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Acknowledgments

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Sage Project Staff
Jessica Barlow, Program Director
Piper Whalen, Graphic Design Intern
About The Sage Project

The Sage Project is a partnership between San Diego State University (SDSU) and a city or government entity in the San Diego region. The mission of the program is to engage students from across the University to assist the local government with projects that address their smart growth, quality of life, and sustainability goals. Students have the opportunity to engage in meaningful real-world projects and make positive contributions to a community in SDSU’s service area. The program’s vision is to connect SDSU students and faculty with high-priority, high-need community projects, thereby generating interest and fresh ideas that create momentum and provide real service to the community. The Sage Project embodies the University’s commitment to serving local students, engaging alumni, and contributing to the public good by focusing thousands of hours of course-based student involvement with high-impact activities. The program is based on the highly successful and award-winning Sustainable City Year Program (SCYP) at the University of Oregon and is a part of the SCYP network. National City, California, is the Sage Project’s 2013-2014 partner city. Participating courses come from the following disciplines: Anthropology; Audiology; City Planning; Civil Engineering; Communication; Geography; Graphic Design; Homeland Security; International Security And Conflict Resolution; Marketing; Political Science; Public Administration; Public Health; And Speech, Language, and Hearing Sciences.

About National City

National City is a highly urban community of about 60,000 residents in south San Diego County. It is the second oldest city in the county and boasts a rich history, a diverse community, and is known as one of the most walkable cities in San Diego County. Located just south of downtown San Diego and just north of the US-Mexico border, the city is flanked by freeways and is home to large-scale industries. National City is a mid-size city that faces big city challenges, and, like many municipalities, the city is challenged to meet community needs and demands of providing effective and efficient response and recovery in the event of a major emergency or a disaster.
Course Participants

Instructor

Students
Agha, Sobhya
Arutyunova, Emiliya
August, Mark
Barksdale, Daniel
Brightman, Daniel
Chemodanova, Evgenia
Cho, Taehyun
Eaton, Casey
Eaves, Arnnely
Fleckenstein, Paul
Frydrych, Phillip
Gallardo, Gibran
Gavert, Joshua
Hider, Brian
Joya De La Sancha, Minerva
Kehoe, Ruth
Kirchhoefer, Rene
Knowles, Shelby
Kopelson, Alexander
Lattimore, Grant
Limburg, Shelby
Lopez, Cecilia
Maier, Lisa
Maloney, David
Mitchell, Marsa
Nelson, Natalie
O'Grady, Sean
Oberg, Robert
Ou, Howard
Owen, Michael
Parker, Lindsay
Racoosin, Robert
Rodriguez, Alexis
Roldan, Sara
Rosario, Jared
Rumsey, Matthew
Salas, Adrian
Saldana, Moriah
Smith, Maxwell
Trent, Joseph
Whittaker, Jerry
Wingett, Dominique
Introduction

This report represents a body of student research and recommendations developed by the graduate students of the Master’s of Science in Homeland Security Program at San Diego State University specifically to address a request by National City.

The project is in response to a request from National City to develop six annexes to National City’s base Emergency Operations Plan (EOP). The six requested annexes are Debris Management, Donations Management, Mass Medicine Distribution, Continuity of Operations, Access and Functional Needs, and Climate Change. As part of Homeland Security Course 603, Emergency Preparedness and Response, Spring semester 2015, the students formed groups of between five and eight students to produce each annex. The students referenced federal, state, and county laws, plans and administrative guidance. When available, the students relied on other municipalities’ plans as templates for their work.

A summer team of three volunteer students undertook the task of turning the class produced annexes into products ready for staffing to all National City Departments for review and approval, and ultimate incorporation as annexes to the base EOP. The summer team held a series of weekly meetings on site with National City’s Homeland Security Manager. Additionally, the summer team generated series of clarifying questions, decisions, and input requests for National City. The inputs provided by National City resolved most of the outstanding recommendations and assumptions within the annexes. Any outstanding issues will be listed in the recommendation sections of each annex below.

