

State of Nevada 2022 Threat and Hazard  
Identification Risk Assessment /  
Stakeholder Preparedness Review  
Executive Summary

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## **Overview**

As the State emerges from the worst of the COVID-19 Pandemic, the 2022 preparedness survey and workshop participants focused on the current threats and hazards of most concern – wildfires, floods, utility disruptions, HAZMAT releases, active assailant, and cyberattacks. Nevada used a combination of surveys and regional in-person workshops (Northern, Southern/UASI, and Eastern Nevada) to complete the THIRA/SPR process. The stress of COVID-19 as well as relatively low wages in Nevada have caused pressure in skilled, core public health, public safety, and emergency management career fields. The most significant concerns that need to be addressed include operational coordination from policy group, operational communication interoperability, recovery capabilities, and strengthening the integrity of the supply chain. The THIRA/SPR participants across the regions assessed a 4:1 ratio of increase in investment over loss of capability and demonstrates that the State of Nevada and its sub jurisdictions have been very good stewards of preparedness funds and increases in capabilities have far outstripped capability losses statewide.

## **THIRA/SPR Process**

The THIRA/SPR process is a FEMA’s methodology designed to:

1. Identify the threats (human-caused) and hazards (natural or technological accidents);
2. Establish targets for each of 32 FEMA-defined core capabilities within 5 mission areas;
3. Define current capability to deliver core capabilities;
4. Identify core capability gaps and priorities to bridge those gaps.

## **POETE Model**

FEMA’s process involves evaluating each core capability with respect to POETE elements that allow a jurisdiction to assess its threat/hazards, define gaps, create priorities for funding, and demonstrate improvement to encompass the entire process:

- **Planning** - Development of policies, plans, procedures, mutual aid agreements, strategies, and other publications; involves the collection and analysis of intelligence/ information
- **Organization** - Individual teams, an overall organizational structure, and leadership at each level in the structure
- **Equipment**, supplies, and systems that comply with relevant standards
- **Training** - Content and methods of delivery that comply with relevant training standards
- **Exercises** – Exercises/incidents provide an opportunity to conduct, evaluate, and improve the ability of core capabilities to perform assigned missions and tasks to standards

# State of Nevada 2022 THIRA/SPR Results

## Overall Results

- Nevada DOES NOT get enough funding to make reduction in gaps when it comes to Organizations and equipment, the focus is on planning, training, and exercise
- Increases in capabilities have far outstripped losses statewide
- The stress of COVID-19 as well as relative low wages in Nevada have caused pressure in skilled, core public safety career fields
  - Law Enforcement, including intelligence analysts
  - Firefighting, especially in specialized areas such as HAZMAT in rural areas
  - Public health, healthcare, and EMS
  - Emergency Management
- Operational Coordination – Policy Group (**Priority 1**)
  - Senior leadership at state, county, tribal, and city levels need training on Policy Group and EOC operations
- Operational Communication - Interoperability is a major concern (**Priority 2**)
  - It is difficult for rural areas to “keep up” with new systems
  - Rural areas must rely upon urban areas for support in many capabilities – rapid mobilization, deployment, and employment may be an opportunity for growth
  - Myriad of public information platforms can cause conflicting messages
  - Communication infrastructure/resources are out of date and not compatible
- Supply Chain Security and Integrity are a major concern (**Priority 3**)
  - Road/Rail Interruptions
  - Pipeline/electric line cyber/physical attack

## Historical Statewide Priorities (3-Year performance period)

- **2020:** Logistics Supply Chain Management, Energy, Economic Recovery
- **2021:** Logistics Supply Chain Management, Disaster Housing, Resilient Communication
- **2022:** Cyber effects, Fatality Management, Health & Social Services

## Threats and Hazards of Most Concern

FEMA’s THIRA methodology dictates that each core capability be associated with the threat/hazard that is the worst case for it. The State of Nevada THIRA addresses a mix of threats/hazards across the state that represent the “worst/most likely” case. The threats and hazards that drive the core capabilities for the 2022 State of Nevada THIRA are represented in the table below:

Table 1 is a matrix of **scenarios with** the threats/hazards of most concerns vs. core capabilities they most affect.

