Hamilton County
CEDS
2022 Update

Comprehensive · Economic · Development · Strategy

Hamilton County CEDS 2022 Update

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EXECUTIVE SUMMARY

OVERVIEW

Approaching the end of 2019, Hamilton County had positive momentum entering into a new decade. Additional County government funding in the form of a newly approved sales tax, low unemployment and 10 years of steady growth following the Great Recession of 2007-08 provided reason for hope. Then, the COVID-19 pandemic spread across the globe and everything changed. At the time of this writing, the world economy, much less Hamilton County's economy is uncertain. The true long-term impact on the County, its residents and businesses will not be known for some time.

Since the recommendations in this document come from a year-long process that received much input from citizens, business leaders, local governments and other experts, we should not ignore the results of the process. While there will be new problems to solve as a result of the pandemic, many of the problems that are addressed in this document were around before the pandemic and will still be around and likely exacerbated following the retreat of the virus. When the impact of the "Great Lockdown" is better known, the County can revisit this document and update it with new ideas and new strategies. In the meantime, we look to this document to guide our efforts on the problems and opportunities that we can impact.

Kroger - Over the Rhine

The Comprehensive Economic Development Strategy (CEDS) is a blueprint for this new effort. While the future is uncertain, the 5 years since the last CEDS were a mixed bag of great success and troubling realities. The Banks, Over-the-Rhine (OTR) and Uptown areas have all seen major capital investments. Other suburban locations and parts of the City of Cincinnati have seen re-births and new found identities. And, while positive growth continues in parts of the County, there is still a great need to focus on those communities and areas that have not benefited from the past 10 years of recovery. Even though the County as a whole seems relatively stable, some of the older suburban communities in Hamilton County continue to see economic stagnation and even decline. Many of these communities are members of the First Suburbs Consortium. Some can be found in the central and north central parts of the County. Some communities have seen strong or modest growth, but economic success in many others has been lacking.

Certain demographic groups have also been left-behind when we talk about recovery and re-birth. African-American and other minority communities have not benefited in the same way that white-majority communities have benefited. Low-income communities have not benefited in the same way that more well-to-do communities have fared.

Oakley Station - Before

Oakley Station - After

As stated in the previous CEDS, Hamilton County's current economic situation is mixed. The County has a diversified local economy with strong business clusters. Before the pandemic occurred the County's, low unemployment rate tracked with the rest of the nation and was lower than Ohio's rate. Population in the County had stabilized and has seen a 3.5% increase since 2010. The question still remains, however, whether the positive trends in certain areas like Downtown, OTR and Uptown are sustainable and whether they will spread to other areas and communities. Redevelopment is happening in the City of Cincinnati and in well-positioned suburban communities. Some communities, however, are financially constrained and are limited in how they can partner with the private sector on redevelopment projects. Finally, the County faces major infrastructure needs. With the proposed construction of a new Brent Spence Bridge and a list of other transportation projects in need of funding or support, it is critical for the County to determine its role in prioritized projects given the limited resources available.

In addition, Hamilton County faces similar issues of other urban, Midwestern communities when attempting to assemble marketable, available land for development. Hamilton County has worked over the past several years to pursue strategies to deal with brownfield and greyfield properties that require significant investment. The properties can also require the added step of working with multiple property owners to assemble large sites for development. In order to continue competing with the greenfield space available in surrounding counties, Hamilton County must continue these efforts. Hamilton County also has functionally obsolete structures in their retail and office stock and a shortage of contemporary industrial properties. These needs will also need to be addressed in order to retain existing businesses and attract new ones. Strategic, targeted economic development efforts, such as The Port of Greater Cincinnati Development Authority's (The Port) Industrial Revitalization Strategy, are critical to continuing Hamilton County's economic rebound. This detailed CEDS outlines the County's five-year plan for improving the environment for job creation and economic growth, highlighting specific initiatives worthy of the County's investment as well as the partnerships and resources that can assist the County moving forward. Through feedback from local communities, County residents, local businesses and other stakeholders, this CEDS will guide the economic development efforts in Hamilton County over the next five years.

PROCESS

Each CEDS is unique, reflecting the specific challenges and opportunities of a certain location and time. This Plan contains four main elements: Analysis, Vision, Action Plan, and Evaluation. Stakeholders have provided input via interviews and four stakeholders meetings. In addition, a 30-day public comment period allows the general public an additional chance to weigh in on the plan. A draft copy was accessible via the internet on the County and Hamilton County Economic Development Office (HCEDO) websites and was introduced at a public meeting of the Board of County Commissioners.

GOALS

The following goals were established by the participants in the CEDS Process:

- Develop, train, and retain workforce with attention to STEAM employment
- Modernize obsolete real estate across the region (targeted to the central, north central and first suburban communities of Hamilton County
- Enhance networked transportation investments
- Align education and training system to market needs
- Increase true collaboration among economic development agencies
- Retain and expand existing businesses
- Attract "new to market" businesses in emerging sectors
- Support quality of life investments to enhance regional and national profile as a great place to live and do business
- Address water and sewer capacity and flood control issues

ACTION PLAN

The Comprehensive Economic Development Strategy provides a resource for Hamilton County and local officials when contemplating economic development policy and initiatives. Hamilton County currently funds several entities to promote and carry out specific economic development programs for the County. Each entity has well defined roles and responsibilities which are coordinated and supervised by the County Administration on behalf of the Board of County Commissioners.

Included Organizations

- HCEDO
- The Port of Greater Cincinnati Development Authority
- REDI Cincinnati
- Cincinnati USA Convention & Visitors Bureau
- Ohio-Kentucky-Indiana Regional Council of Governments (OKI)

Each of these entities plays a critical role in promoting economic development in Hamilton County. The following recommendations provide a blueprint for Hamilton County and these entities when delivering economic development services. They are also a resource for local municipalities and townships and other organizations who promote economic development. Political jurisdictions across the County have expressed a desire to work more closely with these agencies on pre-development and support for their economic development needs. Many of the smaller jurisdictions in the County do not have their own economic development professionals and rely heavily on these regional resources.

Human Development

A WORKFORCE - Hamilton County and local workforce professionals need to continue to work together to address the shortfall of workers available to fill job vacancies. In addition to traditional workforce programs, this should include supporting efforts that bring alternative solutions to finding workers and better access to jobs via improved transportation (e.g. Issue 7), childcare (e.g. Preschool Promise) and healthcare.

B INCLUSION - Efforts like the Hamilton County Office of Economic Inclusion and other similar efforts in the private sector are starting to take hold. Government and the private sector are making concerted efforts to go the extra mile to access traditionally underrepresented women and minority groups when hiring. While some companies state that they do not discriminate, efforts are needed to not only not discriminate, but to make pro-active efforts to broaden the pool of applicants for jobs where they are often underrepresented. The County should support Initiatives like the City of Cincinnati Mayor's Task Force on Immigration that welcomes immigrants as workers and entrepreneurs in the local economy.

C DEGREE ATTAINMENT – Leverage the State of Ohio programs mentioned in the annual Ohio Attainment report to increase degree attainment in post-secondary education.

D

LIVABLE WAGE - Promote Livable Wage Jobs with companies via information sharing on how other companies are solving their hiring problems by paying more. Also, include support for companies that provide livable wage jobs when considering tax incentives and tax credits for private companies. See Osceoloa County, FL's Living Wage Certification Program. We need to also challenge all our current businesses to raise their wages to make sure all their employees are making a living wage.

E

COLLEGE STUDENT RETENTION – Support programs that retain the younger workforce that matriculates to our Universities, but often leave after obtaining their degrees. One such program, the Orr Fellowship in Indianapolis, seeks out talented college seniors and places them with major employers in Indianapolis for a two-year paid entry level job. The University of Cincinnati also has one of the best Co-op programs in the country and is another example of connecting students to jobs with employers in the local community.

F

TECHCRED – The County and others should refer organizations to this state-run program that allows employers to send employees and prospective employees to receive technology-focused credentials. Employers are reimbursed up to $2000 for successful completion of the program.

G

DIGITAL DIVIDE - Before the pandemic, students were falling behind due to a lack of having the tools to stay connected in today's tech-based learning environment. During the pandemic it became even more obvious that students from low-income neighborhoods were suffering from a lack of access to the internet and the devices that are critical to a good education. Through recent federal funding, Hamilton County has been able to fund several public wi-fi projects that have helped provide access in low-income neighborhoods. Training programs like Code for Kids, Robotics Summer Camp and The Gaskins Foundation are three local STEM focused programs that can also help children from low-income backgrounds learn more about technology.

H

WORK FROM HOME & OFFICE HYBRID – Employers are being faced with a new normal when determining where their employees work and how flexible they will need to be when providing options to work from home. Flexibility may be an important consideration when retaining employees during the "Great Resignation." In a market where there was already low unemployment, an article in the Harvard Business Review points out that there has been a 20% increase in the resignation rate among 30-45 year-old employees. Employers need to be aware of this when trying to retain or hire employees. Communities also need to be aware that some employees who used to work in their community may work from home more resulting in less income tax revenue and the impact that will have on budgets and services provided.

Physical Development

A PROPERTY CONTROL OF UNDERPERFORMING PROPERTIES – Partner with the Landbank to get control of properties in communities that are blighted or no longer in productive use. If a community does not control strategic properties, they are at the mercy of property owners and developers who are not as concerned about the highest and best use of a property from the community's perspective.

B BLIGHT REMOVAL (INDUSTRIAL, COMMERCIAL, OBSOLETE INSTITUTIONAL, etc.) – Hamilton County needs to continue to partner with local communities to fund the removal of blight and the clearing of properties for future development. Utilize the experience and expertise of the Landbank to understand how to best identify and enforce code compliance issues as a first step toward blight removal.

C INFRASTRUCTURE AND TRANSPORTATION IMPROVEMENTS – Hamilton County's road, bridges and general infrastructure (e.g., MSD) need repairs and maintenance. Since Issue 7 was passed, this local effort to fund infrastructure and transportation improvements could be a complement to the State of Ohio's gas tax increase to improve and maintain Ohio's roads and bridges. Hamilton County should also leverage local dollars to access other State and Federal programs including the $1.1 trillion federal infrastructure bill.

D REVITALIZATION PLANS – Hamilton County's communities (especially those that are economically disadvantaged) need to form revitalization plans on how to redevelop their community with a particular focus on underperforming properties. HCEDO and the County should work together to inform communities of the different funding sources available to help with their plans including CEDAP, the Community Revitalization Grant, CDBG, ARPA funds from the federal government and any other programs that can help them activate these plans. Consideration should also be given to fund the Greater Cincinnati Community Improvement Corporation, local CICs and other organizations that can help local communities with capacity issues when it comes to implementing their plans.

E

RETAIL DEVELOPMENT – Specific attention should be focused on underperforming retail properties due to the shift in consumer spending. While many retail shifts were happening before the pandemic, these trends were accelerated during the pandemic and many retail properties will see permanent decline and obsolescence. Many malls and other retail sites are and should be considered for newer more contemporary mixed-use developments that bring office, retail and residential to the same location. There are many examples of where this has been successful. Other creative ways to promote retail should also be pursued County-wide. Some examples include the use of outdoor dining, parklets and street calming in downtown, Over-the-Rhine and other communities. These strategies provide additional seating and allow for more spacing when social distancing is required.

F

REDEVELOPMENT OF UNDERPERFORMING SITES – The County needs to partner with local communities and developers in a public-private partnership to redevelop these underperforming sites. We should also be encouraging local jurisdictions to consider innovative mixed-use projects when they are developing new projects. The Port, with their Industrial Revitalization Strategy, can serve as a critical partner in these efforts.

G

HOUSING – Hamilton County has a need for more housing options, in particular, affordable housing. There is a shortage both locally and nationally of all types of housing. The County should promote the construction and renovation of housing where we have underperforming properties in locations that are walkable and close to transportation.

Business Development

A REVISE INCENTIVES – Hamilton County should continue to offer greater incentives in distressed communities and especially the First Suburbs. These incentives should reward companies that provide good livable wage jobs, promote inclusion in hiring and contracting, actively pursue programs that establish alternative workforce solutions and that implement LEED/green construction.

B SMALL BUSINESS DEVELOPMENT – The County should continue to support the local economy by supporting start-up companies that create good jobs and especially jobs of the future (e.g., Cincinnati Innovation District, HCEDO's business incubator, and other business support and start-up programs like the Urban League's SBDC/WBEC, CincyTech, Cintrifuse, Hillman Accelerator, Mortar, etc.).

C SECOND STAGE BUSINESS DEVELOPMENT – Support programs such as HCEDO's Office of Innovation and Creativity that provide support to second stage businesses in the form of technical assistance, strategic information and connections that help businesses grow and succeed.

D INCLUSION – Hamilton County should continue to promote programs that assist/coach minority, women, LGBTQ and small businesses – programs like the Cincinnati Minority Business Collaborative, Cincinnati Chamber Minority Business Accelerator, Hillman Accelerator, Economic Community Development Institute/Women's Business Center, Mortar, Black Career Women's Network, Latina Entrepreneur Academy, etc.

E BUSINESS DISTRICT ASSISTANCE – Assist businesses in local business districts with business coaching and financing (e.g., HCEDO Small Business Assistance Program, SBA loans, the Port's Public Finance Programs, Hamilton County Community Revitalization Program, and programs like Akron's Great Streets and Rubber City Match programs). Many small businesses (e.g. bars, restaurants, salons, etc.) were impacted by the pandemic and were helped by small business grants that were provided by the County via federal funding. Once these grants run out, these same small businesses will continue to need assistance.

F BUSINESS RETENTION & EXPANSION – As an urban county with limited available land for retention and expansion of local companies, the County should continue to focus on the retention and expansion of existing businesses. Hamilton County's Business Retention Council should continue to coordinate the efforts of local communities, the County and other economic development entities like REDI Cincinnati.

G

INDUSTRY 4.0 – Industry 4.0 or the fourth industrial revolution includes the trend towards automation and data exchange in manufacturing technologies and processes which include cyber-physical systems (CPS), the internet of things (IoT), industrial internet of things (IIOT), cloud computing, cognitive computing and artificial intelligence. Technology and Innovation have always been a part of the economy and the advancement of society, but the last decade has seen hyper advancement of the impact that technology plays in the economy. This impact is seen not only in our manufacturing sector, but also in the distribution, retail and office sectors of society. In order to have an economy of the future, Hamilton County must continue to promote innovation among businesses with programs like the Uptown Innovation District, the HCEDO Office of Innovation, Techsolve and other programs that help advance technology in business.

H

AMATEUR SPORTS TOURISM – Amateur Sports Torusm is an important component of the economic development industry. Prior to the COVID-19 pandemic, an entity called the Cincinnati USA Sports Commission served the role of organizing and operating some amateur sports events in the region. During the pandemic, this organization ceased operations. Commission events annually generated 100,000 visitors, $10 million in economic activity, and over 25,000 total room nights in the region. If the County wishes to support an entity to promote amateur sports, it may want to revisit the Sports Commission or a similar entity to take on this task.

I

BUSINESS ATTRACTION EFFORTS – REDI Cincinnati has been tasked by the County Administration to make a concerted effort to attract companies to sites in Hamilton County that have been prepared for future development. REDI should work with Hamilton County communities and HCEDO to target specific sites and should work to attract new domestic and foreign based companies to Hamilton County. Business attraction efforts can include not only larger companies but smaller companies, as well. Hamilton County is a quality destination not only for work, but offers a high quality of life, making it an attractive location for entrepreneurs. The Port's available and site ready industrial properties further serve as tools to attract high-wage manufacturing businesses.

J

CINCINNATI INNOVATION DISTRICT – The University of Cincinnati has partnered with the State of Ohio and regional innovation partners to launch the Cincinnati Innovation District. The partners include: State of Ohio, JobsOhio, City of Cincinnati, Uptown Consortium and Cincinnati Children's Hospital Medical Center. The University of Cincinnati has implemented a highly accelerated approach to address regional economic needs. The Cincinnati Innovation District will require various types of spaces for partners and stakeholders to occupy and meet their goals. These types of spaces are not readily available therefore the initiative will require acquisition and renovation of various locations. EDA funding will be pursued in order to develop the district appropriately.

Regional Development

A COLLABORATIVE EFFORTS TOWARDS ECONOMIC DEVELOPMENT - The County should continue to promote collaboration among local governments, local economic development entities and align economic development strategies at all levels of government.

B BENCHMARKING SERVICE MODEL AGAINST OTHER COMMUNITIES – Local communities need to perform benchmarking activities to ensure that their local service model is efficient and the best use of taxpayer dollars. Inefficient government can strain the ability of local communities to invest in their own redevelopment. This is addressed in an article on the International City Managers Association's website titled Crisis Intervention: First Suburb City Managers Are Our First Responders in a Declining Growth Environment authored by former Silverton Village Manager, Tom Carroll and University of Cincinnati professor, Dr. Brandi Blessett.

C SHARED SERVICES – Hamilton County has been promoting the concept of Shared Services for many years. Most recently in November 2019, the County hosted a shared services summit to encourage local communities to seek out services that can be provided more cost-effectively by another unit of government or by partnering with other local units of government. Local communities should consider investigating how they can reduce expenses by implementing their own shared services program.

D REGIONAL TRANSPORTATION & INFRASTRUCTURE – Transportation issues and infrastructure decisions are major drivers for business location, community development, and residential location decisions and thus need to be an important part of any economic development strategy. The Brent Spence Bridge, Western Hills Viaduct, and the Greater Cincinnati/NKY Airport development are all projects which posses the potential for major development enhancement of Hamilton County. The expansion of transit and infrastructure spending via Issue 7 could have a major impact on economic development. Complemented by the State of Ohio new funding from the gas tax and the federal government's new Infrastructure bill, the County will see major investments in the region's transportation assets. In addition, the County has a Transportation Policy Plan that was approved by the Commissioners that reaffirms the importance of the development of a healthy and efficient transportation and transit system to promote economic prosperity in the County and region.

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CHAPTER

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HAMILTON COUNTY TODAY

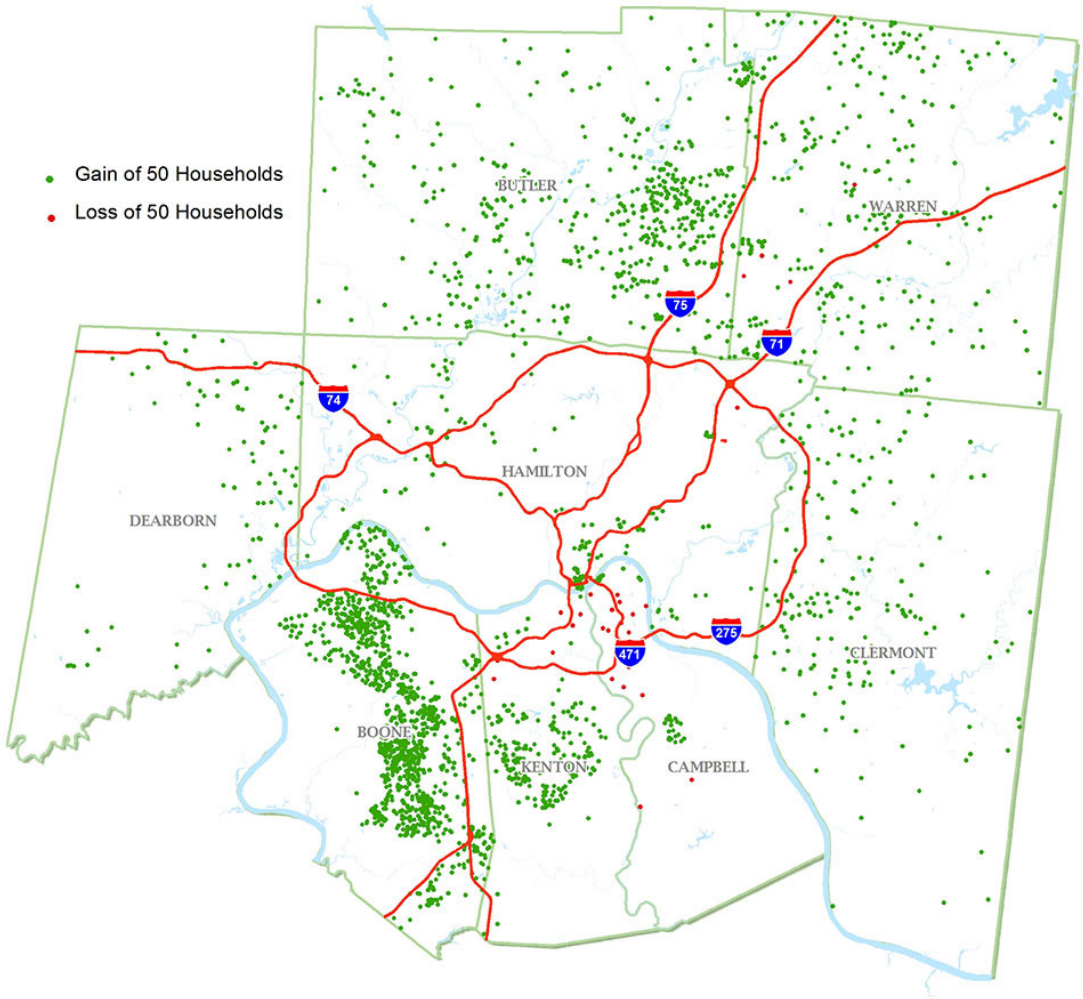
HCEDO completed the following Comprehensive Economic Development Strategy (CEDS) in partnership with the Hamilton County Planning + Development Department and the Community Building Institute (CBI) at Xavier University for Hamilton County, Ohio on behalf of the County Commissioners. This work updates the previous CEDS report and provides a new roadmap for economic growth in the county for the next five years. It includes an assessment of current conditions in the County and a review of trends and changes that will influence the economy in the future.

The process has created strategies intended to grow the County's economy, population and tax base along with recommendations that will guide strategic investment choices, and provide clear direction to the County, local governments and stakeholders on the County's vision for future growth. These recommendations will help direct appropriate public and private actions that will support a strong economy.

Figure 1. Household Change, 2010 - 2040

Household Change, 2010-2040

The dot map below shows the change in households between 2010 and 2040. The red dots represent a loss of 50 households and the green dots represent a gain of 50 households. The greatest growth is anticipated in Boone and Warren counties while Hamilton and Campbell counties are expected to maintain their current number of households.



Hamilton County is a different place than it was in 2017. For the first time in decades, the population of Hamilton County has stabilized and was projected to grow into the 2020's before COVID-19. At the time of the writing of this report, the full impact of COVID-19 is not known, but will likely impact these projections. The differences these maps illustrate is stark. This population turnaround is a result of the strengthening market in the urban core and the recovery of some of the suburban housing markets after The Great Recession of 2007 to 2009. The County has gained jobs in each year since 2010, and still has over 50% of the jobs in the region. The unemployment rate tracks with the national average and is lower than the State of Ohio overall.

SWOT Analysis

STRENGTHS

- Strength of our Fortune 500 corporations
- Market economic sector diversity
- Successful urban core revitalization
- Location – market competitiveness
- Climate "safe zone"

WEAKNESSES

- Loss of Fortune 500 companies and the loss of jobs and support for secondary employers
- Short labor supply in STEM
- Potential market downturn
- Continued weakening of manufacturing sector
- Flooding events – landslides – heat events

OPPORTUNITIES

- Growing air and freight logistics
- Strong Eds and Meds sector
- Legacy of engineering and innovation strengths
- Growing startup and entrepreneurial infrastructure
- Growing international population

THREATS

- Poor public transportation system
- High poverty rates
- Growth in low-wage jobs
- Uneven market performance across the County
- Lack of opportunities for minority residents
- Region is not attracting immigrants
- Slow population growth
- Aging infrastructure in need of significant investments (storm and sanitary separations; roads and bridges, etc.)

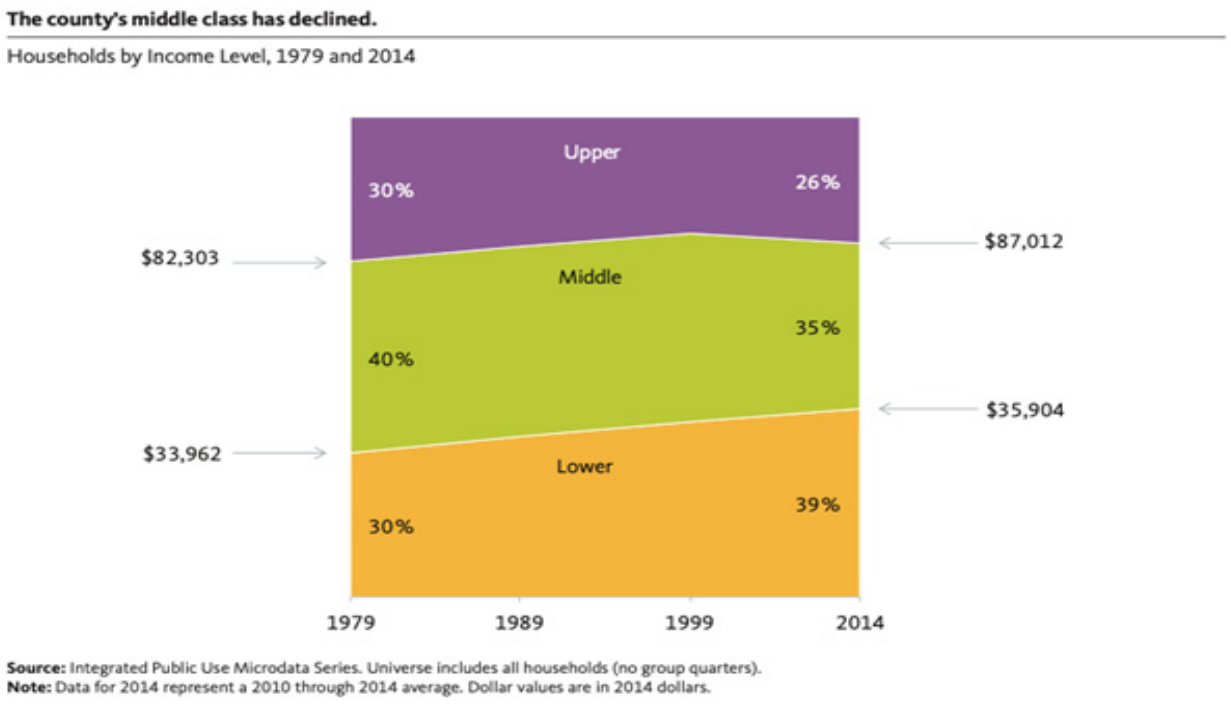
Human Development

People grow economies. A well-trained labor force with the skills to take on the jobs of the new economy is a critical part of what Hamilton County will need to be successful and competitive in the next five years. Economic development professionals identify the need to attract and retain a skilled workforce as one of the most significant challenges the County will face in the upcoming decade.

Unemployment rates are near record lows in Hamilton County but persistent high rates of poverty continue to be a major weight on the economy. The economic recovery has been uneven in Hamilton County and the low unemployment rates do not seem to be causing the wage growth that might be expected with these low unemployment rates. Wage stagnation is keeping many from feeling the recovery. While the region is projected to create almost 50,000 new jobs between 2014 and 2024, over 40% of them will be low wage health care and food service jobs.

Like much of the rest of the Country, an eroding middle class is a phenomenon we are experiencing in this region. The 2018 All-In Cincinnati report by PolicyLink, with support from the Greater Cincinnati Foundation finds that between 1979 and 2014, lower income households (those making less than $35,900) have grown from 30% to 39%. Meanwhile, upper income households (those making over $87,000) have gone from 30% of households to 26% of households. This decline of the middle class and the financial instability it causes for households is affecting families and communities all over the County. Proportionally families of color are more likely to be losing ground (or have a harder time getting into the middle class in the first place) than white households.

Figure 2. Household by Income Level, 1979 - 2014



Source: Integrated Public Use Microdata Series. Universe includes all households (no group quarters).
Note: Data for 2014 represent a 2010 through 2014 average. Dollar values are in 2014 dollars.

Physical Development

Hamilton County is the central urban county in a metropolitan region with more than 2 million people. The character and historic resources of the County make it the center of culture, the largest employment center and home to our most iconic corporations, landmarks, and civic spaces. It also means there is an older building stock; industrial, office, retail, residential and institutional. This stock is in many cases functionally obsolete, physically deteriorating and in need of significant investments and redevelopment to support contemporary needs, and be market competitive. Generating the resources and capacity to reinvest in the urban core, first suburbs and north central suburban communities will be an important part of keeping Hamilton County competitive in the future.