For each of the twenty-four recommendations, this report then specifies the expected outcomes anticipated from the successful implementation of the recommendation. While not an exhaustive implementation roadmap, this report provides a general description of the process necessary to implement each recommendation.
Project Overview & Recommendations

Annex 1 - Debris Management

Currently, National City’s EOP has only a brief and limited discussion of the overall management of the clearance, removal, and disposal of debris from an emergency or disaster. The EOP assigns responsibility for coordinating and advising the Emergency Operations Center Staff on the purchasing, distribution and use of resources required to restore roads, storm drain systems, buildings, wastewater treatment facilities and transit facilities to the Construction and Engineering Unit of the Operations Section. This unit is to maintain contact with the Public Works Department Operations Center and is responsible for coordinating with San Diego County EOC and appropriate jurisdictional agencies to secure resources for debris clearance.

The attached Debris Management Annex will provide National City with an in-depth and detailed plan. It establishes an organizational structure and process, which does not currently exist, by which National City can coordinate and manage, in the most effective and efficient way, the clearance, removal, and disposal of debris following an emergency or disaster.

This annex establishes a Debris Management Organization and outlines Staff, Contractor, and Partner Agency responsibilities for response and recovery operations. It provides usable checklists, forms, and logs for the entire debris management operation. In addition, it contains four comprehensive and valuable appendices including Debris Contractor Oversight Team Standard Operating Guidelines; a Sample Debris Removal and Disposal Monitoring Plan; Debris Clearing, Removal, and Disposal Guidelines; and a Debris Removal Applicant's Contracting Checklist. Capitalizing on the resources available through county, state, and federal partner organizations, contractors, and within National City, this annex is flexible enough to respond to any emergency regardless of the size, scale, or scope.
Recommendation 1-1: Approve Annex 1
Follow National City standard procedures to staff the Debris Management Annex to all National City Departments for changes, corrections, edits and departmental approval. Staff the departments approved Annex to appropriate National City final approving authority for adoption and promulgation as Annex 1 to the National City Emergency Operations Plan. The Debris Management Annex is included as Enclosure 1 to this report.

Expected Outcome: National City will have a usable Debris Management Annex to the Emergency Operations Plan to aid in the planning, response, and recovery of future debris generating emergencies or disasters.

Recommendation 1-2: Assign City Personnel
The Debris Management Annex establishes a significant organizational structure, staff positions, a debris management center, and teams, which do not currently exist within the City of National City. Upon adoption and promulgation of this annex, recommend National City assign primary and alternate personnel for each position identified in the annex.

Expected Outcome: National City will have a cadre of City personnel assigned to each required position, both primary and alternate, to execute all of the Debris Management Annex responsibilities of coordinating and managing the clearance, removal, and disposal of debris following an emergency or disaster.

Recommendation 1-3: Train Assigned Personnel
The Debris Management Annex is a comprehensive and extensive plan. Recommend National City establish a training and exercise program for all of the City personnel assigned to support, coordinate, and manage future debris generating emergencies or disasters described in the Debris Management Annex.

Expected Outcome: Through appropriate training and exercising of assigned personnel, National City will be prepared to safely, lawfully, efficiently, and effectively coordinate and manage the clearance, removal, and disposal of debris following an emergency or disaster.
Annex 2 - Donations and Volunteer Management

Currently, the National City Emergency Operations Plan provides no discussion on the management of donations and volunteers to aid in the response and recovery of an emergency or disaster.

Emergencies and disasters, large and small, require many people, things, and money for planning, response, and recovery. When disaster strikes a community, citizens feel a sense of duty to their friends and neighbors. When the community suffers, citizens need a plan to rally around and help the affected recover, meeting both physical and emotional needs. It is critical that community members can easily identify ways to donate and volunteer to aid in the response and recovery of an emergency or disaster.

