF #4 should work closely on this issue with Hamilton County Environmental Services, the Coordinating Agency for ESF #3 (Public Works, EOP Annex C) and the Hamilton County Debris Management Plan (EOP Tab A).

2.2 Prioritize short-term roadway repairs and provide a wide range of transportation choices to increase mobility until long-term recovery can be addressed

Natural and human-caused disasters are possible in Hamilton County and may affect the transportation infrastructure depending on the severity and location of the disaster event. Short-term recovery will be aided and potentially expedited by using creative means to increase the ability of residents, businesses, and recovery partners to move throughout the county. An example of a creative alternative would be encouraging the use of bicycles on roadways or trails if vehicular travel is limited due to roadway damage. Limiting private use of vehicles may also be a useful alternative while promoting public transportation. The Engineer's Office may also engage with private transportation companies to utilize vehicles temporarily.

2.3 Restore communications, power, water, and wastewater per the individual infrastructure plans in the EOP

Though these critical infrastructure facilities may have been addressed during the response phase, the Engineer's Office may continue operations noted in ESF #3 and continue to communicate with EMHSA (RSF #1) about the status of these critical infrastructure throughout the recovery process.

Long-Term Goals & Strategies

All long-term ideas that are developed as a part of the recovery process should attempt to align with the goals, objectives and strategies of the Multi-Hazard Mitigation Plan (MHMP) on page 231.

3. Use post-disaster rebuilding as an opportunity to rethink, redesign and update Hamilton County's infrastructure

Though a natural or human-caused disaster will bring significant challenges to the community, it will also bring the opportunity to update infrastructures and modernize them to make them more resilient, efficient, environmentally conscious, and economically stable.

3.1 Employ a bold, forward-thinking approach to considering the integration of individual infrastructure systems in a single, well-planned integrated system

Engage and employ input, ideas, and feedback from a diverse variety of engineers in the region and across the nation to help rebuild infrastructure in the most practical way given the magnitude of the disaster and destruction.

3.2 Modernize infrastructure systems during rebuilding while keeping in mind cost/benefit analysis

When rebuilding begins later in the recovery phase period, innovations for modernizing should be considered whenever possible. However, a cost/benefit analysis should be performed to see how practical these modernizations are for the county at the given time after a disaster. Below is a list of ways various infrastructures could be modernized.

A. Modernize the transportation network by:

- Retrofitting bridges
- Examining load thresholds and updating where appropriate
- Updated roadways if needed
- Depending on where the disaster occurs the Engineer's Office could consider developing a coordinated multi-modal transportation system that integrates auto, transit, bicycle, and pedestrian

B. Modernize water and wastewater systems by:

- Implement or expand low-impact development techniques and technology
- Where applicable, attempt to separate the combined sewer and surface water system with separate underground or green technology infrastructure
- If feasible, use alternative energy to power electrical pumps to move water and wastewater
- Identify opportunities to deploy localized water storage options
- Seek potential opportunities to maximize the function of the stormwater management system
- Explore the option to install reclaimed water lines where feasible, if needed

C. Modernize and diversify energy systems by:

- Explore the use of in-pipe turbines to generate electric energy from the water and wastewater systems
- Develop or expand a smart grid system
- Explore the option that rebuilt energy systems incorporate the use of local, renewable options solar and geothermal
- Encourage energy storage to maximize benefit from onsite renewable energy sources in building planning and codes

D. Modernize communications and IT infrastructure by:

- Add capacity and reduce redundancy in regional communications and IT systems
- Increase bandwidth and connectivity across the city

Annex E:

RSF #5 – Public Health & Social Services



Coordinating Agency

Hamilton County Public Health (HCPH)

Supporting Agencies

Hamilton County Educational Services Center
Hamilton County Mental Health and Recovery Services Board
American Red Cross
Cincinnati Health Department
Community Urban Redevelopment & Neighborhood Corporations (CURCs)
Council on Aging of Southwest Ohio
Developmental Disability Services
Greater Cincinnati Coalition for the Homeless
Human Services Chamber of Hamilton County
Local Faith-Based Community Organizations
Norwood Health Department
Salvation Army
Springdale Health Department
The Health Collaborative
United Way 2-1-1

Description | Purpose

This Recovery Support Function (RSF) works to support and enhance Hamilton County’s ability to recover after a disaster, makes recommendations and decisions to restore damaged elements, and takes advantage of the opportunities that present themselves during the recovery phase.

