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>> Mayor Reed: Good morning. Welcome everybody. Try to get this session started. I think we have a little technical work still to be done but we can get started anyway. Want to welcome everybody to the as far as I know first ever Homeland Security executive education seminar in San José. We appreciate the opportunity to get together and prepare ourselves to deal with significant events that -- not if they happen in San José but when they happen in San José because those of you who were around for 1989 know what a -- that wasn't the big one but it was big enough to demonstrate some of the things that could happen in a major event and whether it's a terrorist event or just another earthquake or something, we need to be prepared. And the one lesson that I've learned is that when the big one hits the city will be overwhelmed. Our first responders will be overwhelmed. Our fire department, our police department. We don't have enough firefighters or equipment to respond before the big one and that's before the budget cuts. I know we will be overwhelmed and there are things to do and we have to be prepared. So this is a chance to do this. We will be here until noon and then the council will adjourn into a closed session discussion, this is our regular Tuesday meeting, we have other work to do. After we have all the fun this morning we'll go back to the room next door for the closed session meeting and lunch will be served for councilmembers during the closed session. I think the key thing that I've learned from previous briefings is it's really important to understand the respective roles of everybody when we have a major incident, the elected officials, the professional staff, incident commanders and things like that, understanding our roles and then knowing where to find all the information when something happens so you know what we do is important. So I think there are some other things that need to be said before we get started. I'm going to turn it over to Chris Godley to describe what we need to do next. Chris, one last thing is these are push to talk microphones so you got to hold down a little button on the mic so Chris.

>> Thank you, Mayor Reed. The staff of the office of emergency services is very pleased to bring this event and our distinguished guests to San José. Just a few notes. In the event of an emergency here today at the hotel we would follow the directions of the hotel staff. Our primary evacuation routes are through the doors immediately behind me and directly out onto the lawn. Failing that there is an exit door here on the room. I would ask that everyone assemble at the parking lot by the large tree so we could count noses make sure that everyone has made it out of the room. Restrooms are located immediately out the doors and behind me and down the stairs. If possible I'd ask at this point if all cell phones and pagers could be switched to the silent mode to prevent

disruption of the session. Again the closed session will be immediately behind me in Hayes ballroom number 1 immediately following the event. If you need anything we'll be able to take care of that right away for you. And now our City Manager and the City's director of emergency services, Debra Figone.

>> City Manager Figone: Thank you, Chris, thanks for the set up and thank you, Mayor. Before I hand the training over to Mr. Stan McKinney of the Center for Homeland Defense and Security, I do want to provide the council with a little bit of insight from my perspective about my role if an emergency were to occur in San José or as the mayor said when the emergency occurs. And hopefully by the end of the day you'll all walk away with a good solid understanding of the roles and relationships of the emergency operations and also, think about it in a very practical way. Your study session materials I think will be very helpful for you as we go through the session today. And then also, as a take away, to refresh your memory about what you heard today as well as to refer back to periodically. Just in terms of the legal basis for the structure, chapter 8.08 of the municipal code outlines the legal basis for the city's emergency response function and it has already been mentioned and you'll hear more today. The City Manager is the director of emergency services and also, directs consequently, the emergency operations as it is underway. And you'll hear about the emergency operations center today, that is the primary point where coordination of the support for those working in the field and addressing the -- both the immediate response as well as we move into recovery is coordinated out of the emergency operations center. And I think if nothing else you can think of that the roles you're going to hear about today is really in my experience the roles that we each play day to day but with a heightened sense of focus and a heightened sense of urgency and coordination and structure in order for things to clip along as they need to depending on the nature of the disaster. As the director I have about nine key responsibilities. But I wanted to highlight three that summarize the core responsibilities. First of all, overall management and coordination of emergency response and recovery operations both at the field level and the EOC. Also an important one, determining the need for and level of disaster declarations. If the city council is not available to convene, then I'm the person that has the authority to proclaim a local emergency, if the city council cannot. However, that proclamation must be ratified by the council within seven days. And then, in a third responsibility to highlight is coordination and liaison with the appropriate federal, state and local government agencies, as well as applicable private sector entities. So the -- another very important role that you'll hear about today is that of emergency public information, which is also coordinated by

the City Manager's office to ensure that we are unified and clear in our messages. Just a little personal note. I've been involved in several key disasters over my career. I was with the town of Los Gatos when Loma Prieta hit and served as a public information officer during that time. Back at San José in the '90s we had some major flood incidents and some of us remember being in the EOC managing for days it felt like. And the Y2K transition was also a major focus, also personally served as acting director of emergency services as a collateral duty again in the '90s. So I and many members of this team have a lot of experience. One thing that I'm concerned about however which makes today very important and as we continue to transition is that we're going to be losing very experienced people to retirements as we all know consistently over the next several years and so to keep the emergency plans fresh, and everybody aware of their roles of responsibilities, I think has a heightened sense of urgency in my mind as we move forward. So with that, I'd like to turn it over to Mr. McKinney. You have the Bios of all the visiting members who are assisting us today in your packet. Just a few highlights of about Mr. McKinney. He is responsible for leading the center's executive initiatives, severing the Homeland Security priorities of the Department of Homeland Security as well as local state and tribal agencies. He previously served as an associate director of executive education where he was responsible for the development and delivery of executive education workshops, seminars and training for state local and federal officials. It's now my pleasure to turn it over to Stan. Thank you.

>> Debra thank you very much. We're excited to be in San José. We've been on this mission since really 911, in earnest working with mayors and governors across the country, in partnership with homeland defense and security center in Monterey. As well as our own Department of Homeland Security. This initiative is funded by them, for mayors and governors. We've done over 200 seminars like this from Guam to Puerto Rico and most points in between. So it's really great to be in the neighbors' jurisdiction. A little bit about kind of who we are and kind of the purpose of this seminar. The center just down the road, the naval postgraduate school, is the only civilian component of the naval postgraduate school providing education to civilian students from all over the country. We haven't had graduate students or executive leader program students from San José, so there is a recruiter here with us today that you'll have opportunity to meet at the end. I would encourage the mayor and leadership of the city to encourage notices up and coming Homeland Security chiefs maybe within your ranks to participate in the program. It is funded by the Department of Homeland Security, at least while the budget lasts.

So it's a free master's degree or the executive leaders program for folks like many of you who probably don't have time to write another thesis or are interested in doing that much reading would be encouraged to participate in. And then my responsibility is this, the outreach to the mayors, their leadership teams, the governors, their cabinets across the country to address sort of the changes that occurred after 9/11 that continue to occur in the evolving Homeland Security arena both regarding the threat of terrorism we'll talk about today, all crimes and all hazards. Those earthquake hazards and all others that the mayor mentioned as we entered into the discussion. We're not here to explore in depth or provide any report card on what you're about here in San José. We're here to help you build on your strengths that you've developed over the years in really a very what appears to us to be very well structured and organized Public Safety organization. We work with Chris in putting together some objectives that he felt might be of benefit to the council, as well as the balance of the appointed leadership of the city. Look at the challenges that you face as I mention. We do that with most jurisdictions. Increase your overall knowledge, especially those elected officials that may not be out there policing or providing fire service or emergency management every day and increase their overall awareness of homeland security and emergency management. Maybe look at some options to meet the changing challenges. We are in all jurisdictions and I'm from the east, the southeast as you can probably tell by my accent, the budget challenge is there for everyone. So how indeed today as you deal with that ever present problem do you indeed balance the requirements that the citizens have of the council, and its government, to satisfy the needs in this ever evolving threat environment that we'll talk a little bit about today. And maybe set the opportunity for some follow-up action that would be your opportunity to pursue with Chris the Public Safety organizations and the balance of the city leadership. Our approach: Fairly simple. I will say that everything we're going to cover is in the binder in front of you including this agenda in a bit of a different format. The slides, there also is a discussion guide or an outline, maybe a curriculum outline by title. That is sort of a cheat sheet. If you would like to follow along you can, there are a lot of questions there that really are intended to provoke some thought on your part about what might fit in San José. What you might consider asking about threat, vulnerability, consequences, your response and recovery system, how you're prepared to deal with emergencies, the preparedness system that Chris is responsible for guiding and maintaining for you. We'll explore those vulnerabilities that only you know really in partnership with your private sector partners, exist here in San José. We'll also with Mike Walker on our teams help look at the threats that you might face. Specifically those folks that have intent to do harm against good communities like San

José, and good people here in San José. And maybe how we could think about what we could prevent hopefully from occurring but if we fail to prevent them all, what would the consequences be. You know, better than we. We'll help you talk about those things a bit over the next few hours. And then most importantly of all, certainly, an ounce of prevention is worth everything in regard to being able to effectively respond, even if an incident does occur. Those prevention and protection measures that we might talk a little bit about today are extremely important. And probably for those elected officials, it's extremely important to consider where you stand in regard to continuity of essential services. We'll talk a little bit about continuity of community. Not just making government work but those parts of government that are supportive of health care, EMS systems, general Public Safety, that your constituency expects to be there regardless of the disaster. And maybe what you'll have a requirement to support during times of calm, that would bring about essential services being functional after an event. We'll wrap up on time. I think you by your agenda designed Mr. Mayor have included about an hour for the potential for closed session. If that's needed, we probably won't take you there. It's important to know that everything here that we discuss today is open source. It's unclassified so there's no real sensitivity about that. But if you all run into an opportunity to talk in closed session and you feel like you should, we'll kind of put that on a -- in a parking lot that issue and then I believe you'll take that up either with us present or without us from 11:00 to noon. We'll be flexible as we get to that point. It's important for us to know who's in the room. And we want you to know who we are. Debra mentioned that the Bios for each of our panel members are in the binder in front of you. Certainly can you take a look at those. I think you'll agree with me that without question they're very well qualified to engage you in discussion which is what this really is about. So are you, though. And I mentioned to both Debra and the mayor, in all these places we've been, the most successful seminars are the ones where folks are willing to engage in discussion. We're in the business of adult education. Not many mayors and not many governors want to be lectured to with 100 PowerPoints. They really were selected because they had a fundamental understanding of community need, be it state or municipal. So are the councilmembers. And we're here to hear from you and to let you hear from each other and engage the professional disciplines that are represented on your staff in a discussion about crisis management in general. So if you'll play along I think you'll find the next several hours to be pretty useful for you. We're going to inject a few brief video clips, two minute or less, that describe an evolving scenario that occurs in San José, to make it realistic it's your problem to deal with and we'll sprinkle that with some expertise that might reside on the panel. Why don't we -- we already started with introductions probably

from the mayor and the manager. Chris you spoke also but feel free to reintroduce yourself then we'll move to Chris Moore.

>> Chris Godley director of the office of emergency services. My responsibility is to make sure the city is completely prepared to handle any kind of natural or man made disaster and protect life safety property the environment. That's my only job. And all I have to do is make sure that when something does occur that the entire system works smoothly efficiently and flawlessly and that Deb doesn't have to get upset about anything and that's pretty much it. [Laughter]

>> If everyone could share that microphone so that everyone can get at them.

>> Good morning, I'm Chris Moore, I'm the Chief of Police for the City of San José and I'm going to help Chris do what he just said.

>> Good, Chief, thank you, we look forward to your play here, so roll your sleeves up and help us out.

>> Good morning I'm Diane Urban, I'm the assistant Chief of Police. My job is to support whatever the chief and the city manager and the mayor and councilmembers and need.

>> Good, Diane, thanks, you too help us out. Peter.

>> Good morning, I'm Pete Furman, chief of staff with Mayor Reed.

>> Right.

>> Tom Manheim: Good morning, I'm Tom Manheim, I'm communications director, and wearing my emergency public information when I'm in this sort of a role.

>> Good Tom. We've got a guy who will have an opportunity to engage you a little bit and talk about those challenges. Michelle.

>> Good morning, I'm Michelle McGurk, I'm Mayor Reed's public information officer.

>> You're the public information component of the mayor's office.

>> Yes but in the event of an emergency I also serve the city council in their needs.

>> Good and Tom always role is more broadly serving the city as a whole, correct?

>> Tom Manheim: That's correct.

>> Fine.

>> Good morning I'm Mike O'Connell acting director of Public Works and in the Public Works department I focus on transportation and hydraulics but I'm also the emergency preparedness coordinator for the department of Public Works.

>> Very good. Dave.

>> I'm Dave Sykes, the acting director of Public Works.

>> Vijay Sammeta, deputy director of information technology.

>> Does that include communications, connectivity, both for Public Safety and other, or just computers and networks?

>> We certainly partner with the public safety department. They have their own I.T. group, but we coordinate on a --

>> Cyber-protection is in your arena?

>> That bounces between several different areas but --

>> It's separate?

>> Yeah.

>> Where does it reside?

>> Several not separate.

>> Several among everyone got you. Ed.

>> Ed Shikada: Ed Shikada, assistant City Manager. In the case of emergency, I function in the second shift for the City Manager, director of emergency operations, services.

>> Deanna.

>> Deanna Santana: Deanna Santana, Deputy City Manager. I get the pleasure of working with the public service departments assigned to the city service area and in the case of an emergency I'm on the first shift up with Deb.

>> Right.

>> Norberto Duenas: Good morning, Norberto Duenas, deputy City Manager. My area of responsibility is the neighborhood services CSA, that includes the library, parks and recreation, also, code enforcement. And in the event of an emergency I serve also on the first shift with City Manager.

>> Good. Jim.

>> Jim Ortbal: Good morning, I'm Jim Ortbal, the assistant director of transportation for the city, and we obviously focus on the public right-of-way, trying to keep the streets safe and clear during emergencies.

>> No challenges in your arena.

>> None whatsoever.

>> Daily. Bill.

>> Bill Sherry: Good morning, my name is Bill Sherry, I'm director of aviation for the City of San José over at Mineta San José international airport.

>> And other, or is that principally just the one airport.

>> Bill Sherry: Just the one.

>> Okay, plenty to do. Renovation is nice to have completed, though, it's beautiful. Dan.

>> Dan Wax with Parks, Recreation, and Neighborhood Services. One of our roles is acting as shelter site responsibility. As we oversee community centers, among other things, including parks.

>> Great.

>> Good morning, Nab Fukuda environmental services department, and we oversee the integrated waste management group, garbage and recycling, municipal potable water system as well as the water pollution control plant.

>> Very good.

>> Tom Manheim: Excuse me Stan, I'm sorry, Tom, the public communications director. A quick announcement. In my role as communication director, I've been asked to ask people to take their cell phones off the tables because the cell signal interferes with the system in here so thank you.

>> Good, we hear that static it could be you. Rick.

>> City Attorney Doyle: Rick Doyle City Attorney.

>> Thank you sir.

>> Willie McDonald, fire chief.

>> Thanks, Will. Were you with us in Scottsdale?

>> Yes.

>> Thought you were.

>> Good morning, Ivan Lee, deputy fire chief.

>> Great.

>> Councilmember Kalra: Ash Kalra, councilmember, District 2.

>> Councilmember Oliverio: Pierluigi Oliverio, councilmember, District 6.

>> Councilmember Chu: Kansen Chu, councilmember, District 4.

>> Councilmember Constant: Pete Constant, councilmember, District 1.

>> Councilmember Campos: Xavier Campos, councilmember, District 5.

>> Councilmember Pyle: Nancy Pyle, councilmember, District 10.

>> Councilmember Rocha: Donald Rocha, council district 9. We have another councilmember showing up.

>> Good, we'll pass the microphone backward. Just introduce yourself.

>> Councilmember Herrera: Good morning, Rose Herrera councilmember, District 8.

>> Good morning, Kirsten Hoffman, I'm the Santa Clara County office of emergency services director, I play a similar role as Chris Godley in ensuring that the county is prepared to respond to emergencies in the unincorporated area. The other part of our role is to support the city of San José in their emergency response efforts, and serve as liaison between the state, California emergency management agency.

>> Right, I'm glad you're here because that will be important as we look at intergovernmental relationships. Maybe beyond you with the state and even some quick discussion about federal interface. Quickly just name and agency that you maybe support or principle, those on the back row or dependence the wall, ma'am.

>> I'm Marissa Mallo, (inaudible).

>> Great. Very good.

>> Good morning. (inaudible).

>> Good.

>> (inaudible).

>> Good, over here. Country gentleman, thanks for being here.

>> (inaudible).

>> What department?

>> (inaudible).

>> Great.

>> (inaudible).

>> Good.

>> (inaudible).

>> Good. We may need you to move up to the table later on but --

>> Alex Fraser, office of emergency services.

>> Great.

>> (inaudible).

>> Good.

>> (inaudible) office of emergency services.

>> (inaudible).

>> Great. Glad you're here. Now who we are. You can take a look at the bios, I asked these guys to be brief. We'll start with Bob Steffen, here on the right.

