Disaster Recovery Framework

October 2020
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 accidents and human-caused incidents. 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 non-profit organizations. It serves to:

- Establish a framework for engaging those that should or need to be involved
- Provides guidance to assist public, private and non-profit 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:

Denise Driehaus, Chair
Hamilton County Emergency Management & Homeland Security Agency Executive Committee

Date

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

Date
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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 all participating agencies and organizations. The Framework discusses how coordination occurs pertaining to recovery activities with Federal, State, local government, the private sector and nongovernmental organizations (NGOs).

The framework provides guidance by defining the roles and responsibilities for all participants in order to ensure that they are prepared to begin the recovery process during and immediately following the Response phase; focusing first on short-term recovery and eventual transition to long-term needs. This framework describes recovery activities in a general sense 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 will have to determine a new “normal” post-disaster. Since recovery activities could take years to complete, there is potential for recovery activities to be ongoing as well as continuously updated based on the event that has occurred.

Introduction

The National Disaster Recovery Framework (NDRF) is the Federal guide that enables effective recovery support to disaster-impacted States, Tribes, Territorial and local jurisdictions. It provides a flexible structure that enables disaster recovery managers 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. 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 will coordinate and support one another according to their assigned Recovery Function (RF), 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 on the ground, specific recovery operations could include 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
Recovery allows for the prompt restoration of essential services, reconstruction of damaged property, and the resumption of traditional lifestyles. 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 normal following a disaster

Efficient
• The Framework establishes a governance structure that can leverage and coordinate resources from all across Hamilton County when 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 recovery process, both short and long-term. After reading this document, users of this Framework should be versed in how to formulate their immediate action steps after a disaster in the days and weeks to follow the event and making certain all parties involved are immediately ready to 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 highlights that may affect recovery, such as demographics, housing, historic fabric, economic profile, etc. The MHMP has a complete community profile for Hamilton County and can be referred to as needed for any information pertaining to the community profile.

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. Lastly, human-caused incidents result from intentional actions of an adversary. 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 lists the 25 hazards that may potentially affect Hamilton County and their community vulnerability risk and resilience ranking relative to one another as outlined in the MHMP. This Framework is an all-hazards document and can be utilized to support recovery efforts required from any of the hazards listed below.
<table>
<thead>
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<th>Hazard</th>
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<td>Flood (Flash)</td>
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<tr>
<td>2</td>
<td>Hazardous Materials Incident</td>
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<tr>
<td>3</td>
<td>Severe Winter Storm</td>
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<td>4</td>
<td>Landslide</td>
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<tr>
<td>5 (tie)</td>
<td>High Wind and Tornado</td>
</tr>
<tr>
<td>5 (tie)</td>
<td>Fire</td>
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<tr>
<td>7</td>
<td>Flood (Riverine)</td>
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<tr>
<td>8 (tie)</td>
<td>Severe Thunderstorm</td>
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<tr>
<td>8 (tie)</td>
<td>Cyberattack</td>
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<td>8 (tie)</td>
<td>Structural Failure</td>
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<td>11</td>
<td>Utility Failure</td>
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<tr>
<td>12</td>
<td>Major Transportation Incident</td>
</tr>
<tr>
<td>13 (tie)</td>
<td>Sinkhole/Karst</td>
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<tr>
<td>13 (tie)</td>
<td>Public Health Emergency</td>
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<tr>
<td>15 (tie)</td>
<td>Violent Mass Casualty Incident</td>
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<td>15 (tie)</td>
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<td>Terrorism</td>
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<td>Dam/Levee Failure</td>
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<td>22</td>
<td>Earthquake</td>
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<td>23</td>
<td>Radiological Incident</td>
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<td>24</td>
<td>Wildfire</td>
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<td>25</td>
<td>Drought</td>
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### Planning Assumptions

Planning requires assumptions based on statistics, history, behavior patterns and likely future trends. The following planning assumptions have been developed consistent 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 the disruption of regional economic, physical, and social infrastructures.
- Disaster effects 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. Critical infrastructure/key resources restoration may last well into the recovery phase.
- Prior to or concurrent with activation and implementation of this framework, the EOP, Continuity of Operations (COOP)/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 within and from 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 does occur. While it can be read as an independent document, it is interconnected with four other major plans the county has written: The Hamilton County Emergency Operations Plan (EOP), Continuity of Operations Plan (COOP), the Continuity of Government Plan (COG) and the 2018 Multi-Hazard Mitigation Plan (MHMP).

The EOP consists of Emergency Support Functions (ESF), which mirror the RFs of this Framework, however this plan 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 RF does not necessarily have to be activated and can be used on an as-needed basis, depending on the disaster. Should a major multi-hazard disaster occur, all six recovery functions would be more likely to be activated.

The COG is the effort to ensure that the governing body and their identified responsibilities will be persevered, 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 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 department that support overall Hamilton County continuity. These two activities are related in that they both are efforts to ensure continuity; however, they are focused on ensuring continuity in two different ways. 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.

All RFs also tie into the MHMP in that the long-term goals are all to reduce or prevent a hazard from occurring again. The MHMP contains a list of 25 ranked hazards that are most likely to effect and be effectively addressed in Hamilton County. There are also mitigation strategies and projects that can be funded by federal aid should the jurisdiction agree to do so, opening a broader range of mitigation and prevention solutions. The Recovery Task Force (RTF), with the assistance of the RF Coordinating Agencies, also has the ability to identify new projects that can be proposed to put into the MHMP. This can allow further promotion of more sustainable mitigation strategies that are needed and wanted by each jurisdiction or community.

Capabilities Assessment
Hamilton County has access to a variety of resources to deal with different disasters through the assistance of existing programs and agencies whose specific area of expertise is 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 organizations that are available to disasters anywhere in the United States, though they typically have a chapter or branch in most states. Some of the most common are the American Red Cross, United Way, Goodwill, Lutheran Social Services Disaster Response, St. Vincent de Paul the Salvation Army,
Voluntary Organizations Active in Disaster and Matthew 25 Ministries. The organizations provide a variety of services, such as: providing shelter, clean water, meals, laundry services, reunification, medical and psychological care, providing clean up supplies, damage assessments and developing recovery plans for disaster victims. This assistance aids in the return to normalcy or the new normal and allows communities to have access to basic needs so they can focus on recovery.

Grants & Loans
There are extensive opportunities for disaster recovery grants available from a variety of sources and 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/](https://www.hamiltoncountyohioema.org/assistance-for-individuals/) and [https://www.fema.gov/public-assistance-local-state-tribal-and-non-profit](https://www.fema.gov/public-assistance-local-state-tribal-and-non-profit).

Federal
In order to qualify for disaster assistance for individuals from the Federal Emergency Management Agency (FEMA), Hamilton County must be covered by a Presidential disaster declaration and your losses must have occurred here. Secondly, if you have insurance, you must file a claim with your insurance company. Also see FEMA’s fact sheet, *Is disaster assistance still available if I have insurance?* There are two types of disaster assistance, “Housing Needs” and “Other than Housing Needs,” are available to individuals, families and businesses in an area whose property has been damaged or destroyed and whose losses are not covered by insurance. See FEMA’s website for additional information on this program: [http://www.fema.gov/assistance/index.shtm](http://www.fema.gov/assistance/index.shtm).

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<tr>
<th>Federal Grants and Loans</th>
<th>Description</th>
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<tr>
<td><strong>Public Assistance (PA) Grant</strong></td>
<td>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 Federal share of assistance is not less than 75% of the eligible cost for emergency measures and permanent restoration from major disasters or emergencies declared by the President.</td>
</tr>
<tr>
<td><strong>Individual Assistance (IA) Grant</strong></td>
<td>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 non-profit organizations to assist them with disaster response and recovery, including debris removal, emergency protective measures, and permanent restoration of facilities.</td>
</tr>
<tr>
<td><strong>Community Block Development Grant (CBDG)</strong></td>
<td>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.</td>
</tr>
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| **Small Business Administration (SBA) Disaster Loans** | 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:  
  - Home Disaster Loans are applicable to homeowners and renters to repair or replace disaster-related damages 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 Grants and Loans

<table>
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<tr>
<th>Grant Type</th>
<th>Description</th>
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<tr>
<td>State Public Assistance (PA) Grant</td>
<td>The purpose of the PA Grant Program is to support communities’ recovery from major disasters by providing them with grant assistance for debris removal, life-saving emergency protective measures, and restoring public infrastructure. Local governments, states, tribes, territories and certain private nonprofit organizations are eligible to apply.</td>
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<tr>
<td>Ohio Individual Assistance (IA) Grant</td>
<td>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.</td>
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<td>State Disaster Relief Program (SDRP)</td>
<td>The SDRP is implemented at the governor’s discretion, when federal assistance is not available. Local governments and eligible non-profit 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.</td>
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### 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 2018 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 phases, which usually occurs only during the days to weeks following the disaster, Hamilton County focuses on actions that address the immediate needs of both the 49 jurisdictions and the impacted individuals within those communities. In order to support the jurisdictions, recovery efforts for the county should focus on the five fundamental components that all communities need. These components are addressed in the Recovery Elements section below. For the impacted individuals, the county will support the jurisdictions in addressing the basic physiological and safety needs. The solutions developed during short-term recovery may be only be temporary in nature.