Specifically, the Public Health & Social Services RSF will take a Whole Community approach and ensure that everyone in the community is properly cared for, and their health and education properly addressed. Special consideration should be given to vulnerable populations, which are those that are most likely to be seriously affected by disasters, and least able to recover without support. Throughout recovery, this Annex will restore the health and social services of the community.

This is accomplished by working toward six short- and long-term goals:

Recovery Support Function #5 Goals	
1.	Evaluate the impacts on the public health and social services sectors in Hamilton County and determine what the current needs are
2.	Expedite restoration of the healthcare system and support to physical and mental health
3.	Coordinate service delivery, meeting the changing healthcare and social services needs and prioritizing services for vulnerable populations
4.	Communicate frequently and consistently with the public to promote health and raise awareness of available resources
5.	Coordinate recovery actions across public and private educational providers at all levels
6.	Repair Hamilton County’s damaged healthcare, social services, and educational facilities and systems

Concept of Operations

The primary objective for Hamilton County Public Health (HCPH) in coordinating the activities of Annex E – RSF #5 is to determine the impacts of the disaster on the quality of overall public health, educational facilities and services, and other social services. HCPH should continuously communicate with RSF #1 – Operational & Community Coordination (Annex A) about planning adjustments and unanticipated needs.

The section below will expand on the tasks and activities listed in the “Recovery Goals and Strategies” table. In order to implement these short- and long-term strategies, agencies are encouraged to coordinate and network with related Emergency Support Functions (ESFs) outlined in the Hamilton County Emergency Operations Plan (EOP), in this case #5 – Information & Planning (EOP Annex E), #6 – Mass Care (EOP Annex F), #8 - Public Health & Healthcare Providers (EOP Annex H), and #15 – Emergency Public Information (EOP Annex O).

Recovery Elements

Each RSF will be responsible for the restoration of certain Recovery Elements. The following Recovery Elements should be addressed by RSF #5:

Critical Functions	RSF #5 and its Supporting Agencies are responsible for restoring fatality management for Hamilton County. RSF #5 will also be responsible for restoring vital statistics, which will be important for impacted residents.
Services & Programs	RSF #5 is responsible for the restoration of those functions that are routinely performed by Public Health including but not limited to food service and other inspections as well as disease control programs.
Vital Resources	RSF #5 will work with its Supporting Agencies and external private partners to restore impacted residents’ access to potable water through HCPH’s Water Quality Division. RSF #5 will coordinate with its Supporting Agencies and Hamilton County to ensure access to its databases are restored. This will ensure that plans, records, and other vital documents can be utilized during recovery efforts.
Facilities	RSF #5 will coordinate with its Supporting Agencies as well as external and private sector partners to address multiple facilities that will need to be restored to support recovery efforts such as hospitals, pharmacies, dialysis centers, public health clinics, and the Coroner’s lab. RSF #5 will coordinate with RSFs #1 and #2 to address public access to grocery stores for access to food and water.
Infrastructure	RSF #5 will heavily rely on electric and telecommunications infrastructure being restored. Restoration of these elements will be led by RSF #4 – Infrastructure (Annex D). RSF #5 will also work to identify any deficits in access to food and water infrastructure for impacted residents and address restoration with public and private sector partners.

Short-Term Goals & Strategies

1. Evaluate the impacts, needs and capabilities of public health and social services

Once the disaster event has largely ended and life-safety measures have been completed, HCPH may begin evaluating the impacts on residents’ physical, mental, and spiritual health as well as the availability of social services and accessibility of basic necessities.

1.1 Coordinate information gathering

HCPH may use resources including the CDC’s Social Vulnerability Index, data collected by local organizations, partnerships with advocacy groups, and needs identified in post-disaster surveys to identify and focus outreach to those in Hamilton County with the greatest needs. Coordination with RSF #1 – Operational & Community Coordination (Annex A) will be critical in completing this recovery activity.