>> I'm Bob Steffen. I'm a homeland security consultant in the Washington area. Prior to this job, I was assistant secretary of infrastructure protection for the U.S. Department of Homeland Security. There I was responsible for developing the national infrastructure protection plan and setting up the public private sector partnership framework to coordinate the infrastructure protection against our 18 critical sectors in terms of both protection and then incident response and recovery. Prior to that I was special assistant to Secretary Ridge and led the effort to develop the first versions of the national incident management system and the national response plan and prior to that I was 24 years in the Air Force in the Air Force special operations arena.

>> John Belota. Keep an eye on him Tom.

>> I'm John Belota Working in Russia and London and Asia. Left in 2003 and started working with the postgraduate school. I work on risk and crisis communication issues. I do a lot of media training throughout the country for state federal local governments and I'll be here to help you talk on those issues today.

>> Very good. Rocco.

>> Good morning, I'm Rocco Cassagrande. I'm a technical advisor on WMD, weapons of mass destruction issues for the federal government. I advise on biological and chemical issues, for the Department of Homeland Security. And radiological and nuclear issues for the Department of health and human services. Prior to that I worked for the United Nations as a biological weapons inspector in Iraq where I was chief of the biological analysis laboratory and prior to that I worked as a biochemist and engineer in the nanotechnology and biotechnology industry and spent a lot of time in San José.

>> Great Mike walker.

>> Good morning my name is Mike Walker. I spent 32 years in the federal government. I served as under secretary and acting secretary of the army. I also served as a deputy director of FEMA. At the pentagon I oversaw military support to civil authorities for five years. And at FEMA I oversaw national security programs including the federal continuity of government program and preparations for domestic preparations for Y 2 K and currently I'm on the faculty at CHDS.

>> Great.

>> Good morning my name is Robert de Martino, I'm an active duty public health service officer. I'm currently detailed to the Department of Defense. I'm a physician trained in internal medicine and psychiatry and currently am the director of behavioral medicine out of the office of the Secretary of Defense where I oversee policy and programs for 9.5 million beneficiaries of the Department of Defense health program. Previously I participated in

the development of the federal government's plans related to terrorism, and have served as public health service leads in disaster responses, in New York City, in Indonesia and in Louisiana.

>> Clark.

>> I'm Clark Kimmer, I have a day job. I'm the Chief of Staff of the Seattle Police Department and in that capacity I'm also the director of the City of Seattle emergency management and emergency operations, center we have kind of a strange system that way. And long time friend and colleague of chief Moore, we're great to see you and appointed. I got involved in this program probably about seven years ago. In the aftermath of top off two which was a national level exercise we conducted in Seattle where I was the coordinator of this exercise and we had the very first of these kind of seminars in the City of Seattle. And since that time I get to come and basically steal all of your ideas. I'm going to actually take this superb document and call it the Kimmer plan when I get back to Seattle. Great to be here, to come to this wonderful city.

>> Great.

>> Good morning, I'm Rick Dinsey and formerly the senior law enforcement advisory to the administrator at FEMA and also for a short period of time during the last six months of my time there I was the acting undersecretary -- excuse me acting secretary, assistant secretary for state and local law enforcement at department of Homeland Security. My job with FEMA was basically to advise the administrator at FEMA on state and local law enforcement issues during -- before, during and after, various disasters that FEMA would be addressing. Prior to that I spent 40 years in state and local law enforcement, I did 34 years with the Los Angeles police department, left there as a deputy chief, six years with the Salt Lake City police department as the Chief of Police, during a good portion of my career has been involved in preparing for, responding to various kinds of disasters, special events, obviously the -- I went through two major earthquakes in Los Angeles area, two major riots, none of which I was responsible for. And well Les Clark says I was. And obviously, the 2002 winter Olympics in Salt Lake City. It's a pleasure to be here. Thank you.

>> Thank you, Rick. I'm really nothing more than your traffic cop today. So I get you to talk to them, but most importantly you to talk to each other. And we're all move into this in earnest. We'll take a break when it's appropriate. I've got one scheduled you'll see there on the agenda. We're here to help you figure out a way to enhance your ability to respond to really all emergencies or disasters that could affect San José. Maybe help you explore your Homeland Security policies and obviously some of these guys have substantial federal experience. We can sprinkle that not only from -- with lessons learned or observations in other jurisdictions, but federal programs and policies that relate to crisis management and emergency management and Homeland Security. Explore your authorities. You know lots of folks in jurisdictions we go to as their guests say we're really worried about who's empowered and who has authority. Seldom is that a problem. Most times that's pretty clear either through state statute, county ordinance, city ordinance, or other fairly clear as Debra said, who really is ultimately in charge. And responsible. So you might explore that if there's concern. Probably attachment of responsibility or role is where we run into a snag. So folks that may not understand what's expected of them elected versus appointed, those operational guys in law enforcement are fire or EMS or Public Works versus you know, someone in the city attorney's office or someone in finance and accounting. So maybe you can explore those based upon the organizational structure that you know exists in San José. And maybe clarify some of those if there is any confusion, in those roles and responsibilities. Maybe you can work through that here over the next hour or so. And then as I said earlier maybe you'll identify some opportunities for improvement. Clarification of roles, Chris has readily admitted since we began coordinating this that a lot of work needs to be done in planning. But planning is only as good as the effort put into it by all from every agency that has responsibility for providing services in a crisis in the city not for Chris just to develop in a vacuum, in his office. And we certainly see that happen in many jurisdictions. The key questions that we laid out, so for you, what are those unique challenges for administering Homeland Security programs and systems in San José? Fiscal challenges, staffing challenges that may be related to fiscal challenges. When I was here in December planning this, I understood at the time there were substantial reductions maybe in Public Safety, fire, police proposed, or layoffs, or through attrition, not filling positions. What about in Public Works? Engineering and transportation? What are those challenges that you would find to be maybe overwhelming in a catastrophic disaster of some sort and we'll talk about the threats and those things you face in a few minutes. Strategic planning. You know I'm a local government guy. Originally before I became of involved in state and federal government and doing this, that

challenge of developing a strategic vision maybe through a formal planning process, and I can only imagine now in these very austere and tough budgetary times how it is that you really develop a meaningful strategic plan that addresses those fundamental baseline requirements with limited resources that you have, and balance that against the stuff we're going to talk about that today. And we're going to talk about those high consequence low probability events, and those low probability low consequence events and all those things in between. So where do you find that middle ground? You're managing risk and I guarantee you Debra certainly is every day for the city across the entire spectrum of city government. How do you translate that into figuring out these risk of bad people doing bad things or naturally occurring events bringing great challenge to the city in tough times? And the authorities and responsibilities regarding plans to support your prevention, preparedness and response and recovery systems. You know, we may be in many places the only guy that's been in town lately that takes us back to that prevention question. And I'd like to be sure that Chris and Diane and others help discuss that a little bit here today. In partnership with the private sector, and the critical infrastructure that exists and the owner-operators that are here in Silicon Valley, that bring hazards with them that are so critically important to jobs and the economy, that -- of the region, how do we partner with them to prevent acts from occurring that could put the public, Nancy's consequence in harm's way if something occurred? So those are some questions that I would throw out to you today. Then, especially for this group and it's somewhat unique that we have nearly maybe almost all of the council here in this room. We thought it worthy of talking a little bit about elected leadership's roles and responsibilities. You have your guide to emergency management in San José, for elected officials. That I believe has been shared with you before. So what is your role? We're not here to tell you what that is, but maybe help you explore what it should be, to best serve the community. And does the organizational structure that exists or that may be the emergency management organization is refining, for crisis management, does it reflect what you need? Does it reflect your position for you and is your role defined? And how informed really then are you all in the process of prevention and preparedness? And I mentioned the private sector. The last question, probably, would be a good place to start there, regarding the engagement of not only the leadership, but the personnel and the preparedness structure here that exist. What do you think about that? I mean, how engaged is the leadership of the city in emergency preparedness or maybe Homeland Security as we now know? Tom, what about from the messaging piece of it, the public is interested to know how safe it may be to do business here. Live here. Level of engagement.

>> Tom Manheim: Honestly I think right now the level of engagement other than my guess is in public safety, is not real high because people just assume that everything's being taken care of. From a communications standpoint, we are very engaged. We actually hold exercises on a fairly -- fairly regular basis to try to make sure that the people in the city who are responsible for communication, but not in an emergency response role, are trained and ready to respond. I don't know if that answers the -- at least tees off the question a little bit.

>> Chief, what about the engagement of the private sector with government? Obviously there is substantial corporate security and business continuity folks out there that are engaging your department and maybe others in the city.

>> No, I think certainly Silicon Valley is one of the leading centers in invocation. We have a large number of fortune 500 companies that are very prepared on their own with respect to integration of their efforts with ours. I think we're working on it but we're not I think where we need to be but you know efforts like this and others in our critical infrastructure group and our criminal intelligence unit help quite a bit. But I think it's really helpful and useful for the councilmembers to hear what you're saying and hear what we're saying. We're not there and again the importance of this valley not only to the Bay Area but to California and to the country is really important. We need to make sure that we do our part to make sure that we maintain that and improve it.

>> Xavier, the public, your constituency, regarding expectations of government and certainly engagement of leadership in these crisis management roles that are things that most would think are kind of taken care of, I mean is it at the level of priority or is the level of priorities placed on this that it should be you think in the mind of your constituency?

>> Councilmember Campos: I think you know like anything out of sight out of mind until something happens. Then the expectation is you know they're looking to us for leadership on this issue.

>> Ivan, what about operationally, you're out there in touch with the public, with your troops. Is the public engaged in the public safety and emergency management system of San José?

>> Well, I believe just like the councilman just said, it's out of sight out of mind. It's not until the service is needed that the public really gets involved with the planning aspect of emergency preparedness.

>> Bob, should they be? I mean outreach to the private sector, we're going to talk about the threat that may be induced by the presence of business a little bit. The engagement of the city elected and appointed leadership in an overall preparedness system?

>> I think the answer is yes and in time of shrinking budgets and in era of budgets in federal and state agencies around the country it is really important for you all and I think you have done so to a great extent here to figure out ways to tap into the incredible power of the private sector here. Being in charge of critical infrastructure protection well that is afternoon interesting title to have but unless you figure out the framework that brings the folks that have the equities in protecting those things that are mostly not owned by any level of government, the critical infrastructures of the United States and around here are largely in private sector hands, building the bridges to them principally through information-sharing that's the key ingredient to the cake here is information sharing with the private sector. In normal times, planning, risk assessment and then during incident response situations, that's the key to the prize. When I was assistant secretary for IP at DHS I had about a \$300 million January budget to coordinate the protection of little hundreds of thousands of things. And if you work your way down into what \$300 million buys you, we worked on a project with New York state. Three or four bridges we were concerned about VBID attack, vehicle-borne improvised explosive device attacking New York City. We worked with the state government to harden the cabling structures on those bridges and every one of those bridges cost roughly somewhere between 40 to \$50 million to do hardening against one potential threat vector. If I had a budget of \$300 million if I was really good at any job and only focused on the money I had that's about six, seven bridges around the nation and that just doesn't cut it. So you really have to figure out ways to create a value proposition to get to the private sector and engage with you in protecting the things that you all mutually care about. And for me the glue with all of that was providing something they can't get on their own, and that is information and

assistance during times before an event happens risk assessment planning and making sure the information sharing structures are resilient and robust to withstand whatever's going to come ought and exchange meaningful information between one another. So Stan, that's the advice I would impart.

>> Clark, comment.

>> That may seem a little thing but we were actually kibitzing a little bit as we all were going around the room, and every one of you describe your role in emergency. That is really impressive. And we don't name names of other places we've been but it's very rare. In my fair city I can talk about that but that was -- that was you know again maybe seemed like a small thing but everybody knew you know where they were supposed to be and what the scope of their responsibility was. In a crisis. That is good stuff. And that's worth recognizing and applauding. Now the real question here is we all know we need to engage the private sector. From my limited knowledge, you all do a better job than most places in the country. I think that nexus to the info tech world makes it of mutual interest to have the city and the public safety entities engaged at the same time to bring back something to enhance their jobs. The real question is how do you do it? It's one thing to do yeah we all think we should do it but what is the avenue and the -- to create those kind of opportunities? One thing we've been finding and I just commend to you to think about this is, you can't start a conversation saying we need to engage the private sector in Homeland Security and emergency management. Way too broad, way too impossible, everybody kind of throws up their hands. Specific questions really to me are the way to go. Something like we want to bring you in, to identify specifically what you need to know, in an emergency, and what we in turn need to know from you. Specific question, it creates an agenda and a format. And I've seen it over and over again, really bear fruit. In particular in the area of information sharing, and this so-called intelligence fusion process. We'll talk about that a little bit later. But to be able to say, what are your requirements for information? Both in times of calm and in times of crisis. To me is one of those kinds of magical opportunities to build bridges and to identify an agenda and priorities. Something I commend to you to think about as a way forward.

>> Good, Debra.

>> City Manager Figone: I would say that even though I agree with some of what my colleagues have said, out of sight out of mind in terms of the general public I do think San José in particular for a city of our size is very well positioned in terms of it enabling and unleashing the talent of the community at large because it's very well organized. I mean every councilmember has extensive contact lists and organized neighborhood associations and so you know in taking it to the next level, I feel very confident that we're not starting at ground zero, and that we may need to apply more focus. But I think we have a great start in terms of how we're currently organized and have very organized community members.

>> It sounds as though you are. And as I said in the beginning, in looking at what you have done here I mean you have many successes that you need to build upon. So it's not as if you're starting from square one. You have a lot of experience. This chart is not intended to be overwhelming. It is intended to remind you that-d John.

>> Just wanted to add before you move on here one of the things to think about is what you want to communicate that you worry about here. Because you clearly do do things very, very well, and as a city and as an organization, you've evolved very far but you have to constantly ask yourself you know what do -- how are we communicating our concern. And part of the risk communication matrix is from a public perception point of view is the more you worry about it the less I worry about it. You know, general public. The less you, I have this perception that you worry about it, the more I stress out about it. So there's a little bit of like the worry factor I like to see. You know, in the discussion here, I mean not here, but in the community, that helps me understand what I should be concerned with. Go ahead.

>> Okay. I'm forced to jump in there because my colleague has said something that for some people will feel anti-intuitional. So sometimes like every parent knows when you're anxious your kids start to get anxious. In fact that there's an opposite side to this exact thing. If you're taking care of things, the idea is that taking care of things doesn't mean that to let people know that you're very, very worried about what's going to happen and you're planning. It's your planning and you understand where the threats are. The other side, because you can make fear mongering can be very, very obvious or very, very subtle. And without intending to, by raising the perception that you're anxious about something, you can -- of course if you're anxious about something, I'm not saying to not

say that. If you really feel a threat. But if you are doing preventive planning and you want to communicate that to the public, is with a sense of confidence and a sense of competence about what you're doing.

>> Good. I'll remind everybody the audio gentleman is helping as best as he can. To be closer to the mic would help. He's got it tweaked as high as he can, so speak close to the microphone. I put this slide up to provoke a little bit of thought about where does risk management occur in the city? Risk management or risk mitigation within a risk management organization in the administrator's office or City Manager's office I'm sorry.

>> City Manager Figone: Primarily through human resources and our finance department right now.

>> I'm sure there's a risk management plan a framework in which you're managing all risks of the city. I would propose that fundamentally for the purposes of this morning's discussion we could look at a policy realm for Homeland Security that could be operationalized. So these guys on council and these guys that are executing that direction could find a place in one of those four columns there, to fit, where you contribute. And notice the double headed arrows across the top. Not one piece of that can work in regard to an overall system of prevention or enhancing preparedness without the other. If you understand the risk and law enforcement maybe with other components of city government helps set priority on what is vulnerable, and what those worst case consequences may be. That then is informed by information. It may be from CNN, the local media, it could be from an intelligence fusion center, at any level of government. You process that in a way that informs action that you take in regard to managing those risks that you know exist. And then, from that, there's an understanding in designing maybe in Chris's camp, contributed to by others, a preparedness system to ensure that you mitigate or minimize those potential effects. And in the process of doing that, in partnership with industry that we spoke about, the private sector and the public sector that John mentioned, the general public, how we protect it and how then ultimately we respond to those things that we don't prevent. And we can't prevent them all. So I think if you think about that a little bit, maybe that will help us through the process of exploring issues here in San José. Looking at your capabilities, how have you planned within your structure to build those capabilities out, most successfully, to address the challenges that are on that earlier slide? Strategically or operationally, from a policy perspective or in operational plans or standard operating procedures. Where is that critical infrastructure analysis and assessment

occur? I understand most of that work is being done in the police department, is that correct? It is. And is that contributed to by other organizations of city government? (inaudible).

>> Okay. And the policy group structure, Chris, how does the policy group affect the overall level of preparedness and informed response capabilities?

>> It's significant in that at this time the City of San José does not have a terrorism or a threat assessment team, that would be gathered to assemble to assess a particular threat. We make use of the existing intelligence infrastructure as you said provided by -- through the police department, regional intelligence fusion center. That information is distributed on an a case-by-case basis to the key stakeholders. We work primarily through the City Manager's office to address policy issues directly and if need be we start to begin to work with the mayor's office and the councilmembers. But it's not a formal process at this time, the City of San José.

