AGENDA

Meeting Type:	S
Date	09-18-1990
SUBJECT	City County School Board Joint meeting

City of Charlotte, City Clerk's Office

City Council/County Commission/School Board

Joint Luncheons

Proposed Process

- Meet every other month, starting November 1990, unless a special meeting is desired.
- Discuss topics of interest to all three bodies, but formal action will not be requested at the luncheons.
- "Hot Items" of significance to the three bodies could be added to the agenda by the Mayor, Commission Chair or School Board Chair, if needed.
- Responsibility for hosting luncheon would continue to rotate among three bodies.
- Responsibility for agenda material and any staff presentations would be assigned to appropriate staff to take lead on the particular topic.

Potential Topics
(not in any priority order)

- School Master Planning (including pupil enrollment & school construction)
- School Discipline and Safety
- Crime and Drugs
- Success By Six program
- Regional Trends and Issues
- Impact of 1990 Census/Changing Demographics
- Excellence in Teaching and Instructional Leadership
- Impact of Annexation and Resource Needs
- Community Priority Setting
- Housing Initiatives
- Government Area Space Planning
- Additional topics to be determined by the three elected bodies

Proposed Six-Month Schedule/Luncheon Host

- November 20 City Council
- January 15 School Board
- March 19 County Commission
- May 21 City Council
- July 16 School Board

Topic(s) designated for each luncheon to be determined by three elected bodies.

City Council/County Commission/School Board

Joint Luncheon

Tuesday, September 18

AGENDA

1 Final Report 'Hugo Lessons Learned Committee
Johnny Harris, Chairman of Hugo Task Force

2 Consideration of Proposed Process and Topics for Future Joint Luncheons

3 Adjourn

City Council/County Commission/School Board

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Final Report

Hurricane Hugo Task Force

Lessons Learned Committee

WHAT WE HAVE LEARNED FROM THE EVENTS DURING AND
FOLLOWING HURRICANE HUGO'S PASSAGE THROUGH
CHARLOTTE AND MECKLENBURG COUNTY, NORTH CAROLINA,
ON SEPTEMBER 22, 1989

INTRODUCTION

In the early morning of September 22, 1989, Hurricane Hugo struck Charlotte and Mecklenburg County, North Carolina after traveling inland for two hundred miles from the Atlantic coast Few anticipated that a hurricane would penetrate this far inland or arrive with the intensity and destructive force that it displayed Fortunately, loss of life was rare

In the wake of the hurricane, the City of Charlotte, Mecklenburg County and the Charlotte-Mecklenburg Chamber of Commerce organized a task force of community leaders to honor the contributions of people to the emergency response efforts and to examine the lessons that might be learned from the local experience with the hurricane One subcommittee of the Hurricane Hugo Task Force was the Lessons Learned Committee which was charged with the task of identifying what the community could learn from the emergency caused by Hurricane Hugo

The Lessons Learned Committee contracted with the Urban Institute of the University of North Carolina at Charlotte to conduct its study The study involved five separate but related parts 1) a survey of the general citizenry and its experience, 2) a survey of city, county and school personnel, 3) a survey of local businesses, 4) a survey of non profit agencies, and 5) a survey of the literature on citizen participation in emergency preparation and relief efforts The Urban Institute study began in December, 1989, and concludes with this report in June, 1990

What follows is a summary of findings and recommendations compiled from all five of the study areas, followed by a brief overview of each of the five areas examined during the Committee's study

Lessons Learned Committee

David A Burkhalter, Chairman
Charles Allison
Jerry Fox
Bob Freedman
Jimmy Hicks
Charles Page
Don Steger
Pam Syfert
Zack Zapach

Research Team

Terrel L Rhodes
Stephen A Coppola
Jane A Miles
Urban Institute
The University of North Carolina at Charlotte

GENERAL SUMMARY AND RECOMMENDATIONS

One overriding conclusion emerges from the information collected by the Lessons Learned Committee of the Hurricane Hugo Task Force all segments of the Charlotte-Mecklenburg community responded in exemplary ways during and after the emergency Although this study is not an evaluation of the local response to Hurricane Hugo, it seems clear that the community can be proud of its reaction to the Hugo emergency