1.2 Gather essential information related to Hamilton County’s health and social services

The following are general questions related to health and social services focusing on capabilities and current needs of the community. HCPH may gather this information in a way that allows for reporting based on sub-areas of the county and identification of the high priority needs that are not being met.

- What is the general status of the public health system? What are emerging public health threats? Address disease surveillance, food borne illnesses, water quality, and zoonotic and vector-borne diseases.
- What is the functional status and capacity of the social services system, including staff, facilities, and supplies?
- What is the ability of institutions such as hospitals, jails, independent and assisted living centers, places of worship, and others to meet the needs of their populations and perhaps others?
- What is the capacity of surrounding areas to address the needs that cannot be met by Hamilton County based providers?
- What is the ability of persons with needs to travel to service locations, including those with limited mobility under normal circumstances?
- What are the needs of sick and injured people, including support for recovery and re-entry into the community? Is the capacity of the healthcare system able to meet those needs?
- What is the status of utilities and transportation access, the availability of medical and non-medical staff, and access to key services such as pharmacy and mortuary? Many needs will be ongoing, and examples include:
 - Birthing
 - Chronic diseases and injuries
 - Dialysis
 - Drug treatment programs
 - Funerals
 - Normal accidents and injuries
 - Prescriptions refills

Behavioral health needs will be crucial to monitor and address immediately following the disaster and throughout recovery. The focus may be through the lens of both the residents and the capacity of caretakers and facilities. These needs may increase after the disaster event and need full attention throughout recovery and normalization. HCPH will work with the Hamilton County Mental Health and Recovery Services Board to assist with mental and behavioral health needs that may arise during recovery operations.

Additionally, social service needs and the capacity of providers to fulfill recovery activities will be important. Social services such as domestic violence shelters and Child Protective Services will need to continue operating in order to maintain the safety of the public. Shelters, food banks, hygiene centers, and support services will be important for those who may have lost their homes or were experiencing homelessness prior to the disaster, and extending family assistance and reunification will be important as well.

Finally, HCPH may work with the Boards of Education in the county and Hamilton County Educational Services Center to evaluate the impacts and needs of the education system. This should include both public and private education institutions and what the needs of administrative staff are in the days following the disaster. It will also be helpful to make note of the non-educational uses of facilities in response and recovery and how that may affect the recovery of the institution itself.

1.3 Evaluate needs, identify priority services for vulnerable populations, and share recovery priorities with EMHSA

Once the above information has been collected and organized, HCPH may develop a recommended recovery plan that prioritizes vulnerable populations’ needs. In particular, HCPH may coordinate with ESF #15 to identify community engagement efforts to gather and share information and address funding gaps by coordinating

target fundraising. Additionally, relevant information should be shared with health care providers, social service agencies, and educational organizations to facilitate coordination and collaboration.

Short and Long-Term Goals & Strategies

Some goals and strategies will begin in the short-term but may continue into the long-term phase of recovery. Those include the following:

2. Expedite restoration of the healthcare system and support to physical and mental health and wellbeing

Since public health and medical care systems are critical components of disaster recovery, restoring these systems and normalizing will be a long-term effort beginning with short-term activities. The healthcare system will face significant challenges because of the need to preserve life and health in the community as well as interdependencies on critical infrastructures that must continue operations in order for medical care to continue. Healthcare recovery will also be driven and impacted by state and federal policies and strict regulatory requirements may require some level of flexibility.

2.1 Establish a stable regulatory environment for hospitals

HCPH may need to look for waivers or allowances from the state that enable the continuation of medical care in circumstances that would not normally meet the standards required by standard medical regulations.

2.2 Prioritize the recovery of individual healthcare facilities based on conditions and identified and foreseen community needs

HCPH may gather information from healthcare providers about facility conditions, infrastructure status, and the availability of staff as well as other key components to continuing operations. Prioritizing support to medical facilities based on criteria such as geographic location and the ability to service vulnerable populations may be important information to ascertain. Finally, communicating with private businesses that provide supplies for healthcare systems, such as pharmaceuticals, blood banks, mortuaries, meals, linens and cleaning services, is recommended.

2.3 Bridge across healthcare facilities and systems to share access to resources, staffing, and funding

HCPH may also facilitate resource sharing among healthcare providers including staff, volunteers, supplies, and facilities. This can aid in continuing the operation of facilities throughout the county and increase the potential that all or the majority of residents in the county will have access to some form of healthcare.