>> Okay. Regarding enhancements, maybe that is one that you'd consider enhancing. We're taking notes, we'll get back to you not recommendation but notes about what we think we heard you say for opportunities to improve. Mike had some ideas about public sector engagement and maybe that would help you think a bit about where you are currently with public and private sector engagement in the city. Mike.

>> It struck me when the mayor first said when the big one hits, you know, the city would be overwhelmed. You know that's true anywhere, for sure. Even the mutual aid would be stressed. And quite frankly, the federal government brings limited assets to the table. So what that means is not only the private sector, but our first line of defense, is really individuals and families that have to take care of themselves. And I'm afraid that's a message that we fail to get out all across the country. Today, studies show that 40% of the American people believe that help is going to arrive within the first hour after a disaster. We've really got to do something about that. We've got to engage people to understand that they really do have to take care of themselves and their families and their children. Because you know, government's not going to be there to do everything for them. That's really vitally important. Particularly in an area where you can have a catastrophic event like an earthquake or something like that. That was the point that I wanted to make.

>> How is that through various organizational structures that may or may not exist currently happening in San José, Chris Godley?

>> Certainly I can address that the City of San José has for many years offered a San José prepared program. This is designed to directly deliver training and education to the general public both in the form of a two hour class which gives you broad overview of the steps you need to take to take care of yourself and your family, as well as a 24 hour community response training. We have had varying degrees of success in eliciting the public support for these programs and participating in them. For example, the Christchurch, New Zealand earthquake that occurred just yesterday may spike interest in participation in these programs, and we are continuing to work through more and more of the existing social networks in the city to deliver that kind of training and education to various language groups, that kind of thing as well as community based organizations and certainly we've worked through the councilmembers offices to identify potential neighborhood associations or other groups that could take advantage of that training. We also support indirectly the American Red Cross in their efforts to deliver training directly to the general public as well as to the private sector.

>> Good initiative. In district 1 constituency connected with that element of city government, those programs.

>> Councilmember Constant: We have a number of organized neighborhood associations that not only are organized as far as the contact lists that were mentioned and the San José prepared program trained but we also have three of our largest that run annual drills and practice, and have community resources that are shared between the organizations at strategic points. So it's something that's been talked a lot about in my district and they're very -- we have about six people in the district that are very, very engaged making slur the neighborhood organizations don't forget about it.

>> Rose is that in District 8?

>> Councilmember Herrera: It is to a certain extent. We have one very large organization that's sort of a meta organization that neighborhood groups feed into. And so we've done San José Prepared there a few times. But it's one of my personal goals as we go out through the district and work with neighborhood associations to find a way to proliferate this training on a more -- on a larger-scale basis. I think one of the challenges is to really roll that training out and so I've actually have been giving that a lot of thought and I try to work with that in terms of crime prevention. So any time you have groups together for other purposes think about interesting them in disaster preparedness. So I think we have to use that opportunity any time they come together to try to move that out. But I think we need to get more volunteers trained to help -- to actually increase the number of people who go through the training.

>> We're going to talk here in a minute your appreciation of the threat of terrorism and whether it's overblown or not and to the public is this whole thing overblown? And maybe the right thing to do is indeed couch overall community preparedness for all hazards in a way that we're accomplishing each of them in a preparedness program. Now, a little bit about the private sector Clark hadn't gotten to them but I wanted to ask Sam. Within your district, I assume all of you have some private sector industrial or other base, technology. I won't ask you to name any of them individually but you have them, right?

>> Councilmember Liccardo: Certainly.

>> They understand or are mostly engaged in regard to identification of infrastructure challenges and vulnerabilities with Chris's shop, the Chief of Police shop. But this whole idea of the private sector collaborating with government, maybe Rick needs to weigh into this discussion. Are there any impediments to getting to that end legally? Sit happening as it should or are there ways that you could enhance private sector collaboration from industry, technology firms possibly private utilities, private hospitals? How much do they really want to share with government under the guise of partnering through collaborative efforts? Sam?

>> Councilmember Liccardo: I can't say that we've engaged in any significant way particularly around emergency services or emergency response with private sector. I think in my community, my district in particular,

there would probably be a significant disconnect between the overwhelming majority of the residents I serve and the role that many of the companies I represent the downtown, the role that many of those companies feel that they play in the larger community. Community I represent is extremely diverse. Predominantly below median income. That's not necessarily the same community that is with all the linguistic differences and so forth that, say, folks who are employed at a company like Adobe or Price, Waterhouse are going to say they readily connect with.

>> Did I ask the wrong member that question? I'm not sure you represent the downtown business district. But certainly, I mean you have private sector partners in the downtown of San José.

>> Councilmember Liccardo: Certainly.

>> Are there other members that would like to comment on the collaborative effort of the private sector with government? Nancy? Or lack thereof, whatever it might be.

>> Councilmember Pyle: Thank you. I'd just like to say that much of our planning begins in the Planning Department. When I look at the 6.9 earthquake that happened in Queenschurch and compare it with the 7-- was it 7.9 in 1989 -- the comparisons are absolutely odious. If you'll notice in Queenschurch most of those buildings just fell apart completely. A lot of bricks. We have almost none. I don't know anybody that builds a brick edifice anymore. There's that component. But then the second one is, I happen to be the liaison for the county emergency prep group and have been able to catch a lot of information there as well. But I would like to say that we have gone back through -- let me back up a bit. Before the police chief's wife decided she wanted to do what she could do in terms of emergency management. We put on a huge get-together at pioneer high school. High schools are great. There's enough room, and a star was born in day, his name is Alex Fraser. He is in the room right now. He has been the most fantastic teacher, and even though the electricity goes out, he still continues on he makes it happen. So we have gone through many of our home owner groups, we have added homeowner groups, anything that lengthens the communication angle is the way we're proceeding. But I couldn't go through the day without giving a wonderful -- thanks, Alex is right over here. He deserves a big hand.

>> Chris, the challenge of getting, we're talking about sharing information that could affect the knowledge about infrastructure vulnerabilities, in a collaborative effort, is it tough to get at, are they willing to share? Are there impediments to getting to that end?

>> Before I address that I will I would like to talk a little bit about the differentiation between the business community relationship in preparedness with the city in opposed to our residents. I will say that we are the beneficiaries, post Loma Prieta, post Katrina, a lot of press coverage of being prepared on your own for the first 72 hours. So unlike places around the country that are expecting that kind of response, I believe in my heart that the folks in the Bay Area have been attuned well enough now that people actually do have kits, there's the niche industry of everybody getting prepared, a little bit of money and everybody has water and food add least to get you through the first couple of days. I think we have done as a city a pretty good job of that and a county as well for Kirsten here. I think though, the impediments with the business community have been twofold. Number one, we have businesses that are so good at what they do, and they are so prepared, they actually exceed our capabilities and they wanted to engage with us. And we've had a number of scenarios where we were a little skittish on how we accept help in any form in this city. And this is born through experience. I will say this if there is an impediment I would say it is our hypersensitivity and rightfully so to engage and accept or engage in those kinds of partnerships. I think we could get better at it. That's not a criticism. I think we're a good and well run city, it is just one of those little pieces that we find ourselves -- I use what happened with the Cisco scenario, one of our major worldwide companies headquartered right here in San José, we had a very unfortunate scenario, I don't know how many years ago it was, where it caused us a lot of grief and I think there's some skittishness. I'll turn it over to Rick, I'm not sure if I'm going down a road I shouldn't be going down.

>> Are those real or perceived impediments? Rick?

>> City Attorney Doyle: One area I don't know in this security area but there's an impediment generally in the private sector and that's the word of transparency. We live in the world of public records and everything becomes a public record and there are businesses there that are very concerned about turning over or having documents

going back and forth with government, thinking that it may be something that is public. A lot of the things may not -- they don't care about but to the extent you get into sensitive areas, then you have to look at how you can protect that information, if necessary. And again, that's something we'd have to work with law enforcement. But that could be an impediment.

>> A common problem even this far after what Bob helped us get started a common problem figuring out how to take information and provide an insurance back to the private sector partner. Chris Godley.

>> I would add that the integration and coordination with the private sector is part of a continuum under the mayor's leadership and the council to ensure that San José is a very good environment for business. Because it's an integral part of our community. It not only provides jobs, that builds that community that San José being the 10th largest city in the nation is almost still like a small town in many ways. And having that private sector integration is part of it. Partly of that in the last six months we've developed several proposals that will go forward as a package, for example the establishment of a private sector liaison, directly accessible to the most current information that allow that direct communication with the private sector because they have their own network that we could make use of. Because we also want to be able to access the resources, 90% of what we need after a disaster is going to be from the private sector. We also we believe we can provide them some benefit. Not just information but for example, if we have to conduct a mass prophylaxis, that is a delivery of mass vaccines or medicines to the general public, we want to make use of the private sector organizations, our large employers, to actually do that for their employees and their families, rather than putting them in the parking lot with another million people the City of San José, we can go to sic and say hey, here's medicines for 50,000 people, take care of your employees and their families and that's one less burden that the city has to bear then and it's a great benefit to them.

>> We're going to just touch on we're base-lining here and I think we have a pretty good understanding of these things and how they're occurring and drill into them in the next hour a little bit further. The last one those Michelle is the crisis communications piece and that really is the third leg of this initiative that we're on. I described this fairly simply, what we're about is help you work through things that are makings. There are three of them. The first

one is making sense of information. Whether it come from information maybe that chief McDonald's organization provides, from police department, that provides a broader picture about vulnerability that's shared when an incident occurs. Maybe you have information from the state, maybe you have information from the weather service as an elected official, an appointed official, implementing the plan, how you make sense of that and synthesize it in a way, the second one is then making decisions. And you talk about authority, responsibility, who's whose to make decisions with that information. Maybe it rests with the Debra principally. And the third one that's making also is the message. And the making the message piece has two components. One is, internal. And that is, you're communicating with the county, with specific agencies, with the state and/or federal government in partnership with the county, for example. Or downward to community organizations, that exist in each of your districts, or more broadly, in a catastrophic event with no notice, especially, the challenge Michelle of making the crisis message. And getting that out. Now, in reading your materials, it was interesting. There's I think, acknowledgment of the principles of joint information, always a challenge to deal with, but instead there will be multiple spokespeople I think even in the elected officials guide. How does that work here? How do you indeed communicate with the public in a crisis?

>> I think that we try to prepare for those scenarios and do a lot of work on continuous improvement to ensure that the lines of communication are established ahead of the crisis. And both from Tom's shop and my shop that we are working on a regular basis, that we have all of the tools that we need to communicate with the councilmembers in the event. So we're ready ahead of time. And that's something that we've been working on over the last four years.

>> Okay. Other comments? Tom? Did you have --

>> Tom Manheim: Well, from my perspective, it sort of starts in the -- and let me ask a question. Are you talking about in advance and preparedness or actually during an event?

>> Both.

>> Tom Manheim: Because during an event we have these steps that we go through in the EOC to make sure first off that we understand the situation, that we can verify what we actually know and what we don't know. Our primary goal is always going to be to reassure the public that we're aware of the situation, that we're responding to the situation. And the biggest concern we have is, how do we get information out, in what will inevitably sort of a chaotic environment in a way that is accurate, is timely, is consistent in terms of everybody understands what the situation actually is. And the challenge really becomes sort of enhanced during an event where you have the media going to specific locations around the city where they may get a small piece of what's going on but not understand the bigger picture. So I think of sort of the elected officials and working with Michelle and the mayor's office in some ways as the amplifiers. The people who are known in our community who when they speak the media will pay attention. But a lot of the information that they need to provide the reassurance to inform the community needs to come through our shop.

>> Obviously the chief executive whoever that is in whatever jurisdiction here, it's the mayor, has responsibility to be bolstered by probably in the crisis messaging, the top cop, the top doctor, the top engineer, but indeed, the public in partnership with the council, I would think certainly those that have districts affected, expect to hear from those people that are elected to represent their interest, and likely, led by the mayor, hopefully you all would support each other in a common messaging that Debra described earlier, probably, could occur. You know, let me go to Jim. In regard to threat, did I miss one? Yes, sir, Kansen.

>> Councilmember Chu: I just want to make a comment. I have held emergency preparedness seminar in Chinese in my district.

>> Excellent.

>> Councilmember Chu: I represented the district where more than 50% of the people English is a second language to more than 51% of the people. So in term of the preparedness, and the emergency communication, I just wanted to hear what the expert or and also the city staff, in term of the language, the linguistic ability.

>> That's a fair question, the answer we'll address now, it's in another mood. Thank goodness you are doing the Chinese seminars, not me. I wouldn't have a clue as to how to address that barrier. The city want to comment first on what you're doing about the multiple, very diverse community, multiple languages that you face.

>> Tom Manheim: Sure, I can at least start off. There are a couple of things. One, we go have a list of bilingual employees who actually get bilingual pay and we get that from HR and in the event of an emergency we look to those employees to help us with the multiple languages that we need to communicate with. In addition we have, as you well know, ethnic media and the good thing about the ethnic media generally is even if we don't speak the language, we can do interviews with them and they will translate it to their communities. So those are sort of the two primary mechanisms we have in the event of an emergency and then of course we do have translation contracting services that's always available to us. The other thing I know that the police department I think still has, used to be the AT&T language line but it's -- has a differently name. But the ability literally to translate on the fly when people are communicating with us over the phone, and in other forums.

>> That is true. We have that contract service for our 911 center and officers in the field for any language you could possibly need. It was actually started by a former San José police officer, Jeff Monk, who went on to bigger and better things after selling that to AT&T.

>> Councilmember Chu: May I add some comments? I just want to thank the town for your effort of outreach to the ethnic media. I have read a lot about the city announcements on the printed media but I just wanted to state that you would probably need to improve our relation with the radios and the television in the ethnic media.

>> Excellent point. Let me ask John and Robert or other if they would like to add to that now or we can talk about it in the crisis communications piece.

>> I think you know these are all very good things that you're bringing up and everybody, you're doing the right things on this. I look at like information is a currency. You're trading in a currency. It either has value or it has no value. And then in a sense, any organization, government, a company, you're the broker, the information comes

in, the information goes out. So your role has some value in your ability to process that information. And that's what we're being judged on how well we do that. And how valuable that information is. And if you keep going back to the premise that is there a value here, and are we providing the service, then people will come to you and listen to you and respond to what you say. If, on the other hand, you're slow, late and delayed, you're not getting out to a particular member of the community, it's not a matter of like or dislike. It's a matter of they're going to buy another product in essence. And that's what we have to look at and we're competing with now.

>> Clark then quickly then Robert.

>> Last night when we went through the content with Chris, he said what's going to come out of this is a very long list of things that he's now required to do. I don't want to necessarily add to that list but what you bring up is very critical and if you could find the pathways or if you have them, you are really ahead of the game. Namely as you identify the needs of your constituents among -- in your districts is there then this kind of communication and supportive role to enable you to have the tools you need, the message you need, from the professionals on maybe this side of the table to be somewhat limited? I believe you do but I think that's worth verifying. Because I bring back -- Councilmember Herrera said a very profound, many profound things but one in particular that is, whenever you have the opportunity to engage and communicate, bring as much of a message as you can. These are wonderful opportunities, even if it's a meeting about you know sidewalks. Say well let's talk about preparedness. Let's talk about what the city can and can't do during an emergency. Let's talk about your own role in public safety and what can you access by way of services and not -- those sort of opportunities. So the question is maybe it is a question to the council, do you have that you know facilitated, priority-setting relationship of assistance? Councilmember Herrera.

>> Councilmember Herrera: I think we're on the way to it but I think there's some gaps. And I go back to when Tom mentioned we do an exercise. We have some kind of communication procedure and maybe council has been involved on it. I've only been on council for two years. But I think council needs to be included in communication testing procedures so that we know when we hook into it. I mean we have a place we go, we have the little blue cards, I know you know how to reach us and all of that but I think it would be helpful if there were at

least once a year some kind of test communication to have us know that we're being contacted, this is a test, that we have some sort of response we need to make. And I think council needs to be pulled into it too. I feel sort of disconnected from what the process the city is doing. And I know what I want to accomplish out in the district. I have some sense of that. I have some sense of what you guys do but I think the interface needs to be strengthened and it doesn't have to be a full fledged you know drill of the whole thing but at least start to make sure we understand how that communication works and actually, you know test it. Exercise it.

>> Good point.

>> City Manager Figone: Stan, if I could add, excuse me, if I could just add to that. I do think and this would be for the staff as a follow-up just my own experience. Things unfold so quickly. I think we need a stronger organizing infrastructure within the EOC framework. Because if we just wait for linear type of communication there will be frustration out there. So I do think we need more of a network approach that we should mark as a follow-up.