Based on the five study areas, the following recommendations emerge for Charlotte Mecklenburg as we consider the possibility of other major emergencies confronting the local community and its citizenry Hurricane Hugo provided many valuable lessons for our community that may help us should another emergency occur

General Recommendations

1 Planning. More planning and coordination is needed among the various segments of the community All emergencies cannot be anticipated, nor will any plan be able to function perfectly, however, more comprehensive coordination of government business, non profit and citizen efforts is needed

2 Organization of Volunteers. Emergency plans must find ways to incorporate citizens, a tremendous resource, to help the community respond and recover in an emergency Citizen volunteers (emergent groups) appear in large numbers in the wake of an emergency Emergency planners need to find ways to increase citizen participation

3 Power Needs. Plans need to be developed to deal with power loss in an emergency The most frequently cited problem during and after the emergency was the loss of electricity Future planning needs to incorporate strategies for handling emergency situations where there is widespread loss of power sources, e g gas or electricity

4 Decentralization. Emergency response planning needs to identify and implement ways of decentralizing emergency response supplies and resources Decentralization of materials and people to neighborhood or area sites would help place resources closer to those in need and avoid some problems that arise when transportation systems are disrupted

5 Training. More training in emergency response is needed, not only for public employees, but for all segments of the community The better informed the community is, the more effective emergency response can be

6 Communications. Develop strategies for dissemination of appropriate information during times of emergency Plans should include alternatives to usual media sources which may not be operational in a disaster situation

7 Hugo Day. Establish a day each year for special recognition of those who assist in emergencies and to remind citizens of the importance of emergency preparedness This annual event could be held on September 22 and could include media and school programs, emergency drills, and recognition ceremonies

Recommendations for Government

8 Consider establishing a plan for decentralized small area centers for coordination of information and distribution of supplies and resources for emergency response Neighborhood centers, schools or churches might be suitable locations There is a need for localized places where citizens can go fairly easily to gain limited assistance, especially if electronic communications are not working, or transit systems are disrupted (including streets)

9 Identify ways to create neighborhood contacts or teams to help in an emergency by conveying information to citizens and checking on or identifying neighbors in need of assistance, especially the elderly and those with special medical or physical needs The Charlotte Mecklenburg Planning Commission already has lists of neighborhood leaders and association officers, which might serve as a basis for such a community contact system

10 Identify priority agencies and businesses to be assisted in regaining operation in an emergency Generators and/or special equipment, supplies and personnel need to be stockpiled or made available to certain enterprises and activities before others in many emergency situations The focus here is on units other than those already identified such as hospitals Grocery stores and banks may need greater attention and assistance from government than previously recognized

11 Special attention needs to be directed to poorer neighborhoods and areas It is clear that poor citizens have fewer personal financial resources to help recover from an emergency, are more likely to have less food, fuel, etc , on hand, and to rely more on a limited cash economy than other segments of the community It also appears that poorer citizens are less likely to engage in volunteer community emergency response activities to assist others Special programs should be targeted to low income areas These might include

a. Prior identification of neighborhoods most likely to need special assistance in an emergency

b Development of a plan to provide special services to these areas in times of emergency

12 Find ways to incorporate and to legitimate citizen involvement in emergency response as it emerges in the wake of emergency situations These emergent groups are a vast resource that can be anticipated and harnessed to help respond and recover in an emergency For example, local government could identify neighborhood team leaders or contact people to coordinate neighborhood efforts and issue special stickers or badges to identify "official" volunteers

13 Conduct more training for emergencies, especially for personnel working in group facilities such as schools, jails and senior centers. Although all public employees would benefit from more training and information about what to do in an emergency, an emergency during times when group facilities are in operation could create special staffing and logistical problems Group facility staffs would benefit from training and drills on emergency response

14 Develop appropriate information for emergency response to be disseminated by local media Work with media to insure that those responsible for communicating information to the community know where to get correct information, what to present and how to present it properly Since electricity is often interrupted in a disaster situation, communication plans should include alternatives to radio and television announcements