The successes in the urban core in downtown Cincinnati and Over-the-Rhine (OTR) provide a model for how thoughtful redevelopment can stimulate economic activity in place. The quality of redevelopment matters. Creating innovative, dense, walkable, mixed-use places have clearly become attractive to the market and to the workforce we need to attract. Given the competitiveness of the labor market, creating high-quality urban environments in not just "nice to do" but critical to the growth of the economy. BLINK Cincinnati is an example of an engaging cultural event that created positive national attention and got many people from the region into the city center. It also had an impact on economic development in the region by sharing a new, positive narrative of vibrancy with new employers, employees, and current residents. Spreading these kinds of projects to more communities in the County will be an important part of growing the economy and creating stability in suburban jurisdictions as well as the urban core.

Business Development

This region has always benefited economically from a diverse economy with strong Fortune 500 companies as the backbone of our regional economy. Our economic diversity is based on the varied economic sectors active in the region: consumer products and brand development, food processing and flavor, advanced manufacturing, aeronautics, finance, insurance, and bio health.

The region has struggled in the past to support small start-up and second-stage businesses. Over the last five years there has been significant progress made at creating the venture capital and capacity to support emerging entrepreneurs. Organizations like CincyTech, Cintrifuse, the Brandery, the Hillman Accelerator and Uptech are providing startup funds and technical assistance that were not available in this market ten years ago. There is also more capacity support that comes from organizations like MORTAR, the HCEDO Incubator, the UC 1819 Innovation Hub, the African American Chamber of Greater Cincinnati and Northern Kentucky, the Cincinnati Minority Business Accelerator, the Greater Cincinnati Microenterprise Initiative (GCMI) and the Urban League, for startups, and particularly minority businesses than there has been in the past.

Small startups also benefit from the support they get from being able to serve larger Fortune 500s. Starting a small business is always a challenge, particularly for minority entrepreneurs who may not have the family wealth, access to mentors or capital they need. Building out this infrastructure is a priority for the region, and critical to making our business environment more equitable in the future.

Another gap identified in the region is support for second-stage companies. Getting a business from five employees to 50 to 100 is a huge leap, and one many small businesses need lots of support to make. HCEDO, the African American Chamber and the Cincinnati USA Regional Chamber are all working to fill this niche in the support system. Again, it's capital and mentorship that small companies need to succeed.

Nurturing and growing the symbiotic relationship between the Fortune 500s and small and medium sized companies in a wide range of business sectors will continue to be this region's competitive advantage. Ensuring that this evolving infrastructure supports minority and women owned businesses more than ever is critical to our ability to maintain a balanced economy, retain our current workforce and attract the talent needed for the next generation.

Regional Development

The Greater Cincinnati region is a metropolitan area of around 2.2 million people in 15 counties and 3 states. This makes the region the 28th largest metro area in the Country. While our overall population has risen about 3.5% since 2010 and Hamilton County and Cincinnati have both begun growing again after decades of population losses, our growth remains sluggish.

We are becoming more racially diverse as a region, but segregation remains a significant issue. The All-In Cincinnati report projects that Cincinnati will become a majority people of color region by 2040 (four years before the nation). The regions ability to attract talent and position our own residents to be competitive economically means we will need to embrace and grow our diversity and educate and train existing and new residents to make sure all can contribute to the economy in ways that grow the region.

Population alone is not necessarily an indicator of economic health, but economic development leadership in the region see it as an important indicator as we strive to become more competitive in the labor market. Building the kind of region that has interesting dense urban places, and good housing and educational options for all kinds of new and existing residents and denser suburban locations become an economic imperative as well as a community quality of life initiative. The increasing integration of economic development and community development goals was a clear theme throughout the interview process and as we look at relevant demographic and economic trends.

The recovery in Hamilton County from the most recent recession was robust, but not even. Tom Carroll, former Manager of the Village of Silverton, reported in his International City Managers Association (ICMA) research Reviving First Suburbs, that "a decade after the Great Recession of 2008, 14 of the 33 first suburbs in Hamilton County are stable. Three of the 33 communities that were struggling a decade ago have now become deeply distressed. The remaining 16 communities have declined at different rates in the last decade, with eight communities experiencing an accelerating rate of decline and eight communities experiencing a more gradual but nevertheless real decline." The stable communities Carroll identifies are mostly located in largely white communities in the eastern and northeastern part of the County, with communities in various states of decline in the central and north central part of the County as well as some in the western suburbs.

CHAPTER

2

PLAN COORDINATION

The Policy Plan component of Community COMPASS (Hamilton County Comprehensive Master Plan And Strategies), Hamilton County's 2030 Plan and Implementation Framework, identifies countywide economic development policy opportunities and implementation policies. Further, the Policy Plan is consistent with regional policies developed by the Ohio-Kentucky-Indiana Regional Council of Governments (OKI), with the Cincinnati USA Regional Chamber of Commerce's Agenda 360-A Regional Action Plan, State of Ohio Development Plan, and the Hamilton County Transportation Policy Plan.

To further plan coordination and implementation, it is recommended that this plan be adopted by the Hamilton County Regional Planning Commission (HCRPC) to continue to update the economic development element of Community COMPASS. As a result of HCRPC adoption, alignment with the CEDS can be considered in the land use plan, zoning, and subdivision decisions of the HCRPC. Adoption by the HCRPC also will promote coordination of the CEDS with other HCRPC adopted planning efforts such as the Great Parks Master Plan and Public Library of Cincinnati and Hamilton County Facility Master Plan.

The CEDS Plan provides an opportunity for implementation of policies consistent with those at the county and regional level as are excerpted below from the Community COMPASS, Hamilton County's 2030 Plan and Implementation Framework:

POLICY OPPORTUNITY

By strengthening cooperation and coordination in regional economic development Hamilton County, local governments and other stakeholders can make our region the location of choice for diverse businesses and build the regional tax base.

IMPLEMENTATION POLICIES

- Hamilton County and local government comprehensive plans should encourage cooperation with economic development agencies and major institutions in the region to provide information about sites and services available for new and expanding businesses.
- Hamilton County and local governments should support and participate in regional economic development partnerships, such as those led by the Cincinnati USA Regional Chamber of Commerce, the Cincinnati Port Authority and Regional Economic Development Initiative (REDI), the JobsOhio regional partner for Southwest Ohio
- Hamilton County and local governments should support and access programs and services offered by the HCEDO, the county's designated economic development agency.
- Hamilton County and local governments should work together to establish a set of best practices that can be used to streamline Hamilton County and local government regulatory and permitting processes, thus improving the climate for business retention, expansion, and recruitment.
- Hamilton County and local government comprehensive plans should support coordinated economic development by encouraging the location of new or expanded business in areas currently served by public facilities and services or in areas that are planned for infrastructure expansion.
- Hamilton County and local government comprehensive plans should support clusters of related industries and businesses that export outside the region, have strong multipliers, have the potential for future expansion, and are on the leading edge of international competition.
- Hamilton County and local government comprehensive plans should encourage the thorough analysis of proposed public tax incentives and the use of performance provisions to ensure the viability of economic development projects and the competitive position of the region.

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CHAPTER

3

PROCESS & ORGANIZATION

This CEDS report was completed with the help of hundreds of elected and appointed officials in the region along with interested citizens and everyday experts on the economy and work in Hamilton County. The findings and recommendations presented here include a review of past CEDS reports, an update of current economic and social data, and the evaluation of new trends that are emerging. It also includes a review of the strategies and plans of other economic development partners in the region. This deep dive into qualitative and quantitative information provides a strong basis for what follows. It is also a resource for partners in the community who are interested in making progress on economic growth.

COUNTY ECONOMIC DEVELOPMENT TEAM WORKSHOP

HCEDO serves as the County's economic development department. Staff from HCEDO along with staff from the Planning + Development Department and the County Administrator's Office worked along with the Community Building Institute at Xavier University (CBI) to develop an initial set of findings and framing around the economy in Hamilton County. The workshop provided the core staff team an opportunity to identify trends, pose questions they wanted to test and set expectations for the work. This session also served as the framing for the interviewing with economic development thought leaders that followed. This core team of County and HCEDO staff have guided the process throughout.

ECONOMIC LEADER INTERVIEW PROCESS

Informational interviews with more than 20 economic development and business, government and institutional professionals in the region served as an important set of finding for this process. Connecting with the Cincinnati USA Regional Chamber, the Port, Regional Economic Development Initiative (REDI), Ohio Kentucky Indiana Council of Governments (OKI), the Health Collaborative, City of Cincinnati, Hamilton County and HCEDO economic development professionals as well as local economic development professionals, and elected officials from cities and townships in Hamilton County has provided a rich and varied perspective on the nature of the economy in Hamilton County, and the very different issues that present themselves in different parts of the County. The framers of this work would like to thank all those who gave their time to this effort; their insights were critical to the results.

DATA UPDATES AND RESEARCH REVIEW

The basis of the economic and social data updates provided in this report are US Census and Bureau of Labor Statistics, along with projections from OKI. We have also supplemented this basic data with additional work that has been completed over the planning horizon (2013 – 2019). The Hamilton County Planning + Development team staff led this research.

The State of Black Cincinnati, published by the Urban League (2015) and All-In Cincinnati identified issues of equity and economic inclusion that have been considered, both were used as source documents. The recent strategic planning produced by local economic development partners (The Port, REDI, the Chamber, OKI, Southwest Ohio Workforce Investment Board (WIB), and local cities, townships and villages in the County along with the City of Cincinnati) have been considered as well. Recent research conducted by Tom Carroll, former Village Manager in Silverton, supported by ICMA has also provided core material for this work. Former research and data from the National Fund for Workforce Solutions, Brookings Institute and others have also been reviewed to compete this work.

ISSUE FRAMING SESSIONS

The first of two important public discussions; the Issue Framing Session took place on August 20, and 28, 2019. These sessions were open to the public with invitations to elected and appointed officials throughout the County. We had good participation from regional economic development partners, from the City of Cincinnati, from elected and appointed officials from across the County as well as residents, employees, and neighborhood and development corporation representatives.

This session was designed to present the findings from our initial data review along with the results of the thought leader interviews in a way that framed current successes and challenges, and identified the kinds of trends and changes leaders see on the horizon. Participants were asked to comment on the findings, identify gaps and overlaps, identify additional points that need to be considered and bring their own unique perspective to the discussion. We understand much better as a result of these sessions that different jurisdictions in the County are contending with very different issues and have experienced the overall recovery of the economy in different and uneven ways.

We got a much better sense of the importance of pre k-12 education to the overall equation and also a more nuanced understanding of the labor market, including part- time and "gig" workers along with older workers. Suburban jurisdictions were well represented and shared the issues that come from an increasingly obsolete office and retail real estate market. We heard that the network of support for small jurisdictions needs to be stronger and more transparent. Participants also placed emphasis on smaller more localized infrastructure needs, issues beyond the Brent Spence Bridge and the Western Hills Viaduct – although all see these as critical improvements.

These sessions were important to the next step in the process that was to develop a preliminary set of economic strategies for consideration.

STRATEGY DEVELOPMENT SESSIONS

Two additional public sessions were held on November 13 and 15, 2019. These sessions were again open to the public and widely advertised to economic development appointed and elected officials. In this case participants were presented with a general outline for a set of recommendations that would address the issues and challenges unearthed earlier in this process. We also talked about how to keep the good work going and made sure to probe on what we need to keep doing to support the current successes in the County, and to spread them more broadly.

Participants in these sessions dug in on workforce issues and how to grow wages and create more financial stability for households. They also encouraged us to consider innovative ways to take advantage of a more diverse workforce, diverse both socioeconomically and in the way people will want to work in the future. The findings and recommendations presented in this report reflect the knowledge of experts in the field as well as professionals on the ground. Participants also echoed the leadership participants in calling for a more complete set of metrics to measure success and challenges at a regional and local level and to include household financial stability and wage growth as part of our dashboard.

This discussion and feedback from a diverse set of stakeholders have made these recommendations much more complete than they otherwise would have been, and we thank all who gave of their time to participate.

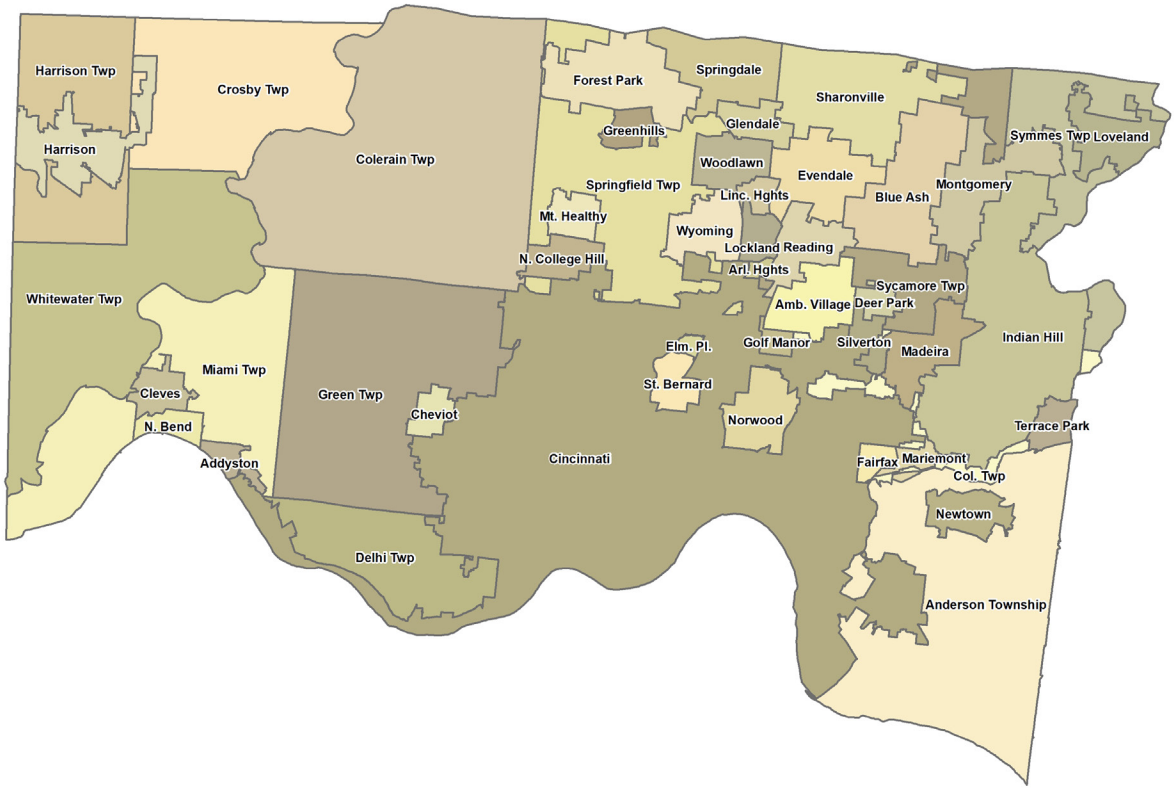
CHAPTER

4

EXISTING CONDITIONS

Hamilton County, Ohio is in the southwest corner of the state. The county seat is Cincinnati. According to the 2020 Census, it has a population of 830,639, making it the third most populous county in Ohio. Hamilton County is part of the Cincinnati-Middleton, OH-KY-IN Metropolitan Statistical Area. Hamilton County has 49 political jurisdictions within its borders: 12 townships, 18 cities, and 19 villages (villages are municipalities with population under 5,000).

Figure 3. Hamilton County Map of Political Jurisdictions



POPULATION, HOUSEHOLDS, AND JOBS

The 2020 United States Census Bureau reported a population of 830,639 in Hamilton County, representing a population gain of 3.5% since 2010 and continuing the recent trend of population growth in the region. The number of households grew by 3.2% during the same time period, suggesting that the growth in population has been mainly empty-nesters and young professionals without children. Hamilton County continues to have the largest number of households in the region with nearly 2.5 times as many households as the next largest county, Butler County.

Table 1. Hamilton County at a Glance

Community Facts	Hamilton County	CMSA*	Ohio	USA
Population (2020)	830,639	2,256,884	11,799,448	331,449,281
Foreign Born Population	5.65%	4.86%	4.60%	13.31%
Median Age	37	38	40	38
Percent of Persons Age 65+	15.13%	14.97%	16.87%	15.80%
Total Number of Firms	20,772	46,464	249,857	8,000,178
Educational Attainment: Percent High School Graduate or Higher, Persons Age 25+	91.77%	91.54%	90.78%	88.53%
Educational Attainment: Percent Bachelor Degree or Higher, Persons Age 25+	38.88%	34.54%	28.89%	32.92%
Total Housing Units	380,100	946,325	5,217,090	138,432,751
Occupied Households	344,588	870,103	4,717,226	122,354,219
Owner Occupied Housing Units	201,607	583,536	3,128,172	78,801,376
Renter Occupied Housing Units	142,981	286,567	1,589,054	43,552,843
Income: Median Household Income	$59,190	$66,435	$58,116	$64,994
Individuals Below Poverty Level	14.26%	11.18%	13.10%	12.34%
Unemployment Rate: October 2022 Bureau of Labor Statistics	3.80%	3.60%	4.20%	3.70%
Land Area in Square Miles (2020)	405	4,546	40,859	3,533,037
Density, Persons per Square Mile (2020)	2051	496	289	94

*CMSA includes counties in Indiana (Dearborn, Franklin, Ohio), Kentucky (Boone, Bracke, Campbell, Gallatin, Grant, Kenton, Pendleton), and Ohio (Brown, Butler, Clermont, Hamilton, Warren).

Historically, jobs in Hamilton County have been created at a faster rate than households have been formed or dwelling units have been built, drawing in workers from surrounding counties. Hamilton County continues to be the largest employment center in the region, with over half of all jobs in the region in Hamilton County. Traditional job centers like Downtown and Uptown continue to gain jobs, with 15% of regional employment located in these two areas, but suburban job centers like Blue Ash, Sharonville, Fairfield, Tri-County, Eastgate, Hebron/CVG, and others have grown at a faster pace. Following a dip in employment during the recession, job creation has exceeded pre-recession levels.

The region is experiencing a shrinking labor force pool that relies heavily on aging baby-boomers. Some industries may face substantial replacement needs when those workers retire, such as in the educational services sector, the health care and social assistance sector, and the traditional office-based corporate sectors.

Table 2. Hamilton County Population, Households, Housing Units, Jobs by Decades

Hamilton County	1980	1990	2000	2010	2017
Population	873,224	866,228	845,303	802,374	808,703
Households	322,238	338,881	346,790	327,864	338,267
Housing Units	343,322	361,421	373,393	377,364	378,156
Jobs	548,943	633,624	679,586	604,149	651,934

Source: US Census Bureau & 2013 – 2017 American Community Survey 5-Year Estimates

Table 3. Hamilton County Population, Households, Housing Units, Jobs Percentage Change

Hamilton County	'80 - '90 % Change	'90 - '00 % Change	'00 - '10 % Change	'10 - '17 % Change	'80 - '17 % Change
Population	-0.8%	-2.4%	-5.1%	0.8%	-7.4%
Households	5.2%	2.3%	-5.5%	3.2%	5.0%
Housing Units	5.3%	3.3%	1.1%	0.2%	10.1%
Jobs	15.4%	7.3%	-11.1%	7.9%	18.8%

Source: US Census Bureau & 2013 – 2017 American Community Survey 5-Year Estimates

POPULATION PROJECTIONS OKI-CMSA COUNTIES 2010 – 2040

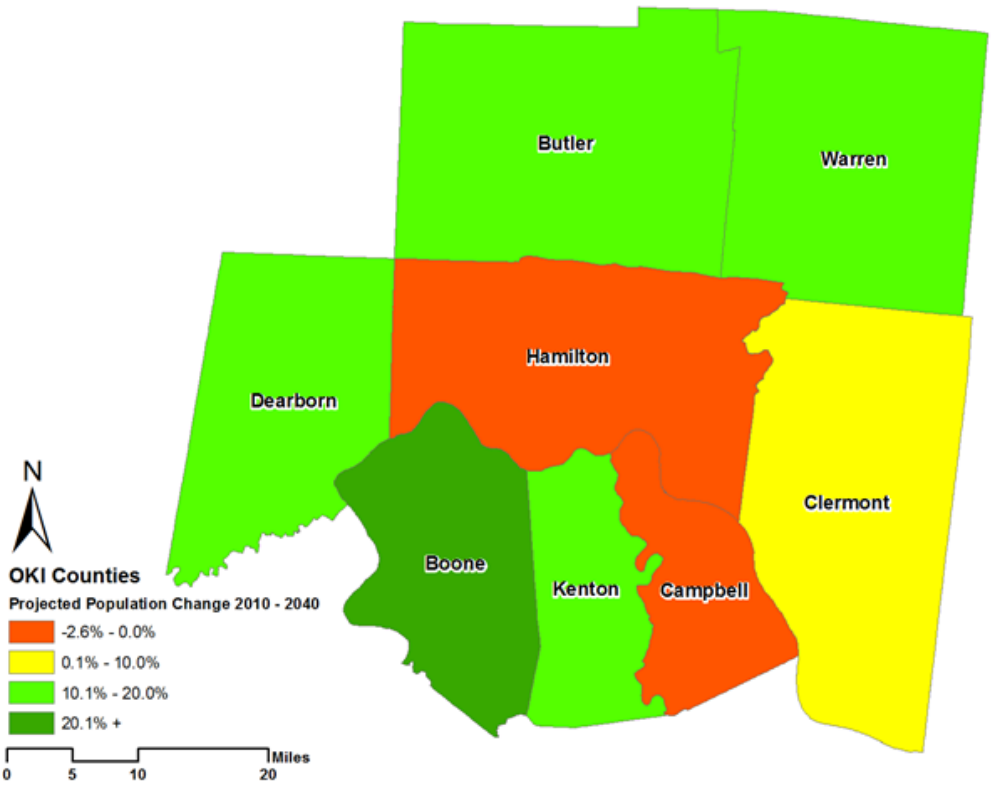
Hamilton County's population is stabilizing and the Cincinnati metropolitan region continues to grow. Hamilton County's relative weight in the region is projected to become smaller going from 40.1% in 2010 to 35.4% in 2040.

Table 4. Population Change OKI-CMSA 2010 - 2040

	2010-2040		Percent Share of Regional	
	Actual Change	Percent Change	2010	2040
Butler	62,230	16.9%	18.4%	19.4%
Clermont	18,827	9.5%	9.9%	9.7%
Hamilton	-16,284	-2.0%	40.1%	35.4%
Warren	26,367	12.4%	10.6%	10.8%
Boone	105,876	89.1%	5.9%	10.1%
Campbell	-2,324	-2.6%	4.5%	4.0%
Kenton	18,243	11.4%	8.0%	8.0%
Dearborn	6,322	12.6%	2.5%	2.5%
OKI Region	219,257	11.0%	100.0%	100.0%

Source: Ohio-Kentucky-Indiana (OKI) Regional Council of Governments Long Range Plans

Figure 4. Percent Change 2010 - 2040 in Total Population by County

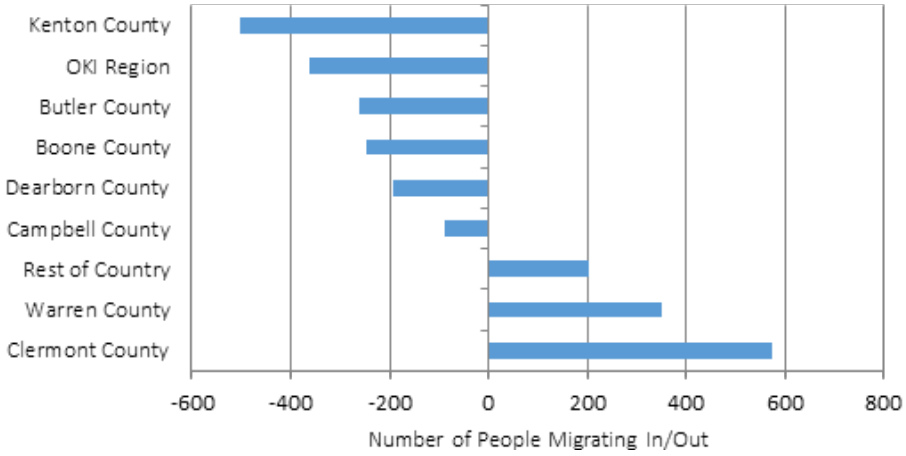


Source: OKI 2040 Regional Transportation Plan

NET MIGRATION IN HAMILTON COUNTY BASED ON CINCINNATI CMSA 2015-2016 MIGRATION DATA

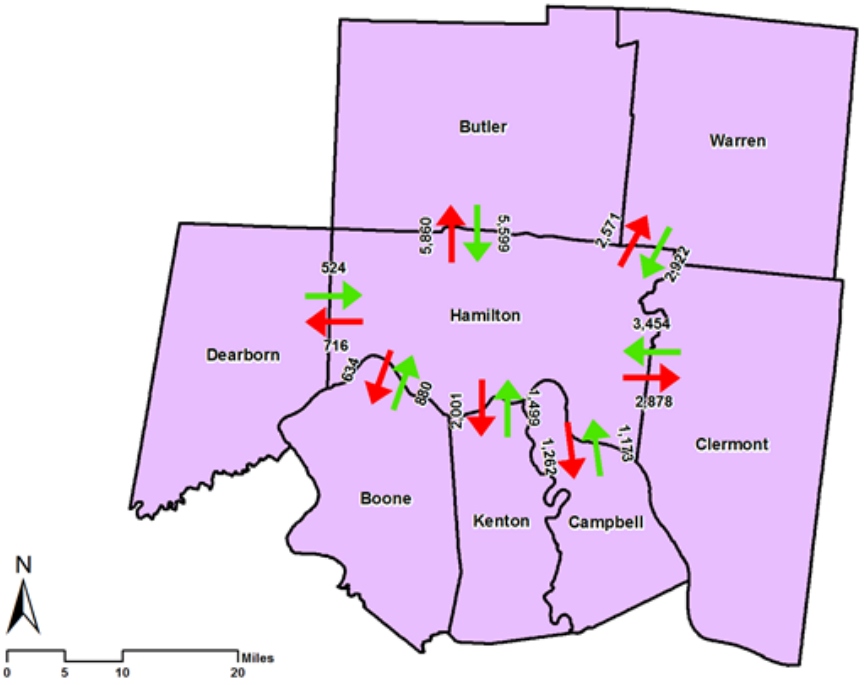
Population decreases in the City of Cincinnati and Hamilton County are fundamentally connected with the "suburbanization" of the Cincinnati Metropolitan Region. This figure shows the net migration from Hamilton County to the other counties of the region and to the rest of the United States. Only Warren and Clermont Counties had more residents moving into Hamilton County than from it. Hamilton County lost a net 363 people to the rest of the OKI Region.