National City's Donations and Volunteer Management Annex is a plan to identify needs and establish an organizational structure and process by which National City can access and manage, in the most effective and efficient way, the influx of volunteers, in-kind donations, and monetary donations in the event of an emergency or disaster. This annex contains five sub-annexes, including Volunteer Management, In-Kind Donations Management, Monetary Donations Management, Donations Logistics Management, and Public Affairs for Donations and Volunteer Management. Capitalizing on the resources available through partner organizations, donations networks, donors, volunteers, and within National City, this annex is flexible enough to respond to any emergency regardless of the size, scale, or scope.

Recommendation 2-1: Approve Annex 2

Follow National City standard procedures to staff the Donations and Volunteer Management Annex to all National City Departments for changes, corrections, edits and departmental approval. Staff the departments approved Annex to appropriate National City final approving authority for adoption and promulgation as Annex 2 to the National City Emergency Operations Plan. The Donations and Volunteer Annex is included as Enclosure 2 to this report.

Expected Outcome: National City will have a usable Donations and Volunteer Annex to the Emergency Operations Plan to aid in the effective and efficient management of donations and volunteers in support of response and recovery during future emergencies or disasters.
Recommendation 2-2: Assign City Personnel
The Donations and Volunteers Management Annex establishes a significant organizational structure, staff positions, centers, and facilities, which do not currently exist within the City of National City. Upon adoption and promulgation of this annex, recommend National City assign primary and alternate personnel for each position identified in the annex.

Expected Outcome: National City will have a cadre of City personnel assigned to each required position, both primary and alternate, to execute all of the Donations and Volunteer Management Annex responsibilities of accessing and managing the influx of volunteers, in-kind donations, and monetary donations in the event of an emergency or disaster.

Recommendation 2-3: Train Assigned Personnel
The Donations and Volunteer Management Annex is a comprehensive and extensive plan. Recommend National City establish a training and exercise program for all of the City personnel assigned to support, coordinate, and manage volunteers and donations as described in the Debris Management Annex.

Expected Outcome: Through appropriate training and exercising of assigned personnel, National City will be prepared to safely, lawfully, efficiently, and effectively coordinate and manage the influx of donations and volunteers following an emergency or disaster.

Recommendation 2-4: Register with AidMatrix
National City should register with AidMatrix or other donations network portal.

The AidMatrix Network is a disaster-relief supply chain that allows members to view donations and post specific needs, as well as access warehouse and logistics tools. It is a national online system sponsored by the Federal Emergency Management Agency (FEMA) and used by many state and local governments. AidMatrix will profile the needs of local government and non-governmental organizations so donors can direct assistance to where it is needed and give donors a choice as to where to direct their donations. Conversely, donors may also post an undesignated donation on the portal. Typically, a recipient organization is responsible for the retrieval of a donated good. However, transportation capabilities can also be donated, often from the private sector. AidMatrix has proven effective in limiting the physical influx of goods into a disaster-affected area. The portal includes a database function with the
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capacity to track all donor calls, donation transactions, and inventory on a 24/7 basis. This allows for real time reporting capabilities and provides a central clearinghouse on donations management activities. AidMatrix partners include Accenture, United Parcel Service, FEMA, North Atlantic Treaty Organization (NATO), International Federation of Red Cross and Red Crescent Societies, National Volunteer Organizations Active in Disasters (NVOAD), and numerous governmental partners. It is partnered with over 35,000 different nonprofits, businesses and government agencies worldwide. Over forty percent of United States municipalities have already signed on to AidMatrix. The system was successfully used for the 2007 Southern California wildfires.

**Expected Outcome:** Once registered with AidMatrix, National City will be able to take advantage of all of the Network’s capabilities, including requesting specific needed in-kind donations to aid in the response and recovery following an emergency or disaster.

**Recommendation 2-5: Establish a Fiscal Agent**
National City should establish a Memorandum of Agreement (MOU) with an established and reputable Fiscal Agent for Monetary Donations.