<b>Threat / Hazard</b>		<b>Core Capability Whose Target is Determined by the Threat / Hazard</b>				
<b>Earthquake – Frenchman’s Fault</b>	Planning	Public Information & Warning	Community Resilience – Building Codes	Critical Transportation - Debris Removal	Economic Recovery	Fire Management & Suppression - Urban
	Health & Social Services	Housing	Infrastructure Systems (4)	Logistics & Supply Chain Management	Mass Care Services – Food & Shelter	Mass Search & Rescue Operations
<b>Earthquake – Mt. Rose</b>	Long-term Vulnerability Reduction	Risk & Disaster Resilience Assessment	Threats & Hazards Identification			
<b>Active Assailant - Reno</b>	Intelligence & Information Sharing	Interdiction & Disruption	Operational Communications	Physical Protective Measures	Risk Management for Protection Programs & Activities	Screening, Search, & Detection
	Situational Assessment					
<b>Active Shooter - Jackpot</b>	Operational Coordination	Fatality Management Services	On-scene Security, Protection, & Law Enforcement	Public Health, Healthcare, & EMS		
<b>Mass Casualty Attack – Las Vegas</b>	Access Control & Identity Verification	Forensics & Attribution				
<b>Wildfire – Ruby Mountains</b>	Critical Transportation - Evacuation	Fire Management & Suppression	Mass Care Services - Relocation			
<b>HAZMAT Accident – Elko Rail</b>	Environmental Response/Health & Safety - Decontamination	Environmental Response/Health & Safety – Clean-Up				
<b>Flood – Northern Nevada</b>	Community Resilience - Outreach	Natural & Cultural Resources				
<b>Cyber Attack – Statewide SCADA</b>	Cybersecurity					
<b>Cyber Attack – Pipeline Ransomware</b>	Supply Chain Integrity & Security					

*Table 1. Core Capability Whose Target is Determined by the Threat/Hazard.*

Table 2 is a summary of the 2022 trends for the 23 core capabilities identified as High priority by at least one region.

Core Capability	Positive Trend	Trend of Concern	Negative Trend
<b>Planning (East)</b>	<ul style="list-style-type: none"> <li>Eastern Nevada is working a 4-5 county coordinating body to coordinate planning efforts – including tribal nations</li> <li>State is requesting rural planner to help fill the gap – most counties are one-deep</li> <li>Some counties are hiring/designating dedicated emergency manners</li> </ul>	<ul style="list-style-type: none"> <li>Planning is inconsistent across the region (East)</li> <li>Need better communication of plans and planning efforts</li> <li>Need funding</li> </ul>	<ul style="list-style-type: none"> <li>Planning took a pause during COVID-19</li> </ul>
<b>Operational Coordination (North, South, &amp; East)</b>	<ul style="list-style-type: none"> <li>Plans are generally in place</li> <li>Leadership transition meetings</li> </ul>	<ul style="list-style-type: none"> <li>New Governor and new County Emergency Managers should visit NVOC and be in-briefed on capabilities and responsibilities</li> <li>Poor funding and loss of personnel</li> <li>Washoe and Quad-counties (Carson, Douglas, Lyon, &amp; Storey) have regional approaches; others need to consider</li> <li>Annual or at least in change of leadership, G402 ICS for senior elected and appointed officials</li> </ul>	<ul style="list-style-type: none"> <li>One of three core capabilities most in danger of declining in 2023</li> <li>The loss in jurisdictional and partner organization capabilities is due to the acquisition of systems by some jurisdictions / partners that others cannot acquire</li> <li>Clark County has 3 major cities, 3 tribes, 1 intermediate city, and two small cities with the unincorporated county; this causes several overlaps in responsibilities in duplication of efforts.</li> <li>Senior leadership does not understand policy group and their role in incidents and events.</li> </ul>
<b>Forensics &amp; Attribution (North &amp; East)</b>	<ul style="list-style-type: none"> <li>Validated this capability during small scale events</li> <li>Detective Sergeant has increased capability (East)</li> </ul>	<ul style="list-style-type: none"> <li>Difficulty hiring and maintaining trained staff</li> <li>NTAC needs a trained staff member for digital forensics</li> </ul>	