Figure 5. Cincinnati MSA 2015 – 2016 Migration Chart



Source: Internal Revenue Service

Figure 6. Cincinnati MSA 2015 – 2016 Migration Map



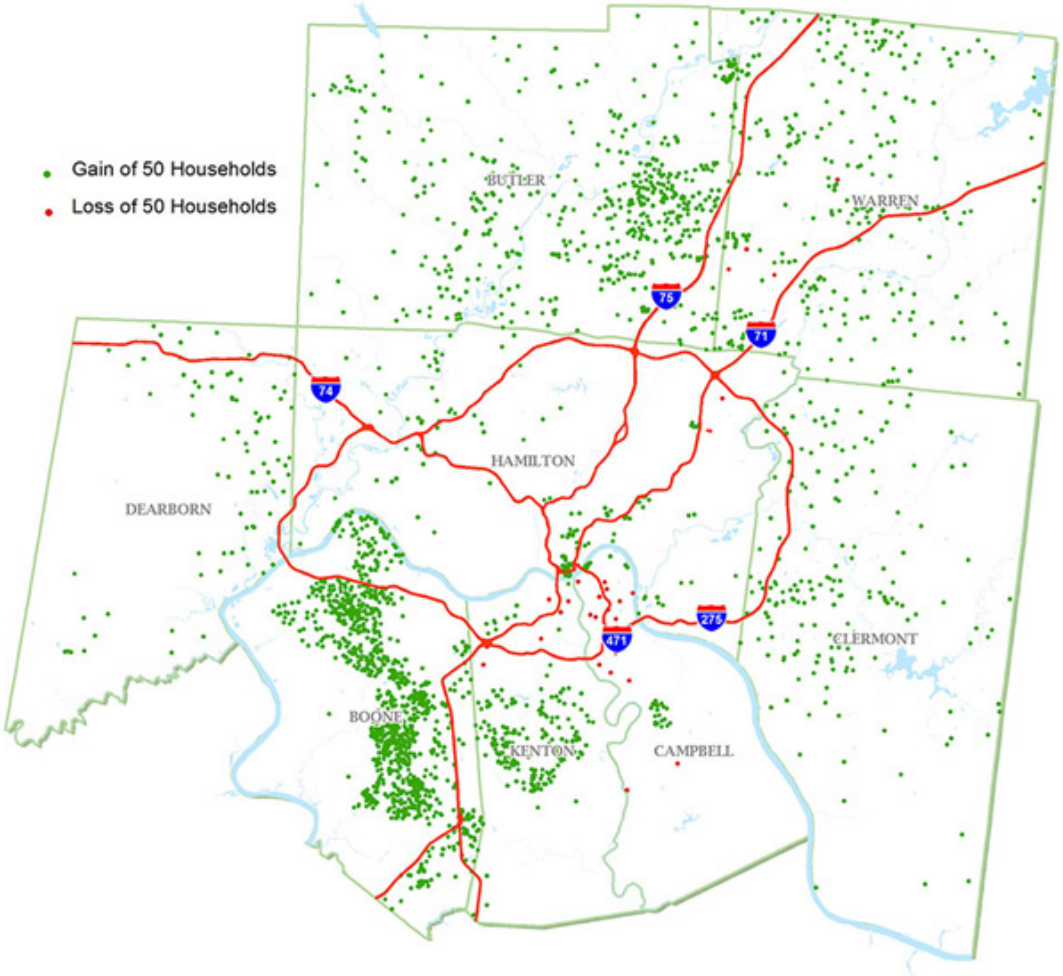
Source: Internal Revenue Service

WHERE WILL HOUSEHOLDS GROW?

The Ohio Kentucky Indiana (OKI) Council of Governments is required to use county-level population projections issued by the state data centers for its transportation planning needs. The understanding that assumptions made to estimate population trends are based on historic data, and revised only after every Census, is helpful so trends are cautiously considered to visualize what the future may look like if current circumstances continue.

Investments in the core (new and rehabbed housing in The Banks, Central Business District, Uptown and Over-the-Rhine:) and the preferences of a changing demographic (aging population, young professionals) may be changing the outlook and location where households will grow. In the 2010-2017 period, the loss of population in Hamilton County reversed into a slow but steady growth. OKI trend studies prepared for the 2016 Regional Transportation Plan found that, if current conditions persist, most of the new households will grow outside the I-275 loop in Boone and Butler Counties. See Figure 7.

Figure 7. Household Change Scenario in the OKI Region 2010 - 2040



Source: OKI 2040 Regional Transportation Plan

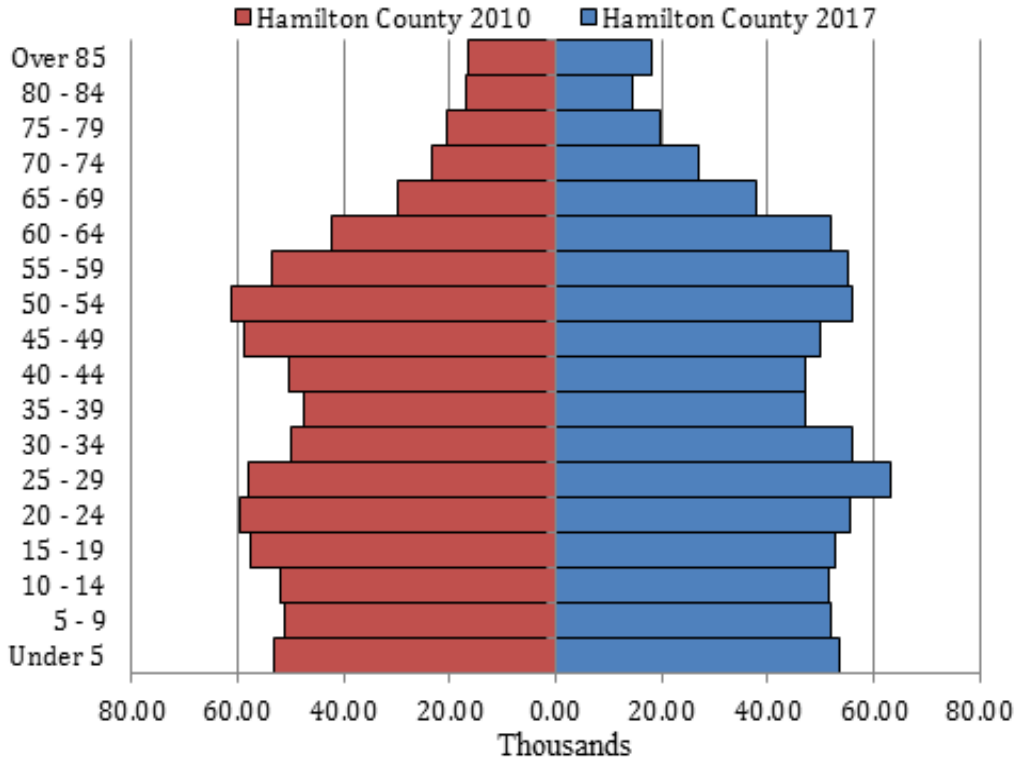
AGING POPULATION

The population in the United States is aging. Demographers estimate that baby boomers, which account for about 26% of the US population, have been turning 65 at a rate of 10,000 people a day since January 2013. According to the 2013-2017 ACS 5-Year Estimates, 14.5% of the population in Hamilton County is over the age of 64, up from 13.3% in the 2010 Census. The segment of the population age 80 year and over has remained constant at 4% of the overall population at about 33,000 people. The relevance of the aging population will be felt in increased demands for goods, services, and housing tailored to their specific needs. The region will also have to deal with both an older and shrinking workforce as more baby boomers age into retirement.

Generation X (age 40 – 54) is smaller than the baby boomers but the millennials (age 23 – 39) overtook the baby boomers as the country's largest generation in 2019 with over 73 million people.

Empirical evidence such as reports by Forbes Magazine creates the expectation that major investments in downtown Cincinnati are making this Midwest city a very attractive destination for the "young and restless."[1] American Community Survey estimates have confirmed this trend, and the official counts that will be produced after the Census 2020 are expected to confirm this trend.

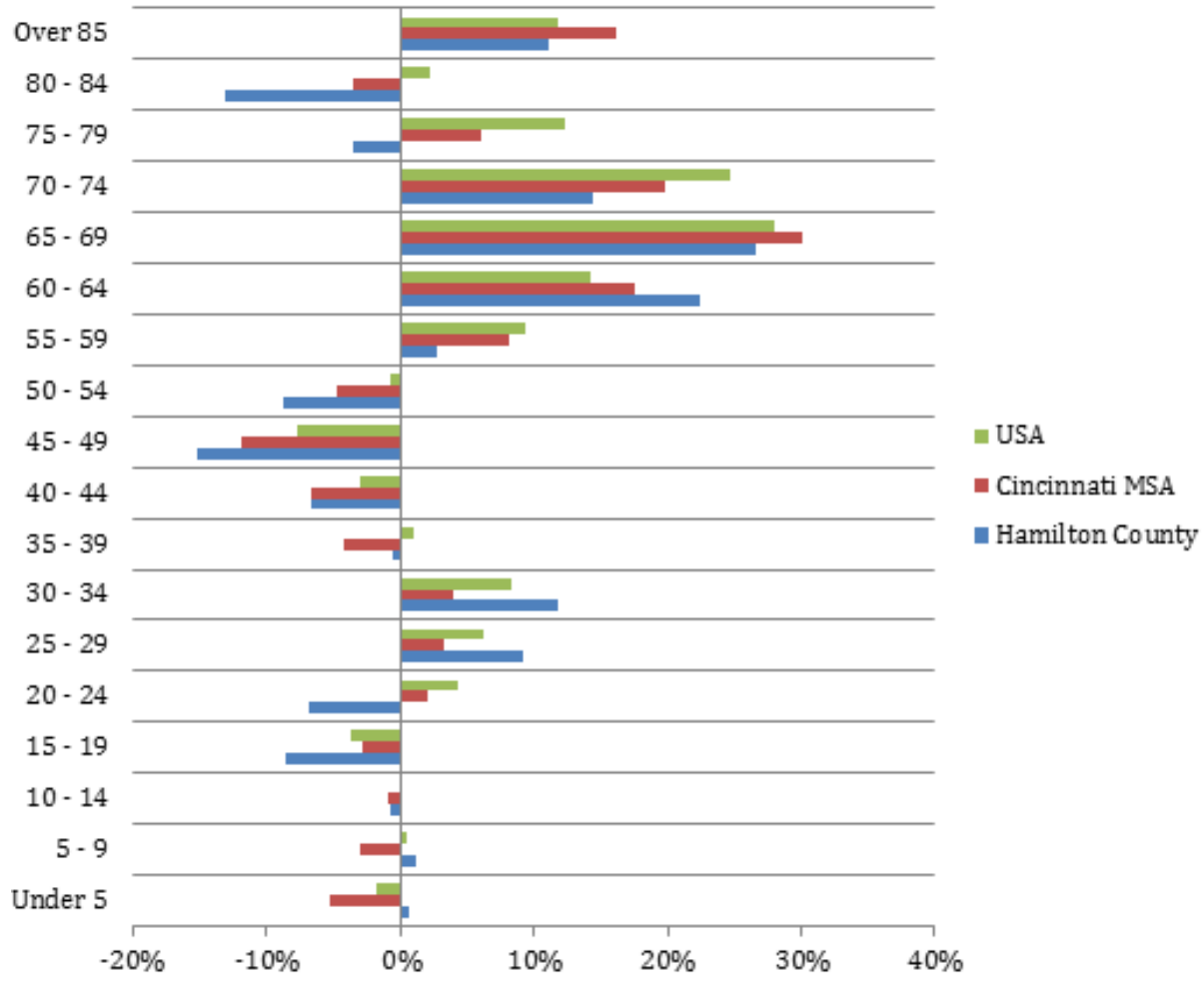
Figure 8. Hamilton Population Pyramid – 2010 & 2017



Source: US Census Bureau & 2013 – 2017 American Community Survey 5-Year Estimates

1 https://www.forbes.com/sites/morganbrennan/2013/03/25/emerging-downtowns-u-s-cities-revitalizing-business-districts-to-lure-young-professionals/#706d055b23a6

Figure 9. Percent Change 2010-2017 in Age Cohorts



Source: US Census Bureau & 2013 – 2017 American Community Survey 5-Year Estimates

Table 5. Growth Rate by Age Groups in 2010-2017

2010 - 2017 Change			
Age Groups	**Hamilton County**	**Cincinnati MSA**	**USA**
Under 18	-1.1%	-2.9%	-0.8%
18 - 34	2.5%	2.1%	4.8%
35 - 64	-2.1%	-1.3%	1.6%
Over 64	9.6%	16.5%	18.5%
Total	0.8%	1.2%	4.0%

Source: US Census Bureau & 2013 – 2017 American Community Survey 5-Year Estimates

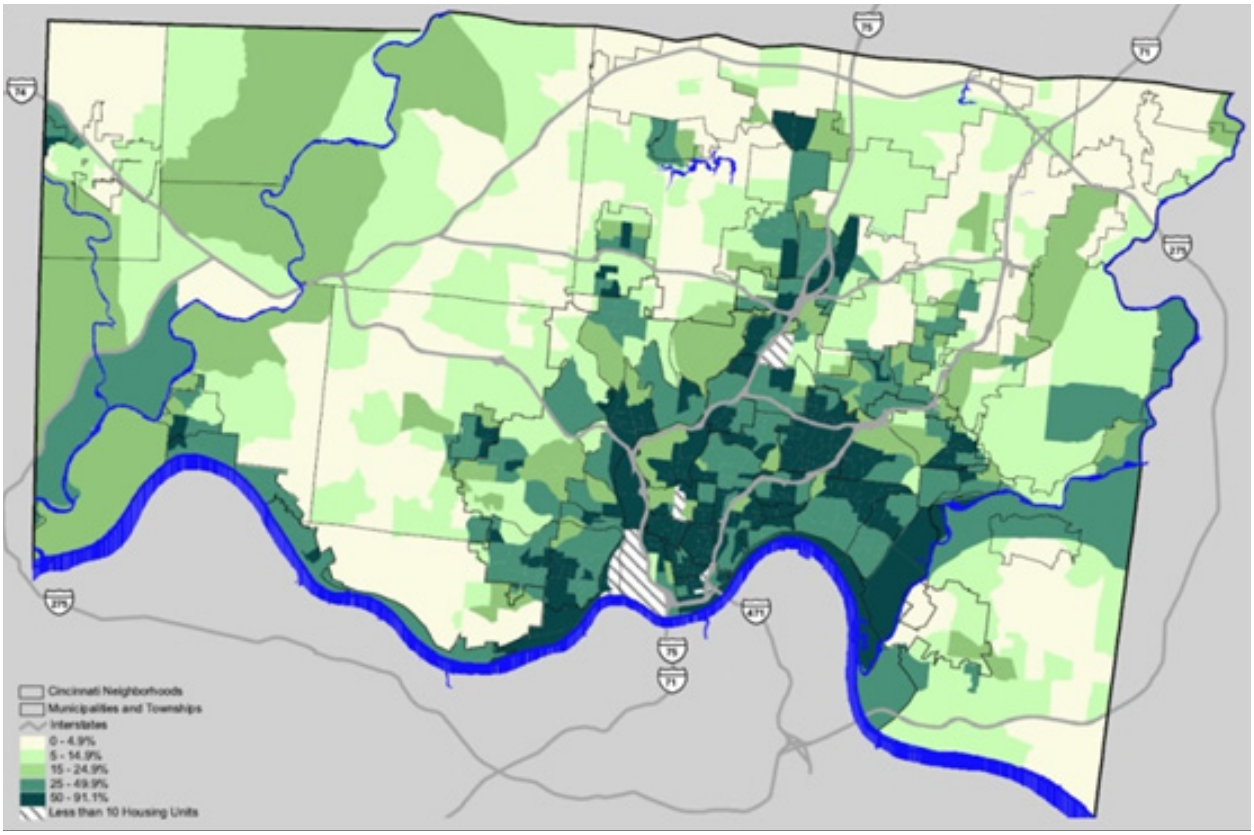
HOUSING

According to 2013-2017 ACS 5-Year Estimates, there are 378,156 housing units in Hamilton County, an increase of 0.2% from the 2010 Census. The median year a house was built in Hamilton County, according to the Ohio Department of Development, is 1958 (59 years old as of 2017). Concentration of older housing stock exists along the Mill Creek Valley (St. Bernard, Arlington Heights, Wyoming, Glendale, Reading Lockland, North College Hill, Mt. Healthy), and in City of Cincinnati neighborhoods that were the first inner ring suburbs of downtown (Clifton, Fairview, Over the Rhine, Mt. Auburn, East Price Hill, Mt. Lookout, Linwood, Northside).

23.3% of all housing in Hamilton County was built prior to 1940, and only 1.4% of all housing was built after 2009. The homeownership rate is 57.7%, lower than the State (66.1%) and the nation (63.8%). 42.3% of households are renter-occupied in Hamilton County, higher than the Metropolitan Statistical Area (34.3%), the State (33.9%) or the US (36.2%). The US Census reports that 17% of people in Hamilton County live in poverty. Despite what appears to be an oversupply of housing units given the current population and household rate of growth, there is a mismatch between the available housing units, features, location, and the current household income, needs, and preferences. A median income household will have a variety of housing options to choose from. A household in poverty is very limited in what they can afford and are limited to areas which have not seen much investment or where rental prices have remained low. The condition of low-cost housing is also often very poor. In 2017, the Community Building Institute (CBI) released a report that found Hamilton County has an estimated deficit of 40,000 housing units that are affordable and available to households with extremely low incomes.

A family can buy more housing in metropolitan areas in Ohio than in other metro areas in the nation. With an affordability index of 270.6, Greater Cincinnati is more affordable than Columbus but less affordable than Akron, Cleveland, Dayton, or Toledo. Median household incomes have risen in Ohio urban counties from recession lows, but income inequity remains a problem. From 2010 – 2017, Hamilton County's median household income rose 7.9%, which was only exceed in Ohio by Franklin County's median household income growth of 12.8%.

Figure 10. Age of Housing in Hamilton County – Year Structure Built 1939 or Earlier by Block Group



Source: US Census Bureau

Table 6. Concentration of Older Housing (above median year of 1958)

City of Cincinnati Neighborhoods	Over-the-Rhine, Fairview, Mt. Auburn, Clifton, Linwood, Mt. Lookout, Sedamsville, Northside, Camp Washington, East Price Hill, Carthage
Jurisdictions in Hamilton County	Cheviot, Mt. Healthy, Wyoming, St. Bernard, North College Hill, Glendale, Reading, Lockland, Arlington Heights

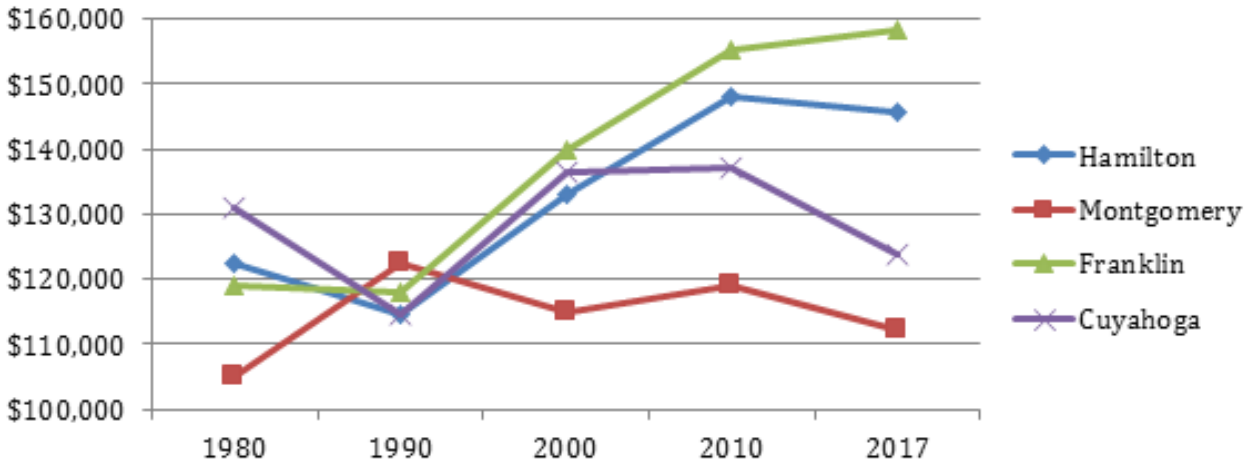
MEDIAN HOME VALUE

Median value means that one-half of all homes were worth more and one-half were worth less. These values refer to owner-occupied housing units; that is, owner-occupied single-family homes on less than 10 acres without a business or medical office on the property. The value of a home is the owner's estimate of what the house and lot would sell for if it were on the market.

While the median home values in the United States almost doubled in the 1970-2000 period, median home values in urban counties in Ohio saw more modest increases in the same period with fastest gains in the 1970s and slowest in the 1980s. The housing bubble burst took its toll more severely in Montgomery and Cuyahoga Counties, while Hamilton and Franklin counties continued a path of sustained, albeit, modest growth.

Housing prices peaked in early 2006, started to decline in 2006 and 2007, and reached new lows in 2012. Hamilton County median home values have not been as affected as in other more volatile housing markets, but the effects were felt the most in the inner-ring suburb communities. The 2017 median home value in Hamilton County is $145,800. Homeownership is becoming more difficult for many County residents in the face of home value price increase versus a relative decline in income, proven by the drop of the percentage of owner-occupied units since 2010.

Figure 11. Median Home Value in Ohio Urban Counties 1970-2010

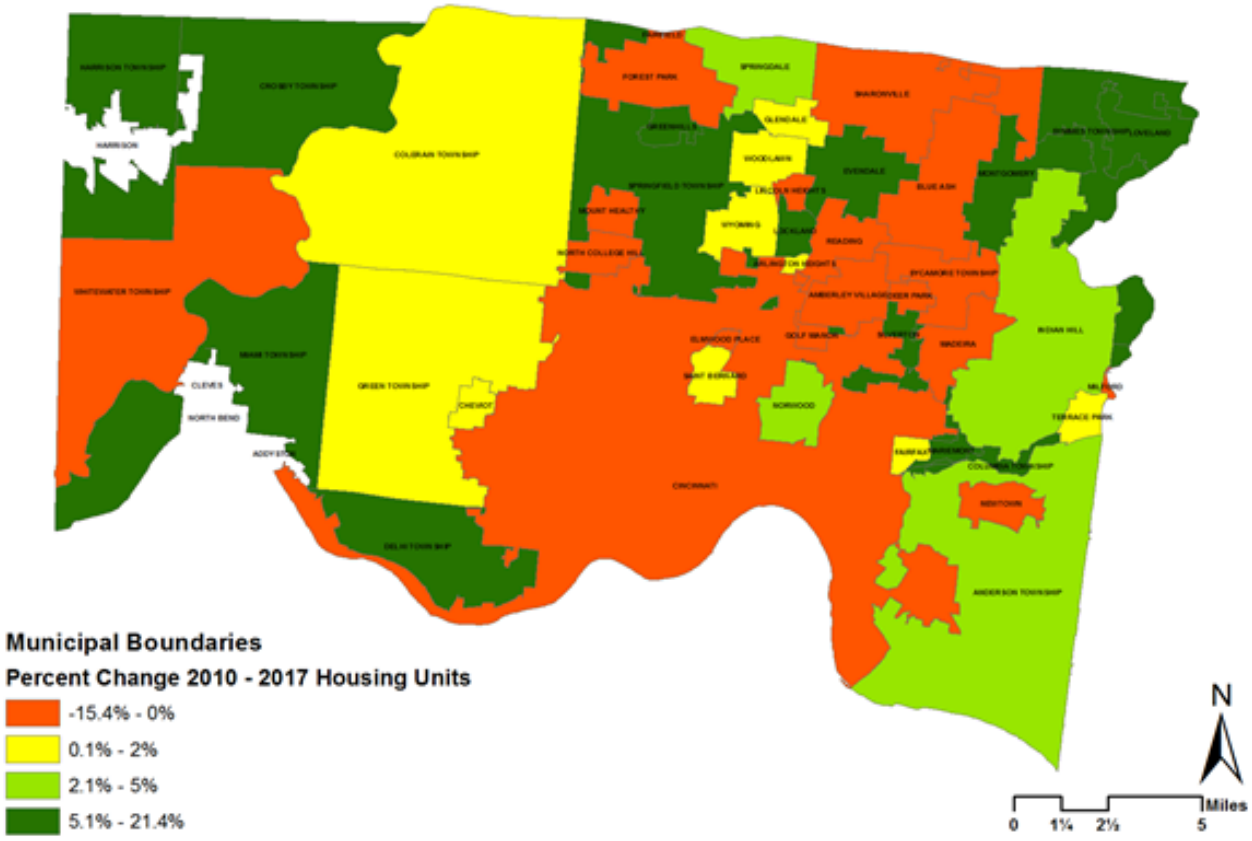


Source: US Census Bureau

HOUSING UNIT CHANGE

Many of Cincinnati's and Hamilton County's first ring suburbs saw housing unit stagnation or decline from 2000 on through the recession. Construction of new housing typically occurs in the western edge of the County and through the redevelopment of older housing stock. Housing units increased in the County from 377,364 in 2010 to 378,156 in 2017 representing a modest 0.2% increase. In the same period, households increased by 3.2% to 338,267. What at a first glance may seem an overbuilt housing market in Hamilton County, there are large amounts of inadequate (i.e.: substandard, outdated electric & plumbing systems, no ADA compliant, energy inefficient) aging housing stock mostly located in first ring suburbs. As these housing units are updated or demolished and replaced, they become more desirable for new residents.

Figure 12. Housing Unit Change by Jurisdiction – Hamilton County 2010-2017

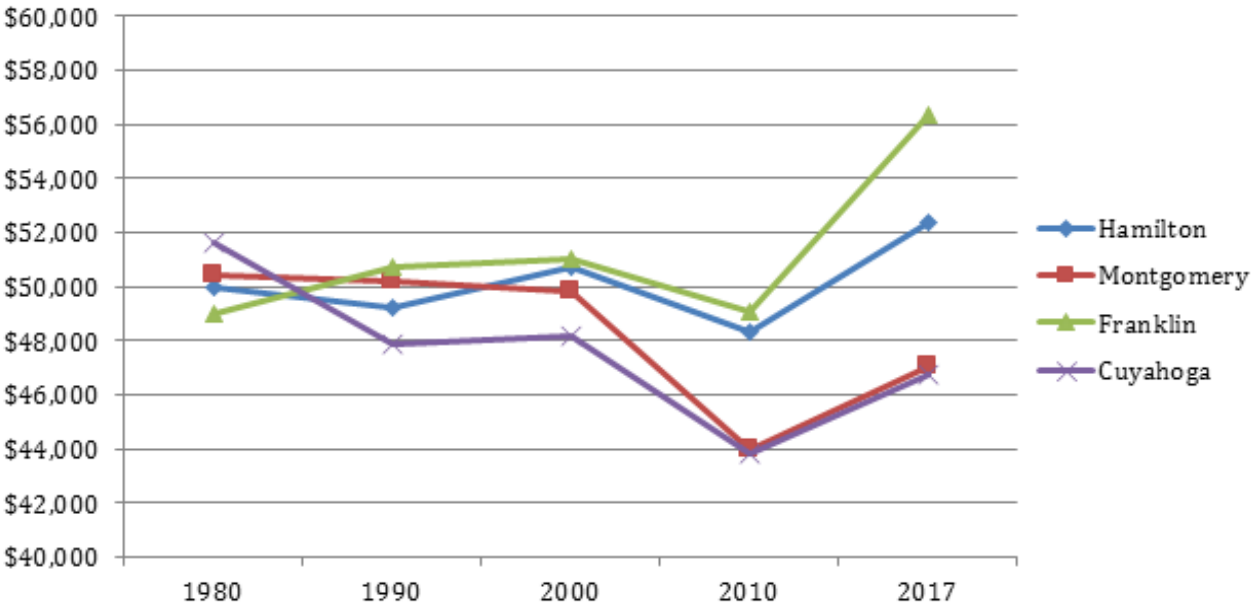


Source: US Census Bureau & 2013 – 2017 American Community Survey 5-Year Estimates

MEDIAN HOUSEHOLD INCOME

Incomes have rebounded in Ohio urban counties since the most recent recession. In 2010, Hamilton County saw an approximate $2,500 decline (about -5%) in median household income compared to the previous decade, followed by a $4,000 increase (about +8%) in since 2010. Only Franklin County's median household incomes (about +14.7%) grew faster than Hamilton's.