3. Coordinate service delivery, meeting changing healthcare and social services needs and prioritizing services for vulnerable populations

Much like the challenges faced by the healthcare system, social services will face similar challenges in operating with damaged infrastructure post-disaster. Staff, clients, and volunteers may not be able to reach their normal base of operations or may not be able to deliver services. Nonprofits may also face running out of funds if they have limited financial reserves and depending on the type and severity of the disaster, may not be able to restart services once the disaster has ended.

3.1 Regularly refresh the essential elements of information related to health, social services, and education

HCPH may maintain an up-to-date, shared understanding of the health and well-being of the population of Hamilton County and when possible, anticipate the changing needs for service as the different phases of recovery occur. Keeping a close eye on physical, mental and spiritual health and the need for different services.

3.2 Facilitate a coordinated approach to addressing priority needs, including services for vulnerable populations

There may be a need to re-establish case management for youth, aging, disabled, low-income, and immigrant clients who have been displaced. These vulnerable populations may need to receive prioritized services and

support activities such as resources to address language barriers, housing and access to basic needs. HCPH may leverage the existing human services infrastructure in the county and lean on them for support where needed.

4. Communicate frequently and consistently with the public to promote health and raise awareness of available resources

RSF #5 will work with EMHSA (RSF #1) and the Emergency Public Information Officer (ESF #15) to communicate the availability of resources through social media, agency websites, public service announcements, press releases, and Multi-Agency Resource Centers (MARC)s, if opened.

4.1 Leverage ESF #15 and RSF #1 with joint information systems to coordinate messages across Recovery Support Functions and with other regional players.

Ensure that all messages to the public are coordinated and accurate as well as disseminated by all parties, including HCPH, all county departments involved in social services, private, nonprofit, and religious healthcare and social service providers.

4.2 Raise awareness of available health and social services resources via all possible channels.

Utilize existing outreach and education strategies and forums to disseminate messages and engage with the community on recovery activities including MARCs, schools and community centers, county staff and public safety personnel, religious organizations, social media, volunteers and recruited groups. HCPH may also publicize help lines as a community resource.

Long-Term Goals & Strategies

All long-term ideas that are developed as a part of the recovery process should attempt to align with the goals, objectives and strategies of the Multi-Hazard Mitigation Plan (MHMP) on page 231.

5. Coordinate recovery actions across public and private educational providers at all levels

The primary goal of this recovery strategy is to advance the restoration of key elements of Hamilton County's education system, from pre-school to higher education.

5.1 Establish a coordinated plan for restoring K-12 education, drawing on the assets and abilities of both the public and private school systems

Depending on the type and severity of the disaster, there may be a need for the mixing of public and private school funding to meet the needs of all children in Hamilton County. Though this is likely an unconventional action for education, if the need is great enough there may be reason for both public and private administrators to be open to sharing funding. It is recommended that HCPH work with education administrators to establish a coordinated plan to get as many children back in school no matter where they are; and facilitate problem solving across public and private school systems by encouraging capacity pooling and resource sharing to accommodate children and establish pathways for coordinating efforts between public and private schools.

5.2 Maximize access to childcare

HCPH may also engage with local schools and early learning organizations to maximize access to childcare in a troubleshooting role as childcare providers seek to accommodate post-disaster demands while adhering to licensing requirements. Throughout this process, it may be useful to prioritize actions that aid the reopening of childcare providers by engaging with the state of Ohio and requesting accommodations for licensing requirements so childcare centers may open if the building and area are safe.

5.3 Assist Hamilton County Public Schools in reestablishing the public K-12 education system

HCPH may leverage the county's resources and efforts of other RSFs to support the reopening of Hamilton County Public Schools. These efforts might include:

- Expedited inspections and waivers of non-safety related requirements
- Prioritization of infrastructure recovery
- Transportation solution for students, teachers, and staff

- The provision of food or other supplies
- Set up trailers or other temporary structures

5.4 Restore the educational mission of Hamilton County's educational institutions and leverage them as powerful assets in recovery

HCPH may encourage higher education institutions (community colleges and universities) to coordinate with local high schools to best accommodate the needs of students; potentially leverage and develop training programs at colleges to help residents develop skills needed in the recovery. It is recommended that HCPH call on higher education institutions to serve as a resource to the broader community, considering using their resources as locations for MARCs, research and innovation capabilities, and asking for volunteers from the student bodies and staff.