>> Okay, she didn't just assign that to Chris. Others get responsibility for that so he has that on the list. Robert, we don't mean to short change you. Let me move to this and then we'll go to crisis communications before we adjourn. Let me go to Kirsten first about hazard communication that might exist for the county as a whole, has that been maintained and is it in pretty good shape to provide a risk profile?

>> It's perfect timing. I feel like you and I discussed this before but we didn't. So we're actually in the process of a comprehensive hazard mitigation plan for the county and we have 13 cities including San José participating. And our draft will be going to Cal EMA and FEMA. I'm looking over Ken I think this month mid March for their review of that draft. We have a local planning team that was pulled together, it has folks from throughout the county and representatives from 13 cities. And we met I believe a total of four times over the past year and we've identified a number of our collective vulnerable projects and we have prioritized those and we have agreed to throughout the next year meet a couple of times and continue to address those. Those projects.

>> Is the threat addressed in your hazard vulnerability assessment or is it all natural hazards?

>> It is a mix of natural and man made. In terms of a terror like Chris mentioned earlier we work through the fusion centers, the NCRICS, which are the regional information centers, and we have collaborated bay wide with the urban area security initiatives to look at some broader hazard vulnerabilities that we have and so we look at those from a multi-counties ten to 12 county perspective as opposed to city by city or county by county.

>> Okay. Let's talk now specific about San José. Risk profile and we throw this up only as one way to get it thinking about risk, and those are known threats, vulnerabilities and consequences, that should help inform a risk profile. Chris.

>> We conduct three assessments, essentially. One that's focused on the terrorism threat as part of the regional infrastructure analysis that we recently completed as part of the urban area initiative effort. The other two analysis are conducted as part of the citywide general plan to identify natural hazards and that affects land use planning that kind of thing in coordination with the county and we also conduct a threat analysis as part of our emergency operations plan. If we can identify and quantify threat or hazard, then we can ensure that our plans are appropriately sufficient to address that level of threat and hazard. For the City of San José, as your chart indicates, there are a number of threats that fall all over that spectrum. In terms of your high threat which is your top bar there, and high consequence, of course, most significant for us would be say a pandemic influenza event. That's probably our greatest threat to life safety, not the H1N1 virus that we saw three years ago, but more importantly, if we saw an H5N1 virus, what we saw coming out of, say, China a few years ago, the threat there is profound in terms of mortality. Another high threat high consequence event is going to be earthquake. We're situated directly between the San Andreas fault to our West and the Calaveras fault and extension of the Hayward fault to our east. San José sits on a broad flood plane if you would an old inland sea and so the soils are relatively susceptible to liquefaction and intense shaking. So San José would experience a significant earthquake much different than what we saw in Loma Prieta where the earthquake fault line was some distance to us. If these two other fault lines go, it's going to be significant for us. Further down the spectrum in terms of moderate threat we still have a flood threat here in the City of San José, although an Steven amount of work has been done in flood control over recent years. A worst case scenario in terms of storm set that the USGS, United States Geological

Survey, has just recently conducted would provide sufficient rainfall to overwhelm even those flood storage and flood mitigation features and so we would see flooding in extensive parts of San José including downtown as well as North San José. And there are other threats that are much lower in probability of occurring but certainly we track those as well.

>> I put Jim on notice that I wanted to come to him from a transportation perspective about how you set priorities based upon resources available, what you can afford to protect, what you can afford to protect begins which could be high threat high consequence but you can only get part way there. And you measure setting priority. How do you do that in your business? And is there enough information there, does the police department provide you with enough information about the threat that could inform your decision making regarding protection of those known vulnerabilities?

>> Are you talking about natural disaster, man made, both?

>> Any. I meant man made terrorist attack.

>> We coordinate overall along with Chris in emergency services. I think where we focus on in terms of our threats from a transportation perspective we're focused on our local transportation facilities, streets, bridges, our sanitary sewer systems, we're in coordination with California Department of Transportation, Santa Clara Valley Water District in terms of their dam and storage system. So we're focused on kind of those facilities. That's the area that we have responsibility for and we're most focused on. In terms of a threat it depends on whether we're talking earthquake. I think that's primarily where we're going to be you know focusing our attention. That's the biggest threat we see to our transportation, public right-of-way facilities, our storm and sanitary sewer facilities, the dams in the area so that's our primary focus, probably the greatest probability of issue that's going to happen to us in San José.

>> So the information is there for you?

>> I believe it's there.

>> You find that information.

>> Absolutely.

>> Chief McDonald, you're the hazard mitigation expert from before we knew what hazard mitigation was, and prevention, probably the most successful hazard prevention campaign. If you look at just our idea of assessing threat, vulnerability and consequence in arriving at risk to inform setting priorities, new piece of apparatus, manpower, equipment, where you position stations does that information come forth in a way that's useful to you in the fire department?

>> I think the information comes forward and it's useful. I think the question is and actually I wanted to ask you all this earlier. Is that you've assembled an incredible team in terms of your background and your experience that you have and I've always wondered in my role as a fire chief what's the right level or what kind of guidance would you give to a community like ours? I think our level or potential risk here both in terms of natural and manmade sorts of disasters is very high. And in order for us to be able to present a credible recommendation to our council and our City Manager and others, within the organization, and trying to prepare us at the correct level, or at least a balanced level of preparedness within the city organization, and at the level of the community's expectation, it seems that you could have such a wide range of what could and couldn't happen, and helping folks to be motivated to prepare for that level, given the fact that it may or may not happen, and you know, it sounds like chicken little in some cases and it sounds like you're underprepared in other cases.

>> Absolutely. If you have got diminishing resources to allocate against enhancing levels of preparedness, how do you set priorities according to some risk framework, and if you're a councilmember, make decisions about what's funded and what isn't, what Debra advises.

>> If I might ask.

>> Absolutely.

>> And so I think this part of the world believes that there will be some kind of a disaster that we'll have to deal with in the near future, we're in earthquake country. When you think about that we're less able to consider what types of emergencies or what types of disasters may happen here. I don't think we're still not prepared for an airplane flying into a high rise. We can't protect every overcrossing on a daily continuous basis. Those are just things that we really can't afford to do or we really couldn't convince folks that we had to do those kinds of things. But there are some levels that I think that we need to be prepared for and our community and our council would look for us to say that here is a reasonable level that the city should be prepared for.

>> Bob Steffen has probably done more work from our team in that arena than any other person on the panel. I want to ask Bob to start, then Rick from his experience in your shoes or Chris's shoes in L.A. and then at the federal level so how do you advise them to structure such process?

>> Sure. Well if you look at this slide you know it's very daunting. In fact it can be just be down right scary, where do you enter it? Risk is a function of those three components. If you look at it in the aggregate, which the Department of Homeland Security will tell you to do, you just don't know where to go. So I had this job of how do I deal with hundreds of thousands of potential infrastructure target, targets of man made disasters or naturally occurring disasters if you enter through the threat bubble, that gets you a little way. But just in terms of the terrorist threat over eight years I actively tracked all the threat streams, there was only maybe about 30 and three dozen instances where we had enough intelligence that was specific and credible that was tied to a specific location according to a time line that we could do anything with over eight years. So that wasn't so helpful even in terms of the terrorist threat and they are no brainers like the library towers and the Golden Gate Bridge and the New York Stock Exchange. That wasn't so helpful. So if I went strictly by threat I wouldn't go very far and I'd have just an impossible universe of things to cover. When you do have that specificity though you have to go and follow it, you have to do it, you have to search, you have to do what it takes no matter if it's a mom and pop ice cream stand, you've got to focus on it because it's an active, credible specific threat. If you go to vulnerabilities I mean

just take a look at the transportation system around this part of the country. There's a lot of inherent vulnerabilities that you could never get to even if you focused every single dollar of the city and the county's budget on it that's not going to take you so far. So where I chose to start always was the consequence side. Because you owned the data for the most part, combination of you and your private sector partners and some other folks at the state and the federal level that can help you with that. You own the consequence piece and for me, the consequence piece was the most important of the three variables unless again you have a specific credible threat because that takes you to where the pain is. If something doesn't have a consequence to it, that's absorbable, you need to move on. That's a policy call maybe a tough policy call that you have to make but if something is impacted and nobody really feels the effects it's time not to spend a lot of effort and resources on it but if you've got something that's going to cause a lot of pain and suffering human casualties, impacts on human health, impacts directly on the economy and directly on the supply chain issues to the left and right of any asset that's where I would use to spend our \$300 million budget is focusing a lot on that analysis up front, figuring out where we needed to go and then build a nice solid planning framework around those consequential assets systems and networks and then pour the resources in. The other people that aren't part of the consequential target sets get value added from the derivative best practices, information sharing architecture structures that you build to support the main things you're worried about. The other things get side benefits from all that but you really have to focus this because you can't do everything, and you can't make everybody happy all the time and certainly in an era of shrinking budget really tough choices have to be made. So if I had one dollar to spend I would go to the consequence piece first and let the trail go where it goes at that point.

>> Rick, major urban area south of here how did you do that there in the experience you had?

>> During the time most of the time I was there was prior to the 2011 -- I'm sorry, 2001, and so you know we didn't have this huge level of threat and we weren't as directly involved in it while I was in L.A. However since then and in my position in FEMA L.A. has built a capability of trying to identify those things. And I can't speak better than Bob did about how you got to measure that. I think the consequences are, you got a city this size L.A. may be number 2 in the United States for its size but its vulnerabilities are endless and you could drive yourself nuts trying to prepare yourself for every one of those. So you have to identify those vulnerabilities. The consequences,

excuse me, the consequences and then build from there, and then prioritize from that point on. I think their program was called Archangel, it's been adopted by Homeland Security, it has another name now, forgive me for not remembering that. So you know any way you do it, and I'm sure Chris is aware of that, I know Chris has participated with major city chiefs for many years and they've talked about this whole issue about how do you identify the risk, threat and the vulnerabilities and consequences of those threats. So I would suggest you do that. Let me add one more thing too. A little bit beyond to your question of how do you prepare this community to deal with these threats? Well you just can't prepare them for every kind of threat there is. What you have to do is, you just have to prepare them to be ready for long periods of time when they're not going to get assistance. And that has to be driven home. The current administrator of FEMA has the saying that he says that every public speaking he has now and it's we're not the team. FEMA is not the team. We're part of the team. And the team begins with the local entity and those citizens in that entity being prepared for up to five days in some cases. It used to be three days, 72 hours. Now they're saying you know, you may need to do it for five days. Because -- and in today's shrinking budgets you're talking about fewer resources, fewer people to be able to respond immediately. And that's the job of local government is to get there and bring stability as quickly as you can to an organization and build the trust in the community that you are doing the job the right way. And that's a daunting task, at best, when you have a lot of resources when you have fewer resources, it's even worse. FEMA does have a program for helping the community to prepare, it's a web based program, ready.gov, it's pretty good. I've been on it. It gives a lot of advice. There are people in FEMA under the ready.gov signal, if there's language issues that you need to bring to bear they can provide information on different languages, too.

>> Rocco the subtle threat you and Robert that thing that could have pretty dire consequences, maybe disease, food borne pathogens and others that I think the council think all Public Health responsibility resides in a different unit of government, the county, correct? How do you weigh that threat and those vulnerabilities against setting policies?

>> Right, considering how to plan against the weapons of mass destruction attack is extremely difficult, even with the relatively resource rich environment of the federal government. There have been a number of attempts to kind of come up with the calculus as presented on the board for weapons of mass destruction at the federal level and

they've not met with wild success and the reason for that is not only is the threat very difficult to ascertain, but also the consequences are. Because it is a function of the technical capability of your adversary which, if we knew of an adversary that had the motivation and the technical capability to attack us, it would present such and existential threat to our way of life, they'd just be a smoking hole. We wouldn't bother collecting data from them to try to figure this out. So what we've done or what has been done relatively successful and this has been the Department of Defense model for years even when collecting against a static entity like the soviet union where we also have relatively poor intelligence about their weapons of mass destruction capability is to go with a capabilities based planning approach which is to understand with the assets that you have what are the varieties of threats that you can address. With the pandemic that's in place what are the incidents what does the risk that your pandemic plan buy down? Anything that creates mass casualties where you're going to have lots of people in the hospital does it help mitigate that threat? Does it come with the public communication aspect to it where you might have some social distancing measures involved. And that would work against a variety of threats with communicable disease or where the worried well might be an issue that would clog the hospital. And by understanding what your capabilities are and the varieties of threats they buy down you can kind of figure out the relative value of each one of those assets, even in the absence of perfect information about threat and consequences. And you know, that seems to be a relatively valuable approach.

>> John.

>> What I was going to talk about is I mean I think that there are a lot of details around Public Health preparedness that we could spend the next hours on. But what I like to say is that one of the things that's most important to the preservation of what you want for your community is really the perception of those who live there, and for those who you rely on, about whether you are prepared and can do what's necessary. So I mean if it's your citizenry or if it's the businesses that choose to be here if they don't believe that you're prepared to deal with effectively in an emergency response that makes this a less attractive place to be. So with the idea that your plans -- no plan is perfect, and no plan can cover all consequences, all vulnerabilities, but since much of the kind of activities that happen here, are related to the brain trust, to really, you know people thinking, not so much

making things, that in some ways you need to sort of pay attention to what are the kinds of consequences that will intrude upon those people wanting to live, work, stay, and contribute to this community.

>> One thing I just wanted to add really quickly because you might think from what I just said that that only works when you have resources to be able to enhance your current capabilities. So what can you buy next in order to buy down the threats further? But it also works in a relatively resource poor environment where you're making decisions about what capabilities you need to retain. And in a capabilities based planning approach you figure out what resources address the most types of risks, and you make sure that you retain those.

>> Good, John.

>> Real quick. My two things on this subject are look at outrage and look at optics. Optics are a little bit with about Robert was talking about. The optics of success and failure, those are really important. Look outrage, what makes people mad in your community. If I shut down the number 7 bus that runs from here to there and it doesn't turn back on in the next three days you may have a lot of really angry people to deal with. That becomes an immediate issue in a community that elevates very high. Think about those things. They're not just a threat of a big explosion. It's the perception of that threat and how it impacts the community.

>> You see what happens when you ask the subject matter panel? What do you think, so you'll never do that again I'm sure so --

>> And what John talks about brings up this whole issue of interdependencies. I mean that's the single most important thing I think you need to understand as leaders, what are the interdependencies that can bring us down? What are the nodes that are so vital and so importantly to a community that put us out of business. We've seen it before. I mean, a fuel crisis in the UK, a handful of farmers blockaded one refinery and in the end of two weeks they had a fuel crisis like they had never seen. It almost brought down the government, it almost brought the economy to it knees. Even schools and hospitals were closed. Insidious events that you know that go on through the -- with interconnectingness and having an effect on the other end, understanding that so it doesn't get

out of hand. Calls for a different kind of leadership, quite frankly than what we're used to. It's not the usual way of doing business.

>> I'm going to ask you a question and we're going to use a very brief video, I'm going to skip over a couple of things because we've talked about threat quite a bit and vulnerability and consequences. I'm going to answer those several slides with your answer to this question. Clark uses this quite a bit when he's doing this and it's what worries you most or really what might keep you awake at night. Let's pick a couple of elected folks and a couple of the practitioners in the disciplines to answer that question, or at least your impression. All of you all think about it because that will contribute then to the discussion after the break. Sam's got his light on maybe.

>> Councilmember Liccardo: I'm sorry were you asking us to respond now?

>> You can respond. One or two of you, not everyone.

>> Councilmember Liccardo: Sure, about what keeps me up at night. Specifically an earthquake, I don't understand pandemic, it's certainly at the top of the list, but earthquake. The district I represent is largely an island surrounded by bridges so we've got about 80,000 people that are -- who would only have access to the outside world in emergency vehicles would only have access to them for the most part over bridges. That may or may not survive given the state of repair and age of those bridges. Very limited access outside of those bridges.

>> And I'll throw out -- Mike mentioned certainly an important thing that we'll talk about in consequences quickly and then in the last move on your continuity of operations, those interdependencies. I listened yesterday as Chris talked to us about San José. It was my understanding for example there is nearly sole reliance on a single point of failure in a water supply system for example, that's the case. That's an example without it there's a major problem not only for fire suppression but potable water, survival of a community, that piece of infrastructure that might support communications be it data or voice that carries a fiber link that you don't even own that causes the entire community not to work. Is it instrumental on Jim apples bridge that fails in an earthquake or through an explosion, is it known to be there, is it known indeed that the police department or fire department or the entire national

guard of the state should be mobilized to protect that single piece of infrastructure to avoid disruption of that because of its value in the list of targets? Mr. Mayor, is there something that you worry about that would be a consequence that the city would have to deal with?

>> Mayor Reed: The only thing that keeps me up at night is the budget.

>> A big one, big consequence.

>> Mayor Reed: But if I wasn't worrying about the budget I'd be worrying about floating a ship underneath the Golden Gate Bridge and setting off a Small nuke, very simple to do if you have a nuke.

>> I would say so. Chief.