A Fiscal Agent is a nonprofit organization that provides fiduciary oversight, financial management, and other administrative services to help manage charitable monetary donations. San Diego Community Foundation is one non-profit 501(c)3 organization with experience handling large sums of tax-deductible donations. Another nonprofit organization that serves as a Fiscal Agent is the United Way.

**Expected Outcome:** By identifying and establishing an MOU with a Fiscal Agent prior to the next emergency or disaster, National City will ensure future donated funds will be managed in the most effective, efficient, and legal manner.

**Recommendation 2-6: Establish Memorandum of Agreement with Goodwill of National City**
National City should negotiate and establish a Memorandum of Agreement with Goodwill of National City. Goodwill of National City has a facility and trained staff, who understand donations logistics management, including receipt, cataloging, inventory, and distribution of donated goods. Establishing an MOU will capitalize on the experience of Goodwill of National City and could significantly ease the burden of donations management for the City of National City in a future emergency or disaster.

**Expected Outcome:** Depending on the desires and willingness of the two partners, the scope of the agreement could range from Goodwill of National City just providing volunteers to assist National City’s donations logistics management efforts, through Goodwill handling the entire responsibility for donations and logistics management for the City of National City. This MOU in any scope or scale will aid National City’s donations management during the response and recovery effort of a future emergency or disaster.
Annex 3 - Mass Prophylaxis Distribution and Dispensing

Currently, National City has a very good and detailed emergency action checklist in the Emergency Operations Plan for the dispensing of mass medication to the City staff and their households, known as Phase I through III. Phase IV distribution to the general population, including citizens of National City, is the responsibility of the County of San Diego. Additionally, National City participated in a Cities Readiness Initiative (CRI) pilot program in 2006. As part of the pilot program, a contractor produced a draft Mass Prophylaxis Distribution and Dispensing Plan for National City. The draft was never adopted. Furthermore, after the pilot program, National City trained 25 volunteers as Mass Medicine Team (MMT) members responsible for the actual dispensing of medicine. Only 17 of those MMT members remain with the City.

The Mass Prophylaxis Distribution and Dispensing Annex expands on the current EOP checklist and incorporates much of the draft from the 2006 pilot. It details the plan and procedures for the emergency distribution and dispensing of the Strategic National Stockpile (SNS) to National City first responders, city staff, and members of their households in the event of domestic terrorism or certain public health emergencies. The SNS is managed jointly by the U.S. Department of Health and Human Services (HHS) and the U.S. Department of Homeland Security (DHS), and coordinated through the Centers for Disease Control and Prevention (CDC) as a national repository of medications, vaccinations, antidotes, and other medical supplies and resources designed to augment and re-supply state and local public health agencies during a public health emergency. This annex once adopted should also be submitted to the County of San Diego to be National City’s Annex to the County Stockpile and Mass Prophylaxis Plan.

Recommendation 3-1: Approve Annex 3

Follow National City standard procedures to staff the Mass Prophylaxis Distribution and Dispensing Annex to all National City Departments for changes, corrections, edits and departmental approval. Staff the departments approved Annex to appropriate National City final approving authority for adoption and promulgation as Annex 3 to the National City Emergency Operations Plan. The Mass Prophylaxis Distribution and Dispensing Annex is included as Enclosure 3 to this report.

Expected Outcome: National City will have a detailed Mass Prophylaxis Distribution and Dispensing Annex to the Emergency Operations Plan to guide the emergency distribution of the SNS to National City first responders, city staff, and members of their households in the event of domestic terrorism or certain public health emergencies.
**Recommendation 3-2: Revitalize and Retrain the Mass Medicine Team**

Upon adoption of Annex 3 Mass Prophylaxis Distribution and Dispensing, recommend National City take the opportunity to revitalize and retrain the City’s MMT. In 2007, National City trained 25 volunteer MMT members, only 17 remain with the city. Part of the revitalization should be to seek volunteers to fill the team vacancies. In addition to the responsibilities of dispensing mass medicine to City staff (Phases I-III), the MMT will also have responsibilities for mass medicine dispensing to citizens (Phase IV) as part of San Diego County’s forthcoming Mega-Point of Distribution (POD) Plan. One of the County’s eight designated Mega-POD sites for medicine distribution to South County citizens will be Plaza Bonita. The draft County Plan calls for City MMT members to man the Mega-POD sites. Indications are the County plans to exercise the draft Mega-POD plan sometime this fall.