6. Rebuild Hamilton County's damaged healthcare, social services, and educational facilities and systems

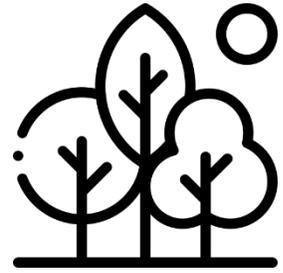
Post-disaster, it will be important to rebuild facilities while considering the efficiency, resiliency and environmental aspects of these facilities. It will be important to consider previous hazard identification and planning efforts and make decisions on rebuilding with mitigation in mind.

6.1 Coordinate rebuilding activities and planning with building, land use planning, and housing through shared work plans.

HCPH may coordinate with the appropriate parties to prioritize certification and re-occupancy of schools and how schools may factor into post-disaster land use. It will also be important to seek opportunities to establish an integrated system of health, social services, and educational facilities as part of intentionally designed neighborhoods that support health and well-being.

Annex F:

RSF #6 – Natural & Cultural Resources



Coordinating Agency

Hamilton County Conservation District

Supporting Agencies

Great Parks of Hamilton County
 City of Cincinnati Urban Conservator
 Ohio History Connection
 3CDC (Cincinnati City Center Development Corporation)
 Cincinnati USA Regional Business Chamber
 Cincinnati Zoo and Botanical Garden
 Community Urban Redevelopment & Neighborhood Corporations (CURCs)
 Local Faith-Based Community Organizations
 Planning + Development Department

Description | Purpose

This Recovery Support Function (RSF) works to support and enhance Hamilton County’s ability to recover after a disaster, makes recommendations and decisions to restore damaged elements, and takes advantage of the opportunities that present themselves during the recovery phase.

Specifically, the Natural and Cultural Resources RSF will take a Whole Community approach and ensure the recovery of not only the community’s physical, natural, and cultural assets, but the normalization of the community as well. The goal will be to meet and address the needs of the natural and cultural aspects of the community. This includes helping the caretakers of the county parks, recreation, and historical sites restore these aspects of the community in order to help the community return to a sense of normality after a disaster.

This is accomplished by working toward three short- and long-term goals:

Recovery Support Function #6 Goals
1. Evaluate the impacts on the natural and cultural resources in Hamilton County and determine what the current needs are
2. Preserve and facilitate the restoration and betterment of Hamilton County’s natural assets
3. Encourage the rehabilitation of damaged historic sites and connect arts, culture and community organizations to the recovery effort and normalization process

Concept of Operations

The primary objective for the *Hamilton County Conservation District* fulfilling the activities of Annex F – RSF #6 is to determine the impacts of the disaster on the natural and cultural resources, ensure the safety of the public in regard to damaged assets, and aid in the normalization of the county’s community post-disaster.

The section below will expand on the tasks and activities listed in the “Recovery Goals and Strategies” table. In order to implement these short- and long-term strategies, agencies are encouraged to coordinate and network with related Emergency Support Functions (ESFs) outlined in the Hamilton County Emergency Operations Plan (EOP), in this case #5 (Information & Planning, EOP Annex E), #10 (HazMat, EOP Annex J), #11 (Animals and Agriculture, EOP Annex K).

Recovery Elements

Each RSF will be responsible for the restoration of certain Recovery Elements. The following Recovery Elements should be addressed by RSF #6:

Critical Functions	RSF #6 will coordinate with RSF #4 to ensure debris is cleared from natural and cultural resources to ensure evaluations of the impacts can be completed.
Services & Programs	RSF #6 is responsible for working with its Supporting Agencies to identify and promote potential funding sources that may be used after a disaster for restoration.
Vital Resources	RSF #6 will work to restore its access to the Ohio History Connection GIS Database. This will ensure that plans, site maps, building databases and other vital documents can be utilized during recovery efforts.
Facilities	RSF #6 is not responsible for the restoration of any specific facilities, but will support the restoration of buildings that are of cultural or historical significance.
Infrastructure	RSF #6 is not responsible for the restoration of any specific infrastructure.

