

This is What Keeps me Up at Night!

National Security Forum

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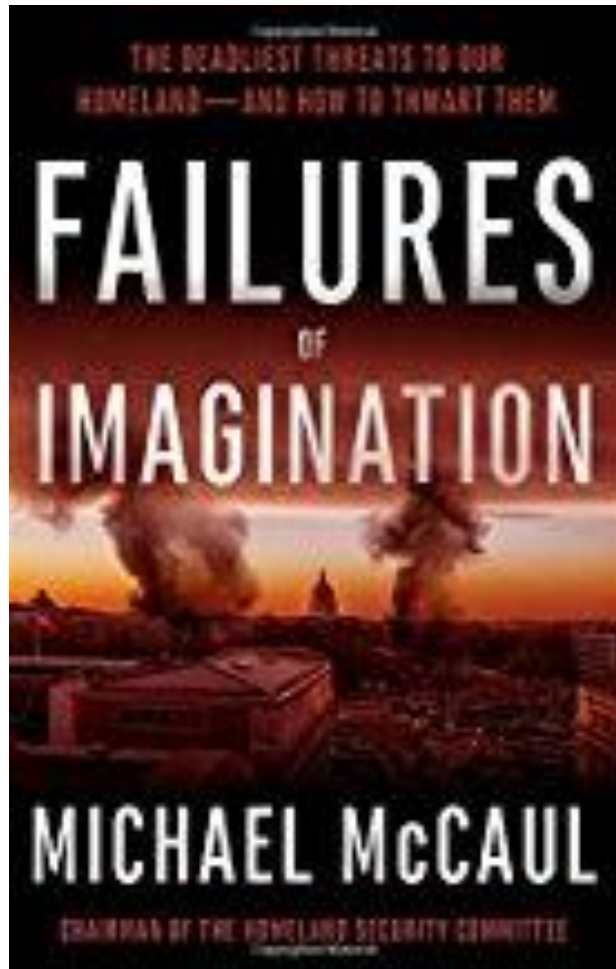
Introduction

- Reno native
- US Army—2002-2007
- State service
 - Office of the Lt Governor
 - Veterans Services
 - Office of the Governor
 - DEM/HSA
 - ~2.5 years as emergency manager

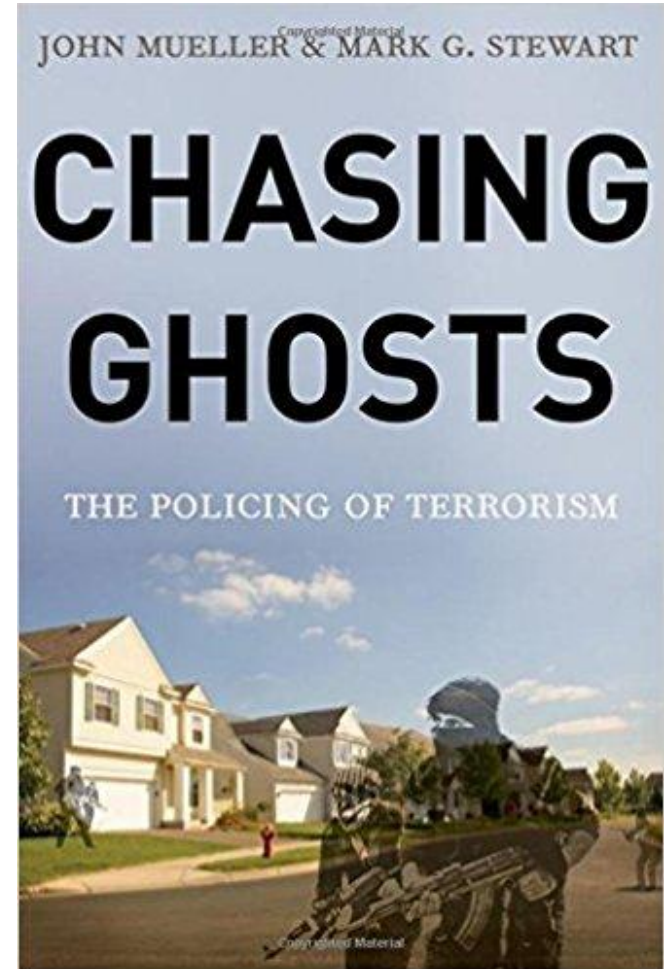
What keeps me up at night?

- Terrorist attacks, floods, fires, earthquakes, cyber attacks, etc.
- Unprecedented few years in Nevada: U.S. Ecology fire, Panaca bombing, Wildfires, January and February floods, and Las Vegas mass casualty incident.
- But this list is limited by reality.
- So... what really keeps me up at night?

What keeps me up at night?



VS.



What keeps me up at night?

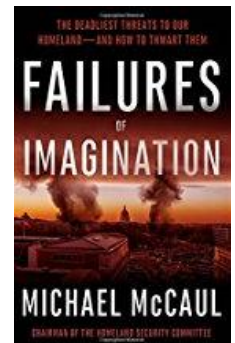
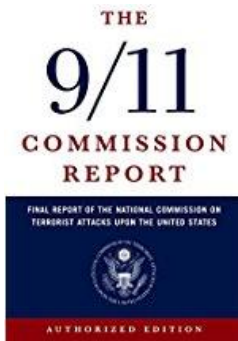
- What keeps me up at night *are crises that are the result of systems failure during response.*
- What keeps me up at night *are failures of imagination.*
- What keeps me up at night *are the political responses to emergencies and disasters that create additional crises.*

System failure during response

- A massive uncertainty requires certain logic
 - National Preparedness Goal
 - THIRA/SPR → top five events (this is the list)
 - Grant distribution process
- If we don't focus on preparedness, we fail.
 - PT&E (capacity)
 - equipment purchase (capability)
 - Trust building
 - AAR → constantly learning

Failures of Imagination

- 9/11 Commission Report
 - Crisis management this is “unthinkable”
 - Imagine all crises, especially those outside of the core crisis
- Failures of Imagination
 - McCaul Book
 - 9/11 Commission Report
- *What would your 9/11 commission report say?*



Crises from political/cultural responses to emergencies and disasters

- Country on edge, maybe the world.
- Nation is divided along ideological lines.
- What if the Las Vegas attack was ideological?
- Political leaders should be calm.
- Leaders on all sides see political opportunity in crisis.

Crises from political/cultural responses to emergencies and disasters

- We need calm political leaders:
- Trump after Pulse Nightclub: “Appreciate the congrats for being right on radical Islamic terrorism, I don't want congrats, I want toughness & vigilance. We must be smart!”
- Sandoval after Las Vegas Attack: As Nevadans, we have a strong history of pulling together. We are hurt, but we are not broken. We see generosity on a scale that is unprecedented in Nevada history. We know that we will never forget this horrific event, but we will march forward, as a family, giving each other support, comfort, and love.

Conclusion

- We are more resilient than we believe.
- We are more prepared to respond than we know.
- The type of crisis does not matter as much as the cause
 - Failures of Systems
 - Failures of Imagination
 - Failures in Political Leadership