Core Capability	Positive Trend	Trend of Concern	Negative Trend
	<ul style="list-style-type: none"> <li>Added and APP for digital processing (East)</li> </ul>		
<b>Intelligence &amp; Information Sharing (North &amp; East)</b>	<ul style="list-style-type: none"> <li>Every State Trooper is a fusion center liaison officer (FLO)</li> <li>Fire, EMS, and Emergency Managers are also receiving FLO training</li> <li>Adding communications links to patrol cars in 2022 (East)</li> </ul>	<ul style="list-style-type: none"> <li>Difficulty hiring and maintaining trained staff</li> <li>Although there are six intelligence officers at NTAC , the staff goes short when people go off to training</li> <li>Jackpot Nevada State Police manned duty station is no longer manned</li> </ul>	<ul style="list-style-type: none"> <li>Information and communication system interoperability gaps slow response</li> <li>Constant need to upgrading communications equipment creates gaps</li> </ul>
<b>Screening, Search, &amp; Detection (North)</b>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Bio-surveillance has fallen off due to privacy concerns</li> <li>K-9 dogs are a gap (North)</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<b>Access Control &amp; Identity Verification (North)</b>	<ul style="list-style-type: none"> <li>Credentiailling is ongoing, focused on responders such as EOD, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Need policy to back up the production of PIV-I cards with sharing of credentials across jurisdictions</li> <li>PIV-I cards not recognized at National Guard facilities</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<b>Cybersecurity (North, South, East)</b>	<ul style="list-style-type: none"> <li>Colleges statewide have annual cybersecurity training</li> <li>SNCTC launched a cyber security initiative that includes local and state government and CIKR entities</li> <li>The City of Henderson has a C-SIRT that is focusing on this capability</li> </ul>	<ul style="list-style-type: none"> <li>Requires constant effort</li> </ul>	<ul style="list-style-type: none"> <li>Difficulty hiring and maintaining trained staff – competing with the private sector</li> <li>Turnover in highly trained staff is a constant challenge dealing with technology-based issues</li> <li>Due to budgetary constraints, training and equipment have lost capabilities</li> </ul>
<b>Physical Protective Measures (North)</b>	<ul style="list-style-type: none"> <li>Approximately 90% of buildings evaluated have card access systems - state buildings use Nevada Cards Access system</li> </ul>	<ul style="list-style-type: none"> <li>COVID-19 cut statewide capacity in half – 30 facilities per year vs. 60 pre-COVID</li> <li>Having only one state person with DHS assistance is a slow process</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<b>Community Resilience – Outreach (East)</b>	<ul style="list-style-type: none"> <li>One of three core capabilities with the most progress in 2022</li> <li>There is a Spring coordinators meeting covering multiple preparedness topics</li> </ul>	<ul style="list-style-type: none"> <li>Inconsistency – while Elko and White Pine Counties conducts multiple events per year, other counties do not</li> <li>Printed materials have become more difficult to obtain</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