15 Explore ways to get information to employees about the safety of their families in an emergency One of the key factors related to keeping any employee on the job or getting him/her to return in an emergency is knowledge about the safety of the family This is particularly crucial for public safety and other emergency responders whose presence is vital in a disaster situation Government might develop a strategy to check on the safety and well-being of public employees families and help provide assistance with child care, food, emergency repairs, etc , so that these employees can continue to work

Recommendations for Business

16 Develop/Maintain emergency plans, e.g. have generators available, necessary supplies, security plans, non-electrically operated backup equipment. Be flexible to best meet needs of the specific emergency

17 Communicate better with the media about what businesses are open, what can be provided to citizens, how citizens can help businesses meet community needs

18 Be more responsive to local government calls for people to remain at home and not to report to work Blanket attendance policies for all employees may create more problems for the community emergency response Businesses should be more cognizant of community needs in an emergency Greater coordination of business operations with local government emergency response officials could help identify businesses with critical personnel needs

19 Establish a business emergency response committee to plan coordinated assistance from businesses to the community This could begin with those businesses especially involved in clean-up operations and restoration of essential services, but might also include businesses that have heavy equipment, construction materials, perishable foodstuffs, or other items or personnel that might be provided to the community to help prepare for or recover from an emergency

20 Businesses should be encouraged to think about how they can help mitigate conditions before any emergency occurs For example, place power lines underground where possible and create more protected work environments, such as shelter areas in businesses where employees and customers can be away from glass windows, etc

21 Develop plans for assistance to employees and their families in times of emergency This might include family assistance teams, flexible scheduling and emergency financial assistance

Recommendations for Non-Profit Agencies

22 Develop/Maintain a plan for providing agency services under emergency conditions The plan should include, for example, consideration of alternative power and communication sources, collection and distribution of resources, increased service demand, and enhanced coordination of activities with government and other agencies

23 Do more training in emergency response of own personnel and clients Non-profit agencies often serve the lower income segments of the community These citizens also appear to be the least prepared for an emergency Non-profit agencies could include emergency preparedness information in their regular contacts with clients

24 Coordinate non-profit agency emergency response efforts by identifying or creating a lead agency with overall responsibilities for disseminating information, referring volunteers, keeping track of supplies, and connecting citizen needs with appropriate providers

25 Devise ways to get services out to needy citizens in a more timely manner Coordination of non-profit efforts with local government efforts through neighborhood emergency response sites is one possibility

26 Contact neighborhood associations prior to an emergency to identify neighborhood volunteers Already having a list of neighborhood contacts who can provide standard types of assistance (food preparation, transportation, etc) might take some of the load off non profit agencies

27 Provide for families of non-profit agency workers Non-profit workers reported very long hours and heavy workloads, which not only took a toll on them, but also on their families Plans need to include providing for the families of these workers and other volunteers

Recommendations for Individual Citizens

28 Maintain (in the home and the car) basic emergency supplies, e.g. flashlights, batteries, and first aid kits

29 Devise and practice emergency drills and procedures for finding family members or friends in an emergency

30 Keep some appliances and equipment that do not require electricity, including radios, can openers, etc Keep a supply of foodstuffs that do not require refrigeration

31 Obtain and keep in an easily accessible place basic information about emergency responses, including how to contact sources of information and assistance

32 Know who in your neighborhood may need special assistance or who may have special skills that would be helpful in an emergency Check on neighbors to see if they are safe

I GENERAL CITIZEN SURVEY OF

THE EFFECTS OF HURRICANE HUGO

From February 5 to February 19, 1990, a telephone survey of 850 citizens of Mecklenburg County was conducted Households were selected through a process of random digit dialing The sampling error for this survey was +-4 percent at the 98 percent confidence level

The citizen sample was asked about its experiences before, during and after Hurricane Hugo Specifically, respondents were asked about precautions taken before the hurricane hit, damages incurred from the hurricane, problems encountered during the emergency period, stress, clean-up, the effects on their work situation, interest in emergency response programs, and their assessment of the local responses to Hurricane Hugo A summary of the major findings from the general citizenry follows