In the months to years that follow a disaster, recovery transitions into long-term recovery. During the long-term recovery period, Hamilton County focuses on transitioning from the short-term recovery solutions that were identified to more permanent solutions for communities and individuals. This includes more complex planning and efforts to not only restore, but to make improvements to the community to encourage new development and new 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 Taskforce.

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 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 RF. In this role, the RTF needs to assess competing demands, facilitate setting priorities and make thoughtful, balanced, and effective recommendations for recovery functions.

Pre-disaster, the RTF will meet on an ongoing basis of a minimum of once annually 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. Should the RTF decide, more frequent meetings are allowable, and post-disaster, on an as-needed basis. 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 others, to work as a liaison 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 not-for-profits.
- Communicates RF-specific information up, down, and across so County and community decision makers have a current understanding of the specific issues and needs being experienced by each area.
- Communicates overarching recovery priorities across RFs so decisions made by individual RFs 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 RF 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 21 shows how the RTF is activated and how decisions are made if activated.

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
<th>Recovery Function</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jeff Aluotto</td>
<td>Hamilton County Administration</td>
<td>N/A</td>
</tr>
<tr>
<td>Harry Blanton</td>
<td>HCDC, Inc.</td>
<td>RF #2</td>
</tr>
<tr>
<td>Todd Gadbury</td>
<td>Hamilton County Engineer’s Office</td>
<td>RF #4</td>
</tr>
<tr>
<td>Hugh Hains</td>
<td>City of Cincinnati Fire Department</td>
<td>N/A</td>
</tr>
<tr>
<td>Beth Johnson</td>
<td>City of Cincinnati Urban Conservator</td>
<td>RF #6</td>
</tr>
<tr>
<td>Gina Marsh</td>
<td>Human Services Chamber of Hamilton County</td>
<td>N/A</td>
</tr>
<tr>
<td>Ryan McEwan</td>
<td>Hamilton County Emergency Management &amp; Homeland Security Agency</td>
<td>RF #1</td>
</tr>
<tr>
<td>Michael Patton</td>
<td>Hamilton County Job &amp; Family Services</td>
<td>N/A</td>
</tr>
<tr>
<td>Morgan Peterson</td>
<td>Hamilton County Emergency Management &amp; Homeland Security Agency</td>
<td>RF #1</td>
</tr>
<tr>
<td>Joy Pierson</td>
<td>Hamilton County Planning + Development</td>
<td>N/A</td>
</tr>
<tr>
<td>John Sherrard</td>
<td>Hamilton County Public Health</td>
<td>RF #5</td>
</tr>
<tr>
<td>Lisa Thomas</td>
<td>Cincinnati Metropolitan Housing Authority</td>
<td>RF #3</td>
</tr>
</tbody>
</table>

Successful long-term disaster recovery will be contingent on frequent and appropriate community engagement by communicating shared 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. Throughout the Framework an emphasis in engaging with the community and involvement in recovery is encouraged for 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 in a timely manner.

**Recovery Functions**

In accordance with the NDRF, participating government agencies, private organizations, non-profits and NGOs should be assigned to at least one RSF. The role of RSFs is to address key functional areas for recovery, facilitate problem solving, and improve access to resources. Each RSF has a Coordinating Agency and multiple Support Agencies which clearly identified roles and responsibilities related to recovery.

This Framework uses a similar but slightly altered model for addressing recovery. Within Hamilton County, recovery will be supported by six RFs. The role of the RFs is the same as the RSFs in the federal model, with one major difference. While this Framework does list different agencies that can act as Supporting Agencies for each RF, it does not assign specific responsibilities to every Support Agency. This is because at the local level, it is unknown which Support Agencies will be available to support the Coordinating Agencies in Hamilton County.
Each RF will be led by the specified Coordinating Agency, who will collaborate and utilize Supporting Agencies to fulfill the goals developed in each RF. 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 RFs. Each Annex will outline goals and strategies that have been identified by the RFs to address recovery for that function.

FEMA’s Core Capabilities

The six Recovery Functions align with five of FEMA’s Core Capabilities related to Recovery. This is a deliberate overlap so that RFs #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 health 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 new opportunities recovery presents. 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.

For the purposes of this Framework, these components can be categorized into five groups, or elements, that must be restored. These five Recovery Elements are things that the county should work to restore quickly as the restoration of these 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 given 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, that are needed for the operation of critical functions, services or programs within Hamilton County.

Communities that are successful in reestablishing these five Recovery Elements will be more likely to recover from a disaster event because people have a reason to reinvest. 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.

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 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 RFs 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 idea though 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.

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>• What unique resources can be drawn upon?</td>
<td>• What could be improved on for response phases in the future?</td>
<td>• What sources of funding or support can be found that are readily available?</td>
<td>• Any major roadblocks to recovery? (ex.-funding, natural, cultural, policy)</td>
</tr>
<tr>
<td>• What is working well?</td>
<td>• What areas have fewer or fewest resources available?</td>
<td>• What opportunities are open to you?</td>
<td>• Is there any potential for threats that may come in a secondary wave or cause issues as an aftershock? (threat neutralization)</td>
</tr>
<tr>
<td>• Undamaged assets (that could be utilized for other purposes if necessary)</td>
<td>• Does the community believe there are different weaknesses that aren’t being addressed than the managing agencies?</td>
<td>• What trends can you take advantage of?</td>
<td>• What threats do the weaknesses expose you to?</td>
</tr>
<tr>
<td>• Is the community willing and able to recover?</td>
<td></td>
<td>• Any new or existing networks or connections that can be utilized or built on?</td>
<td></td>
</tr>
<tr>
<td>• Have there been processes in the past that have served the community well that can be utilized again?</td>
<td></td>
<td>• 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?</td>
<td></td>
</tr>
</tbody>
</table>

Recovery Priorities

One major consideration for the RTF and the RFs 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 these priorities may be modified, as a result of the specific nature of the disaster event.

Short-Term (Days to Weeks) Recovery Priorities

In the hours and days following the disaster event, a crucial part of recovery will begin with life-safety measures taken during the response phase. Once those life-safety measures are completed, the RTF and RFs should focus on using the goals and strategies discussed in the next section to address the following priorities. 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 beginning immediately regardless of the status of federal reimbursement. Cost documenting procedures can be found in Attachment #1 – Additional Resources.

1. **Mass Care**
   
   Once the community is relatively safe, Mass Care measures will be coordinated to ensure continued health and safety be provided for members of the community. Three major components to this recovery activity will be designated three sub-points: sheltering, human services, and medical needs. Though only three functions are listed, there could potentially be significantly more components to the Mass Care recovery activity if the emergency situation calls for it. Additionally, a large portion of the Mass Care recovery activity will be coordinated and operated by the coordinating agencies outlined in Annex C – RF #3 – Housing and Annex E – RF #5 – Public Health & Social Services.

   a. **Sheltering**
      
      Depending on the type of disaster event that occurs, a shelter could range from smaller buildings such as churches, schools, businesses or similar structures to large buildings such as stadiums or arenas often called “mega-shelters”, which would function like small cities and house thousands of people for a determined amount of time. The goal of sheltering is to provide interim replacement for 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 – RF #3 – Housing.

   b. **Emotional, Psychological, and Spiritual Services**
      
      Human services will serve to address any non-medical unmet needs of the community post-disaster. Services, such as crisis counseling, 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 also be addressed by counselors as well as spiritual leaders within the community.