>> Just because we've already experienced it on a relatively small scale, but it was scary enough. We lost a major fiber trunk that was due to sabotage, we believe labor related, that knocked out 911 service to a good chunk of the southern portion of our county and adjoining counties. Fortunately for San José we weren't nearly as disrupted, but it was in our city, it occurred in our city and you talk about relationships, we had to fight to get the information from the company that was responsible for taking care of that piece.

>> And my understanding is that was basically a shovel and a settle of bolt cutters?

>> Probably a little bit more than that, he knew how to cut in a couple of place is to make it not a two-hour repair but something significantly greater than that. Talk about communication in this valley, that's most critical, I think there's a lot of unprotected infrastructure there.

>> Disruption of commercially provided or government owned infrastructure that damages communications in serving a population this alarming. Ed, what about from your perspective in supporting the mayor, the manager, chief of staff, your areas of responsibility, what worries you?

>> Ed Shikada: Well, really to build open the comments that were already made, it's the ability to interconnect that information in a way that maintains both the management, as well as the, call it the rumor control and to keep any expectation or concerns about the issue being larger than it really is, to focus on getting the right facts to the right people at the right point in time. And so as Tom pointed out, in terms of sorting things out, the role that our departments and the communication that happened among the departments will be key in that scenario.

>> Good. Everybody else keep thinking, pitch men as we wrap up. There are three video clips very brief we're going to use one before we break. Yes, Xavier.

>> Councilmember Campos: One that keeps me up at night, potential hillside fires. We do have a significant part of our Eastside San José, Districts 8, 5 and 4 that have a lot of residents that live in hillsides and in summertime it's very dry up there.

>> Valid concern.

>> Hey, Stan, one thing to add. We're kind of operating in the physical realm, so to speak. But one day I woke up and I was completely asleep and I thought oh my God cyber-security. We don't have to imagine a threat, it's there every day. At some level the United States government, private sector and individual citizens are being attacked or probed by a variety of really bad actors. Some of these are nation, state actors with very sophisticated, very well-funded programs and cyber-offensive operations, some are the Russian Mafia, other criminal organizations, disaffected employees, terrorist organizations, individual high school hackers, the empowerment of the right individual with the right intent with the right equipment which is essentially a laptop connected to the Internet and a brain to make it go where it needs to go can really do some deaf stating damage. And we also see that we are increasingly all reliable and very dependent on information technology and I got to tell you this is the one scary scenario where the United States could wake up in the aggregate from one day to the next and be completely different. Losing control of information, bank accounts wiped out records wiped out lose the control of our critical infrastructures, losing the chrome of the chemical processes that determine what

goes out into the atmosphere and what doesn't, losing control of the structures and the systems that basically govern our transit systems around the United States. When you put all that together in the wrong hands and it doesn't have to be many, maybe a finger, one wrong finger on the trigger is really a bad situation. So your CIOs but really beyond them everybody that deals with cyber, and that should be 100% of you need to really factor that into your emergency response planning and your preparedness planning every single day because the adversaries are there. We are way behind them.

>> You all are a pretty engaging group. It's really good that you are doing it. These videos are designed to promote and make you think a little bit. You have already done a lot of that. They are really soft balls. I mean, even though we are talking about potentially catastrophic events. For your level of sophistication, weren't intended to put them over your head. They are intended to make you think about information sharing, working together, collaborating, wrap up with a little interagency coordination. This is a brief clip that kinds of puts the police department I guess first in a position of what is share, is this important, this probably happens every day in San José.

>> This is news break. Police are investigating last night's burglary at a West San José landscaping company, the case is under investigation and as of now there are no suspects. The facility is a large storage warehouse for fertilizer and landscaping chemicals and concern is now growing about what the possible motive would be for a break in at that company. So far though investigators have no comment.

>> So I mean, I'm sure something like that happens, every few hours maybe. Not specifically landscaping or agriculture but busy way of example, what would that mean? I want you to think about that. Just you don't have to comment just yet unless you want to. That information is available, may or may not mean something to you. I'm going to ask Mike, to talk a little bit about the threat from his perspective, this is unclassified and it's open source material. And then, ask you to think after he's finished, is the threat of terrorism real to you, your constituency, should it be a priority, how do you deal with that in a whole host of priorities that you have to address with limited resources? So let's ask Mike to talk about the current threat as we see it, as he sees it. Mike, stand.

>> Earlier, Stan mentioned that a lot of people believe that the threat's overblown. A lot of people, a lot of academics in my business and a lot of journalists in John's business do believe the threat has been overblown. That we've been too focused on fear. But -- and I think if I ask you, have we improved our security here in the United States, since 9/11. I think all of us will agree that we have, substantially improved our security here in the United States, in the last nine years. That, combined with the fact that we continue to successfully target terrorist safe havens overseas has made it much more difficult for the terrorists to attack us like they did on 9/11, for instance. So, as a result of that, they're beginning to change tactics, in an effort to remain relevant. First thing they're doing is, they've been franchising to affiliates in other parts of the world. And they're also trying to ignite a new spark and inspire home-grown terrorism in the West, particularly inside the United States and the United Kingdom. Now, as a result of all that, they are continuing to radicalize small, but very dedicated, numbers to do their violence bidding. So as a result, beginning in 2009, we began to see an unprecedented surge of terrorist activity inside the United States. In fact, in just 18 months, there was more home grown terrorist activity inside the United States than there had been in the previous seven and a half years combined. That's a substantial increase. So the question is, how are they recruiting? One simple way: By persuading the young and disaffected, that America's war against the terrorist really is a war against a religion, a war against Islam. This man is often referred to as the pied piper of terrorism. He's an American citizen. He was born in New Mexico. He is now a radical cleric in Yemen and through his Website, his DVDs and videos, he has influenced terrorists in more than two dozen cases in the United Kingdom, in the United States, and in Canada. And we found out more almost every week. But I've got to tell you that some analysts don't agree with me. They say that home grown terrorists are no big deal. That actually, they're just a bunch of amateurs who are never going to amount to much. And that the fact that Al Qaeda and the terrorists are gravitating today towards home grown terrorism is actually an indication of the last gasp of what they call a dying organization. But others do see it differently. They point out that not all these home grown terrorists are going to be dummies, we've been pretty lucky so far, we're not going to be lucky forever. And they also point out, chief you know so well smaller plots are hard to detect. Those lone wolves are almost impossible to find. You just have to be lucky or someone gives you a good tip. At the same time we're beginning to see a more sophisticated operation as Al Qaeda operatives are beginning to make direct contact with supporters here in the United States like these two Al Qaeda operatives. And they are also continuing to train people overseas, in overseas training camps like these three boys from Germany and the

Times Square bomber was trained in Pakistan. They didn't train him very well but nevertheless he was trained in Pakistan. We think they may be training as many as 100 to 150 westerners a year in overseas training camps and we probably don't know who all of them are. They're training people with clean records and with passports because they have a better chance of penetrating our borders. Now, here are the faces of home grown terrorists here in the United States. He was an altar boy in Boy Scouts from Long Island, New York. He was a college student in southern Alabama. The son of a Memphis businessman. A housewife from suburban Philadelphia. A small businessman from North Carolina. A taxi driver from Chicago. A NOAA weather man from Alaska. And a college student from Portland, Maine. So as you can see looking at those pictures there is no terrorist profile anymore. The next successful terrorist in the United States somebody said the other day may look more like Jack Bauer than Mohammed Atta. That's the fact of what we're dealing with today. The secretary of Homeland Security recently said that we need to assume that terrorist operatives are already in the United States and could attack with little or no warning. So if they do, how are they likely to attack us? Well most analysts believe that they will probably strike multiple soft targets like they did in Mumbai, India. And they will most likely use simple conventional weapons and improvised explosive devices like they have in other parts of the world. And of course, we know they will be focused on transportation particularly aviation and mass transit. And the FBI director agrees with Bob Steffen. He says they will probably combine physical attacks with cyber attacks in a cocktail of attacks next time. But this report from Harvard University reminds us of what Rocco was talking about, that the terrorists still want to attack us with weapons of mass destruction. They have said for instance that if they can get their hands on Pakistan's weapons or Pakistan's nuclear material, they will use it against us. And for the first time the Department of Defense has publicly said that they do believe that there is a serious risk that terrorists may acquire what they need to build a nuclear weapon. Excuse me. And the FBI has said that they believe that Al Qaeda's paramount goal is to detonate a nuclear device in American cities. So some of us believe that the Al Qaeda and the terrorists' current emphasis on home grown terrorism is actually a deception. A deception that's designed to tie law enforcement down chasing leads while terrorist leaders try to buy time in order to build more damaging and more dangerous capabilities. Now, I understand how difficult it is to look at images like this. And truly feel threatened, that terrorists after all seem so backward. And it is impossible to determine the probability of another attack. Because while we know their intent, that's very clear what they want to do, we're a lot less certain about their capabilities. And we learn almost every day, there's still a great deal that we don't know about

them. But we do know this: Since 9/11 they've become a learning organization. They've changed quite a bit.

They've proved to be much more resilient and adaptive and they may be hunkered down trying to avoid those drone attacks, but they are still planning and training and especially inspiring others. That's probably their biggest -- what they're focusing most on right now. They take a long view, they're patient and believe God and time are on their side. They're probably very happy with what's going on in the Middle East today. And we're learning that what happens in places like Pakistan and Yemen and Somalia can impact us right here at home on main street throughout the country. All this as regular guys, inside the United States, are choosing to become terrorists. So the rules are changing, wouldn't you agree with that? Yeah. The rules have changed dramatically since 9/11. So my bottom line is: This is no time for complacency in America. And I know that's what I know you agree with that, for sure. Stan, that's it. How do people feel about the terrorist threat around here? Do people believe it's a real threat or is it out of sight, out of mind like we were talking earlier?

>> Mayor Reed: Well you said you didn't know about the probability of attack. I think the probability of attack is 100% just looking at the number of attacks that we've seen that have been thwarted in the United States.

>> That's right, you just don't know when or how. It's definitely going to happen again.

>> Mayor Reed: Okay.

>> Councilmember Kalra: I think when we discuss threats, homeland threats when it comes to terrorism, that by limiting it to threats from Islamic extremists we're certainly not covering the whole gamut especially what we've seen happening in this country with all levels of violent rhetoric and the expose the tendency for explosiveness to happen at any moment, I know that requires even greater degree of study, because really, can certainly happen at any time, at any moment. I think what's happened in the Middle East right now is very scary but I think it diminishes Al Qaeda's role. Because what they've been trying to do and frankly in many ways what the West has been trying to do happened on its own in a organic way, which is scary, but I think it does diminish and in listening to some of the foremost experts, they indicate that Al Qaeda is at its smallest and weakest point now than it's ever been and which may be the reason why you see much more of these smaller kinds of lone wolf plots. And what

have you. It doesn't mean that the threat doesn't exist, but I think that as you indicated when you were -- and I appreciate you kind of talking about the criticism of your thoughts as well as support your thoughts that some of the criticism might be the overarching importance or significance given to Al Qaeda and Osama bin Laden when really there are a number of threats that could qualify under terrorist threats that all need to be given if not equal wave, significant wave.

>> Yes, you're exactly right. With regard to this specific threat, this is not about religion. This is a small group of people who are trying to hijack a religion. And it's more political than anything. The vast majority of Muslims want to have nothing to do with this violent ideology that bin Laden is perpetrating. But you're also right, there are many other threats. I have a much longer version. We do two, four-hour versions in the classroom, on what the threats are. They are many and diverse, everything from animal rights which you've seen in this area, as well as the traditional white supremacist, which quite frankly I was deeply involved in those issues in the '90s. I think we're facing as much of a threat today if not potentially a greater threat, than we did during the '90s in that regard. So you're exactly right. Chris.

>> I was just going to underscore that the threat is growing from many factors including the increased conflict we see in our political realm. We're seeing increased polarization of a population here inside the United States that feels that they have no recourse politically and are resorting to other means to achieve their ends. The white supremacists were an early lead, but now we are seeing on both sides of the equation, increased willingness to move to less than polite means, including the use of violence.

>> Yes, you're exactly right. After the Murrah federal building, the Oklahoma City bombing, a poll was taxicab, 36% of the American people feared their government. Today it's 59%. There's less respect for government at all levels today, than there has been in the entire history of polling. So what you pointed out is very, very relevant. We have to keep our eye on that too.

>> Building on that I mean sometimes it's alleged that Al Qaeda is the only group with the motivation to inflict mass casualties on the U.S., that inflicting mass casualties would be against the goals of many other terrorist

groups. However if you look in the history of the U.S. the right wing groups are the only ones that have successfully perpetrated attacks using weapons of mass destruction. So for instance, Ricin, usually in assassination attempts and also, through a combination of ignorance and technical insophistication, unsophistication, might accidentally cause a mass casualty event. If you look at a group back in the day called the covenant sword and arm of the lord they were a racist white supremacist group that tried to contaminate the water supply of a southern town and they thought that if they prayed hard enough God would intervene and only send the contaminants to the homes of the ethnicities that they hated. If they had a lot more material or attacked a different part of the water supply they would have inflicted mass casualties accidentally.

>> Yes, and the most recent example of exactly what Rocco was talking about, in December 2008, a fellow by the name of Jim Cummings was actually building a dirty bomb. He actually had components of a dirty bomb that would have made a real dirty bomb he was building it at his home in Belfast Maine he was going to take it down to Washington, D.C. for the inauguration and explode it on the streets with people standing there waiting for the parade to go by. We wouldn't have known anything about it, if his wife had not killed him. She shot him when he was asleep. If she had not done that he would have probably built that dirty bomb and who knows whether he would have been successful or not so Rocco is quite right.

>> Just a little bit off schedule. I don't know (inaudible).

>> We'll accelerate this a bit. Get into the part where you take responsibility for something occurring here just after the break. Have we run into anything yet that's in the parking lot for the closed session before the council has their meeting? We're okay. All right. Good. We'll continue talking, if there is something that we stumble into about the general discussion about intelligence I don't think there would be and you can flag me and you can take it up in your discussion. We have refreshments replenished and maybe a time for a blackberry message or two.

>> Just very briefly, I want to thank everyone for coming back from the break. I know this subject is so fun to deal with but it is serious. Today we ever dealing with the terrorist based scenarios and discussion. I do want to help everyone to understand that the concepts the policies the roles and responsibilities are applicability to all of our

disaster threats here in the City of San José. So it's going to be worth everyone's while even if terrorist event is not the one that actually unfolds.

>> Good points.

>> If you're just joining us we're getting word that there has been a chemical release at the San José Santa Clara water pollution plant in Alviso. There are injuries but it's unclear at this time just how many. We go now to Bill Duvall for more.

>> Right anonymous authorities are on scene and initial reports indicates there has been some kind of toxic cloud released, one or more tankers have been damaged and are releasing gas, and it could possibly be chlorine gas. We are expecting evacuation orders south of the facility shortly.

>> Bill do we know how this happened?

>> Nothing definite now but I have spoken to several employees who said they heard what they thought sounded like gun shots near the main gate. We are working that angle of the story right now. Back to you.

>> Bill Duvall, we are going to Janice Davis for --

>> There is one more video that then gives you the chance to respond with some simultaneous events occurring. Think about things that were said in the first, things that were said there, the expectations that you might have of your information-sharing environment if you will. I want to ask Clark to talk a bit about the what keeps you awake at night question. What are those consequences, beyond this hypothetical scenario that you might be concerned about, Clark.

>> Trying to kind of bring together the very, very good conversation we had before the break. Into maybe a common theory about how to look at what you prioritize, how you communicate about it bless you by the way, and

at both political and elected official level, as well as this you know more scientific and technical level that you all are doing a wonderful job in. I like Bob Steffen said about a focus upon consequence. I don't think you can exclude the other two component parts of understanding your risk profile here. But they are daunting sort of things to try and construct a common set of priorities or shared set of priorities around. The consequences of a variety of different threats and/or actual attacks to this specific region, I think we have been able to tease out over the last couple of hours. Principle among them and let's be very frank about them, the business and economic engine of this region and its involvement in the highest levels of cyber-technology create the consequence of the fear that comes from a deliberate attack, of the businesses going elsewhere, it's got to be one of your absolute highest levels of concern. Not trying to be alarmist but quite frankly, a business, you know particularly the concentration of important information technology and other businesses, in San José and in the Silicon Valley, might not be deterred from continuing in the aftermath of an earthquake. They know they're in earthquake country, et cetera. But the consequence of, you know, inducing fear which makes it a continually threatened environment, as we have seen in my own fair city, could be voting with your feet. And trying to get to the chief's question about all right, what do we focus upon in our risk array to make decisions about? That might be one of the more significant things that you need to plan for, reassure, engage, explain, in order to kind of buy-down the consequence of a problem. Does that make sense? I mean, and I think you know, going to what John will inevitably talk about, communicating that, so that it's a commonly understood priority, is also reassuring and also part of the approach to understand how this jurisdiction values those things that make it the really quite extraordinary place that it is. One other comment, and this keeps me awake at night, and I talked to Chief Moore about it at the break. A lot of the really sophisticated high-tech businesses invest an awful lot in their own internal protection, potentially to the exclusion of being there for everybody else. I mean, let's be very candid about this. There's this little place, little company up in Seattle, I won't mention its name, Microsoft, who are wonderful partners and we share information back and forth but it is very, very clear to me and I think they would be very candid about it, that if something very bad happens their own security is going to be their principal activity. And it's about closing the doors, and looking after global interest, to be candid. They've got legitimate interest. But the things that we might rely on one another to do, I think might evaporate, depending on the nature of a crisis. Those are difficult thoughts for consideration. I'm available for kids' parties by the way, if -- in a feel-good sort of approach. (inaudible)

>> Was presented in the video. I mean there's a whole list of things that you mention that maybe keep you awake at night questions. Any -- Mike? You got a lot of stuff out there that --

>> Well in the event of an attack I worry about the water supply for the Bay Area. We have three large Hetch-Hetchy aqueducts running through San José just south of Tasman. I worry about the pressure systems in the utility, the potable water, the reclaimed water, and natural gas number, there is a of natural gas trunk lines run through San José and that Hetch-Hetchy water supply serves the entire peninsula.