Figure 13. Median Household Income for Selected Ohio Urban Counties 1970-2010



Source: US Census Bureau & 2013 – 2017 American Community Survey 5-Year Estimates

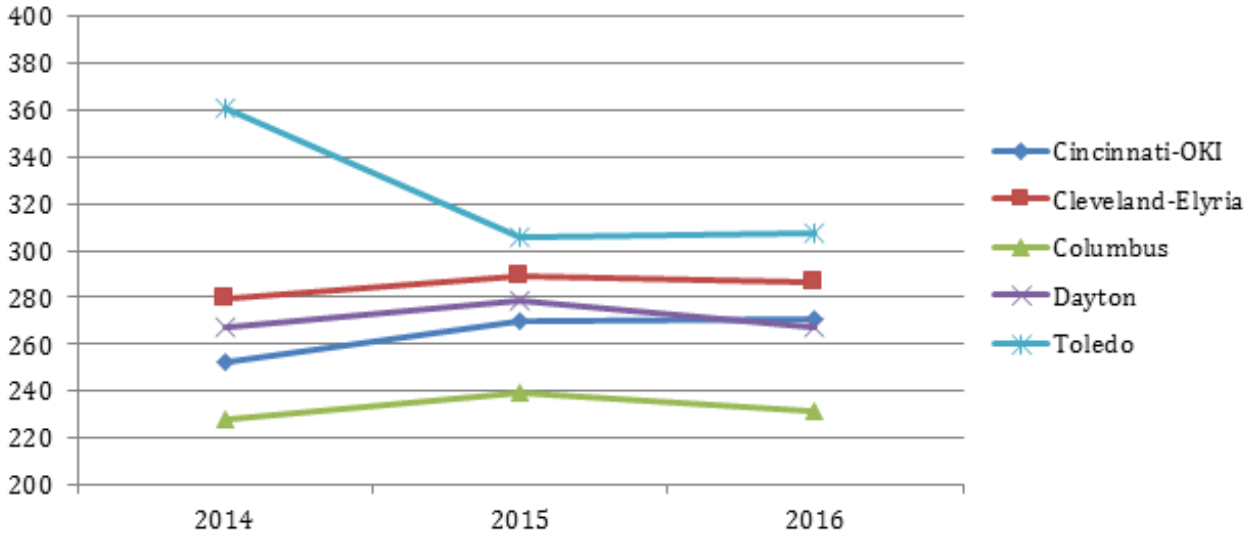
HOUSING AFFORDABILITY

The National Association of Realtors (NAR) publishes a national Housing Affordability Index as well as metro indexes. They account for mortgage rates, assume a 20% down payment, and plug in a few other factors to come up with the results. Here's how they say to interpret the scores:

> "A value of 100 means that a family with the median income has exactly enough income to qualify for a mortgage on a median-priced home. An index above 100 signifies that family earning the median income has more than enough income to qualify for a mortgage loan on a median-priced home, assuming a 20 percent down payment."

So, at least since 2009, housing in the Cincinnati metro has become more affordable for the median household. Statewide, Cincinnati is less affordable than other Ohio metro areas except Columbus. Despite the relative affordability of the Cincinnati metro area, many lower-income households are spending larger amounts of their income on housing costs.

Figure 14. Housing Affordability in Selected Ohio Metro Areas 2014-2015-2016



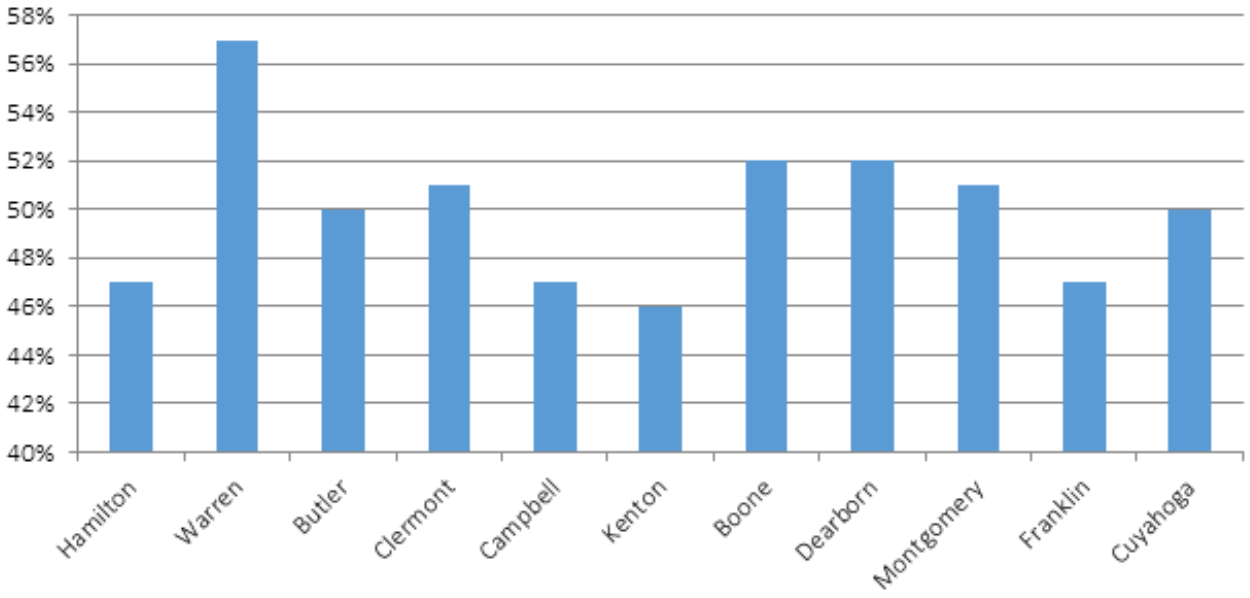
Source: National Association of Realtors

HOUSING + TRANSPORTATION (H+T) AFFORDABILITY INDEX

The Housing + Transportation Affordability Index was created by the Center for Neighborhood Technology (CNT) to help home buyers make better choices regarding housing and transportation. The index calculates what percentage of a region's median income is needed to buy a median value home or rent a median rent apartment plus the median cost of transportation. Farther out locations may have cheaper housing but would require owning a car and driving more miles than getting more expensive housing closer to the city center/large job hubs.

Using this methodology, housing in certain areas of Hamilton County may not be as affordable due to added transportation related expenses.[1] A Hamilton County household making the median income would spend over 47% of its income on housing and transportation costs, which makes the County's H+T Affordability comparable to Kenton, Campbell, and Franklin Counties. All other counties in the OKI region plus Montgomery and Cuyahoga counties have higher H+T Indexes, meaning that they are less affordable for the median household in those counties.

Figure 15. H+T Affordability Indices for Selected Ohio Counties



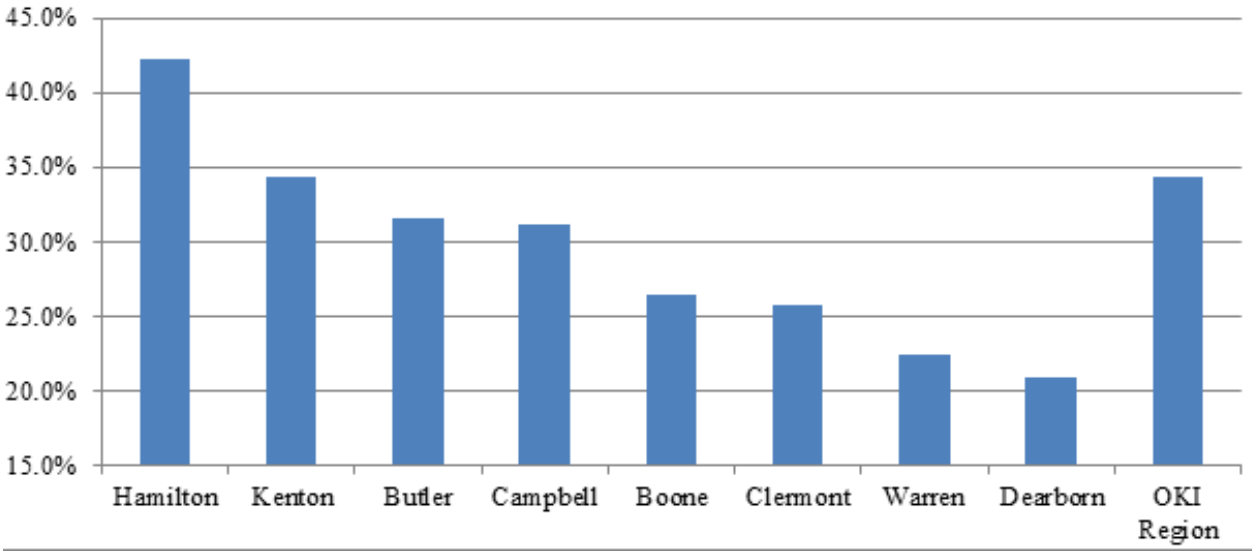
Source: Center for Neighborhood Technologies 2017

1 H+T Affordability Index http://www.cnt.org/tcd/projects/ht/

RENTAL HOUSING

In 2017 there were 272,746 renter households in the OKI region that represent 34.3% of total households. This represents an increase in the proportion of housing that is renter-occupied, likely due to the effects of the housing crisis and recession. Hamilton County, which has the largest proportion of renter-occupied housing, increased its proportion from about 39% of all housing to 42.3% of all housing. This is comparable to other urban counties in Ohio like Cuyahoga where 41.6% of housing is renter-occupied and Franklin County where 46.6% of housing is renter-occupied.

Figure 16. Percentage of Housing Units Occupied by Renters in the OKI Region



Source: US Census Bureau & 2013 – 2017 American Community Survey 5-Year Estimates

There is a mismatch between the available housing units, its features and location, and the low- and moderate income households' needs and preferences. New rental housing supply is mostly market-rate or luxury housing geared towards empty-nesters and young professionals. Existing rental stock, while in need of maintenance investments, is an important supply of affordable workforce housing for people for whom owning a house is financially out of reach, impractical, or not desirable.

NEED FOR MORE AFFORDABLE HOUSING

As indicated above, Hamilton County has a gap of 40,000-housing units that are affordable to very low income households . It is sometimes hard to reconcile the generally affordable housing market in this region against a need for so much more affordable housing. This is an affordable region for people who make the median income and above. If you are a household in poverty you do not have good options. Units available at less than $900 month tend to be in very poor condition, or not available. The many affordable single-family homes throughout the County may be part of the solution to this problem, but access to credit and the availability of lending products for purchase and rehabilitation are very limited, particularly for people of color. Housing stability is critical to the economic health and self-sufficiency of a household. We will need to increase the supply of affordable housing in this region to ensure that everyone can take advantage of a strong economy.

The shortage in affordable housing has led to persistently high foreclosure rates in Hamilton County. Legal Aid reports that between 2014 and 2016 there were over 37,000 evictions in Hamilton County. This rate of housing instability leaves many households struggling to make ends meet and provide even the most basic level of support to their families. An equitable, affordable housing market will be critical to ensuring that all households can participate in the economy equally.

The Port manages the Hamilton County Land Reutilization Corporation (commonly referred to as the "Landbank"). The Landbank has been an aspiration of local communities for many years. Landbank legislation was approved by Ohio legislation in 2011, and in 2012 the Hamilton County Landbank became operational. The Landbank is a property owner of last resort, and maintains an inventory of properties that were formerly vacant, blighted, and tax delinquent and acts as an intermediary in the process of putting those properties back to productive use. The Landbank has concentrated its efforts in acquisition and demolition of blighted properties.

The Port also focuses on our County's affordability challenge by creating new housing and stabilizing and repurposing structures. The Port and the Landbank, as well as another of The Port's managed entities, the HURC (Homesteading and Urban Redevelopment Corporation) work to expand quality move-in ready housing stock, across a range of price points, critical to keeping housing affordable. The Landbank puts vacant, blighted and abandoned properties back to productive use by connecting small rehabbers and contractors with new opportunities. Another focus area of the Landbank is jump-starting broken markets through single-family rehab and new construction.

The HURC has completely renovated nearly 40 homes since 2015 and sold them to low-to-moderate income homebuyers. These high-quality renovations will position new homebuyers for a worry-free homeownership experience while stabilizing neighborhoods and communities in Hamilton County. The Landbank, the HURC and The Port will begin and continue projects this year in Colerain Township, Woodlawn, Silverton, Mt. Healthy and North College Hill, as well as numerous neighborhoods in the City of Cincinnati.

RESIDENTIAL BUILDING ACTIVITY

Developers were not building new housing units during and after the recession, except in those projects where financing was arranged prior to the burst of the housing bubble. New construction has picked up in the suburbs generally outside of Hamilton County and in the urban core. The fastest-growing residential areas include the City of Harrison (Hamilton County), Florence/Union (KY), Boone County as a whole (KY), Clear Creek Township (Warren County), and Liberty Township (Butler County).

The Cincinnati Area Board of Realtors reported that total home sales for 2019 exceeded 2018 by 0.43% or 25,751 in 2019 compared to 25,641 in 2018. According to HUDuser.gov, new Home construction has also bounced back nicely since 2008 from 330 homes permitted in 2009 to 750 permitted in 2016 in the Hamilton County market.

The COVID pandemic has had an outsized impact on the state of the real estate housing market in 2020 and 2021. The inventory of available homes for sale nationwide is very low. According to the MLS of Greater Cincinnati[1], residential active inventory has dropped by nearly 51 percent compared to April of 2020. As a result of very low supply and continued high demand, the average number of days on the market for single family homes has also dropped nearly 45 percent since April 2020. As a historic reference, the amount of supply for residential single family and condo properties is typically in the 5-6 month range – calculated as the supply of inventory divided by the number of closings. As of April 2021, the number of months supply is rated at 0.63 months. In addition, a recent report by the National Association of Realtors now estimates a national deficit of 5.5 million housing units nationally, a gap which could take a decade of robust home-building activity to close. New construction of homes and housing units across a range of affordability is a critical component of economic growth for our County.

LAND USE

Only 17% of the land in Hamilton County remains undeveloped. Undeveloped areas include property with severe topographic constraints.

There is an increase of land classified as public or institutional uses. These properties are exempt from property taxes.

Remediation of large parcels of vacant industrial and commercial sites has brought some property back into productive use. These sites are finding a new life as mixed-use developments (retail-offices), in a few cases as storage facilities, and even fewer cases housing. Larger sites include the American Barrel Company (Queensgate), the MidPointe Crossing (Bond Hill/Roselawn), the Cincinnati Gardens site (Bond Hill/Roselawn), 2100 Section Road (Amberley Village), and many others have been readied for reuse.

1 MLS of Greater Cincinnati – Charts for the Month: April 2021. http://www.cincymls.com/files/Monthly_Charts.pdf

Shopping centers represent some of our most obsolete real estate and in general are struggling due to economic conditions, technology and on-line shopping. Shopping centers in Hamilton County have the additional stress that competition from shopping centers outside the I-275 loop have created. As a result, many underused or vacant commercial/retail sites (also known as greyfields) pepper the urban landscape in the county.

Current demands for industrial parks require large expanses of land that areas in developed Hamilton County can't fulfill. The largest industrial parks in the region are located outside the I-275 loop. The Port's Industrial Revitalization Strategy is one such tool that can be utilized to bring new large sites online.

There is an oversupply of office space in the region. The current vacancy rates for office is 14.2% respectively. Suburban communities like Sharonville and Springfield Township are also struggling with out of town owners of big parts of their office portfolio that make keeping existing product competitive an additional challenge.

The demand for Class A office is higher than Class B or Class C, in particular in Blue Ash/Montgomery, Northern Kentucky and Tri-County.

With the overall glut of office space available already in the market, providing more office space in approved mixed-use developments may take longer to come to fruition.

Vacant office buildings are finding new life as they are converted to residential uses and hotels, in particular in the Central Business District.

Hazard mitigation programs that address issues such as recurrent flooding, landslide potential, or potential contamination of aquifers, are removing properties from the inventory of potential redevelopment sites (for example some former flood prone residences in Fairfax along the Duck Creek acquired by the Village of Fairfax, or properties along the Lick Run acquired by MSD, or a property in Camp Denison acquired by the Village of Indian Hill to protect the aquifer); while in other cases remediation of site conditions makes properties easier to redevelop. Such was the case with the former Ford Plant/Swallen site in the Village of Fairfax as well as the former Cincinnati Gardens site in Bond Hill.

Massive investments by the Metropolitan Sewer District in the sewer retrofit mandated by the Consent Decree of 2006 will create opportunities for redevelopment in different areas in the county. Areas include the Lick Run project, the Muddy Creek project, the Kirby/Virginia/Northside projects, the Mill Creek Valley, and several others are examples.

CHANGE IN DEVELOPED, VACANT, AND RESIDENTIAL LAND - HAMILTON COUNTY: 1960, 2000, 2006, 2012 & 2017

Since the 1940s a pattern of low-density development more than doubled the land consumed while vacant land was reduced to one fifth of what it was. In 1960, for every 100 persons, an average of 5.6 acres of land was used for residential development. By 2012, it was 13 acres per 100 persons, but by 2017 it was 12.7 acres per 100 persons. This shows that while development has become more sprawling since the post-WWII era, higher density developments are slowly bringing down the average acreage used for residential development. Several studies conclude that low-density development increases the cost of providing public services such as transportation, schools, police, and fire protection.[1] Furthermore, operation and maintenance costs of infrastructure, such as roads, water and sewer, increase significantly as the density of development decreases. In the absence of cost recovery tools such as impact fees, infrastructure development costs are distributed in part over the whole population.

Table 7. Change in Developed, Vacant, and Residential Land Hamilton County 1960, 2000, 2012, and 2017

	1960	2000	2012	2017	Rate of Change 1960-2000	Rate of Change 2000-2017
Total Vacant Land in Square Miles	248.3	86	43.3	40.7	-65%	-53%
Total Developed Land in Square Miles	159.1	305.6	348.1	340.7	192%	114%
Developed Land Acres/100 Persons	11.8	23.1	27.8	26.8	196%	120%
Residential Land Acres/100 Persons	5.6	11.9	13	12.7	213%	110%
Residential Gross Density Person/Acre	18	8.4	7.7	7.8	-53%	-7%

Source: HCRPC Dataproducts 2018

1 The Metropolitan Area Research Corporation (MARC) and Center for Neighborhood Technology (CNT): http://www.cnt.org/repository/BUILT%20in%20Cincinnati%20FINAL.pdf

LAND REUTILIZATION

The Brownfield Redevelopment Program and Clean Ohio Fund were made available in 1996 to promote the clean-up and reuse of brownfields. Additionally, new funds have been made available in recent years via programs such as The Port's Patient Capital Fund, as well as the Ohio Site Inventory Program (OSIP) and the Revitalization Program from JobsOhio. Brownfield is the term created to refer to abandoned environmentally contaminated or suspected to be contaminated properties in urban areas, that if not for the contamination would be viable locations close to transportation (highway system, railroads, river), readily available infrastructure (water, sewer, power, etc.), and were of sizable acreage. Bringing back contaminated land to productive use is time consuming and expensive. Hamilton County has been aggressively cleaning up brownfield sites over the past 15 years. Through those programs, 37 properties totaling 1,017[1] acres have been cleaned up and made available for productive commercial use.[2] To help visualize the impact of "reclaiming" the urban land for new uses, 1,017 acres are the equivalent to 407 city blocks[3]. The Port's Industrial Revitalization Strategy is a critical part of these efforts to cleanup and reuse brownfield's in Hamilton County.

Each project is unique and complex with elements that include property ownership, previous use of the land, political climate, and available funding playing an important role in the process. Project completion from start to finish to obtain a Covenant Not to Sue has taken as little as 33 days (the Polk RL Building in Cincinnati 1.59 acres) to 1,145 days (Sermatech-Lehr Plts 2&3 in Blue Ash 11.36 acres), with an average of 388 days and average project size of 28 acres. "Recycling" of urban land is more common these days, when developable open space is in short supply in Hamilton County. According to the Manufacturing Attractiveness Study, the Cincinnati Region's unique weakness is a lack of developable, ready to go sites. The study recommends a programmatic method to developing industrial manufacturing sites with access to rail as well as all heavy utilities.[4] Finding a "new life" for "reclaimed" lands result in efficiencies that benefit both relocating companies and local jurisdictions.

1 Frank Robertson, Ohio EPA – DERR, June 20, 2012

2 Properties were issues a Covenant Not To Sue A Covenant Not To Sue (CNS) refers to the acreage that has been cleaned up to a point where the financial institutions are comfortable with investing there . Dan Ferguson, Hamilton County Economic Development Office.

3 Estimating a city block at 330x330 sq. ft.

4 The Deloitte Group, Manufacturing Attractiveness: A Location Strategist's Perspective: https://www.cincinnatiport.org/wp-content/uploads/Cincinnati-Urban-Manufacturing-Outlook-Feb-2017.pdf

Polk RL Building, Park Place - Exterior

Polk RL Building, Park Place - Interior

Companies increase their ability to attract qualified workforce because of availability of diverse and affordable housing, shorter commutes, and quality of life opportunities provided by the urban core, while realizing the savings of having a central location and readily available infrastructure to develop the physical plant. For local jurisdictions and the region, it means a diversification of the tax base, additional jobs in the community, and a positive impact in the built environment surrounding neighborhoods where the "clean up" occurred. Former brownfields have been redeveloped as industrial, commercial, residential or any other combination of uses. For example, the former Ford Plant in the Village of Fairfax on Red Bank Road is a retail/office campus development with over 1,300 jobs; the Milacron Site in Oakley in the City of Cincinnati is a retail/office/residential compound with over 1,000 jobs; or the American Laundry site now Linden Point on the Lateral in the City of Norwood houses offices and retail with over 1,100 jobs.

Oakley Station - Before

Oakley Station - After

Reclaiming or reusing land in Hamilton County is not limited to former industrial sites. Increased activity fueled by federal, state, and local incentives and by real estate market demand can be observed in the conversion of office buildings and manufacturing buildings into residential and retail spaces, instilling new life to vacant and/or neglected older buildings, not only in downtown Cincinnati but also in older neighborhoods. Loft apartments, senior housing, retail, office/services are some of the uses most frequently found in these "reclaimed" buildings. Examples can be found in Over-The-Rhine, downtown Cincinnati, Price Hill, Northside, Walnut Hills, College Hill, and many more.

SHOPPING CENTERS, INDUSTRIAL PARKS, AND OFFICES

Hamilton County is home to six out of the top 10 largest shopping centers in the Cincinnati MSA. Cincinnati Mills, Tri-County Mall, Northgate Mall, and Springdale Beltway Commons have been the most affected by the competition of new shopping centers in the outer belt and the downturn in the economy. Higher vacancy rates in shopping centers can accelerate disinvestment as empty storefronts can signal to potential new businesses that the market may not be as strong here as in newer developments.

Some Hamilton County shopping centers have engaged in comprehensive redevelopment plans that call for mixed uses (residential, office, retail), and connecting to the communities' street grid. For example, the planned redevelopment of Northgate Mall would convert the shopping center into a mixed-use towne center including single- and multi-family housing and outdoor mall corridors with dining, pedestrian spaces, and plazas. Specific highlights of this potential project include a 200,000 sq. ft., four story apartment building with 120 units, 20- 30 single- or multi-family residences, and 5,000 sq. ft. of amenity space. The Northgate Redevelopment Plan also looks to enhance a street network to the surrounding neighborhood and provide proper connectivity. By instituting a streetscape of mixed-use aesthetic, the design could transform the interior mall corridors into outdoor pedestrian spaces and plazas.

Linden Pointe - In Process

Linden Pointe - After

To make projects like these happen political jurisdictions need support with site acquisition and site preparation.

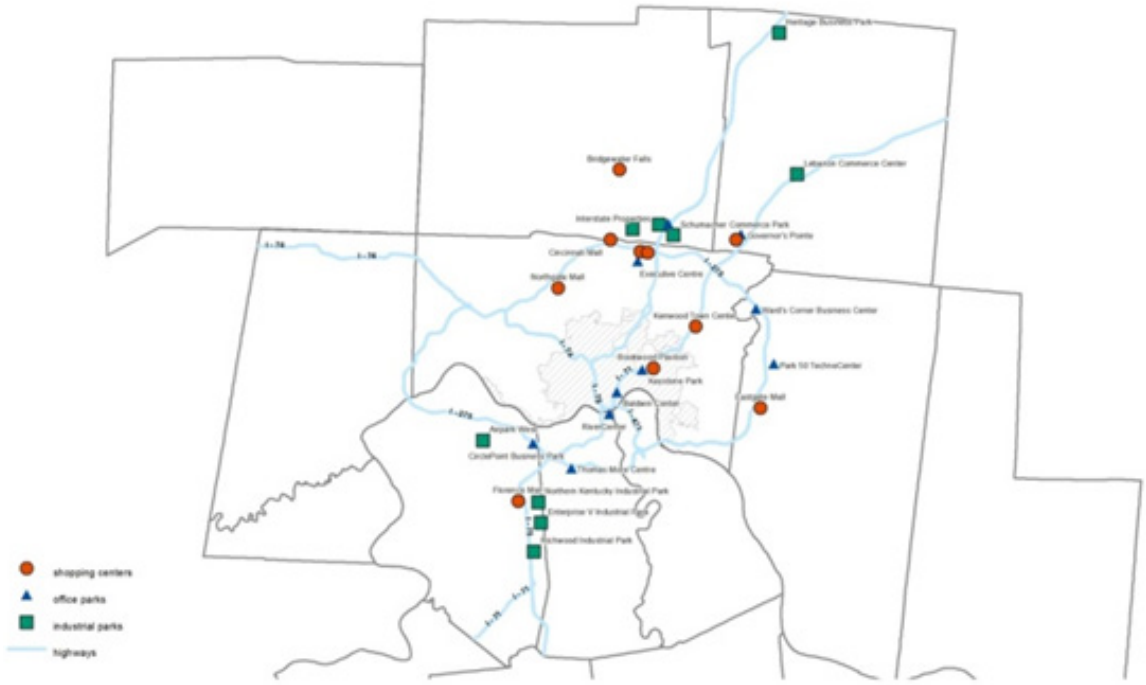
The largest industrial parks in the metropolitan region are outside Hamilton County. Interstates, and previously other transportation corridors, have shaped commercial and industrial development patterns in Hamilton County and the Cincinnati Metropolitan region.

The office market has seen a reduction in office vacancy rates since the recession, with vacancy rates at 16.4% in Q1 of 2019. The lowest vacancy rates for Class A office space are in the Midtown (4.7%), Kenwood (2.6%), and East (1.6%) submarkets. The highest vacancy rates for Class A office space are in the CBD Peripheral (41.4%), Fields Ertel/Mason (21.9%), and Blue Ash/Montgomery (19.3%) submarkets. Class A office demand is high in certain areas with the overall asking rental rate increasing to $22.03 per square foot. In 2013 Class A office space rented at $18.02 per square foot.

Red Bank Retail/Office - Before

Red Bank Retail/Office - After

Figure 17. Regional Shopping Centers, Office Parks, and Industrial Parks



Source: Business Courier 2012 Book of Lists

Non-Class A office space typically have slightly higher vacancy rates and can signify a lag in development keeping up with new demand. While the East submarket has the lowest vacancy rate for Class A office space (1.6%), it has the highest Class B office space vacancy rate (34.1%). Areas like Tri-County (29%) and Blue Ash/Montgomery (21%) also have higher Class B office space vacancy rates.

Observations by Cassidy Turley in 2012 about how vacant office buildings could be retrofitted for other uses have come true.[1] Many buildings in the Central Business District have been converted to hotels and multi-family uses containing condos and apartments for rent. As more and more Class B office space is either upgraded to Class A or converted to other uses, the vacancy rates should continue to fall.