      Non-medical needs could include emotional support, therapy, resources once recovery efforts have ended, 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 – RF #5 – Public Health and Social Services.

   c. **Medical**
      
      During the response and short-term recovery phases, medical needs should be addressed based on priority. 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. Needs such as durable medical equipment, non-life-threatening nutritional needs, fluids and over-the-counter medications. 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 health 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 – RF #5 – Public Health and Social Services*.

d. **Miscellaneous Disaster Needs**

Other than sheltering, counseling and medical needs, disaster recovery care has the potential to break down into multiple sub-points in addressing unmet needs. The points below make note of most needs, but unexpected needs may arise based on the nature of the disaster event.

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. **Animals and Agriculture**

Rescue, care, shelter, medical, and nutritional needs for domestic household pets and livestock will also be a recovery activity focused on during the short-term recovery phase. Humane societies, animal shelters, and non-profit animal welfare organizations should coordinate and maintain the care of animals in the community post-disaster.

iii. **Legal and Financial**

Legal resources will also 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, such as hotel or motel fees, should be addressed to help with disaster relief for the community.

iv. **Vulnerable Populations**

Recovery partners should be aware of the vulnerable populations within the community and prioritize their basic needs where necessary. Vulnerable populations include community members who may rely on social services and public amenities such as public transportation and infrastructure, job centers, food banks, various shelters and other services.

2. **Damage Assessment**

Damage assessments should begin immediately following the end of the disaster using the Rapid Damage Assessment (RDA) or Windshield Survey process and procedure. The RDA will evaluate how much damage has occurred, evaluate immediate needs to ensure health, security and safety for the community and will help prioritize recovery efforts.

The next assessment should be the Damage Assessment (DA). The DA should 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 damage assessment sets the tone for the entire response operations and drives the recovery process.

Damage assessment helps Hamilton County set priorities for response activities such as search and rescue, as well as for recovery operations such as removal of storm debris and repair and rebuilding of infrastructure. 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.

To evaluate a state or tribal nation’s need for federal assistance, FEMA uses a Preliminary Damage Assessment (PDA) as a mechanism to determine the impact and magnitude of damage caused by the incident. Although not explicitly mentioned in the Stafford Act, PDAs play a crucial role in the declaration process. State and tribal governments use PDA information as part of the basis for their major disaster request, and 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 supplemental assistance should be made available.

3. **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 model for debris management operations is a four-phase cycle: normal operations, increased readiness, response, and recovery. In regard to Framework procedures, such as focusing on support of life safety operations in the immediate aftermath of a debris-generating disaster and following with actions necessary to complete the debris removal, reduction and disposal activities based on damage assessment of the disaster are crucial in order to move forward with recovery activities.

   As far as decontamination procedures, all Asbestos Containing Materials (ACM) and Hazardous Materials will be segregated and handled in accordance with Federal, State and Local regulations.

4. **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. The American Red Cross has a useful tool known as ‘Safe and Well” ([https://safeandwell.communityos.org/cms/index.php](https://safeandwell.communityos.org/cms/index.php)) that is an online tool that allows your friends and family to know you are safe after a disaster and aids in the reunification and communication process.

   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 if and 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 RFs and activities themselves.

5. **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, 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 – RF #3 – Housing**.

**Long-Term (Months to Years) Recovery Priorities**
During the long-term recovery phase, efforts and activities will focus on restoring primary infrastructures and utilities to 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 be continuing, and some long-term recovery activities may stretch 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. **Business and Infrastructure**

   After regrouping with business operators, the economic growth of the community should be restarting. Business should be able to gather resources from Multi-Agency Resource Centers (MARCs) about where they can operate businesses if the building has been damaged, shared spaces of operations, retention of old employees as well as hiring new ones, training and preparing to resume operations. Another activity would include communicating the resilience and strength of the local economy and seeking support outside of the community from philanthropist and other interested parties.

   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. Infrastructure will affect the activities of the other RFs and communication, cooperation, and coordination between all recovery partners should occur frequently as possible to ensure the steady progression of recovery.

   More information and specific activities will be noted in the Annex B – RF #2 – Economic and Annex D – RF #4 – Infrastructure.

2. **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, questions about 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 RF, 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 but taking the opportunity to employ concepts and begin projects that were previously unreachable due to funding or other obstacles.

3. **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/](https://www.disasterassistance.gov/) or [https://www.fema.gov/](https://www.fema.gov/). Specific assistance programs are spelled out in Attachment #1.

4. **Reconstruction**

   Once short-term activities have ended and the community is beginning to recovery 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 Recovery Function 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 occurring or continue in order to restock what was lost. Financial and legal aid should continue for
affected residents and property owners should be continuously communicated with. It will be 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.

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 – RF #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 RF #2 (Economic), though guidance is still recommended until framework deactivation and support may continue after deactivation.

Repairs to critical infrastructure should be completed and creative thinking toward 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 the Annex B – RF #2 – Economic and Annex D – RF #4 – Infrastructure.

Goals & Strategies
The short- and long-term priorities list reaches across multiple RFs, which is why the RFs 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 RF has multiple Goals and Strategies that have been pre-identified. These goals and strategies should be modified by each RF upon completion of their SWOT Analysis to reflect the needs to the disaster.

When creating or updating goals and strategies for each RF, 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 RF. In accordance with the table below, specific needs and post-recovery tasks to each RF 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 RF 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 RF. The goals are broken into short-term and long-term goals. Within each RFs 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 that projected.
<table>
<thead>
<tr>
<th>Recovery Function #1</th>
<th><strong>Short-Term Goals</strong></th>
<th><strong>Long-Term Goals</strong></th>
</tr>
</thead>
</table>
|                      | • Evaluate the impacts on the community and determine current needs | • Compile all recovery information collected by the six RFs  
|                      |                      | • Set a County-wide Community Engagement Strategy  
|                      |                      | • Respond to unanticipated issues not covered by the other RFs  
|                      |                      | • Organize and establish MARCs  
|                      |                      | • Initiate Local Recovery Planning  
|                      |                      | • Coordinate Long-Term Donations and Volunteer Management  
| Recovery Function #2 | • Evaluate and identify the impact on the business and current needs  
|                      | • Amend regulatory, code compliance, and permitting issues | • 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  
| Recovery Function #3 | • Evaluate the impacts to housing stock and current needs  
|                      | • Provide interim housing solutions based on the needs and priorities of the impacted neighborhoods | • Provide assistance to homeowners and renters  
|                      |                      | • Ensure the provision of affordable and safe housing for all impacted residents  
| Recovery Function #4 | • Evaluate the current impacts and needs of county infrastructure  
|                      | • Restore mobility and critical services without losing the opportunity to implement creative solutions | • Use post-disaster rebuilding as an opportunity to rethink, redesign and update Hamilton County’s infrastructure  
| Recovery Function #5 | • 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 | • 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  
| Recovery Function #6 | • Evaluate needs and capabilities of Hamilton County’s natural and cultural assets and set a phased recovery strategy | • 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 that occurs that may impact Hamilton County. It should be noted that 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, RF #1 – Operational & Community Coordination should work to share response information with the rest of the RTF. Individual RFs 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, logistics support and resources may be needed. Logistical support includes support that may be provided by the organizations who provide support services such as communications support or safeguarding vital records. Examples include:
The Hamilton County Communications Center who maintains the county’s email system
The Hamilton County Auditor’s Office who supports safeguarding vital records by supporting server sustainment
Access to both in-person and virtual conference spaces or services (WebEx, Zoom, etc.)
Spreadsheet with contact info of all RTF and RF coordinating agencies

Resources 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 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, RF #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 RFs. Responsibilities of the RTF include:

- Attend RTF meetings at the request of the EMHSA Director
- Advise Hamilton County Administration and the BOCC on ongoing recovery issues needing addressed
- Conduct a SWOT analysis in order to make informed decisions regarding the disaster
- Facilitate communications between the RFs
- Ensure priorities are routinely updated to reflect the needs of the Whole Community
- Promote 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 RF. Responsibilities of the six Coordinating Agencies include:

- Develop or update goals and strategies based on their RF and per each specific disaster
- Coordinate the activities of the Supporting Agencies within their RF to fulfill operational objectives
- Coordinate with local, state and federal levels for any applicable needs or support in the RF designation
- Collaborate with other Coordinating Agencies to ensure effective response between RFs
- Share RF activity information with appropriate EOC personnel
- Stay informed to the ongoing activities of the agency/organization they represent
- Hold meetings as necessary

### Supporting Agencies

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

- Inform RF Coordinating Agency of response in support of operational objectives
- Assist the Coordinating Agencies in the completion of the RF activities as directed
- Assist in the development and execution of the goals developed by each RF
- Stay informed to the ongoing activities of the agency/organization they represent
• Utilize close knit connections with community members to distribute accurate and up to date information at community gatherings or resident interactions

It is also important to note the importance of Community Council’s and neighborhood Community Urban Redevelopment Corporations (CURC’s) 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 a there are approximately a dozen CURC type organizations within Hamilton County. CURC’s are typically non-profit 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 RF tasks.