* Precautions prior to Hugo
    - Only one-fourth of the respondents took precautions prior to the arrival of Hurricane Hugo
      Higher income citizens were more likely to have taken precautions
* Damages incurred
    - Slightly over half of the citizens experienced damage from the hurricane
    - Most citizens experienced damage to yard or areas outside their homes
      Lower income citizens were most likely to have also experienced damage to their homes
* Problems encountered
    - Lack of electricity was the most common problem expressed by all respondents
    - Lower income citizens experienced the most problems
    - The closing of banks and businesses was a problem, especially for lower income citizens
* Stress
    - Citizens who reported experiencing multiple problems, also reported higher stress levels

* Clean-up

  - Approximately one-fourth of the citizens reported difficulty in finding workers to make repairs
  - Over one third of the citizens reported participating in volunteer clean-up activities

* Work situation

  - Most citizens who worked reported missing work days
    Public employees were more likely to have lost vacation or salary as a result of missed workdays than private workers
  - The most frequently mentioned work-related problem was lack of electricity at work

* Emergency response programs

    One third of the citizens are interested in participating in community emergency response programs
  - Higher education groups are most interested in community emergency response programs

* Assessment of local response

  - Overall opinions of local response were quite high
  - Non profit agencies received the highest ratings for their response efforts

II PUBLIC EMPLOYEE TRAINING

NEEDS SURVEY

In February, 1989, the Urban Institute conducted a survey of a sample of city, county and public school personnel to assess the perceived training needs of these employees in the area of emergency response After Hurricane Hugo, another survey of the same employees was conducted to determine the employees perceptions about their level of preparedness for an emergency after having experienced an actual emergency In December, 1989, 772 public employees responded to the second survey This study provides a unique before and after look at the perceptions of public employees related to preparation for responding to a local emergency

Public employees were divided into three groups general employees supervisors, and first responders (police, fire, MEDIC) Employees were asked about their level of emergency training, and their concerns related to work responsibilities

* Level of training

  Most public employees had received some information about the need for them to perform emergency duties
  Most public employees expressed the feeling of being better prepared for an emergency than they thought they were
  Most public employees expressed the need for more emergency response training
  School personnel feel the greatest need for more emergency training

* Concerns related to work conditions

  Overwhelming majority of public employees responded to their work duties in the emergency
  Single major issue affecting employees' decision to stay at work, or to return to work in an emergency, is knowledge about the safety of their families
  - Most public employees continued to perform their usual work responsibilities during the emergency
  Largest areas of expressed dissatisfaction were lack of recognition and inadequate compensation

III. PRIVATE SECTOR SURVEY ON THE EFFECTS OF HURRICANE HUGO

During the period of March 21, 1990, to April 3, 1990, a telephone survey of forty-two Mecklenburg County businesses was conducted The list of businesses was compiled by the Lessons Learned Committee of the Hugo Task Force Thirty-five surveys were successfully completed The businesses surveyed varied greatly in size and type

The businesses were asked to 1) assess the impact of Hurricane Hugo on the business community, 2) discover factors that led to a successful response to the hurricane, 3) discover the level of business involvement in the community response and recovery efforts, and 4) obtain ideas, from a business perspective, that might help the community respond better in future emergencies

* Impact on the business community
    - Over 80% of businesses indicated severe or moderate damage from the hurricane
      Most severe problem reported was the loss of electrical power
      Communication problems were widespread, especially for the media firms surveyed
* Successful response factors
    - Most businesses reported that special arrangements were made to recognize the problems of employees during the emergency
      Most businesses, especially larger ones, had emergency plans prepared before the emergency
    - Most businesses with emergency plans felt that they worked well
    - About half of the businesses without emergency plans, have adopted plans or are doing so now
* Involvement in response and recovery
    - Most businesses reported a high level of cooperation with other groups during the emergency
    - Most business contact was with other businesses and with government agencies
      Most businesses reported some volunteer efforts, particularly the donation of goods and employees

- Suggestions for improved community response
  - Improve advance emergency planning and communication between government and business
  - Improve business emergency planning
    Primary suggestion involved improving coordination of activities among all sectors in an emergency