Table 8. Office Vacancy Rates & Absorption Trends

Class A Submarket Statistics							
Submarket	**Total Inventory (SF)**	**Available Rate /Vacancy Rate**	**Total Available (SF)**	**Sublease Available (SF)**	**Asking Rent (as FSG)**	**Net Absorption**	**YTD Absorption**
Blue Ash/ Montgomery	2,870,256	23.4%/19.3%	672,022	153,859	$ 23.40	33,284	33,284
CBD	6,905,746	15.7%/13.9%	1,086,331	55,768	$ 22.79	35,771	35,771
CBD Peripheral	849,963	45.8%/41.4%	389,632	-	$ 19.96	7,185	7,185
East	519,863	5.1%/1.6%	26,533	-	$ 20.43	(8,246)	(8,246)
Fields Ertel/ Mason	1,743,593	20.2%/21.9%	352,738	6,626	$ 20.50	12,161	12,161
Kenwood	966,623	6.6%/2.6%	64,010	18,284	$ 29.50	5,910	5,910
Midtown	1,943,198	7.0%/4.7%	135,966	40,615	$ 20.40	(3,426)	(3,426)
Northern Kentucky	3,099,581	13.4%/18.7%	415,668	26,626	$ 20.94	66,150	66,150
Tri County	905,662	13.2%/5.9%	119,846	10,414	$ 19.42	-	-
West Chester	1,404,626	15.4%/15.4%	216,724	-	$ 24.02	(12,631)	(12,631)
Class A Total	21,209,111	16.4%/15.2%	3,479,470	312,192	$ 22.03	136,158	136,158
Class B Submarket Statistics							
Submarket	**Total Inventory (SF)**	**Available Rate /Vacancy Rate**	**Total Available (SF)**	**Sublease Available (SF)**	**Asking Rent (as FSG)**	**Net Absorption**	**YTD Absorption**
Blue Ash/ Montgomery	2,233,949	24.7%/21.0%	551,284	1,084	$ 17.00	42,580	42,580
CBD	5,113,574	15.5%/13.7%	794,308	173,429	$ 18.56	35,331	35,331
CBD Peripheral	1,091,806	18.3%/14.1%	199,688	-	$ 15.81	(1,509)	(1,509)
East	977,657	38.9%/34.1%	380,351	-	$ 17.62	35,455	35,455
Fields Ertel/ Mason	952,080	26.5%/14.4%	252,388	27,339	$ 15.62	3,407	3,407
Kenwood	370,106	16.1%/5.8%	59,720	-	$ 20.09	2,754	2,754
Midtown	538,259	6.1%/5.0%	32,670	2,575	$ 18.55	(13,885)	(13,885)
Northern Kentucky	1,438,310	18.1%/12.9%	260,676	53,878	$ 16.37	39,288	39,288
Tri County	2,797,497	30.7%/29.0%	858,117	9,300	$ 14.53	(14,680)	(14,680)
West Chester	156,980	18.3%/14.8%	28,772	-	$ 18.31	(3,607)	(3,607)
Class B Total	15,670,218	21.8%/18.2%	3,417,974	267,605	$ 16.55	125,134	125,134
Grand Total	36,879,329	18.7%/16.5%	6,897,444	579,797	$ 19.34	261,292	261,292

Source: 1Q 2019 Cincinnati Office Market Analysis, Newmark-Knight Frank

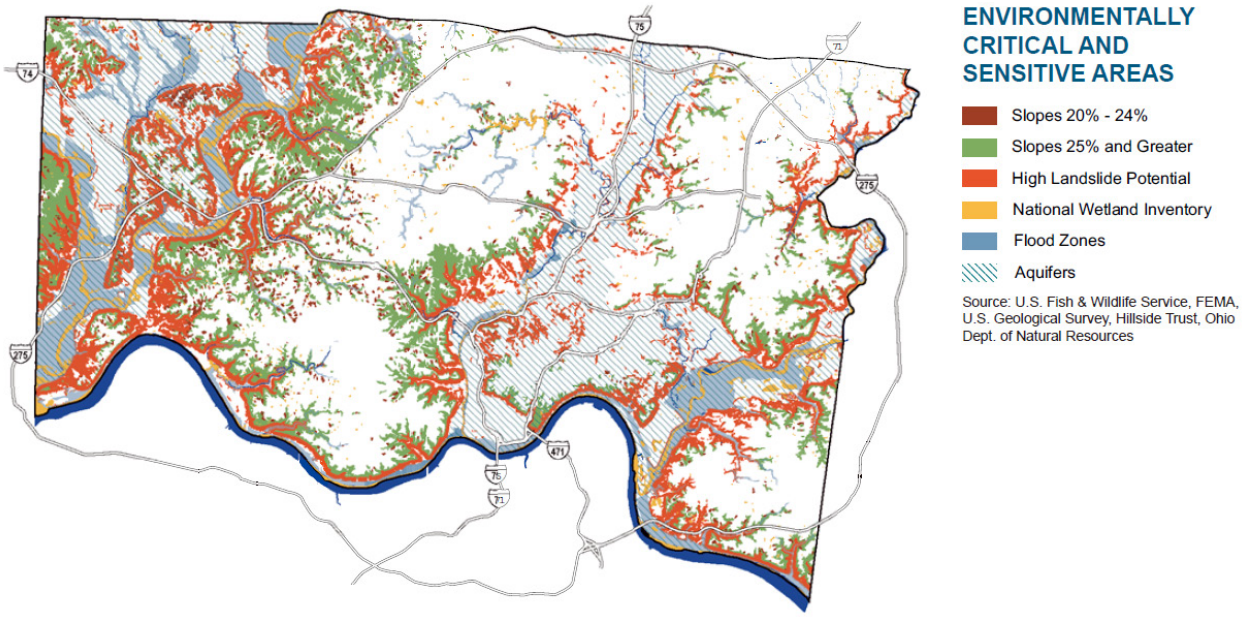
1 Cassidy Turley Commercial Real Estate Services: Office Market Snapshot – Cincinnati First Quarter 2012 and Cincinnati Second Quarter 2011

ENVIRONMENTALLY CRITICAL AND SENSITIVE AREAS IN HAMILTON COUNTY

Open space and environmentally sensitive and critical areas are subject to development as population moves outward to remaining undeveloped lands. Engineering work has been done routinely to overcome topographic and other environmental barriers to human settlement.[1] However, controls on hillside development are not always followed and development has occurred on sensitive landslide areas.

Landslides have always been prevalent in this region due to the geography and soil composition of the hills. As the local climate has become wetter over time, more and more landslides have occurred causing millions of dollars in damage to public roadways and infrastructure and private properties. Recent examples like Columbia Parkway needing $17+ million in emergency repairs to stabilize the hillside for the next 30-50 years highlight the rising costs of hillside development and landslide mitigation. Typically areas with steeper slopes that feed rainwater into streams and rivers are at risk for landslides and heavy mud. Small political jurisdictions may also not be equipped to address slides when they occur.

Figure 18. Environmental and Sensitive Areas in Hamilton County



Source: US Fish and Wildlife Service, Federal Emergency Management Agency, US Geological Survey, Hillside Trust, Ohio Department of Natural Resources, Hamilton County Regional Planning Commission

1 http://www.enquirer.com/editions/2002/09/18/loc_fairfax_to_match.html

SEWER RETROFIT: INCREASED CAPACITY AND LAND USE CHANGES

The Cincinnati Metropolitan Sewer District (MSD)[1] is exploring a "greener" solution to manage storm water runoff and ensure water quality in our rivers and streams. The District argues that it makes more economic sense to respect the natural course of the streams, and integrate them as desirable amenities that improve quality of life of surrounding neighborhoods rather than force engineering solutions to create developable land that is expensive to maintain.

A pilot project for the Lick Run watershed area has considerably changed the landscape in this area of the County and is expected to spur private and public investments. As the Cincinnati Metropolitan Sewer District (MSD) continues to upgrade the sewer system, it is expected that environmental and sensitive areas in Hamilton County will increase and be noted in future map inventories. This is a major initiative for the County and will impact rate-payers, provide expanded capacity to new and growing commercial activity, and allow for new and denser housing in the future with a sewer and stormwater system that can handle increased usage. Without the capacity to handle larger and more development, economic growth will stagnate as the region hits its sewer and water limits. The design and construction of the projects themselves have spurred employment and training growth as local workers with skills in construction, stormwater management, and engineering are needed to design and construct these projects. Other future project areas include the area near Werk and Westbourne impacting the Muddy Creek in Green Township, areas in Mt. Washington and Anderson Township, and further projects impacting the Mill Creek.

WATER INFRASTRUCTURE

Greater Cincinnati Waterworks provides dependable, first class water service to most of the region. The Ohio River provides abundant supplies of drinking water. Potential threats to this drinking water resource include algae blooms and upstream chemical spills.

After the public health disaster in Flint, Michigan and lead contamination of its water supply, the GCWW has been actively replacing lead distribution lines throughout its system. However, homeowners are responsible for the lines that are on private property. These replacements can cost thousands of dollars and are an added burden to homeowners of older housing.

1 Hamilton County's sewer management agency (The Cincinnati Metropolitan Sewer District MSD) was sued and required to upgrade its aging combined sewer system and eliminate the dumping of raw sewage in waterways. As a result of a 2006 Consent Decree, MSD is testing "green" alternatives to storm water management. U.S.EPA will monitor and replicate in other parts of the Country if results are satisfactory.

AIR QUALITY

The Air Pollution Control Act of 1965 which later evolved in the Clean Air Act (numerous subsequent amendments), is a federal legislation that provides legal authority for federal programs regarding air pollution monitor and control, putting limits to emissions from industrial sources and mobile sources to prevent air quality deterioration. Geographic areas are monitored and when a geographic area does not meet one or more of the federal air quality standards, it is declared a non-attainment area. Depending on the particular matter released in the environment different control measures are put in place to improve air quality.

Cincinnati achieved air quality attainment until 2013. In 2014 the threshold was lowered, putting the region at risk of becoming a non-attainment zone. In the spring of 2018, a more stringent ozone standard took effect. As a result, our region experienced a rise in exceedances and Air Quality Advisories.

Measures taken to meet the new standard have succeeded. In June of 2022, the EPA ruled the region is in attainment with the new standards. Air quality is an important factor to consider when manufacturing companies are looking to expand or to start in the region.

The Hamilton County Department of Environmental Services and Southwest Ohio Air Quality Agency monitor air quality, regulates industrial air emissions and provides solid waste management assistance to communities, schools and businesses in Hamilton County. OKI is the metropolitan planning organization for the Greater Cincinnati/ Northern Kentucky is responsible for transportation planning and air quality conformity.

Emission reduction programs include reduction of passenger and light trucks on the roads. Transportation and land use decisions that could positively impact air quality include denser, more walkable communities and fewer motorized vehicles on the roads. Reducing fuel consumption and emission from buildings is another avenue. Energy efficiency improvements to the existing building stock and encouraging new construction of commercial[1] and residential products that is more energy efficient will improve air quality over the long run in Hamilton County. Reducing emissions in this region at the same time we are seeing the significant increase in truck and air traffic will be a huge challenge. The region's engagement with industry, building owners and residents have reduced air pollution to a level that meets Air Quality standards.

1 Melink's Corporate Headquarters is a Net-Zero Energy facility, received a LEED Platinum designation. Melink Corporation is located in Milford, Ohio a suburb of Cincinnati.

EMPLOYMENT IN HAMILTON COUNTY

Hamilton County is the economic hub of the region, and home to seven Fortune 500 companies, and most of the twenty largest employers in the CMSA are in Hamilton County. The County gained jobs from 2010 – 2017 at a higher rate than Montgomery and Cuyahoga Counties but at a lower rate than Franklin County. Hamilton County's share of total regional employment is just under 50% down from 63% of the regional total in 1980. Hamilton County's rate of unemployment trends with the rest of the Midwest but is lower than other post-industrial Counties.

The region's economy is predicted to grow nearly 50,000 jobs between 2014- 2024. This does not necessarily mean that 50,000 additional people in 2024 will have a job that did not exist in 2014, but that there will be 50,000 new employment opportunities. Some people may take a second or even third job, but each of those jobs would be counted separately.

Table 9. Largest Employers in the Cincinnati CMSA Region-2018-19: Top 22 Companies Ranked by Total Local Employee Count and Fortune 500 Companies Headquartered in Hamilton County

Company	Employees	Fortune 500
The Kroger Co.	21,263	Yes
Cincinnati Children's Hospital Medical Center	15,429	
CVG	12,682	
TriHealth Inc.	12,000	
UC Health	11,241	
University of Cincinnati	10,551	
General Electric	10,500	
Mercy Health	10,442	
Procter & Gamble Co.	10,000	Yes
St. Elizabeth Healthcare	8,413	
Fifth Third Bankcorp	7,496	Yes
City of Cincinnati	6,732	
Christ Hospital Health Network	5,851	
Archdiocese of Cincinnati	5,610	
Internal Revenue Service	4,657	
Cincinnati Public Schools	4,500	
Hamilton County	4,464	
Fidelity Investments	4,400	
Miami University	4,265	
Kings Island	4,200	
Macy's Inc.	3,800	Yes
Amazon	3,500	

Source: 2018-2019 Book of Lists

GROWTH AREAS

- Health care; 21,600 new jobs
- Business and finance; 10,800 new jobs
- Trade, Transportation, & Utilities; 5,100 new jobs
- Administrative support; 4,200 new jobs
- Accommodations & Food service; 4,100 new jobs

EXPECTED DECLINES

- Production: 3,700 fewer jobs
- Government: 1,200 fewer jobs

Cincinnati-Middletown MSA 5.7% employment growth rate in the 2014-2024 period is expected to be higher than most of Ohio, second only to Columbus MSA (6.1%).

TRENDS IN EMPLOYMENT AND HOUSEHOLDS

According to the Ohio Department of Jobs and Family Services (ODJFS) Bureau of Labor Market Information (BLMI), employment in the next ten years in the Cincinnati-Middletown MSA will be a consequence of the United States' future. Over the 2014-2024 period, the regional economy is projected to create nearly 50,000 new jobs, primarily in healthcare, education, construction, and service providing industries. There is only one area projected to grow faster than the Cincinnati MSA's growth of 5.7%, which is Columbus' MSA with a growth of 6.1%. Manufacturing jobs are rebounding, but still are not expected to grow as fast as in previous eras.

Beyond jobs created in these industries, most job openings will result from the need to replace workers who leave the labor force, usually upon retirement or transfer to another occupation. Over three of every four openings in Ohio are expected to be due to replacement needs; therefore, even declining occupations may provide substantial opportunities for employment.

The Ohio economy will provide jobs for workers at all educational levels, but individuals with more education, training, and credentials will enjoy better job opportunities. Growth rates over the 2014-2024 period are higher for those occupations requiring any level of postsecondary training, especially for credentialed fields such as healthcare and trade jobs. As Ohio's workforce ages, industries such as construction-related firms, welders, plumbers, electricians, and more will need to not only replace the retiring workforce but hire more employees to accommodate increased construction and population and job growth.

Wage growth in the region has steadily risen over the years, with modest growth on an annual basis between 1-3%. Both the median and 10th percentile earners have seen wage growth slower than that of other percentiles, with the 25th percentile ($12.18/hr in 2018) has grown faster than any other percentile. The prevalence of low-wage jobs in the economy and the slow growth of wages in Hamilton County has contributed to the persistent poverty issue in the County and exasperates the need for more affordable housing. If wages were growing more rapidly for the lowest paid workers, they could buy more house in the market. Economic development leaders and community members have talked about the problems associated with a bifurcated economy where many in the community (those making a median wage or above) can access transportation, decent housing and schools. For households with earners making less than that it can be very difficult to maintain financial stability and access the goods and service you need to take care of a family.

Table 10. Cincinnati Metro Area Wage Growth Over Time by Earnings Percentiles

Cincinnati OH-KY-IN Hourly Rate Over Time	10th Percentile Wage	Annual Percent Change	25th Percentile Wage	Annual Percent Change	Median Wage	Annual Percent Change	75th Percentile Wage	Annual Percent Change	90th Percentile Wage	Annual Percent Change
2018	$ 9.37	1.74%	$ 12.18	3.31%	$ 18.45	1.49%	$ 29.28	1.99%	$ 44.37	2.26%
2017	$ 9.21	1.54%	$ 11.79	2.52%	$ 18.18	1.68%	$ 28.71	1.06%	$ 43.39	2.07%
2016	$ 9.07	-	$ 11.50	-	$ 17.88	-	$ 28.41	-	$ 42.51	-

Source: Bureau of Labor Statistics, Wage Growth Data 2016-18

Table 11. Employment Comparison of Metropolitan Area Projections 2014-2024

Metropolitan Area	Employment 2014	Projected Employment 2024	Employment Change 2014-2024	Percent Change 2014-2024
Akron	336,900	356,200	19,300	5.73%
Canton-Massillon	179,300	187,400	8,100	4.52%
Cincinnati-Middletown	853,700	902,180	48,480	5.68%
Cleveland-Elyria-Mentor	1,063,700	1,119,100	55,400	5.21%
Columbus	1,038,900	1,102,400	63,500	6.11%
Dayton	381,700	401,300	19,600	5.13%
Toledo	320,900	336,300	15,400	4.80%
Youngstown-Warren-Boardman	181,000	190,300	9,300	5.14%

Source: Ohio Department of Jobs and Family Services November 2017

TOTAL LABOR FORCE, TOTAL JOBS, & UNEMPLOYMENT

The County depends on the region to fill its workforce gap, and commuters typically enter Hamilton County to work and then leave to go back home. This is in contrast with other counties of the CMSA region, where there are fewer employment opportunities than employees. In fact, in only two of the region's counties -Hamilton and Boone- the number of jobs exceeds the resident labor force. This underscores the role played by Hamilton County in providing work for much of the metropolitan population. As the industry focus of the regional economy changes, employers have to contend not only with a shortage of labor but a mismatch between job openings and labor force qualifications.[1]

Hamilton County's 2017 unemployment rate is lower than that of the wider region, and slightly higher than the country and lower than that of the state. All urban counties in Ohio experienced rising unemployment through the recession, reaching its peak in 2009. Since then unemployment has steadily fallen but has not yet reached pre-recession lows in the region.

Table 12. Unemployment: Hamilton County, Peer Ohio Counties, Cincinnati MSA, Ohio, U.S.

Area	2009	2013	2017	2019
Hamilton County	9.1%	7.3%	4.4%	3.8%
Cuyahoga County	8.7%	7.0%	5.8%	4.2%
Franklin County	8.5%	6.4%	4.0%	3.5%
Montgomery County	11.6%	8.3%	4.9%	4.2%
Cincinnati MSA	10.0%	7.8%	4.6%	3.7%
State of Ohio	10.9%	8.0%	5.2%	4.1%
USA	9.5%	7.5%	4.3%	3.7%

Source: Bureau of Labor Statistic

1 http://www.bizjournals.com/cincinnati/morning_call/2012/06/companies-struggle-to-find-qualified.html

EMPLOYMENT BY INDUSTRY

While the number of jobs fell during the recession and certain sectors were hit harder than others, many sectors have bounced back. Manufacturing, which had accounted for a large amount of the job losses, added 15,600 jobs from 2010 to 2018 and construction added 11,500 jobs. Nearly all sectors gained jobs from 2010 to 2018 except for Information and Government.

Table 13. Hamilton County Employment by Industry 2010 & 2018

Industry	2010	2018	% Change
Total Employment	**981.7**	**1,108.4**	**12.91%**
Total Private Employment	**849.6**	**978.9**	**15.22%**
Goods-Producing (Private)	**139.3**	**166.5**	**19.53%**
Mining, Logging, and Construction	36.3	47.8	31.68%
Manufacturing	103.1	118.7	15.13%
Trade, Transportation, and Utilities	**194.9**	**219.5**	**12.62%**
Wholesale Trade	54.5	59.6	9.36%
Retail Trade	101.6	109.2	7.48%
Transportation, Warehousing, and Utilities	38.8	50.6	30.41%
Information	**14.1**	**14.0**	**-0.71%**
Financial Activities	**62.6**	**74.2**	**18.53%**
Professional and Business Services	**148.5**	**171.0**	**15.15%**
Educational and Health Services	**147.3**	**166.7**	**13.17%**
Educational Services	17.0	18.0	5.88%
Health Care and Social Assistance	130.3	148.7	14.12%
Leisure and Hospitality	**102.1**	**125.2**	**22.62%**
Arts, Entertainment, and Recreation	18.8	23.8	26.60%
Accommodation and Food Services	83.3	101.4	21.73%
Other Services	**40.8**	**42.0**	**2.94%**
Government	**132.1**	**129.5**	**-1.97%**
Federal Government	17.8	14.9	-16.29%
State Government	28.9	29.2	1.04%
State Government Education	23.7	23.9	0.84%
Local Government	85.4	85.4	0.00%
Local Government Education	47.8	47.9	0.21%

Source: Ohio Department of Jobs and Family Services Ohio Labor Market Information December 2018

EMPLOYMENT PROJECTIONS

According to the Ohio Department of Job and Family Services, Bureau of Labor Market Information, November 2017-2024 Job Outlook Report for the Cincinnati-Middletown Metropolitan Statistical Area, job growth is anticipated to be strong in the health, personal care services, business and financial operations, and construction sectors with highest decline in production/manufacturing occupations and farming/forestry jobs.[1] For the fastest growing occupations, and occupations with the most annual openings, see the following table.

Table 14. Occupational Employment Projections by Major Occupational Group 2014-2024, Cincinnati-Middletown MSA – Breakdown of Annual Openings

SOC Code	Occupational Title	Employment		Change in Employment		Annual Opening		
		2014 Annual	2024 Projected	2014 -2024	Percent	Growth	Replace -ments	Total
00-0000	Total, All Occupations	853,700	902,200	48,500	5.7%	5,812	20,148	25,960
11-0000	Management Occupations	55,600	57,800	2,200	4.0%	279	1,243	1,522
13-0000	Business & Financial Operations Occupations	49,500	52,900	3,400	6.9%	370	1,019	1,389
15-0000	Computer & Mathematical Occupations	25,000	28,300	3,300	13.2%	332	358	690
17-0000	Architecture & Engineering Occupations	17,000	17,200	200	1.2%	58	425	483
19-0000	Life, Physical, & Social Science Occupations	7,000	7,600	600	8.6%	60	192	252
21-0000	Community & Social Science Occupations	13,700	14,200	500	3.6%	84	300	384
23-0000	Legal Occupations	6,000	6,300	300	5.0%	31	102	133
25-0000	Education, Training, & Library Occupations	45,200	48,600	3,400	7.5%	338	964	1,302
27-0000	Arts, Design, Entertainment, Sports, & Media Occupations	15,000	15,300	300	2.0%	51	364	415
29-0000	Healthcare Practitioners & Technical Occupations	54,600	63,200	8,600	15.8%	862	1,226	2,088
31-0000	Healthcare Support Occupations	28,500	35,400	6,900	24.2%	691	631	1,322
33-0000	Protective Service Occupations	16,400	17,100	700	4.3%	68	388	456
35-0000	Food Preparation & Serving Maintenance Occupations	75,000	79,700	4,700	6.3%	514	2,804	3,318
37-0000	Building & Grounds Cleaning & Maintenance Occupations	28,800	30,200	1,400	4.9%	140	578	718
39-0000	Personal Care & Service Occupations	26,400	28,600	2,200	8.3%	218	638	856
41-0000	Sales & Related Occupations	83,800	86,300	2,500	3.0%	268	2,376	2,644
43-0000	Office & Administrative Support Occupations	129,700	130,700	1,000	0.8%	503	2,665	3,168
45-0000	Farming, Fishing, & Forestry Occupations	800	700	-100	-12.5%	1	20	21
47-0000	Construction & Extraction Occupations	31,400	34,300	2,900	9.2%	296	480	776
49-0000	Installation, Maintenance, & Repair Occupations	31,300	33,000	1,700	5.4%	204	725	929
51-0000	Production Occupations	58,600	57,300	-1,300	-2.2%	132	1,346	1,478
53-0000	Transportation & Material Moving Occupations	54,400	57,400	3,000	5.5%	314	1,305	1,619

Source: Ohio Department of Jobs & Family Services Ohio Labor Market Information 2024 Job Outlook, Nov. 2017

1 Employment tables take into account primary and private jobs in SW Ohio only and do not include NKY or SE Indiana.

EDUCATION FINDINGS

The quality of local school districts is an important factor when people choose where to live and raise a family. School districts have shown steady progress in recent years, with the State of Ohio switching from designations such as 'Academic Watch' and 'Excellence' to more traditional A – F letter grades. Suburban school districts in Hamilton County range from one of the top school districts in the state (Indian Hill) to geographically small and impoverished districts. Only 2 districts received an 'F' grade while Cincinnati Public School District, the region's urban school district, has improved from 'Academic Watch' under the old rankings to 'D' in the new ones. Cincinnati Public School District is the only urban school district in Ohio that has consistently improved over the years.

While Ohio still lags other states in terms of working-aged adults with a college degree, Hamilton County has a larger share of its population with post-secondary and professional degrees likely due to the concentration of large companies in the region as well as a top research public university (UC). With a strong correlation between education, employment, and earnings, having a more highly educated workforce will likely result in higher earnings for the population. Hamilton County now has the third highest percentage of adults over 25 with more than a High School degree in the region, at 63.8%. Only Warren and Clermont Counties have a more educated population. Hamilton County also has a higher educated population percentage than other urban counties in Ohio except for Franklin County/Columbus, home of Ohio State.

43.8% of Hamilton County's 18 – 24 population are enrolled in school, with Montgomery and Franklin Counties having a higher percentage of their 18 – 24 population in school. In the region, only Boone and Warren Counties have a higher percentage of their over 24 population having post-secondary education than Hamilton County does. This can be explained by the bedroom community aspects of these counties, where many highly educated people live and then commute for work into another area like Hamilton County.

Table 15. Hamilton County School District Ratings 2017/18

2018 State Ranking	District Name	2018 Letter Grade	Org Type
646	Cincinnati City	D	Public District
315	Deer Park Community City	C	Public District
574	Finneytown Local	D	Public District
75	Forest Hills Local	B	Public District
5	Indian Hill Exempted Village	A	Public District
770	Lockland Local	F	Public District
87	Loveland City	B	Public District
8	Madeira City	A	Public District
13	Mariemont City	B	Public District
739	Mt Healthy City	D	Public District
769	North College Hill City	F	Public District
576	Northwest Local	D	Public District
478	Norwood City	C	Public District
130	Oak Hills Local	B	Public District
592	Princeton City	D	Public District
403	Reading Community City	C	Public District
223	Southwest Local	C	Public District
604	St Bernard-Elmwood Place City	D	Public District
42	Sycamore Community City	B	Public District
363	Three Rivers Local	C	Public District
717	Winton Woods City	D	Public District
12	Wyoming City	B	Public District

Source: Ohio Department of Education Performance Index Score Rankings 2018

Table 16. Percent Population 18-24 years Enrolled in College or Graduate School in Selected Urban Counties

County	Percentage of Population 18-24 Enrolled in School	Educational Attainment for Population Over 24						Population With At Least More Than A HS Degree
		Less Than High School	HS or Equivalent	Some College	Associate's Degree	Bachelor's Degree	Professional Degree	
Hamilton	43.8%	9.5%	26.7%	19.2%	8.3%	22.0%	14.3%	63.8%
Butler	51.9%	9.9%	33.0%	19.7%	7.9%	18.9%	10.6%	57.1%
Warren	37.4%	6.8%	26.0%	16.6%	8.8%	26.8%	15.1%	67.3%
Clermont	28.6%	10.1%	32.5%	19.4%	9.6%	18.6%	9.7%	57.3%
Boone	31.5%	7.3%	27.0%	25.7%	8.6%	20.1%	11.4%	65.8%
Kenton	33.4%	10.5%	29.1%	22.6%	8.2%	18.8%	10.8%	60.4%
Campbell	48.6%	9.5%	31.3%	19.6%	7.7%	20.5%	11.5%	59.3%
Dearborn	37.5%	9.2%	40.0%	19.8%	9.3%	14.3%	7.4%	50.8%
Montgomery	45.9%	10.1%	28.1%	24.9%	10.1%	16.0%	10.8%	61.8%
Franklin	48.7%	9.4%	25.0%	20.1%	6.8%	24.5%	14.2%	65.6%
Cuyahoga	39.4%	10.9%	28.2%	21.9%	7.5%	18.4%	13.1%	60.9%

Source: US Census Bureau & 2013 – 2017 American Community Survey 5-Year Estimates

Table 17. Ohio Job Openings in Occupations by Education and Training Level

Occupational Title	Total Annual Openings	Median Wage May 2017
Less Than High School		
Construction Laborers	5,142	$ 18.75
Painters, Construction and Maintenance	848	$ 18.61
Cement Masons and Concrete Finishers	579	$ 21.21
High School Diploma (or Equivalent)		
Maintenance and Repair Workers, General	5,895	$ 18.87
Farmers, Ranchers, and Other Agricultural Managers	5,852	$ 35.11
First-Line Supervisors of Retail Sales Workers	5,793	$ 17.60
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	5,121	$ 27.59
First-Line Supervisors of Office and Administrative Support Workers	4,529	$ 25.52
Inspectors, Testers, Sorters, Samplers, and Weighers	3,014	$ 18.11
First-Line Supervisors of Productions and Operating Workers	2,898	$ 28.16
Machinists	2,854	$ 20.20
Insurance Claims and Policy Processing Clerks	2,304	$ 18.11
Insurance Sales Agents	2,281	$ 22.38
Welders, Cutters, Solderers, and Brazers	1,972	$ 18.58
Industrial Machinery Mechanics	1,861	$ 24.14
Operating Engineers and Other Construction Equipment Operators	1,780	$ 26.15

Postsecondary Non-degree Award		
Heavy and Tractor-Trailer Truck Drivers	8,465	$ 20.09
Licensed Practical and Licensed Vocational Nurses	3,334	$ 20.21
Automotive Service Technicians and Mechanics	2,655	$ 18.02
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	1,377	$ 22.19
Dental Assistants	1,326	$ 17.58
Telecommunications Equipment Installers and Repairers, Except Line Installers	856	$ 23.05
Medical Records and Health Information Technicians	718	$ 18.09
Tool and Die Makers	653	$ 24.70
Some College (No Degree)		
Bookkeeping, Accounting, and Auditing Clerks	6,928	$ 18.13
Computer User Support Specialists	1,440	$ 21.68
Associate Degree		
Physical Therapist Assistants	1,005	$ 27.63
Paralegals and Legal Assistants	872	$ 21.24
Computer Network Support Specialists	776	$ 27.76
Dental Hygienists	578	$ 32.74
Occupational Therapy Assistants	576	$ 28.19
Radiologic Technologists	552	$ 26.38
Bachelor's Degree		
Registered Nurses	8,848	$ 30.43
General and Operations Managers	5,791	$ 44.77
Accountants and Auditors	4,493	$ 31.02
Software Developers, Applications	3,011	$ 42.89
Market Research Analysts and Marketing Specialists	2,766	$ 28.87
Management Analysts	2,219	$ 35.71
Human Resources Specialists	2,079	$ 27.14
Financial Managers	2,052	$ 55.81
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	1,999	$ 33.84
Computer Systems Analysts	1,867	$ 40.67
Medical and Health Services Managers	1,570	$ 43.67
Child, Family, and School Social Workers	1,222	$ 19.28
Cost Estimators	1,211	$ 28.53
Construction Managers	1,204	$ 43.66
Mechanical Engineers	1,165	$ 36.71
Loan Officers	1,158	$ 31.50
Securities, Commodities, and Financial Services Sale Agents	1,103	$ 29.03
Industrial Engineers	1,102	$ 38.24
Master's Degree		
Mental Health and Substance Abuse Social Workers	641	$ 18.45
Nurse Practitioners	574	$ 47.65
Speech-Language Pathologists	375	$ 35.65
Doctoral or Professional Degree		
Pharmacists	628	$ 57.98
Physical Therapists	537	$ 41.25

Source: Ohio Department of Jobs & Family Services Ohio Labor Market Information 2016 – 2026 Snapshot of Occupational Projections

TRANSPORTATION

There are several major improvements to the road infrastructure that are considered key to the economic success of Hamilton County and the region: the Brent Spence Bridge, Western Hills Viaduct, and the widening of I-75.