Framework Development

FEMA suggests a Whole Community approach while engaging in emergency planning. Everyone in the county should be involved when possible including elected officials, members of the public, county administrators in all departments and potentially other cities and counties in the region. The Whole Community approach is intended to allow for the opportunity to understand community needs, hears everyone’s concerns and desires, understand existing resources, effectively request additional resources and coordinate with the various agencies and organizations in the community (governmental and non-governmental) to best serve the community throughout recovery. An important aspect of recovery will be to ask how recovery meets the needs of the entire community.

For this Framework, the RTF was identified by Hamilton County EMHSA to include different components of the Whole Community. Hamilton County EMHSA staff developed the first draft of the Framework and convened a meeting with the RTF on Tuesday, July 21, 2020. At the meeting, EMHSA introduced the concepts discussed in the Framework and solicited input from RTF members.

After the initial meeting, EMHSA staff met with each of the RF Coordinating Agencies to discuss their individual RF Annexes and roles and responsibilities. The Coordinating Agencies were asked to give input on the Goals and Strategies for each RF as well as the Recovery Elements that may affect their RF. In total, six meetings were held, one for each RF.

EMHSA then took the feedback provided by the RTF and the RFs and made updates to the Framework. The Framework was then sent back to all RTF members who were given three weeks to review the changes. While the RTF was reviewing the updates, a copy of the Framework was loaded on to Hamilton County’s website. EMHSA developed a pre-recorded video and uploaded it to YouTube with information on the Framework and solicited public comment. Due to COVID-19 restrictions, no public meetings were able to be held, but a survey was developed for the public to comment on the Framework.

On October 13, 2020, the RTF had a meeting to finalize the Framework. Once the plan was finalized by the RTF, it was submitted to the EMHSA Executive Committee for review and approval. The EMHSA Executive Committee met on October 19, 2020 and approved the Framework.

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. Distribution will be electronically to all stakeholders, and the framework will be available on the Hamilton County EMHSA website: https://www.hamiltoncountyohioema.org/
Evaluation
This framework will be reviewed by the Assistant Director and the RTF 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 RF 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 RF?
4. What adjustments need to be made in your RFs Annex?

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

Revision
The Assistant Director 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

References


Gilbert, Brad. (2018). *Union County Pre-Disaster Long Term Recovery Plan*.


## Acronyms & Glossary

### Acronyms

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

Annex(es) – The annexes for the Recovery Functions are meant to be treated as standalone documents that can be distributed to the assigned agency during the recovery process.

Coordinating Agency – Coordinating Agencies provide overall coordination of the functional activities within each RF.

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. The Goal groups the capabilities across the relevant five mission areas. Some core capabilities fall within a single mission area, while others apply to multiple or all mission areas.

HOME – The HOME Investment Partnerships Program provides formula grants to States and localities that communities use - often in partnership with local nonprofit groups - to fund a wide range of activities including building, buying, and/or rehabilitating affordable housing for rent or homeownership or providing direct rental assistance to low-income people. HOME is the largest Federal block grant to state and local governments designed exclusively to create affordable housing for low-income households.

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) – National Disaster Recovery Framework provided by the Federal Emergency Management Agency (FEMA) where the structure of the document (NDRF) is derived from.

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 Function (RF) – Comprised of 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 RF. In this role, the RTF needs to assess competing demands, facilitate setting priorities and make thoughtful, balanced, and effective recommendations for recovery functions.

Stakeholder – Targeted individuals, entities and established partners with expertise or resources; may be tapped for RF and/or RF specific sub-group participation.
**Supporting Agency** – Supporting Agencies provide functional activities within each RF. These agencies may have specific information or resources necessary to fulfill RF activities.

**Vulnerable Populations** – Groups in the community that are more at risk for poor health, unemployment, and homelessness in a post-disaster environment.

**Whole Community** – Preparedness is a shared responsibility, calling for involvement of everyone, not just government, 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 national preparedness documents and ensuring their roles and responsibilities are reflected in the content of the materials.

**Windshield Survey** - Windshield surveys are an efficient way to assess damage from a vehicle and are used to collect field-level information when damage is visible from the road. This assessment method can be used to quickly assess, and validate damage but may reduce the quality of information collected for certain types of incidents and PA categories of work.
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 non-profit 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 governments 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 Public Damage Assessment Forms

The link below is the webpage for the Ohio EMA Public Damage Assessment Form. The form may be used to determine state requirements and guidelines for determine the damage to public property post disaster and may be used as a tool to acquire financial assistance from the state if needed.

*Tab B – Public Assistance Damage Assessment*

*Damage Assessment Checklists*

*Damage Assessment Forms*

Ohio EMA Disaster Recovery Branch Assistance Toolbox

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

**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 way and is 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 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.

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 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 non-profit 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:
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 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:
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 which 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 RFs. It is highly recommended and encouraged for agencies assigned to the six RFs 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 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 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
- County Administrator
- Community Urban Redevelopment & Neighborhood Corporations (CURC’s)
- Hamilton County Association of Chiefs of Police
- Hamilton County Educational Service Center
- Hamilton County Fire Chiefs’ Association
- HelpLink 2-1-1
- Planning + Development Department
- R2R (Ready to Recover) Cincinnati
- Tri-State Community Organizations Active in Disaster

Recovery Function #2 – Economic

Coordinating Agency – HCDC, Inc.

- REDI Cincinnati
- Regional Business Groups
- Hamilton County Realtors/Realtor Groups
- 3CDC (Cincinnati City Center Development Corporation)
- Board of County Commissioners
- Cincinnati USA Regional Business Chamber
- County Administrator
- County Auditor’s Office
- Community Urban Redevelopment & Neighborhood Corporations (CURC’s)
- R2R (Ready to Recover) Cincinnati

Recovery Function #3 – Housing

Coordinating Agency – Cincinnati Metropolitan Housing Authority

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

Recovery Function #4 – Infrastructure

Coordinating Agency – Hamilton County Engineer’s Office

- Cincinnati Bell
- Verizon Wireless
- Internet Provider Companies
- Hamilton County Communications Center
• Community Urban Redevelopment & Neighborhood Corporations (CURC’s)
• Department of Environmental Services
• Greater Cincinnati Water Works
• Metropolitan Sewer District
• Planning + Development Department
• Southwest Ohio Regional Transit Authority

Recovery Function #5 – Public Health & Social Services

Coordinating Agency – Hamilton County Public Health
• American Red Cross
• Cincinnati Health Department
• Community Urban Redevelopment & Neighborhood Corporations (CURC’s)
• Council on Aging of Southwest Ohio
• Developmental Disability Services
• Helplink 2-1-1
• Human Services Chamber of Hamilton County
• Jewish Federation of Cincinnati
• Mental Health and Recovery Services Board
• Norwood Health Department
• Salvation Army
• Springdale Health Department
• The Health Collaborative
• United Way

Recovery Function #6 – Natural & Cultural Resources

Coordinating Agency – City of Cincinnati Urban Conservator’s Office
• Ohio History Connection
• 3CDC (Cincinnati City Center Development Corporation)
• Cincinnati USA Regional Business Chamber
• Cincinnati Zoo and Botanical Garden
• Community Urban Redevelopment & Neighborhood Corporations (CURC’s)
• Great Parks of Hamilton County
• Jewish Federation of Cincinnati
• Planning + Development Department

Community Councils
• All the neighborhoods of Cincinnati have a community council except for:
  o English Woods
  o Millvale
  o 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:  
RF #1 – Operational & Community Coordination

Coordinating Agency  
Hamilton County Emergency Management & Homeland Security Agency (EMHSA)

Description | Purpose  
This Recovery Functions (RF) works to support and enhance Hamilton County to be strong and cohesive after the 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 RF unifies and coordinates expertise and assistance programs from across Hamilton County as well as nongovernmental partners to aid the 49 local jurisdictions in Hamilton County in building their local capabilities to effectively plan for and manage recovery and engage the Whole Community in the recovery planning process.