IV NON-PROFIT AND GOVERNMENTAL HUMAN SERVICE

AGENCY SURVEY ON THE EFFECTS OF HURRICANE HUGO

Fourteen non-profit and governmental agencies were identified by City personnel and other agencies as having been directly involved in the provision of human services during the emergency period Four of the fourteen agencies were departments of the City of Charlotte or Mecklenburg County governments Personal interviews were conducted with the appropriate contact person during the period of April 27, 1990, to May 9 1990

The non-profit and governmental agencies were asked about their level of involvement in response to the Hugo emergency, the types of contact they had with other agencies and any suggestions they might make regarding preparation for future situations

* Level of Involvement

  - Most non-profit agencies had not made specific preparations for the Hugo emergency prior to its occurrence
  - All agencies were involved in the response to the emergency, with primary activity focused on provision of food and clean up assistance

* Types of contact

  - All non-profit agencies used volunteers to respond to the emergency
    Most non profit agencies reported that more volunteers would have been useful and that volunteers did not need special skills to be of use to the agencies
  - All agencies made contact with other non-profit agencies
    Most non-profit agencies made contact with governmental agencies
    Most agencies made contact with local media

* Suggestions for the future

  - Greatest problems reported were lack of electricity, lack of phone service, and lack of adequate supplies for clients Agencies need to develop alternative plans for dealing with situations such as these which are likely to occur during emergency periods
  - Strong support was recorded for greater coordination of efforts among non-profit agencies
  - Strong support emerged for greater communication and coordination with governmental agencies
    Strong sense that more planning was needed

V LITERATURE REVIEW ON CITZEN

INVOLVEMENT IN THE EMERGENCY RESPONSE PROCESS

A review of the literature on disasters or emergencies in other communities was conducted, especially related to the involvement of citizens in response to emergencies The types of responses to the emergency vary, according to the severity, intensity, and duration of the disaster and degree of familiarity to the affected population Four stages of emergency planning have been identified mitigation, preparedness, response, and recovery General findings are

* Most mitigation efforts must be undertaken by government, they are beyond the resources of individual citizens
* Citizens who receive a clear and consistent message regarding an emergency are most likely to act sooner and to avoid or lessen damage
* Citizens will always make an effort to solve problems that are perceived as not being handled by authorities
* Citizen groups will operate more efficiently and for longer periods of time when they are identified as legitimate parts of the emergency response and recovery effort

9/18/90

12

Mayes	Carlton Du Puy	
Campbell	Ken Andrews	
Clodfelter	Red Autry	✓
Hammond	✓ Jerry Blackmon	✓
McCrory	Peter Keber	✓
Mangum	Barbara Rockwood	✓
Martin	✓ Bob Walton	
Matthews	✓ John J. Tate, III	
Patterson	W. Rickard	✓
Scarborough	✓ Sl. Byrum	
Vinroot	✓ Geo. Battle	✓
Wheeler	✓ Susan Burgess	✓
	Joe Martin	
	Jim Richards	✓
	Arthur Griffin	
David Burckhalter	J. Buck	✓
W White	✓ P. Syfert	✓
Calvin Wallace	✓ Jerry Fox	Co. Manager
	Johnny Harris	✓
	Chris Fulk	✓

12. 35

Autrey
Johnny Harris - Slides + Presentation
Autrey
Harris
Autrey
Keber - Host p
Autrey - Host choose topic + get in touch
W. White
Autrey
White
Dorr Battle, Chair School Board
Autrey
Scarborough
H. Martin
Autrey
Vinroot
Autrey - suggest for November -
White
Autrey
Keber
Matthews

Autry - Pitch for Non-Capital needs of Community

Rickard

Autry

Martin Cranton

Rickard, School Board

Cranton

Calvin Wallace, Acting Supr Schools

Blackmon arrived @ 1:10

Autry

Rickard

Autry

Vinroot

Rickard

Hammond

Autry

H Martin

Matthews

Autry

J. Fox

Tate

Wheeler

Sue Burgess, School Board

Vinroot

Autry

Scarborough

Autry

Scarborough

Autry

Hammond

Richard / Burgess 2 Mgrs + Supr

Jerry Blackmon, Co Com establish process

+ create a focal

point for future mtgs

Matthews

White

ADJOURN

1:35 p.m.