Coordination of freight multi-mode transportation systems and invest in projects and programs that make Hamilton County a critical player in the North America Freight Transportation Network, as listed in the OKI Regional Freight Plan:

- Brent Spence Bridge
- East Sharon Road Study
- Hopple Street Passing Track and Crossovers
- I-75 Mill Creek Expressway and Thru the Valley
- Reading Road Grade Separation, Sharonville

Air quality in the region is greatly affected by automobile and truck movements. In the spring of 2018, a more stringent ozone standard took effect. As a result, our region experienced a rise in exceedances and Air Quality Advisories. This could have a negative impact on the economy and the region should be working to reduce air pollution in ways that will ensure we meet National Air Quality Standards and are able to continue with important infrastructure investments. As of June 2022. the region has met the new standards.

The Location Affordability Index commissioned by the Office of Sustainable Communities can be used for policy decision making as a criterion for support and distribution of transportation funds. The Hamilton County Transportation Policy Plan is very precise in recognizing the role of a healthy and efficient transportation and transit system to promote economic prosperity for the County and the region.

The growth of the Warehousing and Logistics industry has driven a lot of decision-making in relation to transportation spending. The DHL Hub and the under construction Amazon hub near CVG have caused other related companies to develop near the airport to work with these larger companies. Freight air shipping has grown dramatically, taking the place of the now vastly smaller Delta passenger air hub at CVG.

Table 18. Hamilton County Commuting Patterns 2010 – 2017

Transportation Mode	Percentage of Commuters 2010	Percentage of Commuters 2017
Drove Alone	79.5%	79.8%
Carpooled	8.8%	8.0%
Truck/Van	0.1%	0.1%
Public Transit	4.7%	3.8%
Walked	2.9%	2.9%
Biked	0.2%	0.3%
Taxi, Motorcycle, Other	0.5%	0.8%
Worked at Home	3.4%	4.5%

Source: US Census Bureau & 2013 – 2017 American Community Survey 5-Year Estimates

TRANSPORTATION NETWORK

The Ohio Kentucky Indiana (OKI) Council of Governments is the Metropolitan Planning Organization (MPO) which coordinates transportation in the region. Hamilton County and the region are well connected to the national interstate system through I-75, I-71 and I-74, to the railroad system, through the Ohio River to waterways that connect the Gulf of Mexico to Great Lakes and the East Coast, and the Greater Cincinnati Airport.

The Brent Spence Bridge over the Ohio River is considered crucial to the vitality of the interstate system. Currently discussion over its replacement and funding are underway.

The MLK interchange of I-71 is considered very important to the redevelopment efforts and job creation of the Uptown Communities. Its completion in 2017 has made trips to the hospitals in the area and the University of Cincinnati much more convenient from the east side of the County and throughout the region.

The Eastern Corridor Multimodal Transportation Plan has resulted in the creation of multi-jurisdictional Transportation Improvement District (TID) that includes Hamilton County, Cincinnati, Fairfax, Mariemont, Newtown, Anderson Township, Milford and Clermont County. As a result of the collaborative effort funding has been received to advance the project, creating expectations for residential and employment development along its path. Recent work has focused on upgrading the Route 32 corridor to the Clermont County line, upgrades to the interchange between Route 32 and I-275 in the Eastgate area, and signal management and roadway upgrades on the Red Bank Expressway through Madisonville and Fairfax.

The Hamilton County Transportation Policy Plan is intended to apply to all transportation and related infrastructure in Hamilton County that is supported or endorsed by the Board of County Commissioners. It makes the point to reiterate that “Development of a healthy and efficient transportation and transit system is essential to promote economic prosperity for the County and the region. Positioning the County to succeed in a global economy demands attention and intention to create and maintain a transportation system that moves people, products, and data/communications.”

OKI REGIONAL FREIGHT PLAN

The OKI Region is a major link in America's freight transportation network. More than 323 million tons of freight flow into, out of and through the region annually. About one third of this freight is inbound, destined for major businesses in the region such as General Electric, AK Steel, and Schwan Food Company. The OKI region provides a powerful nexus for truck, rail, barge, and air transportation.

More than 80% of the region's freight moves by truck, so major highways and local roads are vital to regional commerce. The region is also home to major railroad facilities including three intermodal terminals, three train classifications yards and numerous industrial sidings. Together, the region's three railroad companies handle almost 100 trains per day.

Barge terminals are critical to the region's heavy industries. While just 10% of the region's freight moves by barge, its low cost is essential to shipping bulk commodities such as chemical products for DuPont and scrap metal for AK Steel. One of the last remaining barge to rail freight terminals in the area still operates in the East End neighborhood of Cincinnati, where raw materials and ore from the east are loaded onto trains to be processed elsewhere in Ohio and Indiana.

For time sensitive cargo, the Cincinnati/Northern Kentucky International Airport (CV) offers service from major parcel carriers such as FedEx and serves as the North American hub for DHL. The DHL hub at CVG employs more than 1,800 people. Total freight has increased 190% since 2009 and is expected to continue growing rapidly due to the construction of the Amazon freight hub near CVG.

EXPECTED FREIGHT VOLUME INCREMENT BY 2040

- Rail freight up 38%
- Overall freight up 5%
- Truck freight up 63%

The recently released OKI Regional Freight Plan, includes 58 recommendations to address regional freight deficiencies, including several projects and/or programs that are in Hamilton County:

- Brent Spence Bridge
- Western Hills Viaduct
- East Sharon Road Study
- I-75 Mill Creek Expressway and Thru the Valley
- Reading Road Grade Separation, Sharonville

CHAPTER

5

VISION, GOALS & STRATEGIES

The vision for Hamilton County's economic development efforts over the next five years is to build on the successes we have coming out of the recession and to address the uneven nature of that recovery. We will be building on successful urban core revitalization and work to create new and more aggressive strategies to make sure that everyone and everyplace in the County are benefiting from the current economy.

GOALS

1. Develop, train, and retain workforce with attention to STEAM employment
2. Modernize obsolete real estate across the region (targeted to the central, north central and first suburban communities of Hamilton County)
3. Enhance networked transportation investments
4. Align education and training system to market needs
5. Increase true collaboration among economic development agencies
6. Retain and expand existing businesses
7. Attract "new to market" businesses in emerging sectors
8. Support quality of life investments to enhance regional and national profile as a great place to live and do business
9. Address water and sewer capacity and flood control issues

STRATEGIES

- Create a County site development fund to assist with the increase in larger shovel-ready sites.
- Create a community revitalization/economic development fund that will allow the County to partner with local government and the private sector in public-private partnerships that assist with the development of targeted communities.
- Create a County Catalytic/Patient Capital Development Fund focused on innovative ways to revitalize obsolete real estate in central Hamilton County
- Support current group of economic development entities and encourage shared outcomes and a unified system of metrics of success
- Infuse current workforce partners and programming with more direct metrics on innovation and STEAM
- Encourage workforce partners to work with employers to use the National Fund for Workforce Solutions "Job Design Framework" to create better job opportunities in the region with greater wage growth potential
- Support public transportation expansion
- Improve infrastructure that supports economic development like sewer, roads and bridges.

Human Development

TALENT ATTRACTION

Attracting talent and growing a competitive workforce in this region is viewed by many economic development stakeholders as one of the most critical issues of the upcoming decade. It is critical that companies big and small can fill the positions that are currently open and those that will be created. That means that "the best and brightest" nationally will need to see Cincinnati as a place they might want to live. It also means that we need to educate and prepare our existing residents and workforce to be ready for these jobs and hold onto our very own "best and brightest".

The quality of life in this region is key to attracting talent and retaining a highly skilled workforce. Highly skilled workers have choices and will make decisions based on where they want to live and feel welcomed. Creative "placemaking" is every bit as important to economic development outcomes as infrastructure development. Programs that support new residents and help them connect to the social and civic space are key to retaining valued workers. This means attention to the physical environment and the culture of diversity are both not just "nice to have" but critical to retaining the kind of workforce that will help grow our economy and stabilize our communities. Cincinnati is a region where people can make a real difference, and we need to make sure that diverse new residents and employees can see how to connect in ways that matter to them.

The Cincinnati USA Regional Chamber of Commerce is playing a leading role in this area along with arts and cultural institutions, Cincinnati Children's Hospital Medical Center, the University of Cincinnati and other major employers like Procter & Gamble and Kroger. Making this region attractive, engaging and relevant to a highly skilled workforce is not just helping people land the first job, but helping them get connected to this region in ways that support them and their families.

ENCOURAGE BUSINESS TO CREATE AND GROW CAREER PATHWAYS INSIDE THEIR ORGANIZATIONS – GROW AND PROVIDE GOOD JOBS

Employers have an important role to play in attracting talent and growing a skilled workforce locally. Attracting and retaining valuable employees is about creating the kinds of jobs and career pathways that pay sustaining wages and support workers and their families. It also means that we need to broaden our understanding of tomorrow's competitive employee to include a much more diverse workforce. Considering racial and ethnic diversity, gender and age diversity and ability diversity will broaden the skilled pool of employees available to fill new roles and provide a much more resilient workforce moving forward.

Career pathways that help employees develop their skills and grow with their companies will go a long way to addressing the low-wages and high turnover in entry-level employment. The National Fund for Workforce Solutions and the Partnership for Competitive Workforce are encouraging employers to consider recreating their job framework around some basic principles. Creating the foundations for a good employee/employer relationship begins with a fair compensation package with benefits, financial incentives, employee loans, workplace fundamentals, like safety, fairness, respect, job security and clear grievance procedures along with open communication and stable hours. They also should include employee supports like training and job coaching, team building and external linkages to tax credits, childcare and adequate transportation. Finally, quality employment provides opportunities for employees to advance in the company and recognition for achievements and engagement around management and ownership of work and work product.

We should be supporting companies who create these kinds of work environments and jobs and incentivizing those who are willing to make these improvements, and not incentivizing those who are not working to create these kinds of environments for their workforces. More employers engaged in this way would make a huge difference in the income inequity in this region.

WORK WITH EXISTING EDUCATIONAL INSTITUTIONS TO GROW OUR OWN TALENT

There are lots of talented, enthusiastic young people who already live in this region and helping them develop and nurture their passions and skills will help create the resilient, contemporary workforce this region needs. There are also adult and older residents who want to be re-engaged in the workforce in new ways with new skills. We will not be successful in the long run if we do not connect our own residents to the emerging economy in meaningful and productive ways. Lifting up young people and those not currently in the workforce will go a long way to addressing the inequity in this region and reducing the persistent poverty we experience. A better-paid workforce can buy more housing in the region and better support their families.

Traditional educational partners; k-12 schools, Great Oaks and other technical and training institutes, Cincinnati State, Chatfield College, Gateway Community College, University of Cincinnati, Northern Kentucky University, Xavier University, and Miami University are all working to better connect their offerings with the new kinds of skills needed in the workforce. Growing exposure to technology, engineering, the digital environment, health care professions and the arts are all strengths of our educational "ecosystem". Children in early years are being exposed to all kinds of new curriculum and new career paths that are open to them. Early exposure to new technology and career pathways is an important part of making children and their parents aware of these new opportunities.

A critical need identified in this region is for skilled construction tradespeople, and those trained in high-tech advanced manufacturing systems. Union apprenticeship programs are a clear pathway into many of these careers. Our diverse economy requires a diverse workforce with many kinds of educational opportunities and skill sets. Traditional educators and others working in this area need to be integrating their offerings with employers in the region.

Critical partners in this work include The Southwest Ohio Region Workforce Investment Board (SWORWIB), Hamilton County JFS, Partners for a Competitive Workforce, the Cincinnati USA Regional Chamber, Ohio Means Jobs, and the National Fund for Workforce Solutions. These organizations are making connections between Hamilton County workers, education and training partners and employers.

Important industry sectors that show growth in opportunities include advanced manufacturing, Information Technology (IT), construction, logistics and supply chain, health care, and management and administration. There are currently programs in elementary schools, high schools, two-year and four-year institutions to prepare young people, and adults looking to retool their skills in these areas. Partners are working to make it clear that there are good career opportunities in this region that do not require a four-year college degree. Advanced training, skill development, licensure and certification in skilled trades, advanced manufacturing and information technology all provide strong pathways in sectors with job openings and employers who desperately need a trained workforce.

The University of Cincinnati is working closely with state and local partners to grow the University of Cincinnati 1819 Innovation Hub and Uptown Innovation Corridor. Here students are able to work closely with local corporations to showcase their talents and creativity, and pursue new, innovative ideas while taking the partnership between area educational and business institutions to a new level.

Physical Development

Enhancing physical development patterns in Hamilton County is both a matter of updating and revitalizing obsolete real estate and enhancing the quality of life in communities. Community business district enhancements, streetscape improvements, new and refreshed local businesses, enhanced parks, schools, libraries, and trails are all becoming a critical part of stabilizing local economies and housing markets and attracting employees and residents. There are many great places in Hamilton County to live and do business but outdated business districts, commercial corridors, and vacant retail and office developments mask housing and economic development opportunities.

CREATE AND CAPITALIZE A CATALYTIC DEVELOPMENT FUND FOCUSED ON CENTRAL AND NORTHERN HAMILTON COUNTY COMMUNITIES

A catalytic development/patient capital fund should be established to support local jurisdictions with planning, project development, marketing, and site acquisition and preparation to contemporize the many aging retail centers and obsolete commercial and institutional spaces in the region. Hamilton County's economy would benefit from reactivating the many vacant and underused sites in the region. The County made a big difference two decades ago when it along with the Port Authority, the State of Ohio and others aggressively took on the task of remediating brown field sites. Attacking the aging, obsolete gray fields of vacant and underused retail and office space needs that same kind of focus. This focus would help local jurisdictions benefit from first suburban revitalization in the same ways that the urban core is remaking itself. It would also help equalize real estate markets in the County and provide more jobs in the central part of the County in jurisdictions that need to grow their tax base and near job seekers experiencing increasing levels of poverty. The Port's own Patient Capital Fund should be leveraged to help reactivate these spaces.

Local jurisdictions need to be engaged in their real estate markets to make sure they are guiding redevelopment in ways that work for them and their residents. Tom Carroll urges in his work Revitalizing First Suburbs that it is no longer enough for local jurisdictions to have an operating budget (that provides safety services and other basic functions), and a capital budget (that maintains roads and other municipal infrastructure). He suggests for local governments to be successful they need to create a third budget for redevelopment and revitalization. Communities that are able to assemble obsolete real estate for reuse, develop innovative plans that will attract investment, businesses and residents are going to be able to maintain and grow their tax bases much better than communities who do not undertake this work. This is particularly true for those central Hamilton County communities and neighborhoods that have been integrated for decades. These communities have obsolete retail and commercial space, aging institutional uses and populations and tax bases that are eroding to the point where it can be a challenge to provide basic services. Local jurisdictions should be working to develop mixed-use projects that expand the types of housing in their areas, create new commercial uses and integrate employment centers into their communities.

The significant changes to the retail sector and the changing needs of office users means that we need to rethink what productive workspaces look like and how they function in the business districts and other appropriate locations in communities. Innovative reuse plans can help communities stabilize aging business districts, provide new amenities to residents who are looking for a more walkable environment and can attract investment. While retail uses will likely not drive these developments, it will be important to incorporate limited retail that can provide "community serving" restaurants, coffee shops and breweries. This level of amenity is increasingly important to seeing communities as desirable and to strengthening housing markets.

Business Development

Traditional economic development work including support and development of existing businesses and attracting new businesses to the region continues to be a critical part of growing our economy and job base. The Cincinnati region benefits from the ecosystem created by large Fortune 500 Companies like Procter & Gamble and Kroger, and significant institutional employers like the University of Cincinnati and Cincinnati Children's Hospital Medical Center and the small companies that grow up to first support our large employers and later develop their own independent businesses. The environment for business startup has improved significantly over the past ten years with new venture capital available and technical assistance and incubator support among the best in the country. Stakeholders now identify a need to support mid-sized businesses who are working to make the leap from 25 or 30 employees to 100. The technical assistance, recruiting, IT support and funding for this kind of growth can be difficult. Organizations like HCEDO, and UC's 1819 Innovation HUB are working to fill that gap. Effective use of technology is identified as one of the key factors in this stage of growth for many companies.

The traditional economic tools available to support business development, tax incentives, business lending, site location assistance and technical support are all key to economic growth in this region. State and County support for the organizations that provide technical assistance and make up the economic development infrastructure of this region are critical. The Cincinnati USA Regional Chamber, the African American Chamber, the Port, REDI, HCEDO, the Urban League all have a role to play in this system and economic development professionals are much clearer today about the role of each organization. Local jurisdictions, the "on the ground" partners, are often unaware of what these organizations can contribute to their efforts. Better connections to local government would help broaden the base of successful development and begin to address issues of equity and an uneven economic recovery in Hamilton County.

Support for the African American Chamber of Commerce,the Hispanic Chamber of Commerce, the Urban League, Mortar, the Economic & Community Development Institute/WBC and Greater Cincinnati Microenterprise Initiative (GCMI) is important to growing small and mid-sized businesses that support minority and women entrepreneurs. There is more capital in the market for these companies but there is a great need for mentors, leadership support, and access to markets and capital. Technology can make business start-ups easier but getting to scale with ideas and staying competitive can be a challenge. There needs to be greater collaboration between these organizations and the rest of the economic development infrastructure to ensure that resources and talent are dedicated equitably to growing a much more diverse business sector than we have today.

Regional Development

There are regional systems that are critical to supporting the economic health of our region. Transportation, water and sewer infrastructure, flood control, and regional-serving economic development organizations are all critical to the success of area businesses. Many of the changes and decisions discussed above happen at a local or single business level. To improve these big regional support systems takes collaboration and shared decision making at several levels. Political cooperation between the City and the County and the states of Ohio, Kentucky and Indiana are key to moving some of our largest transportation and infrastructure projects forward.

Maximizing airport development and our growing freight sector and turning that into a regional advantage will require support from several local jurisdictions that will be directly affected by expanded traffic and regional organizations that are selling our region, along with OKI and several Counties. Voters in 52 neighborhoods and 49 political jurisdictions voted to expand public transit service and provide enhanced funding for road and public transportation projects in the spring of 2020. Successfully upgrading and modernizing our regional infrastructure systems will take collaboration at a level we have not always been able to achieve in the recent past. Economic development entities should take the lead and model this needed collaboration in order to move some of our most pressing big projects forward. The recent Issue 7 levy is such an effort. A complex set of issues was negotiated, and a coalition was formed with the Chamber of Commerce playing a convener role. This successful effort will provide a good model moving forward on other important projects.

Our downtown and riverfront development is also an example of a long-term collaborative effort between the City and the County, the State of Ohio, the Ohio Department of Transportation, the Army Corp. of Engineers, Bengals and Reds ownership, and many private development interests. While the discussions and negotiations were at times acrimonious, the results have been successful. Projects that generate regional economic impact often require the collaboration of many. The Brent Spence bridge replacement, the replacement of the Western Hills Viaduct, ongoing efforts to upgrade and separate storm and sanitary sewer systems throughout the 14 watersheds of the system are going to take that same kind of collaboration.

The smaller projects that will be required to keep roads, bridges, hillsides and other infrastructure in good repair in smaller political jurisdictions will likely need regional support. We need to plan for this kind of support when smaller jurisdictions are faced with system failures they cannot afford to repair.

CHAPTER

6

ACTION PLAN

The Comprehensive Economic Development Strategy provides a resource for Hamilton County and local officials when contemplating economic development policy and initiatives. Hamilton County currently funds several entities to promote and carry out specific economic development programs for the County. Each entity has well defined roles and responsibilities which are coordinated and supervised by the County Administration on behalf of the Board of County Commissioners. While the following descriptions are not comprehensive, they generally describe the mission of each organization:

- HCEDO – HCEDO staffs the County's Economic Development Office and administers programs that assist with the creation, retention and expansion of businesses within the County. Its well-regarded business incubator, its Office of Innovation and Creativity, as well as financing and incentive programs are the most obvious tools to carry out this mission; however, HCEDO also works closely with all of the jurisdictions and development entities in the County to promote business development. HCEDO also represents the County with REDI Cincinnati, the entity that promotes the region and has the mission of attracting new businesses to the County.
- The Port – The Port is a community and economic development agency that mends broken real estate to promote job creation, homeownership, and equitable development throughout Hamilton County. The Port focuses on Industrial Revitalization, Public Finance, Neighborhood Revitalization, and Public Projects.
- REDI Cincinnati – REDI markets the region and leads business attraction. REDI also partners with HCEDO on business retention and staffs the JobsOhio regional office.
- Cincinnati USA Convention & Visitors Bureau (CVB) – CVB promotes the Greater Cincinnati area as a convention and leisure destination. The CVB works closely with the Duke Energy Convention Center, the Cincinnati USA Regional Tourism Network, the Cincinnati USA Regional Chamber and the Sharonville Convention Center.
- Ohio-Kentucky-Indiana Regional Council of Governments (OKI) – OKI is the council of local governments, business organizations and community groups committed to developing collaborative strategies to improve the quality of life and economic vitality of the region. While primarily known as a planning agency for the region's transportation needs, OKI has also developed a fiscal impact analysis model, a water quality planning program and a clean air program for the region.

The following organizations are also important in promoting and supporting economic development in the County.

- Cincinnati USA Regional Chamber – the Chamber is a member organization that leads on talent attraction, quality of life, and business supports to its members. The chamber plays a lead role in convening on major regional issues like the regional transportation levy.
- African American Chamber of Commerce - establishes, cultivates, and strengthens consumer and business relationships: provides access to major corporate and government markets for its members to help increase business opportunities; aid in the professional development and assist in the developing strategic partnerships and alliances for the purpose of strengthening and growing the African American business community.
- The Urban League – is a long-standing organization that provides business development services including the Solid Opportunities for Advancement and Retention (SOAR), pathways programming around IT, construction, landscaping and executive leadership development as well as a women's business development center, and a small business development center.

Each of these entities plays a critical role in promoting economic development in Hamilton County. The following recommendations provide a blueprint for Hamilton County and these entities when delivering economic development services. They are also a resource for local municipalities and townships and other organizations who promote economic development. Political jurisdictions across the County have expressed a desire to work more closely with these agencies on pre-development and support for their economic development needs. Many of the smaller jurisdictions in the County do not have their own economic development professionals and rely heavily on these regional resources.

Human Development

A

WORKFORCE - Hamilton County and local workforce professionals need to continue to work together to address the shortfall of workers available to fill job vacancies. In addition to traditional workforce programs, this should include supporting efforts that bring alternative solutions to finding workers and better access to jobs via improved transportation (e.g. Issue 7), childcare (e.g. Preschool Promise) and healthcare.

Support Workforce Initiatives that support the inclusion of non-traditional groups into the workforce.

i. **Silver Tsunami** – While the Silver Tsunami term is used to explain the retiring baby-boomer generation and how this will reduce their participation in the workforce, there is a second phenomenon that is related to this event. Some of these senior workers will return to the workforce on some cases as full-time workers and also as part-time workers (due to economic concerns about funding retirement, etc.). Many retiring baby-boomers are also entering into a second act as encore entrepreneurs. Encore Cleveland[1] is one collaborative program that provides training and support to encore entrepreneurs.

ii. **Autism Workforce Participation** – It is not well known that one out of every 59 Americans are autistic (over five million people). Of these, 80% are unemployed. This means that a large portion of our society who could be working are not getting that chance. Some employers have realized that many people in this group are employable and have skills that are well-matched to certain tasks/jobs.[2]

iii. **Re-entry Programs** – Re-entry is the term used to describe efforts to help inmates that are being released from prison to re-enter society in a positive way that includes employment. Hamilton County's Re-entry program is succeeding in helping former inmates find jobs. Innovative, local efforts like those of Nehemiah Manufacturing, Co.[3] and Jancoa Janitorial Services[4] provide examples of how to better support the difficult to employ.

iv. **Disabled Workers** – The County should promote the use of federal tax credits that help employers hire people with disabilities.[5]

1 https://www.clevelandfoundation.org/2019/02/spotlight-encore-cleveland-becoming-an-encorepreneur/
2 https://www.iedconline.org/blog/2019/07/22/workforce/ed-now-feature-filling-jobs-expanding-opportunities-a-win-win-for-employers-and-people-on-the-autism-spectrum/
3 https://www.clevelandfed.org/en/newsroom-and-events/publications/notes-from-the-field/nftf-20191219-profit-with-a-purpose.aspx
4 https://www.corevalues.com/collaboration/employee-benefits-program-dream-manager-is-revolutionary-among-team-building-ideas/
5 https://smallbiztrends.com/2016/06/small-business-tax-credits-hiring-disabled-workers.html

B

INCLUSION - Efforts like the Hamilton County Office of Economic Inclusion & Equity and other similar efforts in the private sector are starting to take hold. Government and the private sector are making concerted efforts to go the extra mile to access traditionally underrepresented women and minority groups when hiring. While some companies state that they do not discriminate, efforts are needed to not only not discriminate, but to make pro-active efforts to broaden the pool of applicants for jobs where they are often underrepresented. The County should support Initiatives like the City of Cincinnati Mayor's Task Force on Immigration that welcomes immigrants as workers and entrepreneurs in the local economy.

C

DEGREE ATTAINMENT – Leverage the State of Ohio programs mentioned in the annual Ohio Attainment report to increase degree attainment in post-secondary education.

D

LIVABLE WAGE - Promote Livable Wage Jobs with companies via information sharing on how other companies are solving their hiring problems by paying more. Also, include support for companies that provide livable wage jobs when considering tax incentives and tax credits for private companies. See Osceoloa County, FL's Living Wage Certification Program.[1] We need to also challenge all our current businesses to raise their wages to make sure all their employees are making a living wage.

E

COLLEGE STUDENT RETENTION – Support programs that retain the younger workforce that matriculates to our Universities, but often leave after obtaining retaining their degrees. One such program, the Orr Fellowship in Indianapolis, seeks out talented college seniors and places them with major employers in Indianapolis for a two-year paid entry level job. The University of Cincinnati also has one of the best Co-op programs in the country and is another example of connecting students to jobs with employers in the local community.

F

TECHCRED – The County and others should refer organizations to this state-run program that allows employers to send employees and prospective employees to receive technology-focused credentials. Employers are reimbursed up to $2000 for successful completion of the program.