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

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

Concept of Operations  
The primary objective for EMHSA in fulfilling the activities of Annex A - RF #1 is to determine the impacts the disaster had on the community and to be a resource to the other RFs 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. It should be noted that these short (and in some cases long) term strategies are encouraged to coordinate and network with related ESFs, in this case #5 (Emergency Management), #6 (Mass Care) and #15 (Emergency Public Information).

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

<table>
<thead>
<tr>
<th>Critical Functions</th>
<th>RF #1 will ensure operational coordination is continuing between local and county agencies during recovery.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Services &amp; Programs</td>
<td>RF #1 will coordinate with its Supporting Agencies, the other RFs and other external partners to oversee the establishment of MARCs. 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.</td>
</tr>
</tbody>
</table>
Vital Resources
RF #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
RF #1 will coordinate with its Supporting Agencies to ensure the 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 RF responsible for coordinating with others, RF #1 will work to ensure the restoration of a physical EOC, should it be needed to coordinate recovery and future response operations.

Infrastructure
RF #1 will heavily rely on electric and telecommunications infrastructure being restored. RF #1 will work with RF #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
The 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 evaluated for damages to infrastructure and neighborhoods. This strategy should be a top priority for recovery and a prompt and accurate assessment of the existing situation.

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 to determine remaining needs that do not fit into other RFs
Communication with other governmental agencies will be important determining what needs are not being met that cannot fit into a single RF, such as laundry services or office furniture donations.

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 RFs 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 weekly meetings or meetings as necessary of the RTF.

2.1 Assure all RFs communicate with ESFs
Communication will be key to allowing a streamline of available services and current information, and to assure there isn’t unnecessary resource overlap.

2.2 Assure RFs are sharing information with each other and the RTF
Communication between RFs and the RTF is also another essential communication line, and each agency needs to be kept in the loop to assure best practices and best resource management.

2.3 Compile recovery information from all RFs into easily digestible product and share with Planning Coordination Section (PCS) and associated partners
This will allow for an easy way to grasp exactly what the damages are and what needs to be done during recovery.
3. Develop a county-wide Community Engagement Strategy
Through preparedness and community engagement is an expectation in Hamilton County. The goal of this recovery activity should be to prepare the entire community to work as well as recover together. RF #1 should help coordinate activities and messages undertaken by the other RFs in order to avoid overlapping tasks and confusion of communication. This Annex should engage with the community under a “one-message” (unified message) concept to demonstrate that the community and its leaders are unified in the aftermath of the disaster. This aids in building public confidence in leadership to lead recovery efforts.

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’s going on in local areas and these liaisons will communicate what help may be needed and what plan a jurisdiction wants moving forward.

4. Organize and establish Multi-Agency Resource Centers
In partnership with other RFs, 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 RFs, 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 RF partners to determine what information or resources are shared at the MARCs
To assure there is a cohesive and comprehensive MARC setup, determining what will be available will be determined by the RF partners.

4.3 Work with ESFs to promote MARCs
Using the communications based ESFs, assure 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 RFs
Since the Framework does not cover all possible needs for disaster recovery, this Function will need to be prepared to respond to and solve potential, 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 and as a whole should be adapted.

5.1 Serve as a ready resource to address unforeseen challenges and opportunities as they arise.
Utilizing existing networks that the EMHSA has already established and maintained, as well as any information, data, planning capabilities and other resources already existing within the knowledge of the agency. RF #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 type of disaster and prioritizing needs based on the damage that occurred during the disaster.

6.1 Engage and support the development of local recovery goals and strategies
Localities should each have their own set of goals and strategies for short and long-term recovery based on their specific damages and needs.

6.2 Facilitate community input, problem solving and development of jurisdiction recovery plans
Frequently communicate with other RFs to receive overall recovery feedback and be prepared to help solve problems when needed. Assist in the development of planning recovery of jurisdictions through the appropriate RFs 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 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 recovery priorities to support long-term recovery operations
Through partnership and coordination with the other RFs, “on the ground” donations should have designated storage and distribution. Existing relationships with non-profit and NGOs can 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 communicate the need for donations and volunteers. Collaborating with private organizations may also be useful in obtaining donated items such as water, food, clothing, bedding and basic medical items.
Goals & Strategies Table

The table below organizes the recovery activities of RF #1 into the short-term, and long-term recovery phases of the recovery process. These goals and strategies and their explanations should be the focus of RF #1 during the recovery process and should be coordinated with the Hamilton County Administrator as noted in the EOP.

<table>
<thead>
<tr>
<th>Short-Term</th>
<th>Long-Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>**1. Evaluate the impacts on Hamilton County and determine what the</td>
<td><strong>6. Initiate Local Recovery Planning</strong></td>
</tr>
<tr>
<td>current needs are**</td>
<td></td>
</tr>
<tr>
<td>1.1 Obtain damage assessment reports to understand community impacts</td>
<td>6.1 Engage and support the development of local recovery goals and</td>
</tr>
<tr>
<td>and needs</td>
<td>strategies</td>
</tr>
<tr>
<td>1.2 Reach out to county government and local jurisdictions to determine</td>
<td>6.2 Facilitate community input, problem solving and development of</td>
</tr>
<tr>
<td>remaining needs that do not fit into other RFs</td>
<td>jurisdiction recovery plans</td>
</tr>
<tr>
<td><strong>7. Support long-term donations and volunteer management</strong></td>
<td></td>
</tr>
<tr>
<td>7.1 Modify structures to coordinate donated resources, philanthropic</td>
<td></td>
</tr>
<tr>
<td>giving, and volunteers to support recovery priorities to support long-</td>
<td></td>
</tr>
<tr>
<td>term recovery operations</td>
<td></td>
</tr>
<tr>
<td>7.2 Promote the need for donations and volunteer resources</td>
<td></td>
</tr>
</tbody>
</table>

**Short and Long-Term**

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

- 2.1 Assure all RFs communicate with ESFs
- 2.2 Assure RFs are sharing information with each other and the RTF
- 2.3 Compile recovery information from all RFs into an easily digestible product and share with PCS and associated partners

3. Develop a county-wide Community Engagement Strategy

- 3.1 Plan for a coordinated county-wide community engagement and planning effort

4. Organize and establish Multi-Agency Resource Centers

- 4.1 Determine where to locate MARCs or if they need to be accessible via online
- 4.2 Working with RF partners to determine what information or resources are shared at the MARCs
- 4.3 Work with ESFs to promote MARCs

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

- 5.1 Serve as a ready resource to address unforeseen challenges and opportunities as they arise
Annex B:
RF #2 – Economic

Coordinating Agency
HCDC, Inc.

Description | Purpose
This Recovery Functions (RF) works to support and enhance Hamilton County to be strong and cohesive after the 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 RF will take a Whole Community approach to ensure the recovery of the business and private sectors in Hamilton County. The goal will be to meet and address the needs of the economic factions of the community and assist the members of that community 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:

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

Concept of Operations
The primary objective for HCDC, Inc. in fulfilling the activities of Annex B – RF #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 addressing the needs based on the disaster. HCDC, Inc. should engage with and assist the private sector in all needs and communicate with RF #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 ESFs, in this case #5 (Emergency Management) and #14 (Private Sector and Infrastructure).

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

<table>
<thead>
<tr>
<th>Critical Functions</th>
<th>RF #2 is not responsible for the restoration of any specific critical functions.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Services &amp; Programs</td>
<td>RF #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. RF #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.</td>
</tr>
<tr>
<td>Vital Resources</td>
<td>RF #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.</td>
</tr>
</tbody>
</table>
Facilities

RF #2 is not responsible for the restoration of any specific facilities. HCDC, Inc. can perform their functions remotely if necessary. RF #2 work with local private sector partners to identify resources that may be utilized to support the business sector in reopening their facilities.

Infrastructure

RF #2 will heavily rely on electric and telecommunications infrastructure being restored. Restoration of these elements will be led by RF #4.

Short-Term Goals & Strategies

1. Evaluate and identify the impact on the business sector and current needs
HCDC, Inc. 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, to connect immediately with the members and leaders of local businesses.

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 and set the meeting agendas to share information and solve problems for each business as well the county economy as a whole. Use these meetings to work together 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.

1.2 Facilitate information flow between businesses and infrastructure holders
In partnership and coordination with RF #4 (Infrastructure), HCDC, Inc. 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 RF #4 is critical to revitalizing and boosting the economy.