>> Intentional act to disrupt that, is that a plausible scenario? This was a softball I said maybe release of chlorine, suspicion of criminal activity involved, suspicion of that, setting of priorities, does that happen? Does it?

>> Well, we're actively engaging PG&E right now. They tend to be protective about their interests in those pressure gas lines. There's a number of water retailers in the valley but there's primarily the Santa Clara Valley Water District. That's our primary water provider.

>> We're going to move along quickly because we really got behind. Sam had a important question he asked me. That's why I ask Rick to weigh into it, can you get information, can you get information from the private pattern that you need are there legal impediments that prohibit that or is it a matter of not having collaboration willpower, I guess on the part of both public and private partners to come together to share it and I only asked that earlier to get at that point. Can you get to the information you need to help them?

>> I think the willpower is something that is easy to arrive at. It's staying tenacious enough to engage that private company to share with them what our concerns are. And what benefit we can provide to them if they bring us into their circle and we understand their risks and threats.

>> Chris and Diane, in the information sharing and intelligence arena, talk a bit about, based on this scenario information that began to be assembled and likely processed by you that may or may not have readily told a story

that could be related to what's occurred here, and what Public Works or the private sector or fire or elected officials should expect of your intelligence and fusion organization?

>> Well, let's take the example of the -- that burglary report where you have a bunch of fertilizer that's taken that in and of itself is kind of strange. The beat officer first of all the 911 call would come in and they may or may not -- the reporting party may not attach importance to it but I think they probably would in this day and age, it would get to our dispatchers who are fairly well trained, get it to the beat officers, that information would make its way quickly up the chain of command, it would make it over to our criminal intelligence unit and up through the FESIS Center, the NCRIC, Northern California Regional Intelligence Center, because that is something that could be a risk to anywhere in the Bay Area, or quite frankly anywhere in California in short order. Having said that as getting the information from the police department let's say to Public Works or to other pieces of infrastructure in Northern California, OES and the fire department just to be aware. But as Chris mentioned we don't necessarily have the policy group in place here which is something we should do to sort of process that on a greater scale. It would be done more on a regional level and we would keep the City Manager and everybody else informed but there is still a loose piece we would need to work on. The chlorine gas issue, that unfortunately has actually not happened with chlorine gas but we had a battery plant fire here in the mid '80s that I was unfortunately happened to be the beat car that was assigned to that particular case where we had a plume of unknown toxic gas flying over highway 101 in the middle of commute hour and trying to get information back then before there were a lot of reporting requirements was a nightmare. And I don't know if anybody else was in the room I think you were there, that was a scary time for all of us but since then the fire department has become much more adept at working through the hazardous materials issues and working through that kind of thing. I guess the answer to your question is there is a delay in time from when the report occurs to when it's actually going to hit the electeds. It will get to the people who are actually going to take action, actionable intelligence will be acted on fairly quickly but the policy piece needs to be worked on.

>> Chief McDonald you're okay so far? There's one more move so far and then I'll turn it over to you guys about managing and expectations of your cancellation of those practitioners in each discipline. Okay with

that? Equipping, regarding haz-mat capability, that's in your arena, EMS in your arena, benefit of Homeland Security grant programs maybe some and specialization of haz-mat response.

>> Our folks are trained at the highest certification level for haz-mat response and we work very closely with haz-mat teams in other fire departments as well.

>> Good. The intelligence cycle is only up there to say if you had a policy group, hopefully you look at requirements initially, what Public Works might need to know, what maybe transportation might need to know, and what they can provide. And then a system is built around that to share the information. Not necessarily only about collection, but actually, bringing information to the table so it can be processed and exploited in a way that can be of value to Public Works. So I know that you have a pretty robust information sharing infusion environment in a law enforcement setting. I guess our encouragement would be ensuring that those nontraditional Public Safety folks that maybe partners on the change day be included in the process and provide feedback in the end. Let's make that happen. Here with one additional move then you all talk about responding to this event. And it's important that, as Chris asked us to, to think about elected officials' roles and elected officials' expectations and what that balance is. We don't need I think as your elected officials' guide calls for the entire council in the emergency operations center. I met with Chris in his -- in your EOC. It's pretty limited as far as space. And there is a command structure in place that Debra's responsible for guiding and seeing is implemented. I'm sure departmental operation centers stand up in support of the city EOC. What's the right balance and what could be expected regarding the operation? Now look closely at this. This according to chief, I think your department, fire department certainly is well prepared to deal with but the complexity here is the messaging piece. I'm going to ask John Belota then to engage you in the communications part, to play a video on what do the officials say, what does mayor say, how indeed do you manage the public from an expectation standpoint. [∂music∂]

>> We have more now on the attack on that wastewater facility. At least five people are now confirmed dead and more than three dozen others have been hospitalized many more having difficulty breathing and evacuations of the area are underway. Brandis Freedman has more. Brandis.

>> Well, we know there were chlorine tankers breached, and at least some of the chlorine was released into the air. We don't know how much but the wind is a big factor now but residences and businesses are being affected. The wind is coming from the north at about 10 miles and hour and headed for some of the biggest tech company campuses. Right now traffic is snarled, and highways 237 and 880 are being closed. This could quickly become very serious.

>> Okay, Brandis, right now we have a breaking story. Our correspondent Bob Barber is in the mall. Bob.

>> Morris, we were setting up a live shot here at the mall on top of the parking garage when we heard gun fire on the north side of the building. Almost immediately there were two separate bursts of gun fire from different parts of the mall. People started running and we headed down the stairs to see what was happening.

>> Bob, any word on casualties?

>> Well, we've seen at least four people who made it out with gunshot wounds. Apparently most of the victims are still inside. One woman I spoke with said she saw at least six men with guns running through the mall randomly firing at people. Hang on Morris. What are you sure? Morris, we are now getting word that at least two police officers have been shot.

>> Okay Bob be safe. Right now we are standing by for a press conference --

>> So far I would think fire and police capacity to manage that pretty good. I mean tragic, complicated, why don't you guys help us a bit with Chris guiding maybe your direction together, toward what would be happening that would inform the mayor to cancel the balance of the departments, Debra and the roll of the city in activating this crisis management plan? Chris, you want to kind of facilitate that discussion between maybe Chief McDonald and chief Moore maybe initially?

>> Don't ever put me between the chiefs again.

>> Coordinate or collaborate.

>> But essentially in California the law enforcement and fire departments are not at war with each other. The City of San José does have a very good relationship with the two departments and we're very blessed to have that because that is not the case everywhere. In California as with most places in the West Coast we're now using the incident command system. It is a formalized management model that allows us to use for mostly public safety a broad series of concepts allows us to adapt to any situation, allows us to organize people on the fly if you would, very quickly and allows them to communicate and more effectively collaborate very quickly together. In this case, with both the chemical release, once we had reports of gun fire, especially, and more notably the second incident at the mall it's very clearly we have a criminal activity in progress. And so the lead response agency would be the police department. However, because of the need to protect the public, as well as respond to those that may have been injured or even more severely wounded, the fire department does have the lead role in mitigating that if you would, addressing the needs of the public directly and safeguarding their health so first I'd turn to chief Moore in that the police department would have a significant challenge here.

>> Beyond the initial response which we can get into I'm starting to think immediately when you see multiple events like this what else are you expecting is there a third or a fourth event, is this something bigger, and making sure that the appropriate -- the NCRIC has -- what information are they receiving? Part of it I don't know what part of the city this mall is going to be in. But obviously we have a big city, we will need additional resources in order to handle this. We are shutting down a number of major freeways, Highway Patrol, manager's office informed that we have the EOC set up even if it's a safe place to have it depending where we are we may be in the plume path, we know where PAC, might be as risk as well, we may have to relocate that. Our focus then the immediate threats to life both at the mall and at the plant. Our goal at the mall is to contain it as best we can and be able to treat those people and get as many resources there as isolate, isolate evacuate and negotiate if necessary, got to verify as well but of course close coordination with Willie and I will be at the hip, trying to figure out where the resources need to be and working with the sheriff and the other chiefs in the county to make sure we have the

resources in the right place. Again it's always keeping an eye on the forward, an hour out, two hours out, ten hours out, what are we looking at? We'll need some federal help to help us assess those threats going forward.

>> Would this entail a declaration of emergency?

>> Depends how big it got. It has that potential, and I'm sure that conversation would be had with the City Manager and the council. At that moment, if we isolated at the mall and we had two incidents I'm not sure it would be absolutely necessary. If this thing were to be protracted out, I think we would be prepared to do that at a moment's notice.

>> What extraordinary measures might state of emergency bring that you could not accomplish otherwise, I mean is there any reason why it would be urgent for Debra to act? Debra.

>> City Manager Figone: I think from the standpoint of being able to access funds to reimburse the city, that's usually a significant primary consideration.

>> In pursuit of ultimately a disaster declaration?

>> City Manager Figone: Correct.

>> After that declaration, it may be facilitated through the county to the state. Okay. But any immediate urgent issues that there would be some reason why those executive authorities for crisis management may be embodied in city ordinance, Rick, is there anything important about that?

>> City Attorney Doyle: I think the City Manager in her opening comments talked about when you declare an emergency and it gives you the ability to circumvent a lot of the other laws and take immediate action but it needs to be ratified on an ongoing basis. So that's the only thing is just being cognizant of it.

>> Okay now Chief McDonald.

>> I think it would have been in this case the first event would have been the complexity would have been increased by how the incident was reported. If we got the call from some co-workers at the plant, that knew exactly what was going on that might elicit one response. If we got some calls from some neighbors that were in the area that saw that some chlorine gas it would probably be something different and I think the most important aspect of the events in the field would be the unified command that we would need to have in order to make sure that not only are we trying to deal with the emergency but also protecting our police officers and the other workers that would be responding to the incident.

>> As elected officials, expectations about information being shared, timeliness of such, roles you may or may not have to play as a councilmember?

>> Councilmember Oliverio: Well one thing that comes to mind regardless of the type of disaster whether it be man made or natural that we will never have enough staff on a given shift to take care of the problem. But as you and the federal government should know that San José does not require our Public Safety employees to live anywhere close to the city. So should there be a real emergency a good portion of our workforce is cut off, whether they're taking care of their own family or they physically can't get here and that's a major issue that I think these issues bring to hold. If we want to really be prepared then we should take a look at that policy.

>> Okay, I'm sure that's a very complicated policy with many labor issues involved that we probably don't have time to explore. Chief you want to comment on that?

>> Just one quick thing because there was when I got hired 30 statute miles from the corner of First and Santa Clara, given the housing market and all that goes along with that, there is a plan just for the council's awareness, if you don't know, in the event we have an earthquake in particular and we have people that live out in the Central Valley and a large number of our personnel that live south county and beyond. With an earthquake you're probably going to see a lot of damage to freeway infrastructure, overpasses coming down, so they're probably not

going to be able to drive anyway. So we've set up rallying points like the Alameda County fairgrounds and air national guard support to be able to ferry our people out in shifts. In some respects, you are guaranteed if you get them taking care of their home first, which is typically what people are going to do, give them a reporting time we can get them back to San José. It's still not ideal, to your point having people close is always better, we'd like to that to be the case but there is a methodology to get people back to San José when needed.

>> A lot is happening in municipal jurisdiction within the county. What would the county be about here as far as situational awareness, expectations of the city to apprise them of what action is being taken, expectation of the city from the county?

>> So a number of things. OES staff would begin to receive information directly from the City of San José, and probably from other jurisdictions in our own first responder agencies that we would then begin to share with our executive staff to notify them of any need to activate our emergency operations center. There's different levels of activation, we may not call everybody in right away but we may have staff come in to begin to support San José's response based on information and requests they're sharing with us and also based on our own monitoring of the situation in case we have some intelligence we can share with them or vice versa. We would also be communicating with the state, county and mid coastal region, letting them know about the situation, we begin communicating with them as soon as we have information available, so they will be aware of any support they may be needed to provide as well. We broker information among other cities in the county so we begin to notify our city counterparts of any awareness or response they may have to be involved in.

>> Couple of things that are actually in the preparedness move, that we will move quickly beyond, I'll ask the chiefs and others regarding what we're trying to build as a capacity in the country concerning interoperable communications across departments within the city or the county, do we get a check mark there in San José? Can we talk to each other? At least in the public safety arena, electronically, I don't mean can we get along good enough to talk to each other, I'm sure you can do that. Are we okay?

>> Yes really, clearly we're better than many in the country and we have good close working relationships, the technology piece is not there. I think everybody working at cross bands but I think it's safe that San José in the county are actively engaged at the national level to help fix that problem.

>> We're still working towards that end. Chemical, biological, radiological response to disaster, chief McDonald, where do we stand there. We've been enhancing that now really since the beginning of the grant program after 9/11.

>> Our folks have significant training in that area and they continue to training both internally and regionally on responding to those types of emergencies.

>> Check mark. Okay. It's within fire, protective equipment and operating on contaminated environment for law enforcement. Where do you stand there? This is potentially overlapping scenario by design.

>> Yes, we actually have Mike I don't know if you want to talk any about that. We have purchased through grant funds suits and we've done training for our personnel particularly our special operations people and the rest of the police chiefs in the county have done so as well but again that's a perishable skill, number one. Number two that equipment has a shelf life. We are already getting in a period of time where we are looking at having to replace that, and these are high dollar cost figures for preparedness. But again it is part of that risk calculus of where you want to spend your money.

>> And hopefully you can get there either with additional grant funding or maybe in a better economic time with state or local revenues that would be supportive of that. Through the state Sims or standardized emergency management system is there any initiative to support regionally enhanced response capacity for chemical, biological or radiological agents? Spend any money? Getting any money from the state?

>> Grant actually federal grant funding.

>> Grant only. Some apparatus still provided by the state, any equipment?

>> Apparatus and training.

>> Mutually aid through the emergency aid system.

>> Mayor Reed: Could I go back to the interoperability, want to make sure I understood it. There is a lot we can work on but today the police department and the fire department can talk to each other on a radio channel, correct? But if we want to exchange the plans for that mall electronically, we don't have that levels of capacity yet.

>> Correct on the voice communication, we are better than most, but we're still operating on different bands, fire is on the VHF high and we're on 460. I don't want to get into a whole lot of detail but the Treat is the Bay Area is one of the front runners in getting that, the DBOC as well as locally in the narrow band.

>> To answer the mayor's question sharing floor plans of malls in an environment that could be coordinated during a response I assume.

>> And again just because the president just announced that his intention to put forth \$13 billion plus additional spectrum for that very purpose for a hardened nationwide public safety wireless broadband network which has been led by the Bay Area, so we're not there but we're going to get there.

>> What about the response of those non-traditional responders I would call them, D.O.T, Public Works that would weigh into the response and vital to this, Chris.

>> Absolutely, I'll certainly turn to each department to address what their specific issues would be, but it's clear that an event like this is going to have multiple impacts on a community either directly through road closures evacuations affected populations, school closures or indirectly because we're going to have issues of

communication, transportation and so all the city departments at some point will have some issue to bear. And very quickly, one of the most visible aspects is the activation of the city's emergency operations center. Even if it's only potentially needed, the City's EOC would come up for discussion in terms of activation. Staff would make recommendations up the chain to the City Manager. To make the decision as to whether or not to activate the EOC. Given two scenarios now unfolding at the same time it would be pretty clear that our traditional first responders would be overly taxed if you would and we would be heavily dependent on mutually aid coming from other counties or cities, and the other areas of our community are going to be heavily impacted. We are going to have people that are in the dark, they need information for example, we are going to have road issues with traffic and so the EOC would help coordinate those activities all the other city departments in support of what's going on in the field. But actually many of these departments do have staff in the field performing functions at that time.