**Expected Outcome:** By revitalizing and retraining the MMT, National City will have a full MMT ready to execute the National City Mass Prophylaxis Distribution and Dispensing Annex and to assist San Diego County in the Mega-POD distribution of medicines to its citizens in the event of domestic terrorism or certain public health emergencies.
Annex 4 - Continuity of Operations

Currently, National City does not have a Continuity of Operations Plan. In 2012, a draft plan was begun to be written using the County of San Diego Municipality template. The plan was never finished or adopted.

The City of National City must ensure its operations are performed efficiently with minimal disruption, especially during an emergency or disaster. The City’s Emergency Operations Plan is used to prepare for, respond to, and recover from emergencies and disasters. The Continuity of Operations Plan (COOP) is an additional annex designed to help the City effectively resume day-to-day core services and functions following an emergency or disaster, which also affects City facilities, equipment, and employees. The COOP Annex documents the basic information, procedures, and guidance which will enable the City of National City to resume essential functions within 12 hours of an emergency, with or without advance warning, and to sustain continuous operations for up to 30 days. It delineates essential functions and activities, delegates authority, establishes departmental orders of succession, identifies vital records and databases, identifies alternate facilities, and contains operational checklists.

Recommendation 4-1: Approve Annex 4

Follow National City standard procedures to staff the Continuity of Operations Annex to all National City Departments for changes, corrections, edits, and departmental approval. Staff the departments approved Annex to appropriate National City final approving authority for adoption and promulgation as Annex 4 to the National City Emergency Operations Plan. The Continuity of Operations Annex is included as Enclosure 4 to this report.

Expected Outcome: National City will have a usable Continuity of Operations Annex to guide the resumption of essential city services and functions following an emergency or disaster that also affects City facilities, equipment, and/or employees.

Recommendation 4-2, Prioritize Essential Functions

As part of staffing process of Annex 4, we recommend National City prioritize the Table 2 Essential Functions. The Annex currently lists twenty-eight #1 priorities, eight #29 priorities, eight #37 priorities, two #45 priorities, two #47 priorities, and ten #49 priorities. The priorities were listed based only on the essential function critical recovery time following an emergency or disaster, which also affects National City’s facilities, equipment, and personnel.
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Expected Outcome: By properly prioritizing all fifty-eight Essential Functions as part of the Annex approval process of Annex 4, National City will have a complete continuity plan. The proper prioritization will ensure National City devotes limited resources to the most critical essential functions first, in a future emergency or disaster, which also affects National City’s facilities, equipment, and personnel.

Recommendation 4-3: Complete and Validate Vital Records Inventory
As part of staffing process of Annex 4, recommend National City Departments complete and validate the accuracy of the Table 6 Vital Records Inventory. Some rows are blank and the entire list needs to be validated against current National City vital records inventory.

Expected Outcome: By completing and validating the current National City Vital Records Inventory as part of the approval process of Annex 4, National City will have a complete and current inventory of its vital records, which will be so important in providing essential functions in a future emergency or disaster, which also affects National City’s facilities and equipment.

Recommendation 4-4: Validate Pandemic Assessment of Essential Functions and Demand
As part of staffing process of Annex 4, recommend National City Departments validate the accuracy of Table D-1 Pandemic Essential Functions Demand Increase or Decrease. This table provides an assessment of which services would likely increase or decrease in demand during an outbreak of an infectious disease affecting National City employees.