1.3 Establish reconnection of telecommunication services
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 RF #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 and strength 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 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 of posting needs and available resources
Through a recruiting website, HCDC, Inc. should communicate with business owners and operators and use the site as an aggregate for communicating information such as hiring postings and needs for partnerships with suppliers and other businesses. This site can also be used by businesses with available resources to assist others in getting back to operations.

3.2 Coordinate recovery for all aspects of Center set up and planning
HCDC, Inc. should be in constant communication with ESF #5 and #14 throughout the recovery process, and in particular for setting up the Assistance Center for businesses and planning the Center as well.

3.3 Facilitate business access to capital
HCDC, Inc. 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 donators and working with FEMA, business associations, the State of Ohio, and other community agencies to provide opportunities for operational funding. HCDC, Inc. may also work with insurance companies to expedite settlements and work with financial institutions and other community development corporations to provide short-term bridge loans to cover expenses.

3.4 Promote local goods and services through a “buy local” campaign countywide and regionally
Working with the businesses county-wide, an effort to promote buying local 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.

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 Open virtual and/or physical Business MARCs to support small and medium sized businesses
For small and medium sized businesses with fewer resources than other larger businesses within the county, the 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
HCDC, Inc. may also aid in the identification or 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), HCDC, Inc. 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. HCDC, Inc. 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, HCDC, Inc. 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, HCDC, Inc. 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.
**Goals & Strategies Table**

The table below organizes the recovery activities of RF #2 into the short-term, and long-term recovery phases of the recovery process. These goals and strategies and their explanations should be the focus of RF #2 during the recovery process and should be coordinated with the Hamilton County Administrator as noted in the EOP.

<table>
<thead>
<tr>
<th>Short-Term</th>
<th>Long-Term</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Evaluate and identify the impact on the business sector and current needs</strong></td>
<td><strong>3. Identify and assist businesses with connecting to employees, goods, and markets</strong></td>
</tr>
<tr>
<td>1.1 Engage members of the county business networks in gathering information, solving problems, and communicating with businesses.</td>
<td>3.1 Establish a system of posting needs and available resources</td>
</tr>
<tr>
<td>1.2 Facilitate information flow between businesses and infrastructure holders.</td>
<td>3.2 Coordinate recovery for all aspects of MARC set up and planning.</td>
</tr>
<tr>
<td>1.3 Establish reconnection of telecommunication services</td>
<td>3.3 Facilitate business access to capital</td>
</tr>
<tr>
<td>1.4 Establish economic recovery priorities.</td>
<td>3.4 Promote local goods and services through a “buy local” campaign countywide and regionally</td>
</tr>
<tr>
<td><strong>2. Amend regulatory, code compliance, and permitting issues</strong></td>
<td><strong>4. Coordinate business retention and support</strong></td>
</tr>
<tr>
<td>2.1 Facilitate expedited procedures and authorities to support business operations</td>
<td>4.1 Use personalized outreach to retain marquee businesses and industries</td>
</tr>
<tr>
<td><strong>5. Communicate and promote the economic strength and recovery of the county</strong></td>
<td>4.2 Offer incentives to retain critical components of the county’s economy</td>
</tr>
<tr>
<td>5.1 Establish a coordinated communication strategy to promote the strength of the economy and share positive stories</td>
<td>4.3 Open virtual and physical Business Recovery Centers to support small and medium sized businesses</td>
</tr>
<tr>
<td></td>
<td>4.4 Identify temporary, shared, or virtual spaces for businesses and service providers to operate</td>
</tr>
</tbody>
</table>
Annex C:
RF #3 – Housing

Coordinating Agency
Cincinnati Metropolitan Housing Authority (CMHA)

Description | Purpose
This Recovery Functions (RF) works to support and enhance Hamilton County to be strong and cohesive after the 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 RF will take a Whole Community approach and 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. This RF should also act as a guide for residents who are facing legal and financial issues regarding their housing.

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

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

Concept of Operations
The primary objective for CMHA in fulfilling the activities of Annex C – RF #3 is to determine the impacts of the disaster on the residents and housing stock of Hamilton County and addressing the needs based on the disaster. CMHA should engage with and assist displaced residents in all needs and communicate with Annex A – RF #1 about planning adjustments and unanticipated needs. In performing these activities, CMHA should also communicate with ESF #6 who are responsible for the response phase.

The section below will expand on the tasks and activities listed in the “Recovery Goals and Strategies” table. It should be noted that these short (and in some cases long) term strategies are encouraged to coordinate and network with related ESFs, in this case #6 (Mass Care).

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

<table>
<thead>
<tr>
<th>Critical Functions</th>
<th>RF #3 is not responsible for the critical function but will work with the other RFs 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.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Services &amp; Programs</td>
<td>RF #3 will work with the other RFs and its Supporting Agencies to ensure residents have access to translators and other services that may be needed when assisting residents apply for assistance. In addition, RF #3 will work to restore access to housing voucher programs to assist displaced residents.</td>
</tr>
<tr>
<td>Vital Resources</td>
<td>RF #3 is not responsible for the restoration of any specific vital resources.</td>
</tr>
<tr>
<td>Facilities</td>
<td>RF #3 will work with ESF #6 to transition displaced residents from emergency shelters into interim and long-term housing facilities.</td>
</tr>
</tbody>
</table>
RF #3 will heavily rely on electric and telecommunications infrastructure being restored. Restoration of these elements will be led by RF #4. RF #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 EMHSA, information collected through the damage assessments can inform about the physical damage. Damage assessors will make note of the difference between commercial and residential zones in the county, so this information should be readily available once the damage assessments are complete.

   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, CMHA may create a new documentation system for taking stock of the remaining or undamaged housing as well as damaged or destroyed housing. It is recommended that CMHA frequently distribute this information with EMHSA.

   1.2 **Coordinate interdependencies among RFs and establish a prioritized Housing Recovery Strategy**
   Partnership with RFs #1, #5 and #6 is recommended to ensure coordination of the recovery process, maintaining the physical, mental and spiritual health of the community and normalizing the county through restoring the housing of the varying communities. By coordinating the interdependencies of these four RFs, the normalization process can be aided and has the potential to be expedited throughout recovery.

   1.3 **Engage the region’s full array of resources to provide housing following a disaster**
   The primary focus for this recovery activity could be engaging with philanthropists and donators within the county as well as outside. Take advantage of the non-profits in the area in order to help find affordable and sustainable housing post-disaster and post-sheltering. CMHA may also reach out to resources within the private sector.

   1.4 **Evaluate existing regulation requirements and how it affects resource availability**
   Research and understanding of current regulations and requirements will be important to have a grasp on to assure 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 sheltering, and immediate post-disaster housing, residents who are vulnerable and the most in need should be prioritized in setting up post-disaster interim housing solutions. Please make note of the “Vulnerable Populations” section on page 13 (Short-Term recovery, 1. Mass Care; d. Miscellaneous Disaster Needs; iv. Vulnerable People) to see the definition and explanation of what vulnerable populations might be in Hamilton County. In an effort to preserve the history and culture of the many county neighborhoods, CMHA may strive to enable existing communities to remain intact post-disaster.

   2.1 **Provide flexibility and resources to help residents remain in their homes if they are deemed up to safety standards**
   Allowing residents to return to or remain in undamaged, safe homes will allow for more flexibility of the county and its resources. When they do return to their homes, it will be important to keep them up to date on information and available resources through MARCs. These resources can include inspection and repair programs, government programs such as FEMA and USACE as well as community partners.
2.2 Explore the use of a range of creative options to provide interim housing
CMHA may take advantage of non-profits, 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, though 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 including locational needs. CMHA may also target outreach to the homeless, transitional and immigrant communities in Hamilton County by supporting government and non-government organizations already working with these populations. CMHA may also help with pets and service animals to find appropriate housing if their owners have not been located.

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 and coordination with these private sites are highly recommended so that they can be prepared to manage the significant increase in visits post-disaster.

3.3 Facilitate access to capital and construction resources to repair and rehabilitate homes
Provide information via all possible channels with hands-on assistance from the MARCs and other organizations involved in the recovery process. Guidance in permitting, construction and leveraging volunteers and help with filing insurance claims and applying for FEMA disaster assistance, other assistance grants and leveraging state resources when needed.

3.4 Help people guard against fraud and unsafe housing conditions
CMHA may also provide clear guidance to contractors and trade organizations about permitting and code requirements and actively encourage homeowners employ licensed contractors by establishing public education campaigns to raise awareness. Additionally, other activities may include supporting consumer protection efforts and identifying post-disaster inspections to help expedite the housing recovery process.