>> What about transportation or Public Works, for example or other departments that are relying upon RF or data interoperable communications radio frequency or data?

>> We don't have direct interoperabilities today. We do -- our dispatch centers can track that channel and do communicate with the dispatch center, police and fire dispatch center. Our kind of main role would be to support the police and fire department if they are evacuating areas to really secure that particular area to really be in support of them, barricades and those types of things to be able to help in that respect. That is proper the primary issue that we're dealing with at that point in time.

>> Yes, Dave.

>> I think our main issue would be one of getting information. I think our roam would be in particular to help predict the chlorine spill, where that would be going, what type of evacuations would be needed, so it would be really getting information. We don't have the ability to get the information ourselves so we'd be relying on those out in the field for that information, and then predicting that evacuation, helping to formulate that evacuation plan.

>> This may be a good scenarios to explore that with. I mean we suggested there's this very wide plume that's headed towards high tech campuses, may be a very hypothetical.

>> City Manager Figone: I have a quick question for the staff and that would be who would be the lead on the plan's intelligence situational analysis?

>> Excellent point.

>> City Manager Figone: Role, because normally it's the planning staff for an earthquake or natural disaster.

>> That answers his question. If that --

>> With respect to the -- there are two incidents here but basically the one that's in effect more complex is going to be that hazardous material incident there and even if it has a criminal component there I think the fire chief would be the IC for that particular case or his designee and certainly we would serve a supporting role. We may end up having, because we don't know if they're linked at this particular time to the incident at the mall and where it is, is it Eastridge, is it the great mall, is it somewhere at Oakridge, we don't know, and so that may weigh into it. Typically on a haz-mat incident it's going to be the fire chief who is going to be directing that, supported by the police department and other departments.

>> Do either of those locations -- we were asked not to deal with specific locations -- but do either of those locations bring a different challenge? Is there something unique about one or the other that would be more complicating regarding such a response? And that would relate to the site protective plans that may have been addressed or may not have. I mean regarding the initial response and then ultimately a combined response.

>> Well, because of the -- the haz-mat incident and you have the winds that are coming from the north and pushing the plume southward you have an access problem to get to the water pollution control plant. And so that's of major concern there. And working with PD, it depends upon how the report comes in. If there's -- if it comes in

as shots fired, then PD primarily is going to be the lead role to secure the site before fire even moves into the facility to try to find out where the breach occurred and to mitigate the hazard. So there are some complements involved here complexities involved that we.

>> To gives you a little bit of a challenge to force you to work together to get to that end. Now back to Debra's question though. For example, Dave, or another department or Debra, is looking for consolidated situational awareness about these two events or these multiple events that maybe ongoing does that occur in the EOC or --

>> That's where that is. You know as far as the haz-mat incident goes we have some capabilities to do some of the modeling to predict where the evacuation areas could be. It is going to be complex because we may not be able to send someone in to do that evacuation, we may have to do that in other ways, we can do that but the best thing would be to have the EOC open because we can share that information and particularly because there's two major events going on in the community.

>> Nancy, I didn't mean to -- I think I passed over you. Are you okay? Okay.

>> If I can to follow up on the chief's comments, both chiefs were talking about tactical planning, guiding the operations on scene of an incident. And the City Manager is referring to is that strategic level planning that would occur primarily at the emergency operations center. We would make use of the existing emergency management staff which is heavily planning staff oriented, however we would bring in advisors, experts from the other departments like ESD, environmental services to give us some detailed and technical knowledge that would help influence the situational awareness. We if you would adapt the emergency center staffing to meet the needs of the current threat.

>> Is that -- I didn't say in the beginning we're getting close now probably to needing to say this should be an acronym free environment, we don't want to use a lot of acronyms that we're not familiar with. But I will mention the National Emergency Management System that I know certainly the responder community has probably embraced to get the grant money to equip your programs and centers. Is there an agreed upon approach to

incident management like this in San José? Consolidated EOC out to field command posts? And the incident action planning that occurs that Debra might be talking about globally, in EOC, down to the field one-hour, eight-hour, three-hour incident action planning that's tested and will work?

>> There's an integrated plan but I should emphasize the fact that in the state of California under standardized emergency management system the focal point for all work is at the field level. That the emergency operations center does not dictate the activities that are going to be occurring in the field, but instead the EOC is designed to coordinate the support necessary to ensure that those that are providing services directly to the public are adequately resourced and provided. Our planning is going to go one day out two day out one week out how do we start moving the community back onto its feet and advanced planning for recovery as well.

>> I think certainly post-Katrina, that naturally occurred event, demonstrated failed awareness. Debra's comment was on point. Sims requires one thing, NIMS has another, balance of you do, where is that integrated picture painted and maintained then? Is it in the EOC?

>> Absolutely, our goal is to maintain a citywide perspective on all activities and events. Both of these would be incorporated into one situational awareness picture if you would that would be developed at the emergency operations center in order to support those operations as well as being communicated as needed by the city and externally to the public and our stakeholders.

>> How does council get that information and the mayor? How do the elected officials and how long would it be before they have some appreciation for impact upon their district let's say or their constituency?

>> Well, fundamentally in the emergency information center the goal is to produce product information, if you would, for multiple audiences. The city council is represented by a city council liaison officer whose sole job it is to gather information and provide it to councilmembers and staff as necessary as well as receive feedback or input or questions or concerns from the councilmembers that come directly into the emergency operations center. That individual works in the management section of the emergency operations center in close contact with such

members as the City Manager. The goal is to move that information as the highest levels possible to make that information consistent and unified and corroborated. We have to have confirmed information before we can distribute it further. Certainly at this point I'd certainly turn to Tom because in a major way he's responsible for developing quite a lot of that information.

>> Let me move to Nancy and then Tom and what do we tell the public those folks that are expecting us to do the right thing to protect their life and property?

>> I just wanted to speak briefly on the front end on the planning and response area where we first started talking about. The plant does maintain a risk management plan where you have to look at the chlorine tanks. We do have as you have already heard, up to four 90-ton tanks of chlorine gas at the facility which could go any moment. We do run models on that worst case scenario it could run 5.5 miles South of the plant. We have a communication plan working with the county the county reviews our risk management plan, fire department, we work closely with the Alviso, first responders on the site to deal with the perhaps not the catastrophic failure of a fuel tank but we look at more realistic model of slow leaks, we have a contingent plan, our role would be to sort of contain that source working with the fire department and the county, and hoping that the fire -- the police department can somehow as we're calling businesses downstream or down wind if you will allowing them to communicate somehow with the residents although that would be a challenge.

>> That's your EPA or state environmental required plan, is that correct, or both?

>> Correct.

>> And is that integrated into the overall city's emergency operations plan, as a single site? If such an event as this occurred would that information regarding modeling, quantities on site, is that available?

>> We have that available to us as technical information. The City's overall emergency operations plan is designed to provide broad policies and concepts only. We don't get into technical detail. We instead prefer to

develop an adapt to any kind of disaster or threat. And we simply again adjust or adapt to the technical event with the situation available to us.

>> Pete, flexible, dynamic, adapt, what we're talking about here, could we satisfy and I know Tom gets a shot at helping satisfy your need for information. Could we get to you and the mayor what's necessary to make statements and reassuring statements to your constituency?

>> Councilmember Constant: You know I hope so but what I find a lot of times quite frankly is the press gets more information than we do. In fact, a lot of times I'll be contacted by the press, and they'll actually have information from the City of San José that I don't have. And that makes it very difficult. And that happens quite often on small situations, and it concerns me that in a large situation, the same thing would happen. Because I've been caught off guard. Sometimes I haven't even known an incident occurred let alone any of the details but the press will have all of the details and sometimes I'll get a press release 24 or 48 hours later.

>> Is it Debra's role to inform the council, extract from your situational awareness picture what they need to do synthesize that well?

>> City Manager Figone: Yes, when it works well, the reality is a first pass is a quick round of calls or contacts that say what's going on even if we don't have details. What typically will hinder that is if we're stuck too long in the EOC trying to strive for perfection on the press release. And that's where I've seen us get bitten over and over again. So kind of to my earlier comment I think now with the size of this city and the complexity of the issues that we do and will face, we need more of a network-quick response approach and I think the council needs to be clear that you know you'll be given initial messages to help calm everyone down with more precision happening over time. So kind of the operating understanding is patience but also having trust in the system. And I don't think we have that at this stage.

>> That's why Tom, John and you all talk about both, the final thing that I mentioned we should discuss was making the message and those people, the internal part to the council, how you communicate that, and then more

globally the crisis part and the fact that as Chris knows and chief Willie knows, that indeed, this may be happening in multiple places around the country. If we're having truly an attack we could have Mumbai style incidents occurring, we had a mall shooting maybe totally unrelated, criminal intent, it may be totally unrelated to this chlorine release, we don't know. We gave that only to say things happen that may be induced by a different threat, are the same simultaneously that bring a challenge where two departments would probably lead responsibilities have to make it happen and you got to provide the message. And Nancy has an important role to play if interviewed by CNN is her district affected in coordination with the mayor and the leadership of the city to ensure that the message is communicated effectively to hopefully help Robert be reassured that the public will react to that message correctly. So you guys take that for ten minutes or so and I'll start with Tom.

>> Tom Manheim: Well, first, Pete, to your concern, I can almost guarantee that the media will call you before we do because they're listening to scanners and they're responding with incomplete information that they believe is fact, in some cases may be fact. But the currency that John mentioned that we have to deal with is making sure that our facts are confirmed, that they're accurate. As I've listened to this scenario so far I'm concerned that we're hearing everything through the media, and that to me is rumor control. Listening to the media is something that we're immediately going to establish in the EOC and the emergency public information office, somebody's got to start monitoring what's the media saying, what are the in-coming calls saying, just concerned residents calling. Because that is a source of information that helps the decision makers understand something of what's going on out there. But they are really relying on the reports they're getting from their first responders because that's a more accurate piece of information. The one other thing, and John and I were talking about this over the break that I just want to mention as something that keeps me up overnight, is that we used to live in this nice, neat world where you know something happened and we put out press releases and there was this set, definable media that then informed the community. It's not like that anymore. The first four hours of any emergency, if first hours are going to be chaotic. There's going to be a huge amount of information, misinformation out there and that misinformation is going to be people tweeting with what they believe to be true or tweeting through their lens of the government is evil and you can't trust them or tweeting through whatever. And our challenge in terms of cutting through the clutter of all that noise, with the information that the community needs to have, it's -- it's in my mind two parts. The first part is sort of being in the EOC and confirming what we know, confirming is this actually -

- is this cloud, is this going to be a evacuation or is this a shelter in place? And how do we get the information to those people if the fire department can't get in there, the police department can't get in there because the cloud is going right where we need them to go? What are our other mechanisms of communicating with them? The broader concern is going to be, then, how do we start informing who are the people and what are the mechanisms and who are the people who are best positioned to inform and reassure the community? And honestly, the reality is, we'll be relying on the mayor's office. I'll be work being with Michelle. We'll be relying on the City Manager, the mayor, some of the people around this table to inform as they can. You'll be informed as it affects you directly. We'll try to keep you all, you know, informed at some level but frankly, this scenario we're probably going to be dealing with Kansen's office first because it's District 4 or the districts that are affected before we're going to be dealing with District 10 because it's a long way from the water pollution control plant. And in the midst of all of the things we're dealing with, we're going to be triaging information just the way they're going to be triaging the actual emergency.

>> That's your honor roll -- I would add a few little things. Your first initial messages are fairly direct. This is in play. It is what do you know what don't you know, when are you going to know more and you know aim safe or how safe am I or what's the risk being involved. That's the initial strip and Police and Fire do that every day on a variety of different incidents. This has changed. This is not an everyday incident and it's rapidly escalating into not an everyday incident. But when you move into phase 2 it becomes a little more nuanced, and it's things line don't overpromise and don't over-reassure. We have a tendency that promising people is a good thing but reaching beyond that and overpromising is destructive to your own credibility and to their confidence in government. Acknowledge uncertainty. This is one of those areas that we've often failed to deal with that there are -- in this situation there is a lot we don't know. We are not going to have those answers right away. In fact we're not going to have them probably in the first 24 hours, even 48 hours. That's an early thing. Correct mistakes you're going to make them. I'm a believer to frame this up, we will make mistakes in the next 24 hours I garden you that and we'll correct them as soon as we can. Finally we made a big mistake, two more, we failed to ask more of people in these situations. We've failed to early on ask people how to start looking at ways that they can help us in our communities, and we talk down to them. So this is kind of what you want to begin the empowerment and you folks know this in the neighborhoods, it's much -- it occurs much faster. The last one I

would add to this is, how did you make this decision? We have to do a better job of sharing how we -- not just what the decision was, whatever it was, evacuate, stay in place, do this, don't do that, but what was the like behind it? Because the community, and the nation, has to have a little bit of time evening in a very stressful situation to process what it is you thought, what were the inputs of information and how you reached it and even in a complex situation, why you made of made this one versus that one? They may not agrees with it by the end of the day, but they have to see behind the curtain enough to know that and in a very short time frame that is one of the things we have to deal with.

>> Ed, would you maybe standing in in Debra always role on the EOC on shift or at any time if she was out of town, is that right maybe?

>> Ed Shikada: Yes, the concept and the timing of the second shift is something I've often pondered but nonetheless I would be. Because my point being, I don't see Deb stepping out until she falls down. And so in the concept and especially in in the context of the EOC there is a team that will definitely be there to back each other up including when to tell when it's time to set the time for the second shift.

>> The reason I ask, in this dialogue that's ongoing I think Kansen was used as an example. This affected your district quickly, is that correct or did I misunderstand? The plume or the water plant? (inaudible).

>> What would you expect of Kansen as a member of council if you were the guy on point with Chris in the EOC?

>> Ed Shikada: Well as the point was made in terms of when the EOC would be activated that would certainly be one of our initial conversations. In consultation with the councilmember in particular given District 4 with the water pollution control plant located within the district, the immediate impact would be there. So we would want to consult immediately with the councilmember, let him know what's happening, as events unfold, and understand being the -- as Tom pointed out, the instantaneous communication that could be happening among various parties to understand from the councilmember what's important, what's the key considerations from his vantage point and then basically open that line of communication. At some point, as has been described, this turns from a

district-specific incident to a citywide incident and at the point of EOC communication, we get a better handle how and when to change those conversations in that context.

>> Is that what you would expect them to expect of you?

>> Councilmember Chu: Water pollution control plant is really not just a district-specific problem. So my concern would be, whether you know can we keep the water treatment plant, continue operating during these incidents and then of course the immediate threat to the neighboring address of it.

>> Yes, Ash.

>> Councilmember Kalra: Thank you. Yes I think that it all depends on the degree of -- or the severity of the incident. Something like this I think would be of citywide concern. Because I mean for example, on Saturday the fire department appropriately texted me on a fire in my district at home. And so that's appropriate to be district-specific. It's not something that's affecting you know, any other district. But given the severity of it and the great likelihood that all of our districts are going to get calls or people concerned, as well as just looking at the fact that it closes down two freeways, this reaches a left in which I think all councilmembers should be informed. Now, maybe there southbound additional outreach or can connection with Kansen, given the fact it's physically in his district. I don't think especially with everyone having their cell phones, I think it takes minimal effort when texts are being September out to have every councilmember in the loop. We're going to be questioned, whether it be media or residents. So it would be easier for us to keep things in perspective and to properly inform our constituents if we're kept in the loop.

>> Could I throws out one that we used to use a lot? And it was sort of an awareness at the end of these. I'll throw out if question only. See if this relates. This can relate to Mayor Reed, to any of the electeds, and any of these guys. The question is what did he know and when did he know it? And if that question is asked of the Chief of Police or a councilmember or the mayor, and the intelligence and information sharing piece worked and you knew it and you didn't make a decision to protect or prevent, you still have to answer that question. If it failed and

you didn't know it, somebody below you answers that question. Tom, could that play out in a scenario in San José, or is this system air tight enough that you'd likely avoid having to deal with gaps in the --

>> Tom Manheim: Oh, no, I think it's inevitable. Any time you go through a situation like this it's going to start with a focus on you know what's the event itself. But it will very quickly you know whether it's a matter of hours or days, that we will reach a point where the second-guessing will start, why didn't this happen, who knew what, when, why weren't we more responsive. Back in the '90s all the media knew the floods were coming because we were watching the river rise, and we knew where the dangers were, somebody went to sleep and their house flooded, they woke up and wondered why we didn't personally call them to evacuate their home. People are going to have personal expectations that we are not explaining that. The one thing I wanted to go back to Ash to your point and I think it's a really good point, I think we would be looking to all of the council to reassure to the -- and there are ways of reassuring without sort of getting into the overpromising that John was talking about, which is early on in an event like this just the fact that the emergency operations center is open, that staff is analyzing the situation, first responders are on the scene, can be a very reassuring message to get out to folks so they know. And information about when we will know more, when we will provide more information. Those kinds of things, you can almost say, without -- you know without any specifics around the actual event. People want to know that we're responding, we're aware of this situation and that somebody in the city is going to make sure that things are taken care of to the extent we can. So the goal is not necessarily to say we're going to take care of it and solve it but certainly to let them know that we're responding, we have opened our operations center, and we'll be providing more information shortly. And that's the kind of information that I think we can get out to all of you fairly easily that would be helpful.