Core Capability	Positive Trend	Trend of Concern	Negative Trend
	<ul style="list-style-type: none"> <li>Multiple tribal, county, city, and private sector events in 2022</li> <li>CERT program does public outreach</li> <li>Humboldt &amp; Elko Counties do the Pillow Case project</li> <li>Four, regional exercises in 2022 – community evacuation, wildland-urban interface, TTX, and PSOM TTX with NV Energy</li> </ul>	<ul style="list-style-type: none"> <li>Need new, trained, staff</li> <li>Need to replenish equipment</li> </ul>	
<b>Critical Transportation – Evacuation (North)</b>	<ul style="list-style-type: none"> <li>Washoe has worked evacuation plans – both encouraging people to self-evacuate and worked a staged evacuation <ul style="list-style-type: none"> <li>Software modeling exists but accuracy unknown</li> </ul> </li> <li>State is working an evacuation support plan to support locals <ul style="list-style-type: none"> <li>NDOT, National Guard, etc.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>It took 2 days to develop the evacuation plan for the Caldor Fire</li> <li>Capabilities have not kept pace with community growth</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<b>Critical Transportation – Debris Removal (North)</b>	<ul style="list-style-type: none"> <li>Washoe County has a new debris removal plan</li> </ul>	<ul style="list-style-type: none"> <li>NDOT staff are very short statewide</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<b>Fatality Management Services (North, East)</b>	<ul style="list-style-type: none"> <li>Coroners have been active in training and exercises in the past year</li> <li>Every County has a mass casualty plan</li> <li>Washoe County has worked with the NTSB on Family Support – need to include other</li> <li>Quad County and the state acquired thousands of body bags</li> <li>The region (South) has continued to take part in specific mass fatality training for coroner personnel</li> </ul>	<ul style="list-style-type: none"> <li>Not enough personnel, equipment, and facilities to meet this capability for a mass casualty event</li> <li>The Quad County Region has difficulty in participation with all partners on training and exercises</li> <li>“DMORT cannot be relied upon”</li> <li>Fuel for refrigeration trucks would be a challenge</li> <li>Shortage of pathologists</li> <li>Shortage in labs</li> <li>This capability is lagging across the country</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

Core Capability	Positive Trend	Trend of Concern	Negative Trend
	<ul style="list-style-type: none"> <li>The region (South) also has limited mass fatality plans in place as part of its larger medical and health planning system</li> </ul>	<ul style="list-style-type: none"> <li>Transportation relies upon the mortuary industry which is already overstressed</li> <li>Identification and reunification system is no longer supported</li> </ul>	
<b>Fire Management &amp; Suppression (North, East)</b>	<ul style="list-style-type: none"> <li>USFS has been allocated more funding to increase capabilities – to be realized</li> <li>Extensive actual experience</li> <li>Crews have heavy training</li> <li>Nevada Energy fires and fuels program is active in protecting NV Energy infrastructure and has firefighting capability</li> <li>Working with federal delegation to be treated like hurricane and receive pre-emptive declarations – deployments, caches, etc.</li> <li>The Eastern region is in the state wildfire protection program.</li> <li>NV Energy program funds wildland fire chief (East)</li> <li>BLM grant for mitigation projects</li> </ul>	<ul style="list-style-type: none"> <li>Fire Services have experienced personnel and equipment losses across the region (North)</li> <li>Need equipment replenishment across the board</li> <li>Need training and exercises for complex fire scenarios</li> </ul>	<ul style="list-style-type: none"> <li>One of three core capabilities most in danger of declining in 2023</li> <li>Difficulty hiring and maintaining staff</li> </ul>
<b>Logistics &amp; Supply Chain Management (South &amp; East)</b>	<ul style="list-style-type: none"> <li>NDEM is looking to reach 50% capability in the next few years then build out completely</li> <li>Eastern Nevada working this capability in the 2022 TTX</li> <li>CMS has a list (Empower) of people needing durable medical equipment</li> <li>Health district reviews Empower data quarterly</li> <li>Nevada Gold mines supported tribes and locals during COVID-19</li> </ul>	<ul style="list-style-type: none"> <li>Need to partner with the private sector, faith-based community, and volunteer organizations to make sure all work the same priorities</li> </ul>	<ul style="list-style-type: none"> <li>COVID-19 experience was that there was a week or two lag between requests and deliveries</li> </ul>