Expected Outcome: By having an accurate Table D-1, decision makers will have snapshot of where to pull healthy City personnel from and where to send them to aid in the delivery of essential functions and services to National City’s citizens in the event of an outbreak of an infectious disease affecting National City employees.
Annex 5 - Access and Functional Needs
Currently, the National City EOP discusses the overall management and considerations for assisting its special needs population in several sections, including a one page section titled Special Needs population and in the Care and Sheltering section. There are not detailed considerations, procedures, and responsibilities assigned for the coordination and management of alert and warning, evacuation and transportation, care and sheltering and other general support services for the access and functional needs population.

The access and functional needs population includes people with additional needs before, during, and after an emergency in functional areas including but not limited to: maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance may include those who have disabilities; who live in institutionalized settings; who are elderly; who are children; who are from diverse cultures; who have limited English proficiency or are non-English speaking; or who are transportation disadvantaged. This is consistent with the definition FEMA uses in the National Response Framework to define the term “special needs.” History shows that disasters disproportionately impact populations with access and functional needs. Recognizing this, National City’s efforts must be to better prepare the community – individuals, agencies, organizations, and emergency responders – to take appropriate and informed actions as well as to empower individuals with access and functional needs in response and recovery efforts.

The Access and Functional Needs Annex provides additional information, considerations, procedures, and an organizational structure and responsibilities by which National City can manage the special needs of its access and
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functional needs population in an emergency or disaster. This includes the considerations, procedures and responsibilities of alert and warning, evacuation and transportation, care and sheltering and other general support services. National City cannot meet the needs of its Access and Functional Needs population alone and will rely on partner agencies. National City must coordinate with many community partners to effectively respond to the needs of individuals with access and functional needs during an emergency. These consist of a multi-disciplinary group of stakeholders from federal and state partners already incorporated with their own action plan framework, but also existing organizations within National City that presently serve its access and functional needs population. The Access and Functional Needs Annex is included as Enclosure 5 to this report.

Recommendation 5-1: Approve Annex 5
Follow National City standard procedures to staff the Access and Functional Needs Annex to all National City Departments for changes, corrections, edits and departmental approval. Staff the departments approved Annex to appropriate National City final approving authority for adoption and promulgation as Annex 5 to the National City Emergency Operations Plan. The Access and Functional Needs Annex is included as Enclosure 5 to this report.

Expected Outcome: National City will have a usable Access and Functional Needs Annex to the Emergency Operations Plan to aid in the management of the special needs of its access and functional needs population during and after an emergency or disaster.

Recommendation 5-2: Adopt Current Terminology
National City should chose to use the terminology “access and functional needs” in place of “special needs” or any other similar terminology.

Expected Outcome: While these interchangeable terms mean the same thing, the use of “access and functional needs” will make National City consistent with the current terminology in use in California and nationally.

Recommendation 5-3: Assign City Personnel
The Access and Functional Needs Annex establishes a significant organizational structure and staff positions, which do not currently exist within the City of National City. Upon adoption and promulgation of this annex, recommend National City assign primary and alternate personnel for each position identified in the annex.

Expected Outcome: National City will have a cadre of City personnel assigned to each required position, both primary and alternate, to execute all of the Access and Functional Needs Annex responsibilities of managing the special needs of its access and functional needs population in an emergency or disaster.

Recommendation 5-4: Train Assigned Personnel
The Access and Functional Needs Annex is a comprehensive and extensive plan. Recommend National City establish a training and exercise program for all of the City personnel assigned to
support, coordinate, and manage the needs of its access and functional needs population as described in the annex.

**Expected Outcome:** Through appropriate training and exercising of assigned personnel, National City will be prepared to safely, efficiently, and effectively coordinate and manage the needs of its access and functional needs population following an emergency or disaster.