>> Ed.

>> Ed Shikada: I was simply going to add that yes, using this guide, could certainly be a very important resource, perhaps to carry around with you in your car, as we do the larger management version that each of us is responsible for having a piece of the accountability to. So certainly, relying on this team and understanding the structure as we're going through today, through which the organization will respond.

>> We're going to summaries, Michelle, go ahead.

>> Well, I just wanted to also add that I think some of the -- one thing that could be very helpful, with official messages coming to the council, would be to even if they were prefaced with please share, so many of our councilmembers are on social media and I think one of the important roles that the council plays is, discerning whether information is worth sharing or not, just because it's a reputable local media source, it may not be the best source to post on your Facebook page or twitter, in the event of an emergency. It may be better to wait a few minutes until you get that official word from the EOC about evacuation versus shelter in place. When it could be a life or death matter. And so I think that's one -- I noticed in the last couple of even minor earthquakes we've had, that the social media networks go crazy in the first few minutes. And it's -- it's a good opportunity, even if it's a 4.0 earthquake for the councilmembers to just you know post the links to the resources for the residents. And sort of turn that into an opportunity, and send that message of reassurance.

>> What percentage of folks in San José have Internet access use cell phones and other messaging technology, have any idea, maybe the media know.

>> A very high percentage.

>> Much different than many jurisdictions around, very high percentage. Media John plays more so than anywhere else, those nontraditional means what used to be nontraditional means of communicating terribly important not only in getting the message out but the rumor control component.

>> Tom and I were talking about down in San Diego in the fires a couple of years ago we really saw this start to evolve where people in the community were using twitter to determine what roads were open and closed. In real time, and they would sit up with the road, roadblock and there's the police officer and he says the road's closed and the lady says no it's not they are going to open the road in a minute. The guy says no, it isn't, it's closed. And his radio goes off and says you can open the road. What that was is the people on an evacuation order were

sitting at the command post and tweeting about what was going on to their network. Well that becomes an issue of who has valuable communications. You know. And that's what we're working, you know, challenged with because that's the source of information. It's not always a good source, but it's what we're struggling with.

>> Bob Steffen and Clark and then go to someone.

>> Tom Manheim: Just a very quick comment, John was sharing that comment with me at the break, I said, that's great when it's accurate. Tweeting can be inaccurate too. It is a double edged sword.

>> Bob Steffen.

>> So as if all this weren't complex enough, one more piece of food for thought. If this crosses the T-word threshold, the T being terrorism, immediately this goes from a local event to a national event very quickly like within a nanosecond after terrorism is associate Wednesday this. So in your normal communications world you're going to have national figures, the president, the secretary of Homeland Security that are going to be under tremendous pressure to get word out on their level of what's going on, what's happening, what's next what's not next all within an hour or two with the T word kind of surfacing. That's something you are going to are, that you're able to surface that message with local facts and figures. The president and his staff and the other secretaries are going to have a lot to do dealing with the psychological control and issues around other parts of the country, for example, every other shopping mall in the United States now is seeing this on television, everybody that goes and frequents those kinds of places, are going to see this are they next in line? All of that swells in the national level and the linkage between that national level strategic communications and what's going on here is critically important. Having a session or two to think through that I think in advance is very definitely a very good thing to do.

>> Clark.

>> So after 28 years of law enforcement in Seattle I didn't think I'd ever do this but I want to step into the shoes of the city council. So you are going to be in the midst of this scenario or any crisis, you're going to get lots of questions and fear and concern and probably advice from the people you represent in your districts. Knowing your districts, like councilmember Chu, you know you have language, translation challenges, you have vulnerable populations, you have an array of your own kind of concerns and observations and analysis, as well as immediate real time emotional you know issues to he deal with for the people you represent. Are you -- do you have a structure, do you have the way in to what we've just been talking about, to have the right information? People say I just read a tweet that says. Now there's probably a general response, don't -- don't believe everything you get tweeted on. You know watch the news, wait for the official you know kind of announcements. But is that loop closed? In terms of your immediate role? I think by the way is brilliant. As a way to describe roles and responsibilities. But are there gaps that remain from your estimation, in the discharge of your responsibilities? Anybody?

>> That's a blackberry on top of the table somewhere probably or at least in hand maybe a cell phone. Go ahead.

>> Councilmember Herrera: For me it's what I described earlier I think I just want to make sure that the communication from the professionals that are running this and I'm very impressed hearing everybody describe how they would respond and what their rules are making sure they have that interface with us. I think all of us have an approach to our districts. I know that I work very hard and everybody here does, at making sure that we're able to receive input from our constituents and have ways of disseminating information out to them. And we deal with you know various levels of minor situations that we have to look at these parameters every day. Something happens in a district people will want to know from you what's really going on so all of us all the time are having to reality-set you know with our constituents and let them know and be careful of how you know not to overcommunicate something, it's more serious than it is. So I think every day we deal with that as elected officials but I think in these specific scenarios that we're outlining today we need to have this communication link more with the professionals here to make sure we know quickly, as quickly as possible what we should be communicating and understand how -- what our role is in these crisis situations.

>> Sam.

>> Councilmember Liccardo: I think that's -- those are all good points. I might add though also that it's important for us to know as electeds what our role is not. I would imagine the professionals who are working in real time on dealing with serious issues like this often would just rather have us out of the way appropriately so. As a former D.A. I can tell you in cases where I had elected officials walking around a crime scene there was nothing but a disaster. And we shouldn't be in some places, we shouldn't be doing some things and you know I read through the materials here on the role of city council but what really should be said here is what we should not be doing.

>> It, seriously, when I first became the deputy director of FEMA the president told me that my job was to help develop the tools for those who were going to do the job in the field and then get out of the way and let them do it. That's exactly the same. Good points, certainly Chris I'm sure will maybe work at enhancing what you don't do list. Nancy.

>> Councilmember Pyle: I just wanted to add that each of us has chosen a site where we need to get to in the case of an emergency. Plan A plan B side actually. So when we arrive there that's the time to be reassuring as we possibly can be as informed as we possibly can be and stay out of the way.

>> Good. I'm going to quickly hit on continuity which takes us there close and we need to wrap up. This coffee that you drank was not free. This is a word from your sponsor, the Department of Homeland Security. I would only commend those to you for your review. That drove the grant program, the priorities that the federal government passed down, were those yours and if not, what were maybe other priorities in San José? So think about those. And then, what should have been priorities or what worked or didn't work and I would mention something that we didn't talk about very much. I know chief McDonald has EMS that may have been as close as we got to health and medical surge that's a county and state function with private hospitals for most part. Don't forget that it is still a major deficiency of the country, medical surge as an aspect of access. You have probably made substantial progress with the resources you have which my understanding is pretty robust with some of the more sophisticated private health care delivery systems in the country if not the world. But still, I think you, like

everyone else, considering the number of people that you have that are vulnerable, still probably a pretty large void that has to be addressed. The continuity piece and Nancy started talk about that, where you go if your office is affected if you're displaced from your home, how indeed do we ensure that the health care providers get top priority in securing those facilities, making emergency rooms work and do their job and then more importantly how do we ensure that potable water and hydrants are charged in times when they have to be? And I would only commend to you and I know the answer to this because there's still a lot of work to be done I understand through Chris in your continuity planning. I'd like to ask Mike Walker to stress and he's probably done more work than anybody on our team, stress the importance not only of recognizing those interdependencies but then creating a system and a plan to provide continuity of these things. And we don't call it necessarily government service but really the bottom one is what it's all about. And that's ensuring that government gets it providing the insurance of health and welfare that people that elect you and that you're serving. Mike.

>> Well continuity is essentially a system as you say that begins with prevention and goes through the entire spectrum of what we've talked about today. As well as feedback. And it's much more than just alternate facilities and a succession plan, it's much more than that. You've got to know and understand what your critical functions are that you need as a government and as a society. And you've got to be prepared to hibernate those other functions during these difficult times that don't meet that standard. You're not going to do everything. You can't do everything, so you've got to think ahead long before an event happens as to what those critical functions are that you do have to provide.

>> Good, encourage you to take that open. I think everyone understands probably what that's about but the importance of not only I.T. recognizing the value of redundancy and the employment of true business or system continuity, but the balance of your city government doing the same. It really is about your ability to be able to manage this incident which you probably did pretty effectively will have in real life, and avoid what we're seeing around the world happen with violence, or incidents, that could ultimately devolve into anarchy. So that scale just is there to remind you that these actions that you take in preparedness, leadership, in managing each of those moves on that scale, certainly affect the right-hand side, how you can minimize dissent, into losing control or the influence of government, on the disaster. This guy was very involved in our creation, and founding of the

program. Served in my position early-on. The position I'm in now, I serve in his position actually. And I think he reminds us, we use this slide occasionally, especially with elected forecast that we don't forget who we serve. It really is that, of the American people, that we serve and those citizens of San José. And it truly is about leadership be it the mayor the council or your appointees that are furthering the governance of San José. Let's wrap up and we'll do this pretty briefly and I know you have a meeting that you need to get to to deal with probably urgent city business. Let me come back to you not necessarily the ones I asked earlier that asked what kept you awake at night. But anything change about your way of thinking about emergency management Homeland Security Public Safety in San José regarding the outcome of today's session? Anything different? Any priority that you know that should be placed upon those functional areas of government? Nancy.

>> Councilmember Pyle: I still have the same concern and that is: This definitely keeps me awake at night. It's what you don't know and one thing that concerns me the most is water supplies. If there's one thing that anybody could do to take care of a whole lot of people in a negative way, it would be water supplies. And I don't know how well those are protected. I know we don't have enough police officers to be out there taking a look but --

>> Listen every jurisdiction we have been in California that's something that's said so you're among many other elected and appointed folks that have the same concerns. The solution, Chris?

>> We've begun to do some work with both the Santa Clara Valley Water District as well as the actual distributors of the water to look at security both in terms of deliver tampering that kind of work but also more importantly you know if we have a natural event like an earthquake the water supply is going to be a significant factor for us because we can't just go to plan B. We don't have one for getting water over the hill from the Central Valley.

>> There are a lot of things in regard to infrastructure that was Bob's area that we didn't get a lot of time to spend on today. That relate back to the implementation of the national infrastructure protection plan, how you set priorities in a collaborative way with the private sector, to do you know really what is the right thing that you may not clearly appreciate the importance of, because you don't know what it is you don't know. So we would encourage you to explore those things. Yes, sir.

>> Councilmember Oliverio: For the panel have you seen anywhere where using technology like surveillance has been used more and more to cover large areas where cities don't have the actual manpower to staff large areas but through cameras and surveillance you could?

>> Bob.

>> There's a lot of folks who have put a lot of reliance on visual and acoustic sensors and actually a networked array of these kinds of things. That's a double edged sword. Those things are only as good as the people on the other end that are supposed to be observing them. And there's been you know across the board layoffs and cutbacks on that end of the pipe as well so be careful. It's a great enabler but if you develop a exclusive dependency on it you might be in even worse shape than you are right now.

>> There is a number of pretty good longitudinal analysis of the impacts of substantial increases in things of like shot spot or Chicago is kind of the ground zero for the implementation of very expansive surveillance for want of a better term. Bob is right. It actually creates burdens to the 911 system. It always becomes like an extra stream of dispatch responsibility. So you've got not necessarily -- I mean it is double-edge. And among the other findings that are important to keep in mind is as a deterrent it's pretty limited in its impact. One would think that if there's cameras everywhere, that there would be the belief that it's not a safe zone to caper and be a predator. In fact it has not shown great impacts as a deterrent. You also have, and San José is not too far left of Seattle, huge civil liberty debates and privacy debates and technology debates. But I also am a fan at a certain level. So I can give you more stuff if you are interested.

>> That question of some of the appointees, anything change today? This was for us a bit of a unique seminar in that we've got all these guys that are operating every day and nearly every elected official serving the City of San José. Interestingly on two different sides of the room but it seems there was a lot of common ground here. Anything change? Things that jump out at you as being areas that need additional emphasis placed upon

them, concern, anything that kept you awake last night or keeping you awake longer tonight or you feel better about it, based on what you've heard?

>> I think I would add, the -- just the resource reality we have trying to identify all these threats and risks and our ability to respond to all of them. People have an expectation that we're going to be there during emergency right away, and being able to do that. I mean, that becomes an increasing concern.

>> Being able to meet maybe public expectations. Who prepared the system and plus the boots on the groundwork of a D.O.T. worker or police officer or fireman every day. Chief and then Tom.

>> I think we need to take advantage and leverage our community's interest in earthquake preparedness into other areas. I really do believe that we do have a community here in San José but basically all over Northern California particularly in the Bay Area, that are wise to the threats of earthquakes and it takes reminders of after shocks and 4.0's that happen every day. I think people generally do understand it. As we move into different threats and realms that we leverage that and acknowledge that preparedness and move it into the next realm. We need to leverage that is a either the council or the professional staff.

>> Robert, we talked about all hazard preparedness and communicating a common message for earthquakes that the public will receive and deal with appropriately for any hazard? Is that a realistic expectation?

>> It's a great idea, because you are hinging on people something they feel is comfortable with they see is necessary and telling them you can get more bang for your buck so to speak for using what you already know and applying it, it's a great idea.

>> And certainly in this time of diminishing resources and the fact that there may be even though Mike made a pretty convincing argument for us that the threat may remain real for terrorist attack earthquakes are a bit more realistic to most folks in San José. We would agree, Mr. Mayor.

>> Mayor Reed: Couple of observations. First I've got a great deal of confidence in the people in this room, in doing their jobs, that's a great thing. But I'm really worried about the chaos outside of the city, both on the institutional side and the chaos on the information side that we don't control. Because as I went through all these scenarios we're going to be at the mercy of PG&E, if we have a big gas line explosion, you can see how well that went. We'll be at the mercy of CalTrans to replace our freeway overpasses. We'll be at the mercy of other organizations for water, everything that we need, and they may or may not be able to respond quickly in terms of the impact on our economy. And on the information side there's such chaos in the information going out we need to look at how we can tap into that communicate that not just through councilmembers but you know blogging and tweeting and all the various social media. I think there's opportunities there for us to be able to communicate quickly to our public in ways that actually gives us better control than relying on what news clip a TV reporter might use that we have the ability to communicate directly with our people. And that's a big asset at getting accurate information out. But it is chaotic and we don't control it.

>> Excellent points. Thank you for allowing us to join you in San José today. Pardon, I'm sorry.

>> Tom Manheim: I apologize but I just can't --

>> Last word after mine --

>> Tom Manheim: I can't resist the temptation. I want to remind all of us about alert Santa Clara County. It's the reverse 911 system that's in place right now that's very effective in terms of reaching people in their homes. The challenge we have is that most people aren't in their homes, many people rely just on texting or cell phones. And so we need people to subscribe to the system, to voluntarily go onto the Website, put in their cell phone numbers, so that we can build that database. The last time I checked, in San José, we had about 1% of our population, around 10,000 people had signed up for alert SEC.

>> Real briefly, we have all that information available for all these people on their way out. Prepared material as well as alert SEC handouts.

>> Thanks for letting us join you. Benny Daugherty is the guy I mentioned that is the reciting guy with the center. The center is paid for by us the taxpayer. I was surprised when he paid the numbers and there was a goose egg in the San José column of folks that benefited. There was somebody in San José sophisticated large government here that would like to take advantage of that education. I commend it to you, the information is in your book. Take a look at it if the center as your neighbor can be of assistance to you or your neighbors please let them know and let us know and I'll pass it back to the mayor and Debra for any final comments they may have.

>> Mayor Reed: Thank you. This is a public meeting, before we close out the meeting and go into closed session I'll take time for public comment. Anybody wishes to speak we'll take that now and we'll close --

>> David Wall: I was not going to speak today but with the emphasis on water pollution control and the repeated warnings about safety issues, related to terrorism and tank cars, that have been given to this council and to the city administration, this has been very informative and they had better hear these words. These tours, these public tours are going to stop. You cannot have -- you cannot afford to have them out there until you have secondary containment around those tank cars you have a lot of problems. I know we're getting away from chlorine for disinfection, that's imperative. The access of San José police to sewer service and use funding to provide adequate security measures is 19 to 20 years overdue. That should be sufficient enough to accentuate any nightmares that you have, the night mayor that I have is that the elected people before me get reelected. Thank you.

>> Mayor Reed: Okay, that concludes the public comments portion of the meeting. Anything from councilmembers before we move into closed session? We're going to do that next door. Anything else? City Manager? All right, we're done with this portion of the meeting, we're going to move into the closed session next door. Thank you all for coming, thank you very much for a good presentation. We appreciate it.