4. 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 RFs, such as Infrastructure (RF #4), EMHSA (RF #1) and Mass Care (ESF #6), 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
One affected group CMHA may choose to prioritize in terms of support will be landlords and property managers. Providing relief to these groups could cut back their needs to increase rents and potential evictions. This could include minimizing safety requirements and allowing for tax breaks or subsidies for rebuilding. Additionally, 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.

4.2 Regulate and facilitate the rebuilding of the City’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 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, CMHA 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. CMHA 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. CMHA can also assist in directing communities to rebuild in a way that will not price out existing residents, keeping community fabric strong. Also even addressing needs that were not being met before, such as a lack of affordable housing and the disaster opened up the possibility of now building this housing type.
## Goals & Strategies Table

The table below organizes the recovery activities of RF #3 into the short-term, and long-term recovery phases of the recovery process. These goals and strategies and their explanations should be the focus of RF #3 during the recovery process and should be coordinated with the Hamilton County Administrator as noted in the EOP.

<table>
<thead>
<tr>
<th>Short-Term</th>
<th>Long-Term</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Evaluate and identify the impacts to housing stock and current needs</strong></td>
<td><strong>3. Provide assistance to homeowners and renters</strong></td>
</tr>
<tr>
<td>1.1 Establish a baseline housing inventory and maintain up-to-date information on the status of housing recovery</td>
<td>3.1 Facilitate the process of moving residents from temporary to interim and/or permanent housing</td>
</tr>
<tr>
<td>1.2 Coordinate interdependencies among RFs and establish a prioritized Housing Recovery Strategy</td>
<td>3.2 Enable individuals and families to identify housing solutions for themselves</td>
</tr>
<tr>
<td>1.3 Engage the region’s full array of resources to provide housing following a disaster</td>
<td>3.3 Facilitate access to capital and construction resources to repair and rehab homes</td>
</tr>
<tr>
<td>1.4 Evaluate existing regulation requirements and how it affects resource availability</td>
<td>3.4 Help people guard against fraud and unsafe housing conditions</td>
</tr>
<tr>
<td><strong>2. Provide interim housing solutions based on the needs and priorities of the impacted neighborhoods</strong></td>
<td><strong>4. Ensure the provision of affordable and safe housing for all impacted residents</strong></td>
</tr>
<tr>
<td>2.1 Provide flexibility and resources to help residents remain in their homes if they are deemed up to safety standards</td>
<td>4.1 Address rental affordability by bridging the federal disaster assistance gap for renters through local programs and assistance</td>
</tr>
<tr>
<td>2.2 Explore the use of a range of creative options to provide interim housing</td>
<td>4.2 Regulate and facilitate the rebuilding of the City’s housing stock</td>
</tr>
<tr>
<td></td>
<td>4.3 If necessary, use incentives to encourage private development, particularly of multi-family housing</td>
</tr>
<tr>
<td></td>
<td>4.4 Consider developing public and/or private low and moderate-income housing</td>
</tr>
</tbody>
</table>
Annex D:
RF #4 – Infrastructure

Coordinating Agency
Hamilton County Engineer’s Office

Description | Purpose
This Recovery Functions (RF) works to support and enhance Hamilton County to be strong and cohesive after the 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 RF 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:

<table>
<thead>
<tr>
<th>Recovery Function #4 Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Evaluate the impacts on the infrastructure sector in Hamilton County and determine what the current needs are</td>
</tr>
<tr>
<td>2. Restore mobility and critical services without losing the opportunity to implement creative solutions</td>
</tr>
<tr>
<td>3. Use post-disaster rebuilding as an opportunity to rethink, redesign and update Hamilton County’s infrastructure</td>
</tr>
</tbody>
</table>

Concept of Operations
The primary objective for the Hamilton County Engineer’s Office in fulfilling the activities of Annex D – RF #4 is to determine the impacts of the disaster on various county infrastructures and addressing the needs based on the disaster. The Engineer’s Office should continuously communicate with RF #1 about planning adjustments and unanticipated needs.

The section below will expand on the tasks and activities listed in the “Recovery Goals and Strategies” table. It should be noted that these short (and in some cases long) term strategies are encouraged to coordinate and network with related ESFs, in this case #1 (Transportation), #2 (Private Sector and Infrastructure), #3 (Public Works), and #12 (Energy).

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

<table>
<thead>
<tr>
<th>Critical Functions</th>
<th>RF #4 is responsible for restoring the ability of Hamilton County to maintain county-owned roads and bridges. RF #4 will support private sector partners in restoring critical infrastructure that will allow other important critical functions to be restored.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Services &amp; Programs</td>
<td>RF #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 RFs can be accessed.</td>
</tr>
<tr>
<td>Vital Resources</td>
<td>RF #4 will work with its Supporting Agencies and external private partners to restore access to fuel and public works equipment.</td>
</tr>
<tr>
<td>Facilities</td>
<td>RF #4 will ensure county fuel depots are restored, as well as the Engineer’s Office’s depots where county equipment is kept. RF #4 will work with its Supporting Agencies to ensure debris management dump sites are accessible.</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>RF #4 will work to restore county-owned roads and bridges. RF #4 is responsible for coordinating with private sector partners to identify and coordinate the long-term restoration of most infrastructure.</td>
</tr>
</tbody>
</table>
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 infrastructure recovery efforts across sectors and supporting the normalization of the community by minimizing the disruption caused by damaged infrastructure. Initially, the focus should be on both public and private critical facilities and secondarily, areas with the most population. Independent infrastructure holders should be encouraged to coordinate with the other RFs and the Engineer’s Office.

1.1 Set up alternative routes for Firefighter/EMS services
It is critical to have detours for emergency services to navigate around a disaster struck 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 RF #1 and engagement efforts from the other RFs. With this information, the Engineer’s Office may consolidate it into a comprehensive and accessible document to ensure the informed coordination of recovery. Communication with the 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 RFs 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 efforts of public and private infrastructure holders by facilitating planning across infrastructures.

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 RFs, 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 need. 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 removal will be important for mobility and economic activity, protecting property and conserving the environment and provides a visual que for the community to see that progress is being made. Since the Hamilton County Environmental Services are assigned to ESF #1 (Transportation), #2 (Communications), #3 (Public Works) and #12 (Energy), making note of “Tab A – Debris Management” in the EOP will be important in this step.

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 manmade 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. Some creative alternatives could 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 that may be used temporarily.

2.3 Restore communications, power, water, and wastewater per the plans of individual infrastructure 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 (RF #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 manmade 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 rethinking 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, permitting 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. However, a cost to benefit analysis should be performed to see how practical these modernizations are for the county at the given time after a disaster. In particular, the following 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
Goals & Strategies Table
The table below organizes the recovery activities of RF #4 into the short-term, and long-term recovery phases of the recovery process. These goals and strategies and their explanations should be the focus of RF #4 during the recovery process and should be coordinated with the Hamilton County Administrator as noted in the EOP.

<table>
<thead>
<tr>
<th>Short-Term</th>
<th>Long-Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Evaluate the current impacts and needs of county infrastructure</td>
<td>3. Use post-disaster rebuilding as an opportunity to rethink, redesign, and update Hamilton County’s infrastructure</td>
</tr>
<tr>
<td>1.1 Set up alternative routes for Firefighters/EMS</td>
<td>3.1 Employ a bold, forward thinking approach to rethinking the integration of individual infrastructure systems in a single, well-planned integrated system.</td>
</tr>
<tr>
<td>1.2 Gather and regularly share infrastructure status information</td>
<td>3.2 Modernize infrastructure systems during rebuilding while keeping in mind cost/benefit analysis</td>
</tr>
<tr>
<td>1.3 Facilitate coordination among public and private infrastructure holders</td>
<td></td>
</tr>
<tr>
<td>1.4 Establish a coordinated infrastructure recovery strategy</td>
<td></td>
</tr>
<tr>
<td><strong>2. Restore mobility and critical services without losing the opportunity to implement creative solutions</strong></td>
<td></td>
</tr>
<tr>
<td>2.1 Remove and dispose of debris</td>
<td></td>
</tr>
<tr>
<td>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</td>
<td></td>
</tr>
<tr>
<td>2.3 Restore communications, power, water, and wastewater per the plans of individual infrastructure in the EOP</td>
<td></td>
</tr>
</tbody>
</table>
Annex E:
RF #5 – Public Health & Social Services

Coordinating Agency
Hamilton County Public Health (HCPH)

Description | Purpose
This Recovery Functions (RF) works to support and enhance Hamilton County to be strong and cohesive after the 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 RF will take a Whole Community approach and ensure that everyone in the community is properly cared for and their health and education properly addressed. 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:

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

Concept of Operations
The primary objective for HCPH in fulfilling the activities of Annex E – RF #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 RF #1 about planning adjustments and unanticipated needs.