1 https://www.osceola.org/core/fileparse.php/2494/urlt/012216_LivingWageProposal.pdf

G

DIGITAL DIVIDE – Before the pandemic, students were falling behind due to a lack of having the tools to stay connected in today's tech-based learning environment. During the pandemic it became even more obvious that students from low-income neighborhoods were suffering from a lack of access to the internet and the devices that are critical to a good education. Hamilton County and other levels of government should focus on increasing access to wi-fi in these neighborhoods, so children can have a better chance at success in school and life. Training programs like Code for Kids, Robotics Summer Camp and The Gaskins Foundation are three local STEM focused programs that can also help children from low-income backgrounds learn more about technology.

H

WORK FROM HOME & OFFICE HYBRID – Employers are being faced with a new normal when determining where their employees work and how flexible they will need to be when providing options to work from home. Flexibility may be an important consideration when retaining employees during the "Great Resignation." In a market where there was already low unemployment, an article in the Harvard Business Review points out that there has been a 20% increase in the resignation rate among 30-45 year-old employees. Employers need to be aware of this when trying to retain or hire employees. Communities also need to be aware that some employees who used to work in their community may work from home more resulting in less income tax revenue and the impact that will have on budgets and services provided.

Physical Development

A PROPERTY CONTROL OF UNDERPERFORMING PROPERTIES – Partner with the Landbank to get control of properties in communities that are blighted or no longer in productive use. If a community does not control strategic properties, they are at the mercy of property owners and developers who are not as concerned about the highest and best use of a property from the community's perspective.

B BLIGHT REMOVAL (INDUSTRIAL, COMMERCIAL, OBSOLETE INSTITUTIONAL, etc.) – Hamilton County needs to partner with local communities to fund the removal of blight and the clearing of properties for future development. Utilize the experience and expertise of the Landbank to understand how best to identify and enforce code compliance issues as a first step towards blight removal.

C INFRASTRUCTURE AND TRANSPORTATION IMPROVEMENTS – Hamilton County's road, bridges and general infrastructure (e.g., MSD) need repairs and maintenance. Since Issue 7 was passed, this local effort to fund infrastructure and transportation improvements could be a complement to the State of Ohio's gas tax increase to improve and maintain Ohio's roads and bridges. Hamilton County should also leverage local dollars to access other State and Federal programs including the recently passed $1.1 trillion federal infrastructure bill.

D REVITALIZATION PLANS – Hamilton County's communities (especially those that are economically disadvantaged) need to form revitalization plans on how to redevelop their community with a particular focus on underperforming properties. HCEDO and the County should collaborate to inform communities of the different funding sources available to help with their plans including CEDAP, the Community Revitalization Grant, CDBG, ARPA funds from the federal government and any other programs that can help them activate these plans. Consideration should also be given to fund the Greater Cincinnati Community Improvement Corporation, local CICs and other organizations that can help local communities with capacity issues when it comes to implementing their plans.

E RETAIL DEVELOPMENT – Specific attention should be focused on underperforming retail properties due to the shift in consumer spending. While many retail shifts were happening before the pandemic, these trends were accelerated during the pandemic and many retail properties will see permanent decline and obsolescence. Many malls and other retail sites should be considered for newer more contemporary mixed-use developments that bring office, retail and residential to the same location. There are many examples of where this has been successful. Other creative ways to promote retail should also be pursued County-wide. Some examples include the use of outdoor dining, parklets and street calming in downtown, Over-the-Rhine and other communities. These strategies provide additional seating and allow for more spacing when social distancing is required.

F

REDEVELOPMENT OF UNDERPERFORMING SITES – The County needs to partner with local communities and developers in a public-private partnership to redevelop these underperforming sites. We should also be encouraging local jurisdictions to consider innovative mixed-use projects when they are developing new projects. The Port, with their Industrial Revitalization Strategy, can serve as a critical partner in these efforts.

i. **Site Development Fund** – Hamilton County has budgeted $1 million annually for the redevelopment of sites that are targeted by the Port Authority. These are typically larger sites that have more than 20 acres of land available. The Port Authority is tasked with bringing large underperforming or vacant sites back to productive use.

ii. **Community Revitalization/Economic Development Fund** – Hamilton County has budgeted $1.5 million annually to partner with local communities to fund redevelopment. Municipalities and townships need to budget funding to match the County commitment when possible. Please read about Montgomery County, Ohio's EDGE program[1] and a Brookings Institute recommendation of a local community third budget priority (revitalization fund).

iii. **CDBG** – Community and Economic Development Assistance Program (CEDAP) – The County allocates a portion of Federal funding to remove blight and help low-income communities with redevelopment.

iv. **County Catalytic/Patient Capital Fund** – Hamilton County should investigate the establishment of a County-wide patient capital fund that could be used as a local subsidy to attract banks and other investors to patiently underwrite deals that take a long time to develop.

v. **Ohio Site Inventory Program** – The State of Ohio recently announced a new program aimed at creating a larger inventory of available sites for development. The new program provides funding to help redevelop property that is currently not being developed by the market but has proven demand and known economic benefit. The program establishes a state-wide annual $50 million grant and loan fund to finance the program.

vi. **Opportunity Zones** – Promote the use of Opportunity Zones and re-write local incentives to bolster Federal and State incentives in these zones.

G

HOUSING – Hamilton County has a need for more housing options, in particular, affordable housing. There is a shortage both locally and nationally of all types of housing. The County should promote the construction and renovation of housing where we have underperforming properties in locations that are walkable and close to transportation.

1 Montgomery County ED/GE Funding Program: https://www.mcohio.org/news_detail_T6_R226.php

Business Development

A REVISE INCENTIVES – Hamilton County should continue to offer greater incentives in distressed communities and especially the First Suburbs. These incentives should reward companies that provide good livable wage jobs, promote inclusion in hiring and contracting, actively pursue programs that establish alternative workforce solutions and that implement LEED/green construction.

B SMALL BUSINESS DEVELOPMENT – The County should continue to support the local economy by supporting start-up companies that create good jobs and especially jobs of the future (e.g., Cincinnati Innovation District, HCEDO's business incubator, and other business support and start-up programs like the Urban League's SBDC/WBEC, CincyTech, Cintrifuse, Hillman Accelerator, Mortar, etc.).

C SECOND STAGE BUSINESS DEVELOPMENT – Support programs such as HCEDO's Office of Innovation and Creativity that provide support to second stage businesses in the form of technical assistance, strategic information and connections that help businesses grow and succeed.

D INCLUSION – Hamilton County should continue to promote programs that assist/coach minority, women, LGBTQ and small businesses – programs like the Cincinnati Minority Business Collaborative, Cincinnati Chamber Minority Business Accelerator, Hillman Accelerator, Economic Community Development Institute/Women's Business Center, Mortar, Black Career Women's Network, Latina Entrepreneur Academy, etc.

E BUSINESS DISTRICT ASSISTANCE – Assist businesses in local business districts with business coaching and financing (e.g. HCEDO Small Business Assistance Program, SBA Loans and programs like Akron's Great Streets[1] and Rubber City Match[2] programs). Many small businesses (e.g. bars, restaurants, salons, etc.) were impacted by the pandemic and were helped by small business grants that were provided by the County via federal funding. Once these grants run out, these same small businesses will continue to need assistance.

F BUSINESS RETENTION & EXPANSION – As an urban county with limited available land for retention and expansion of local companies, the County should continue to focus on the retention and expansion of existing businesses. Hamilton County's Business Retention Council should continue to coordinate the efforts of local communities, the County and other economic development entities like REDI Cincinnati.

1 https://www.akronohio.gov/cms/resource_library/files/539f0d8e96740881/great_streets_info.pdf

2 https://static1.squarespace.com/static/5e31e6fdf7dbc02400bb5e7f/t/5e5032821e-73460ae842e43c/1582314115894/Building+Owner+Program+Guidelines.pdf

G

INDUSTRY 4.0 – Industry 4.0 or the fourth industrial revolution includes the trend towards automation and data exchange in manufacturing technologies and processes which include cyber-physical systems (CPS), the internet of things (IoT), industrial internet of things (IIOT), cloud computing, cognitive computing and artificial intelligence. Technology and Innovation have always been a part of the economy and the advancement of society, but the last decade has seen hyper advancement of the impact that technology plays in the economy. This impact is seen not only in our manufacturing sector, but also in the distribution, retail and office sectors of society. In order to have an economy of the future, Hamilton County must continue to promote innovation among businesses with programs like the Uptown Innovation District, the HCEDO Office of Innovation, Techsolve and other programs that help advance technology in business.

H

AMATEUR SPORTS TOURISM – Amateur Sports Tourism is an important component of the economic development industry. Prior to the COVID-19 pandemic, an entity called the Cincinnati USA Sports Commission served the role of organizing and operating some amateur sports events in the region. During the pandemic, this organization ceased operations. Commission events annually generated 100,000 visitors, $10 million in economic activity, and over 25,000 room nights in the region. If the county wishes to support an entity to promote amateur sports, it may want to revisit the Sports Commission or a similar entity to take on this task.

I

BUSINESS ATTRACTION EFFORTS – REDI Cincinnati has been tasked by the County Administration to make a concerted effort to attract companies to sites in Hamilton County that have been prepared for future development. REDI should work with Hamilton County communities and HCEDO to target specific sites and should work to attract new domestic and foreign based companies to Hamilton County. Business attraction efforts can include not only larger companies but smaller companies, as well. Hamilton County is a quality destination not only for work, but offers a high quality of life, making it an attractive location for entrepreneurs.

J

CINCINNATI INNOVATION DISTRICT – The University of Cincinnati has partnered with the State of Ohio and regional innovation partners to launch the Cincinnati Innovation District. The partners include: State of Ohio, JobsOhio, City of Cincinnati, Uptown Consortium and Cincinnati Children's Hospital Medical Center. The University of Cincinnati has implemented a highly accelerated approach to address regional economic needs. The Cincinnati Innovation District will require various types of spaces for partners and stakeholders to occupy and meet their goals. These types of spaces are not readily available therefore the initiative will require acquisition and renovation of various locations. EDA funding will be pursued in order to develop the district appropriately.

Regional Development

A

COLLABORATIVE EFFORTS TOWARDS ECONOMIC DEVELOPMENT - The County should continue to promote collaboration among local governments, local economic development entities and align economic development strategies at all levels of government.

B

BENCHMARKING SERVICE MODEL AGAINST OTHER COMMUNITIES – Local communities need to perform benchmarking activities to ensure that their local service model is efficient and the best use of taxpayer dollars. Inefficient government can strain the ability of local communities to invest in their own redevelopment. This is addressed in an article on the International City Managers Association's website titled Crisis Intervention: First Suburb City Managers Are Our First Responders in a Declining Growth Environment authored by former Silverton Village Manager, Tom Carroll and University of Cincinnati professor, Dr. Brandi Blessett.[1]

C

SHARED SERVICES – Hamilton County has been promoting the concept of Shared Services for many years. Most recently in November 2019, the County hosted a shared services summit to encourage local communities to seek out services that can be provided more cost-effectively by another unit of government or by partnering with other local units of government. Local communities should consider investigating how they can reduce expenses by implementing their own shared services program.

D

REGIONAL TRANSPORTATION & INFRASTRUCTURE – Transportation issues and infrastructure decisions are major drivers for business location, community development, and residential location decisions and thus need to be an important part of any economic development strategy. The Brent Spence Bridge, Western Hills Viaduct, and the Greater Cincinnati/NKY Airport development are all projects which posses the potential for major development enhancement of Hamilton County. The possible expansion of transit and infrastructure spending via Issue 7 could have a major impact on economic development. Complemented by the State of Ohio new funding from the gas tax and the federal government's new Infrastructure bill, the County could see major investments in the region's transportation assets. In addition, the County has a Transportation Policy Plan that was approved by the Commissioners in 2010 that reaffirms the importance of the development of a healthy and efficient transportation and transit system to promote economic prosperity in the County and region.

1 https://icma.org/articles/pm-magazine/crisis-intervention-first-suburb-city-managers-are-our-first-responders

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CHAPTER

7

PARTNERS & RESOURCES

Hamilton County is fortunate to have a multitude of public, private, and non-profit organizations that are dedicated to enhancing the County's economy. Several of the key partners listed below are actively involved in the projects identified in Chapter 6.

KEY PARTNERS

- 1819 Innovation Hub
- Chip Venture Company
- The Brandery
- Cincinnati Center City Development Corporation (3CDC)
- Cincinnati Children's Hospital Medical Center
- Cincinnati Development Fund
- Cincinnati Experience
- Cincinnati Minority Business Accelerator
- Cincinnati Minority Business Collaborative
- Cincinnati USA Regional Chamber
- Cincinnati Works
- CincyTech
- Cintrifuse
- The Circuit
- City of Cincinnati Department of City Planning
- City of Cincinnati Department of Community and Economic Development
- City of Cincinnati Employment and Training Center
- Economic & Community Development Institute/Women's Business Centers of Ohio
- Economic Development Administration (US)
- European American Chamber of Commerce
- Fifth-Third Bank Community Development Corporation
- First Suburbs Consortium of Southwest Ohio
- FlyWheel
- Goering Center
- Greater Cincinnati & Northern Kentucky LISC
- Greater Cincinnati Convention and Visitors Bureau
- Greater Cincinnati Foundation
- Greater Cincinnati Microenterprise Initiative (GCMI)
- Greater Cincinnati Chinese Chamber of Commerce
- Greater Cincinnati-Northern Kentucky African American Chamber of Commerce

- Hamilton County Department of Jobs & Family Services
- Hamilton County Emergency Management Agency
- Hamilton County Municipal League
- Hamilton County Planning + Development
- Hamilton County Township Association
- Hamilton County Economic Development Office (HCEDO)
- Hillman Accelerator
- Home Base
- Hispanic Chamber Cincinnati USA
- Home Ownership Center of Greater Cincinnati
- Indian American Chamber of Commerce
- International Business Innovation Association
- JobsOhio
- Jobs Plus Employment Network
- MORTAR
- Ocean Accelerator
- Ohio – Kentucky – Indiana Regional Council of Governments
- Ohio Department of Development (DoD)
- Ohio Economic Development Association (OEDA)
- Ohio Environmental Protection Agency (OEPA)
- The Port of Greater Cincinnati
- Queen City Angels
- Queen City Vocational Center
- REDI Cincinnati
- Service Corps of Retired Executives of Cincinnati (SCORE) (US)
- Small Business Administration (US)
- Small Business Development Centers of Ohio (US)
- SORTA
- Southwest Ohio Region Workforce Investment Board (SWORWIB)
- TechSolve
- Uptown Consortium, Inc.
- Urban League of Greater Southwestern Ohio
- U.S. Environmental Protection Agency (USEPA)
- US Department of Commerce/International Trade Assistance Center

TOOLS FOR ECONOMIC DEVELOPMENT

- Bond Fund - Company lending for capital improvements or small TIF deals. Can be combined with other Ohio Bond Funds for larger deals. Rated BBB+ by Standard & Poor's.
- Brownfield Grants/Loans – Examples: USEPA Assessment Grants, Clean Ohio Revitalization Funds, the Targeted Brownfield Assessment program and the Hamilton County Community Economic Development Assistance Program (CEDAP) for preliminary assessments.
- Community Development Block Grants (CDBG) – Funds from the U.S. Department of Housing and Urban Development for local community development activities such as affordable housing, anti-poverty programs, and infrastructure development.
- Community Improvement Corporation (CIC) – Can be designated by a political jurisdiction with the ability to sell and acquire properties and to borrow money for financing improvements.
- Community Reinvestment Area (CRA) – Area designated by local government for revitalization in which tax exemptions can be realized up to 100 percent on new real property investments.
- Downtown Redevelopment District - An economic development mechanism available to municipalities in Ohio to promote the rehabilitation of historic buildings, and encourage economic development in commercial, mixed-use commercial and residential areas, and fund transportation improvements that will benefit the areas.
- EB-5 - Federal program created to encourage overseas investment in the U.S. First Mortgage or Mezzanine Debt; 5-7 year term; approximately 25-50% of capital stack (min. $30 MM project).
- Enterprise Zones (EZ) – Allows exemption up to 75 percent on new real estate and personal property taxes in municipal areas and 60% in rural areas – administered by HCEDO.
- Exempt Facility Bonds - Tax-exempt conduit debt. Certain facilities owned or used by private entities including airports, rail, water, and surface transportation.
- Foreign Trade Zone 46 (FTZ) – An area designated as an FTZ is considered outside the U.S. Customs territory, thereby eliminating Customs duties or payment of federal excise taxes at the time of import. The Port of Greater Cincinnati Development Authority serves as the administrative staff for the grantee board of the FTZ program. FTZ 46 includes Hamilton, Warren and Butler Counties.
- Housing Improvement Program (HIP) – A HIP loan allows homeowners in Hamilton County communities to borrow money to repair or remodel their homes or rental property at interest rates 3% below the lowest rate a bank would normally offer. Loans may be used for residential and commercial improvements.
- Industrial Revenue Bonds - Tax-exempt conduit debt. Manufacturing and processing facilities
- Infrastructure grants and low interest loans – Available to assist communities with infrastructure improvements for new and expanding industry.
- Job Creation Tax Credits – Allows companies to apply for state income or corporate franchise tax credits with JobsOhio/REDI.

- Joint Economic Development District (JEDD) – An arrangement where one or more municipalities and a township work together to develop township land for commercial or industrial purposes. The municipality gets a portion of the taxes levied in the JEDD without having to annex it, and the township does not lose prime development land, can still collect property taxes, and can receive a portion of the municipality's levied earnings tax.
- Port Authority Lease - Involves the Port Authority owning and leasing a project to a company. Sales tax exemption on building materials. Smaller deals are possible, but economics may not work.
- Linked Deposit Program – Encourages low-interest fixed assets and working capital loans to businesses with fewer than 150 employees.
- Main Street Program – Established by The National Main Street Center in 1980, this program, has worked with hundreds of communities across the nation to help revitalize their small business districts.
- New Market Tax Credits – This federal program is intended to stimulate economic growth and new jobs in low-income communities by allowing investors to receive a credit against federal income taxes for investing in such neighborhoods.
- Office of Innovation and Creativity – Hamilton County funded services and support, managed by HCEDO, for innovative, growing second stage businesses with annual revenues of $1 million to $50 million and 10 to 99 employees.
- Ohio Development Services Agency (ODSA) Business Incentive Loans and Grants
- Ohio Enterprise Bond Fund – Provides loans for land and building acquisition, construction, expansion or renovation and equipment purchases for eligible businesses.
- Ohio Site Inventory Program (OSIP) – Loans and grants to support speculative site and building development, professional studies, and the assessment and development of airport infrastructure and aviation facilities. $50 million available annually through December 2024.
- 166 Direct Loan – Provides loans for land and building acquisition, expansion or renovation, and equipment purchase; Regional Program managed by HCEDO.
- Innovation Ohio Loan Fund Program – Awards competitively priced loans to Ohio companies to support the commercialization of innovative products and services. This program can finance up to 75 percent of a project's qualifying costs through loans in the range of $250,000 to $5 million.
- Research & Development Investment Loan Fund Program – Promotes economic development, business expansion and job creation by encouraging private-sector R&D investments. This program provides assistance in the form of a low-interest loan, partnered with a tax credit.
- Ohio Qualified Small-Issue Bond Program – Provides low-interest financing for small manufacturing facilities locating or expanding in Ohio.

- Ohio Third Frontier Project – Created by the Ohio Legislature in 2003, this project is a 10-year, $1.1 billion initiative designed to 1.) Build world-class research capacity, 2.) Support early stage capital formation and the development of new products, and 3.) Finance advanced manufacturing technologies to help existing industries become more productive.
- PACE - Finance of energy efficient building improvements by placing a special assessment on the property. Primarily for rehab, capital improvements or upgrades; positive cash flow on retrofits.
- SBA 504 Loan Program – Through HCEDO this loan provides fixed asset financing at below market rates.
- The Southwest Ohio Region Workforce Investment Board (SWORWIB) implements the Workforce Innovation and Opportunity Act – WIOA in the City of Cincinnati and Hamilton County. The Board's purpose is to set policy, strategy, and oversee federal workforce legislation (WIOA) and other funds obtained guidelines and for the designated outcomes and results of the funding sources. SWORWIB's mission is to provide local employers with a prepared workforce by connecting job-seeking customers to opportunities that build their career readiness, job skills, and credentials. It plays a leading role in strengthening public workforce innovation by providing outstanding service to its diverse customer base, community and region. The SWORWIB works in tandem with the OhioMeansJobs Center - Cincinnati/Hamilton County, to provide employers with hiring events, employee recruitment, on-the-job training and Rapid Response services which are critical to Hamilton County and the region's economy.
- Special Assessments - Charges against property to pay costs of related improvements or services.
- Special Improvement District - A designated district in which property assessments are made for funding business recruitment and retention, special community events, and any other public works improvements.
- Storage Only Warehouse Exemption – Provides exemption on property taxes on inventory held for storage only.
- Tax Increment Financing (TIF) – Allows redirecting of new taxes on the value of real property improvements (captures the increased tax revenue generated by a private development and uses the tax revenue to pay for public improvements and infrastructure necessary to enable development).
- TechConnect – Entrepreneurs in the biotechnology, technology, and life sciences fields can access information on available resources in the region online at CincyTechUSA.com.
- 501(c)3 Bonds - Tax-exempt conduit debt. Reduces the borrowing costs of credit worthy non-profit organizations.

CHAPTER

8

PERFORMANCE MEASURES

The following metrics will be tracked to help measure the impact of the implementation of this plan.

EMPLOYMENT

The Bureau of Labor Statistics Quarterly Census of Employment and Wages (QCEW) program publishes a quarterly count of employment and wages reported by employers covering more than 95 percent of U.S. jobs, available at the county, MSA, state and national levels by industry.

POPULATION GROWTH, POVERTY REDUCTION, ADVANCES IN EDUCATIONAL ATTAINMENT

American FactFinder (AFF) was taken offline on March 31, 2020. Most data previously released on AFF are now being released on the U.S. Census Bureau's new dissemination platform: **data.census.gov**

WAGES

The Bureau of Labor Statistics collects Occupational Employment and Wage estimates annually.

These estimates are calculated with data collected from employers in all industry sectors in Cincinnati, OH-KY-IN, a metropolitan statistical area that includes parts of Ohio, Kentucky, and Indiana.

Additional information, including the hourly and annual 10th, 25th, 75th, and 90th percentile wages and the employment percent relative standard error, is available in a downloadable XLS file.

INCOME GROWTH

The ***Census Bureau's American Community Survey*** produces new five year weighted estimates every year on Median household Income.

BUSINESS ESTABLISHMENTS

The number of establishments is reported quarterly by Bureau of Labor Statistics through Census Business Builder (also total wages and employment by month are provided quarterly at the county level) This data may also be used to identify stage two, mid-sized companies.

The percent Minority-owned employer firms is also tracked through ***Census Business Builder: Regional Analyst Edition – 3.0.***

Other metrics of interest to tracking the impact of implementing this plan are not tracked by government entities. Other data sources need to be identified to track New to Market Start-ups and racial breakdowns of the metrics above.

Figure 19. Implementation & Performance Measures

Action Item	Responsibility	Timeframe	Deliverable/Goal
Coordinate County Economic Development Providers	Administration	On-going	Sign agreements with metrics for each organization funded (HCEDO, Port, REDI and OKI)
Economic Development Fund	Administration	On-going	Continue economic development fund
Site Development Fund	Administration	On-going	Continue site development fund
Catalytic/Patient Capital Fund	Administration/HCEDO	2023	Investigate a Catalytic/Patient Capital Fund
Workforce - Non-Traditional	SWORWIB, JFS, et al	2023	Promote new or support existing workforce programs for non-traditional workers (Seniors, Autism, Re-entry, Disabled, etc.)
Workforce - Inclusion	SWORWIB, JFS, Office of Economic Inclusion & Equity, et al	2023	Promote inclusion of minorities, women and LGBTQ+ in the private and public workforce
Redevelopment - Property Control	Communities/Port Authority	On-going	Promote acquisition of key strategic properties & idea of creating redevelopment budget by communities
Blight Removal	Communities, Port Authority, and HCEDO/CD	On-going	Pursue Federal, State, and local resources to help remove blight
Opportunity Zones	HCEDO	On-going	Promote the use of Opportunity Zones in Hamilton County
Transportation	Administration/Engineers Office/OKI/HCEDO	On-going	Coordinate transportation and economic development strategies
Revise County Incentives	HCEDO/Administration	2022	Rewrite guidelines for tax incentive programs to reward companies for livable wage jobs, inclusion, and LEED
Entreprenuerial Development (Start Ups)	HCEDO/UC Innovation Corridor/Start Up Cincy	On-going	Coordinate strategies of the start up support entities
Entreprenuerial Development (Second Stage)	HCEDO (OIC)	On-going	Continue to support OIC efforts to help grow second-stage companies
Inclusion	Office of Economic Inclusion and Equity, et al	On-going	Continue to support efforts of Economic Inclusion and Equity office in Hamilton County
Business District Assistance	HCEDO/Port Authority	On-going	Support the assistance provided by HCEDO (business support) and Port Authority (physical development) of NBDs
Business Retention & Expansion	HCEDO/REDI/Local Communities	On-going	Support and expand efforts to retain and expand our existing businesses
Business Attraction	REDI/HCEDO/Local Communities	On-going	Support the efforts to attract new companies to Hamilton County
Shared Services	Administration	On-going	Continue to support the efforts to share services between governmental units that create efficiencies and save money
Benchmarking	Communities	2023	Promote the idea of local communities benchmarking themselves against other communities to see where they can improve delivery service

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CHAPTER

9

ECONOMIC RESILIENCE

Economic Resilience is defined by the US Economic Development Administration as consisting of three primary attributes: the ability to quickly recover from a shock, the ability to withstand a shock, and the ability to avoid the shock altogether. Shocks to a region's economic base can come in a variety of ways, and are inherently unpredictable, but it is critical that a region prepares to the greatest of their abilities to respond to such a shock.

The EDA breaks down these responses into two categories:

1. Steady-state initiatives - initiatives that seek to bolster the community or region's long-term ability to withstand or avoid a shock
2. Responsive initiatives - initiatives that establish and utilize capabilities for an economic development organization to be responsive to the region's recovery needs post-disruption.

Hamilton County has already undergone a great deal of Resilience preparation and planning in sections throughout this document. These steady state and responsive initiatives outlined in the CEDS are summarized here:

- Economic diversity - In order to survive an economic shock, it is critical for regions to diversify their economy. The 2022 Hamilton County CEDS outlines the county's strategy to attract and invest in growing, future oriented industries that are more resistant to economic downturns such as advanced manufacturing, aeronautics, finance, insurance and bio health, among other industries. In their 2017 Credit Opinion, Moody's Investors Service considered the region's diverse economy a strength.
- Business outreach - Hamilton County conducts a robust Business Retention & Expansion program through HCEDO to learn about their challenges, needs, concerns and to gain a deeper understanding of the business climate in the community.
- Business attraction - Through entities such as REDI Cincinnati, HCEDO, the Cincinnati USA Regional Chamber, among others, Hamilton County works with communities to attract companies to sites that have been prepared for development. The county has also undergone place making efforts and made investments in the county's transportation system to further attract talent to live and work in the county.
- Education and workforce resiliency - Hamilton County and the Greater Cincinnati region has made substantial investments in education. Most notably the University of Cincinnati's Innovation Hub represents a substantial investment in not only education, but also in developing talented individuals locally with the goal of retaining them beyond their schooling. The CEDS also calls to align education and training to meet market needs.

The CEDS defines key stakeholders in Hamilton County throughout the document and defines the organizations roles in creating a resilient economic climate in the county and for responding to shocks.

Additionally, Hamilton County has prepared a detailed Disaster Recovery Framework, which provides a framework for responding to a wide range of emergencies including Economic and natural disasters. The Hamilton County Disaster Recovery Framework outlines roles for organizations throughout Hamilton County to respond to specific emergencies and helps to demonstrate the county's preparedness in responding to various shocks to the region and its economy. In lieu of including a full section on Resilience in this CEDS, the attached Hamilton County Disaster Recovery Framework represents the county's broader Resilience strategy.