**Recommendation 5-5: Establish an Access and Functional Needs Registry**
National City should establish an Access and Functional Needs Registry to better identify and assist those citizens with access and functional needs. The most challenging issue facing emergency coordinators and first responders attempting to assist the access and functional needs population of National City is identifying the who, the where, and the specific needs of this population. Attempting to do this in the aftermath of an emergency or disaster will be impossible. Individuals and organizations with access and functional needs within National City should be encouraged to voluntarily register their information. Information collected should include only names, addresses, contact information, and their personal short and long-term disaster needs. This registry should be used during emergencies, disasters, and whenever first responders respond to a call. Access to the list should be limited to National City’s emergency coordinators and first responders.

**Expected Outcome:** By developing such a registry, encouraging its access and functional needs population to voluntarily register, and conducting pre-emergency outreach to these individuals and their support organizations, National City will be exercising its due diligence as a responsible government seeking to properly assist its access and functional needs population through an emergency or disaster. Once the Registry is developed, public outreach to access and functional needs individuals and organizations should begin, to encourage those to register.
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Climate Change
Producing a usable Climate Change Annex to the Emergency Operations Plan presented the largest challenge for the class. What the class produced either duplicates a plan already in place for National City, or provides little to no value as an annex to the National City EOP. However, the associated background and policy research should provide decision makers with an updated overview concerning issues related to the city’s climate action plan, drought response, and sea level rise.

Recommendation 6-1
National City currently has a Climate Action Plan as part of the City’s General Plan. As part of the Climate Change Annex to the EOP, the class team also wrote a Climate Action Plan Sub-annex for National City. Recommend National City route the class produced Climate Action Plan to the departments or individuals responsible for updating the National City Climate Action Plan. The individuals or departments can review the class produced sub-annex and can determine if parts of it should be included in the next iteration of National City’s Climate Action Plan. The class produced Climate Action Plan Sub-annex is included as Enclosure 6 of this report.

Expected Outcome: The departments, or individuals responsible for National City’s Climate Action Plan, will be best situated to determine the value of the class produced Sub-annex, and can best decide what to do with this Sub-annex.

Recommendation 6-2
As part of the Climate Change Annex to the EOP, the class team also wrote a Drought Sub-annex for National City. The class produced Drought Sub-annex may be useful reference material for the departments or individuals responsible for Drought Planning or for any individuals or departments responsible for coordination with Sweetwater Water Authority. Recommend National City route the Drought Sub-annex as reference material to the appropriate individuals or departments as reference material. The class produced Drought Sub-annex is included as Enclosure 6 of this report.

Expected Outcome: The departments or individuals responsible for National City’s Drought planning or coordination with Sweetwater Water Authority will be best situated to determine the value of the class produced Drought Sub-annex, and can best decide what to do with it.

Recommendation 6-3
As part of the Climate Change Annex to the EOP, the class team also wrote a Sea-level Rise Sub-annex for National City. The class produced Sea-level Rise Sub-annex may be useful reference material for the departments or individuals responsible for long range planning or for the Code
Enforcement Division. Recommend National City route the Sea-level Rise Sub-annex as reference material to the appropriate individuals or departments as reference material. The class produced Sea-level Rise sub-annex is included as Enclosure 8 of this report.

**Expected Outcome:** The departments or individuals responsible for long range planning or code enforcement will be best situated to determine the value of the class produced Sea-level Rise Sub-annex, and can best decide what to do with it.

**Additional Recommendations**
The Current National City EOP is dated September 2012, and is due for its three year review and update in September 2015. Should these annexes be adopted by National City, 27 specific changes should be made to the base EOP to reference the annexes, comply with the recommendations of this report, or bring the EOP into alignment with the annexes. Recommended changes to the EOP are included as Enclosure 9 to this report.

**Recommendation 7-1: Make Changes to Current Emergency Operations Plan**
National City should review and adopt Enclosure 9 changes to the EOP, as related to individual subject areas.

**Expected Outcome:** By making the recommended changes the base EOP will align with the five new annexes.
Enclosures

1. Annex 1: Debris Management
3. Annex 3: Mass Prophylaxis Distribution and Dispensing
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