Short-Term Goals & Strategies

1. Evaluate needs and capabilities of Hamilton County's natural and cultural assets and set a phased recovery strategy

Through partnership with EMHSA, information collected through the damage assessments can inform about physical damage sustained by natural assets such as parks, forests, and bodies of water as well as historical sites and landmarks within the county. It will be important to connect immediately with leaders of the historical community and caretakers of the various sites within the county.

1.1 Maintain and gather an up-to-date understanding of the recovery status of the county's natural and cultural resources and open spaces to establish a phased recovery strategy

It will be important to communicate continuously with county leadership and officials about the status of the county's natural and cultural resources. RSF #6 may accomplish this task by gathering and maintaining an up-to-date log of the recovery status of the various assets and communicating those to other participants in the recovery process.

1.2 Identify environmental compliance requirements and available personnel assets

Throughout the recovery process, it will be important to be aware of the regulations set by the State and Federal Environmental Protection Agencies. This ensures that the natural assets are compliant and still maintaining regulatory requirements. Secondly, in order to complete these tasks, taking stock of the available personnel assets is vital to gather which members are available depending on their personal loss after the disaster. Volunteers may also be available by exploring other avenues through the network EMHSA and other partners may be developing.

1.3 Take timely action to protect public safety and stabilize damaged historic resources

Once the disaster has ended and life-safety measures have been taken, it is important to maintain the security of damaged natural or cultural resources to ensure that no unauthorized personnel enter unsafe locations.

1.4 Engage with local, regional, state, and national supporters

In order to achieve this recovery task, RSF #6 may utilize the existing network of partners already engaged with the area. Communicating with the caretakers of damaged sites is recommended as well as seeking out new supporters throughout the region, state, and nation.

1.5 Identify roles each sector can play in supporting recovery efforts

The primary goal for this recovery task is to engage with all recovery participants and take on the Whole Community approach in supporting the recovery of natural and cultural assets. With the support of all participants, the goal can be to ensure the holistic recovery of the community's culture and normalization process.

Long-Term Goals & Strategies

All long-term ideas that are developed as a part of the recovery process should attempt to align with the goals, objectives, and strategies of the Multi-Hazard Mitigation Plan (MHMP) on page 231.

2. Preserve and facilitate the restoration and betterment of Hamilton County's natural assets

The goal of this recovery activity is not only to preserve the existing areas but restore and improve disaster affected assets.

2.1 Engage with recovery actions that conserve, rehabilitate, and restore natural and environmental assets

The focus when engaging in recovery activities for natural and environmental assets should be to use conservation techniques in order to rehabilitate and restore the natural assets in the community.

2.2 Rebuild in ways that improve Hamilton County's parks and open spaces

If parks and open spaces need to be redesigned and rebuilt post-disaster, RSF #6 partners should consider ways to rebuild these areas in a sustainable and improved manner and make them even more attractive and available to all members of the community.

3. Encourage the rehabilitation of damaged historic sites and connect arts, culture and community organizations to the recovery effort and normalization process

As Hamilton County rebuilds natural and cultural assets, this RSF #6 should work to align these projects with efforts to bolster the culture of the community and aid in the mental and spiritual health of the residents.

3.1 Understand and augment available financial and personnel resources

Strategically and efficiently utilize the financial and personnel assets available during the recovery process. RSF #6 may use personnel in the best way possible and assign individuals to their strongest positions; they may also allocate funds to priority tasks and recoveries.

3.2 Launch a campaign to support the preservation and rehabilitation of privately and publicly held historic resources by sharing information and resources with resource owners

RSF #6 Supporting Agencies may share resources with private owners of historic sites and guide them for recovery. For publicly held sites, resources may be available to begin and complete the rehabilitation process.

3.3 Use arts and culture to help the community reflect, heal, celebrate, and reenergize the economy

RSF #6 may also tie the recovery of the community into arts and culture to reflect on the losses sustained, heal from them, celebrate the strength and resilience of the community, and reenergize the residents and economy of the county. It is recommended that all of these actions be done in partnership with the other RSFs and with a unified message of resilience, strength, and recovery.