The section below will expand on the tasks and activities listed in the “Recovery Goals and Strategies” table. It should be noted that these short (and in some cases long) term strategies are encouraged to coordinate and network with related ESFs, in this case #5 (Emergency Management), #6 (Mass Care), #8 (Public Health & Medical Providers), and #15 (Emergency Public Information).

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

<table>
<thead>
<tr>
<th>Critical Functions</th>
</tr>
</thead>
<tbody>
<tr>
<td>RF #5 and its Supporting Agencies are responsible for restoring fatality management for Hamilton County. RF #5 will also be responsible restoring vital statistics, which will be important for impacted residents.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Services &amp; Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>RF #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.</td>
</tr>
</tbody>
</table>
**Vital Resources**
RF #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. RF #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**
RF #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. RF #5 will coordinate with RFs #1 and #2 to address public access to grocery stores for access to food and water.

**Infrastructure**
RF #5 will heavily rely on electric and telecommunications infrastructure being restored. Restoration of these elements will be led by RF #4. RF #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.

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**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 social service facilities such as schools, the availability of food and adequate sheltering.

   **1.1 Coordinate information gathering**
   One recommendation for gathering information could be collecting resident surveys that address multiple topics. Other ways could include coordinating with neighborhood-based networks and recovery organizations such as MARCs set up through the Framework, schools and non-profits to gather needed information from members of the public. This can also include utilizing community gathering spaces and typical community meetings, such as a neighborhood council, to gather feedback. Coordination with EMHSA (RF #1) will be critical in completing this recovery activity.

   **1.2 Gather essential elements of 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 population 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 their recuperation, and support for re-entry into the community? Is the capacity of the healthcare system able to meet those needs?
   - Including 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 need will be crucial to monitor and address immediately following response and throughout recovery. The focus may be through the lens of both the residents and the capacity of caretakers and facilities. These needs may continuously increase after the disaster event and need full attention throughout recovery and normalization.

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 are continuing in homelessness and extending family assistance and reunification will be important as well.

Finally, HCPH may work with the boards of education in the county to take stock of the impacts and needs of the education system needs. 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 population’s 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 the 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 to 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 certain 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 supply for the 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 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
Working with EMHSA (RF #1) and the Emergency Public Information Officer (ESF #15) to communicate the availability of resources through MARCs.

4.1 Leverage ESF #15 and RF #1 with joint information systems to coordinate messages across Recovery 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 the Department of Education 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 RFs 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 community colleges 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 these facilities on either new or old locations and while rebuilding considering the efficiency, resiliency and environmental aspects these facilities may have. HCPH may coordinate and choose to improve and rebuild these facilities in a more capable manner than previously.

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.
Goals & Strategies Table
The table below organizes the recovery activities of RF #4 into the short-term, and long-term recovery phases of the recovery process. These goals and strategies and their explanations should be the focus of RF #4 during the recovery process and should be coordinated with the Hamilton County Administrator as noted in the EOP.

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<thead>
<tr>
<th>Short-Term</th>
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</tr>
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<tbody>
<tr>
<td><strong>1. Evaluate the impacts, needs and capabilities of public health and social services</strong></td>
<td><strong>5. Coordinate recovery actions across public and private educational providers at all levels</strong></td>
</tr>
<tr>
<td>1.1 Coordinate information gathering</td>
<td>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.</td>
</tr>
<tr>
<td>1.2 Gather essential elements of information related to Hamilton County’s health, social services and education.</td>
<td>5.2 Maximize access to childcare.</td>
</tr>
<tr>
<td>1.3 Evaluate needs, identify priority services for vulnerable populations, and share recovery priorities with EMHSA.</td>
<td>5.3 Assist Hamilton County Public Schools in reestablishing the public K-12 education system.</td>
</tr>
<tr>
<td></td>
<td>5.4 Restore the educational mission of Hamilton County’s educational institutions and leverage them as powerful assets in recovery.</td>
</tr>
<tr>
<td></td>
<td><strong>6. Rebuild Hamilton County’s damaged healthcare, social services, and educational facilities and systems</strong></td>
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<td></td>
<td>6.1 Coordinate rebuilding activities and planning with building, land use planning, and housing through shared work plans.</td>
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<tr>
<td><strong>2. Expedite restoration of the healthcare system and support to physical and mental health and wellbeing</strong></td>
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<tr>
<td>2.1 Establish a stable regulatory environment for hospitals.</td>
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<tr>
<td>2.2 Prioritize the recovery of individual healthcare facilities based on conditions and identified and foreseen community needs.</td>
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<tr>
<td>2.3 Bridge across healthcare facilities and systems to share access to resources, staffing, funding.</td>
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<tr>
<td><strong>3. Coordinate service delivery, meeting changing healthcare and social services needs and prioritizing services for vulnerable populations</strong></td>
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<tr>
<td>3.1 Regularly refresh the essential elements of information related to health, social services, and education.</td>
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<tr>
<td>3.2 Facilitate a coordinated approach to addressing priority needs, including services for vulnerable populations.</td>
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<tr>
<td><strong>4. Communicate frequently and consistently with the public to promote health and raise awareness of available resources</strong></td>
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<tr>
<td>4.1 Leverages ESF #1 and RF #1 with joint information systems to coordinate messages across RFs and with other regional players.</td>
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<tr>
<td>4.2 Raise awareness of available health and social services resources via all possible channels.</td>
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Annex F:
RF #6 – Natural & Cultural Resources

Coordinating Agency
City of Cincinnati Urban Conservator

Description | Purpose
This Recovery Functions (RF) works to support and enhance Hamilton County to be strong and cohesive after the 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 RF 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 aspect 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 normalize.

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

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

Concept of Operations
The primary objective for the City of Cincinnati Urban Conservator in fulfilling the activities of Annex F – RF #6 is to determine the impacts of the disaster on the natural and cultural resources, ensure the safety of the public in regards 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. It should be noted that these short (and in some cases long) term strategies are encouraged to coordinate and network with related ESFs, in this case #5 (Emergency Management), #10 (HazMat), #11 (Animals and Agriculture).

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

<table>
<thead>
<tr>
<th>Critical Functions</th>
<th>RF #6 will coordinate with RF #4 to ensure debris is cleared from natural and cultural resources to ensure evaluations of the impacts can be completed.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Services &amp; Programs</td>
<td>RF #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.</td>
</tr>
<tr>
<td>Vital Resources</td>
<td>RF #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.</td>
</tr>
<tr>
<td>Facilities</td>
<td>RF #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.</td>
</tr>
</tbody>
</table>
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, 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. The Urban Conservator 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 has been able to develop.

   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, an important aspect of continuing the recovery of the community is maintaining the safety and security of damaged natural or cultural resources to ensure that no unauthorized personnel enter the damaged locations.

   1.4 Engage with local, regional, state and national supporters
   In order to achieve this recovery task, the Urban Conservator may utilize the existing network of supporters 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, an effort can be put forth to rebuild these areas in a sustainable and improved manner and make them attractive and available to all members of the community, in turn enhancing the community as a whole through the parks and recreation system.

3. Encourage the rehabilitation of damaged historic sites and connect arts, culture and community organizations to the recovery effort and normalization process
During the physical and operational recovery of natural and cultural assets, the efforts should be connected continuously to using these assets to normalize the culture of the community and aiding 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. The Urban Conservator 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
The Urban Conservator may share resources with private owners of historic sites and guide them for recovery. For publicly held sites, they may use resources available to them and other organizations to begin and complete the rehabilitation process.

3.3 Use arts and culture to help the community reflect, heal, celebrate and reenergize the economy
The Urban Conservator 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 RFs and align the message of resilience, strength and recovery.
Goals & Strategies Table
The table below organizes the recovery activities of RF #6 into the short-term, and long-term recovery phases of the recovery process. These goals and strategies and their explanations should be the focus of RF #6 during the recovery process and should be coordinated with the Hamilton County Administrator as noted in the EOP.

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<th>Long-Term</th>
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<td><strong>2. Preserve and facilitate the restoration and betterment of Hamilton County’s natural assets</strong></td>
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<tr>
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