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APPENDIX

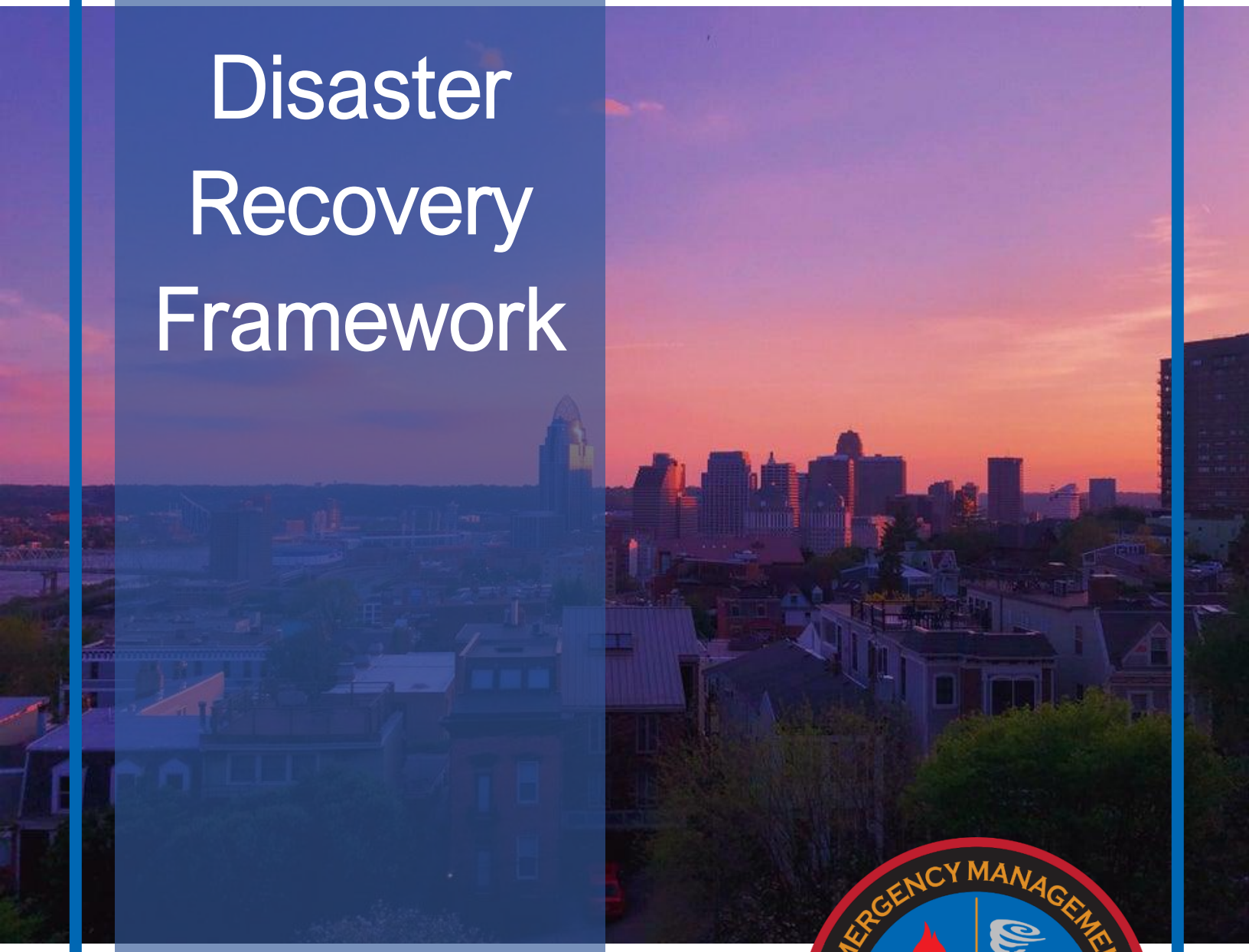
2019 CEDS Economic Thought Leader Interviews Completed

September 4, 2019

	ED Professionals		
6/6/2019	Port Authority	Laura Brunner	lbrunner@cincinnatiport.org>
6/13/2019	REDI Cincinnati	Kimm Lauterbach	KLauterbach@REDICincinnati.com
5/29/2019	Uptown Consortium / Innovation Corridor	Beth Robinson/Brooke Duncan	brobinson@uptownconsortium.org
6/11/2019	National Fund for Workforce Solutions	Janice Urbanik	JUrbanik@nationalfund.org
6/11/2019	SWORWIB	Sherry Kelley Marshall	smarshall@sworwib.org
	Business Representatives		
6/5/2019	HCDC	Pat Longo	plongo@hcdc.com
5/30/2019	African American Chamber	Eric Kearney	kearney@african-americanchamber.com
6/7/2019	Hispanic Chamber	Alfonso Cornejo	acornejo999@gmail.com
5/31/2019	The Health Collaborative (health sector)	Colleen O'Toole	cotoole@healthcollab.org
	Government/Institutional Representatives		
6/12/2019	Springdale City Administrator	John Jones	jjones@springdale.org
6/13/2019	Hamilton County Administrator	Jeff Aluotto	Jeff.Aluotto@hamilton-co.org
6/20/2019	City of Cincinnati	Philip Denning	Philip.Denning@cincinnati-oh.gov
5/29/2019	OKI	Mark Policinski	mpolicinski@oki.org
6/7/2019	SORTA	Brendon Cull	bcull@cincinnatichamber.com
6/11/2019	Cincinnati State Higher Education	Dr. Monica Posey	monica.posey@cincinnatistate.edu
6/5/2019	First Suburbs	Daniel Pillow	dpillow@addystonohio.org
6/27/2019	University of Cincinnati (Research University)	David Adams	davidj.adams@uc.edu
6/24/2019	CAA - GCMI	Willie Hill	whill@cincy-caa.org
6/12/2019	CREW and Springdale ED	Christine Russell	crussell@springdale.org
7/3/2019	MORTAR	Derrick Braziel	Derrick@weareMORTAR.com
7/8/2019	LISC	Kathy Schwab	kschwab@lisc.org
7/23/2019	Sharonville Economic Development Director	Chris Xeil Lyons	clyons@cityofsharonville.com
7/16/2019	Urban League	Chara Fisher Jackson	CJackson@ulgso.org

ATTACHMENT A

Disaster Recovery Framework



October 2020

EMERGENCY MANAGEMENT
HAMILTON COUNTY, OH
HOMELAND SECURITY

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

10/20/2020
Date

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

10/20/2020
Date

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Coordinating Agency D-1
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Concept of Operations D-1
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Record of Revision

#	Date	Updated By	Section	Description of Change
1	10/21/2020	R. McEwan	Situation	Updated language to clarify connection between DRF and MHMP.

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).

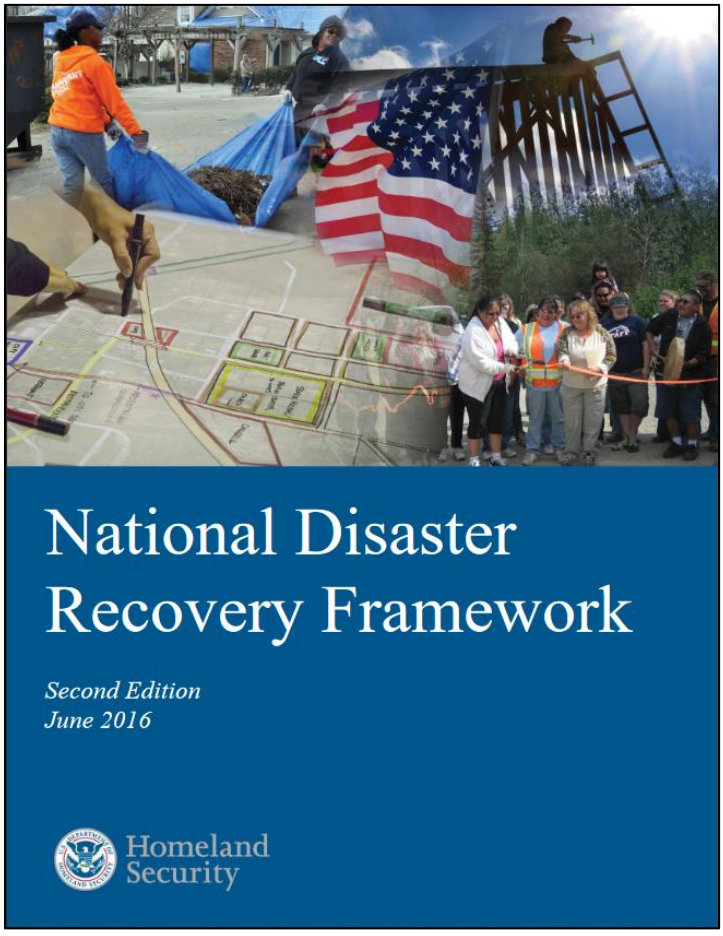
The Framework provides guidance by defining the roles and responsibilities for all participants in order to ensure that they are prepared to begin the recovery process during and immediately following the Response phase; focusing first on short-term recovery and eventual transition to long-term needs. 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

Efficent

- 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 applicable to each of the hazards listed below.

Hazard Ranking	Hazard
1	Flood (Flash)
2	Hazardous Materials Incident
3	Severe Winter Storm
4	Landslide
5 (tie)	High Wind and Tornado
5 (tie)	Fire
7	Flood (Riverine)
8 (tie)	Severe Thunderstorm
8 (tie)	Cyberattack
8 (tie)	Structural Failure
11	Utility Failure
12	Major Transportation Incident
13 (tie)	Sinkhole/Karst

Hazard Ranking	Hazard
13 (tie)	Public Health Emergency
15 (tie)	Violent Mass Casualty Incident
15 (tie)	Infrastructure Failure
17 (tie)	Extreme Heat Incident
17 (tie)	Terrorism
19	Civil Disorder/Riot
20	Extreme Cold Incident
21	Dam/Levee Failure
22	Earthquake
23	Radiological Incident
24	Wildfire
25	Drought

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 *2020 Hamilton County Emergency Operations Plan* (EOP), the *2020 Hamilton County EMHSA Continuity of Operations Plan* (COOP), the *2020 Hamilton County 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.

FEMA's Core Capabilities

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

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/ and 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.

Federal Grants and Loans	
Public Assistance (PA) Grant	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.
Individual Assistance (IA) Grant	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.
Community Development Block Grant (CDBG)	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.
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

State Grants and Loans	
State Public Assistance (PA) Grant	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.
Ohio Individual Assistance (IA) Grant	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.
State Disaster Relief Program (SDRP)	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.

Local

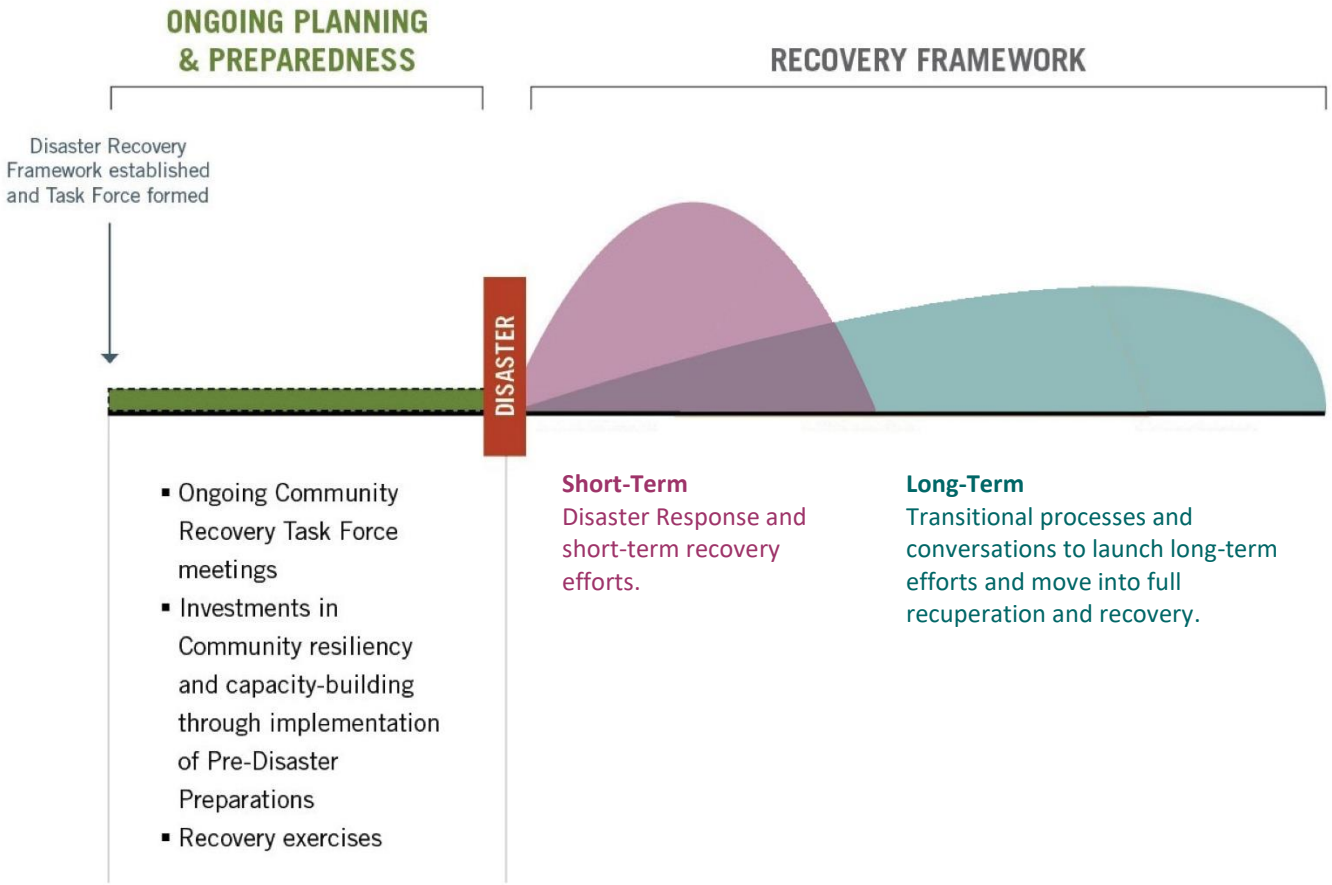
Though Hamilton County does not have a dedicated program for recovery funding, when funding is available, either through local, State or Federal sources, the County may create programs to assist individuals, organizations, and businesses. For example, in response to the COVID-19 Public Health Emergency, 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 recover 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.

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

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.

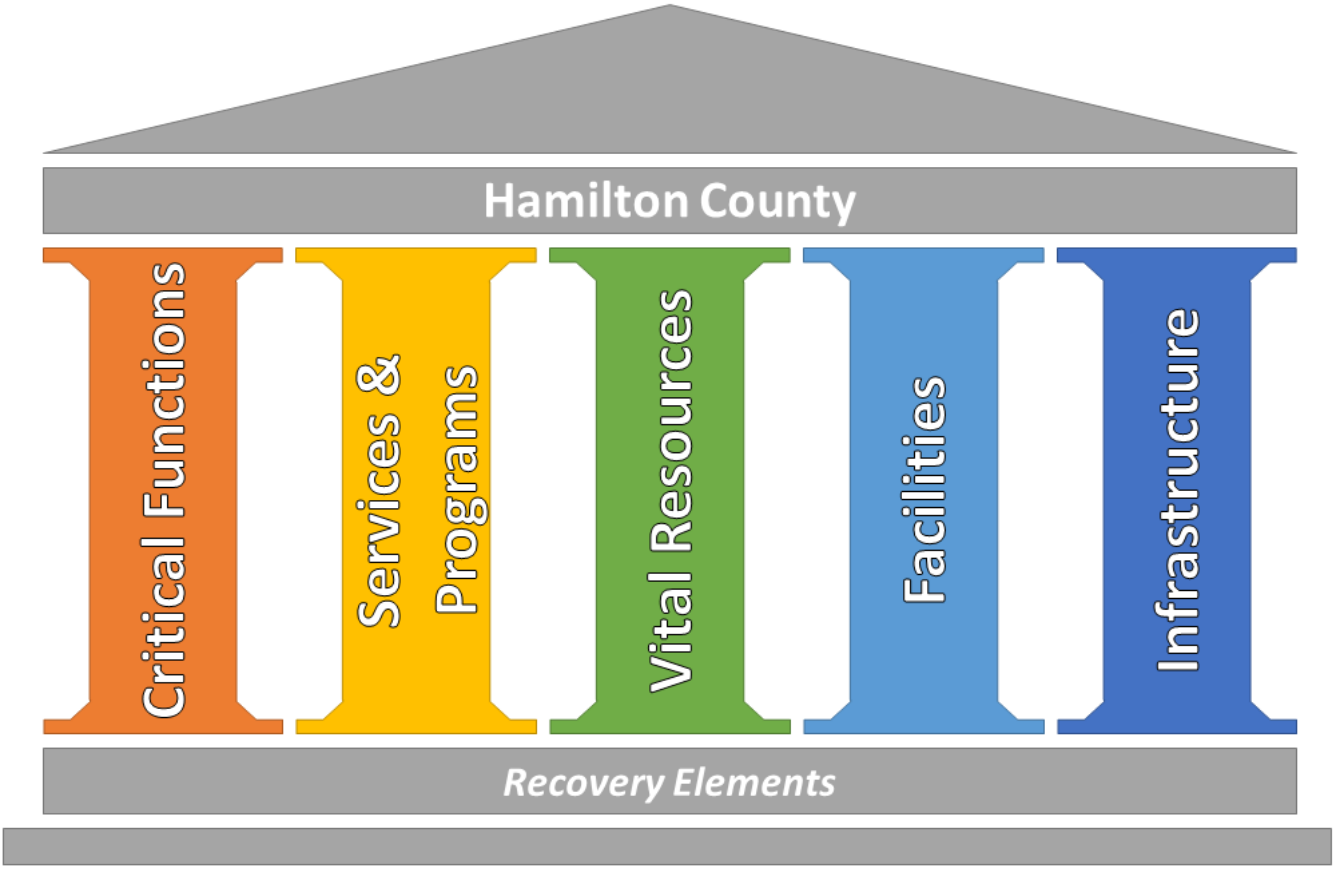
- **Infrastructure Systems** – Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.
- **Economic Recovery** – Return economic and business activities (including food and agriculture) 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.

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

Recovery Priorities

One major consideration for the RTF and the 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) 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/ or 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.

	Short-Term Goals	Long-Term Goals
Recovery Function #1	• 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

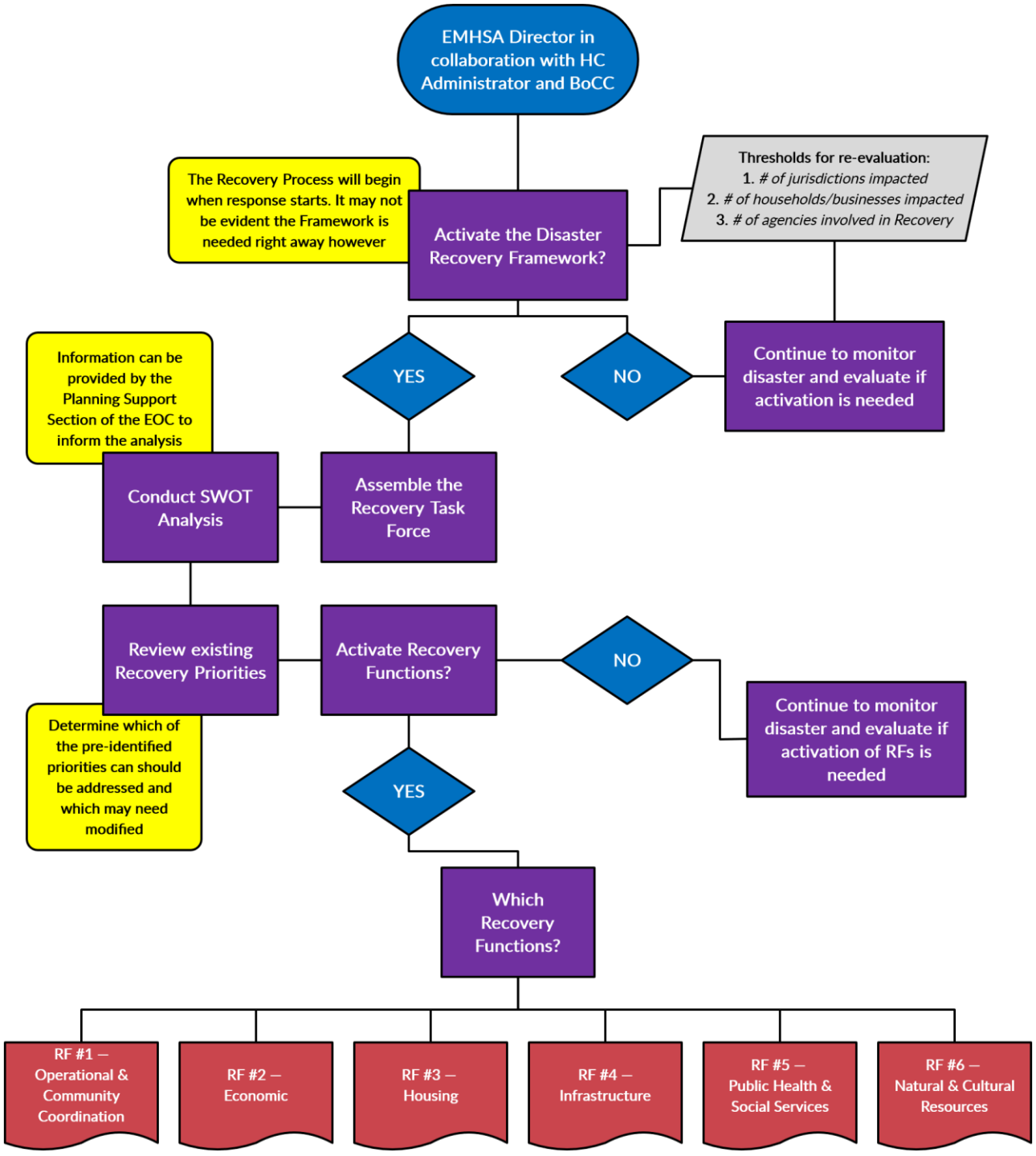
Implementation

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

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Acronyms & Glossary

Acronyms

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

RTF	Recovery Task Force
SBA	Small Business Administration
SDA	Secondary Damage Assessment
SDRP	State Disaster Relief Program
SLTT	State, Local, Tribal and Territories
SWOT	Strengths, Weaknesses, Opportunities, and Threats
USACE	United States Army Corp of Engineers
WebEOC	Web-based (Virtual) Emergency Operations Center

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.

Attachment #1 – Additional Resources

Ohio Emergency Management Agency Disaster Recovery Branch

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

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

These programs are designed to assist the public (state and local governments and certain eligible private 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
https://www.ema.ohio.gov/Documents/DAToolbox/Downloads/Tab%20B%20-%20Public%20Assistance%20Damage%20Assessment.pdf

Damage Assessment Checklists
https://www.ema.ohio.gov/Documents/DAToolbox/Downloads/Appendix%20A%20-%20Checklists.pdf

Damage Assessment Forms
https://www.ema.ohio.gov/Documents/DAToolbox/Downloads/Appendix B - Forms.pdf

Ohio EMA Disaster Recovery Branch Assistance Toolbox

(All forms and documents available on the Ohio EMA website)
https://www.ema.ohio.gov/Recovery_DAToolbox.aspx

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:

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

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

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

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

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

Department of Housing and Urban Development (HUD)

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

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

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

U.S. Army Corps of Engineers

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

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

- **Public Law 84-99 (Section 5 of the Flood Control Act of 1941) (PL 84-99)** – Under PL 84-99, the USACE provides assistance for emergency preparation, flood fighting and rescue operations, and restoration of flood control works. Relevant recovery programs include:
- The Disaster Preparedness element 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
- SBA (Small Business Administration)
- 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:
    - English Woods
    - Millvale
    - The Villages at Roll Hill
- All contact information can be found here: https://insights.cincinnati-oh.gov/stories/s/Community-Councils/csw6-ps2a/

Community Urban Redevelopment & Neighborhood Corporations (not all inclusive)

- Avondale Comprehensive Development Corporation
- Bond Hill Roselawn Collaborative
- Brewery District CURC
- Brighton Center
- Camp Washington Community Board

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

Annex A:
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:

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

Concept of Operations

The primary objective for EMHSA in fulfilling the activities of Annex A - 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:

Critical Functions	RF #1 will ensure operational coordination is continuing between local and county agencies during recovery.
Services & Programs	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.

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>
<tr><th>Short-Term</th><th>Long-Term</th></tr>
<tr><td rowspan="3">1. Evaluate the impacts on Hamilton County and determine what the current needs are
1.1 Obtain damage assessment reports to understand community impacts and needs
1.2 Reach out to county government and local jurisdictions to determine remaining needs that do not fit into other RFs</td><td>6. Initiate Local Recovery Planning
6.1 Engage and support the development of local recovery goals and strategies
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<tr><td>7. Support long-term donations and volunteer management
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7.2 Promote the need for donations and volunteer resources</td></tr>
<tr><td></td></tr>
<tr><th colspan="2">Short and Long-Term</th></tr>
<tr><td colspan="2">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</td></tr>
<tr><td colspan="2">3. Develop a county-wide Community Engagement Strategy
3.1 Plan for a coordinated county-wide community engagement and planning effort</td></tr>
<tr><td colspan="2">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</td></tr>
<tr><td colspan="2">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</td></tr>
</table>

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:

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

Concept of Operations
The primary objective for 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:

Critical Functions	RF #2 is not responsible for the restoration of any specific critical functions.
Services & Programs	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.
Vital Resources	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.

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.

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

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:

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

Concept of Operations
The primary objective for CMHA in fulfilling the activities of Annex C – 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:

Critical Functions	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.
Services & Programs	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.
Vital Resources	RF #3 is not responsible for the restoration of any specific vital resources.
Facilities	RF #3 will work with ESF #6 to transition displaced residents from emergency shelters into interim and long-term housing facilities.

Infrastructure	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.

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

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:

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

Concept of Operations
The primary objective for the Hamilton County Engineer's Office in fulfilling the activities of Annex D – 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:

Critical Functions	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.
Services & Programs	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.
Vital Resources	RF #4 will work with its Supporting Agencies and external private partners to restore access to fuel and public works equipment.
Facilities	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.
Infrastructure	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.

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. <u>Modernize the transportation network by:</u>
- 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.

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

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:

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

Concept of Operations
The primary objective for 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:

Critical Functions	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.
Services & Programs	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.

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.

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.

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

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:

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

Concept of Operations
The primary objective for the 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:

Critical Functions	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.
Services & Programs	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.
Vital Resources	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.
Facilities	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.

Infrastructure	RF #6 is not responsible for the restoration of any specific infrastructure.

Short-Term Goals & Strategies

1. Evaluate needs and capabilities of Hamilton County's natural and cultural assets and set a phased recovery strategy
Through partnership with EMHSA, information collected through the damage assessments can inform about physical damage sustained by natural assets such as parks, forests and bodies of water as well as historical sites and landmarks within the county. It will be important to connect immediately with leaders of the historical community and caretakers of the various sites within the county.

1.1 Maintain, 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.

Short-Term	Long-Term
1. Evaluate needs and capabilities of Hamilton County's natural and cultural assets to set a phased recovery strategy	**2. Preserve and facilitate the restoration and betterment of Hamilton County's natural assets**
1.1 Maintain, gather an up-to-date understanding of the recovery status of the County's natural and cultural resources and open spaces and establish a phased recovery strategy. 1.2 Identify environmental compliance requirements and available personnel assets. 1.3 Take timely action to protect public safety and stabilize damaged historic resources. 1.4 Engage with local, regional, state and national supporters. 1.5 Identify roles each sector can play in supporting recovery efforts.	2.1 Engage with recovery actions that conserve, rehabilitate, and restore natural and environmental assets. 2.2 Rebuild in ways that improve Hamilton County's parks and open spaces.
	3. Encourage the rehabilitation of damaged historic sites and connect arts, culture and community organizations to the recovery effort and normalization process
	3.1 Understand and augment available financial and personnel resources. 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. 3.3 Use arts and culture to help the community reflect, heal, celebrate and reenergize the economy.

EVENTS
GALLERY
NATE FLANAGAN
A FLEETING MOMENT
JUL 3 - 31
VIRTUAL SHOWS
PRE-K FAIRY TALES
JUN 27
CAFE MURDER JUN 27
TIX ON SALE NOW
VIRTUAL SHOWS BEGIN JUNE 27
TICKETS AVAILABLE NOW
11165