Core Capability	Positive Trend	Trend of Concern	Negative Trend
<b>Mass Care Services – Shelter/Commodities (South, East)</b>	<ul style="list-style-type: none"> <li>• One of three core capabilities with the most progress in 2022</li> <li>• The state has county shelter trailers form across the state</li> <li>• State of Nevada has begun housing planning</li> <li>• State has observed good sheltering procedures</li> <li>• Clark County maintains a Shelter and Mass Care annex in its EOP, updated as of October 2022</li> <li>• Region (South) has a large animal plan</li> <li>• The region (South) has initiated a mass care and shelter study, which is the first step in determining a baseline for actual current capabilities and shelter plan updates</li> <li>• The City of Las Vegas used COVID-19 funds to acquire an AFN mass care capability, including showers and toilets</li> <li>• ARC has been providing shelter training</li> </ul>	<ul style="list-style-type: none"> <li>• Need an AAR effort to capture lessons and codify procedures.</li> <li>• Need to identify staff</li> <li>• Need a regional (East) sheltering plan</li> <li>• Need to include AFN specialists</li> <li>• Need to identify facilities</li> <li>• Need to include AFN specialists</li> <li>• Need to identify non-profit and volunteer organizations to assist</li> <li>• Rely on National Guard for isolated communities</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of shelters for a catastrophic scenario</li> <li>• Lack of trained staff</li> </ul>
<b>On-Scene Security, Protection, &amp; Law Enforcement (North, South, East)</b>	<ul style="list-style-type: none"> <li>• Training has opened up post COVID <ul style="list-style-type: none"> <li>○ A lot of training with Sacramento, the SF Bay Area, and Las Vegas</li> </ul> </li> <li>• Have exercised accident, radiological, and active shooter mass casualty events (East)</li> <li>• Have had unified training with Twin Falls with bomb squad (East)</li> </ul>	<ul style="list-style-type: none"> <li>• It is especially challenging in locations such as Jackpot or Wendover, including for EMS response</li> <li>• Training and exercises are not fully integrated across all disciplines</li> <li>• Family reunification remains an area of concern based on 10/1/17 lessons</li> <li>• As experience people retire, training and exercises must increase</li> </ul>	<ul style="list-style-type: none"> <li>• One of three core capabilities most in danger of declining in 2023</li> <li>• The further we get from October 1<sup>st</sup>, the more the focus drops off</li> <li>• Need to re-energize pre-COVID training and exercises <ul style="list-style-type: none"> <li>○ Example: Pre-COVID, the college and the community had a robust exercise</li> </ul> </li> </ul>

Core Capability	Positive Trend	Trend of Concern	Negative Trend
	<ul style="list-style-type: none"> <li>• DRT RAT Team doing helicopter training – 6-9 officers in approximately 45 minutes (East)</li> <li>• Search and rescue team and RAT Team supports each other (East)</li> <li>• Casinos, critical infrastructure, schools, etc. maintain “go bags” for law enforcement to respond and security staff act as pathfinders to show law enforcement around.</li> <li>• Priority for training security medical staff is being a pathfinder – knowing where entrances, exits, etc., are located</li> <li>• There is a cadre program to train staff from schools, the university, North Ls Vegas, Henderson, etc. to train people on MACTAC</li> <li>• The school district (South) is a building capability in the MACTAC</li> <li>• MACTAC is an annual training requirement for all officers</li> <li>• There is now regional (South) training at the strategic level in addition to the tactical level</li> </ul>		<p>program for nursing and EMS students (EAST)</p>
<p><b>Operational Communications (North, South, East)</b></p>	<ul style="list-style-type: none"> <li>• The region (North) has sustained its Multi-Assault Counter-Terrorism Action Capabilities (MACTAC)</li> <li>• FirstNet should be statewide by April 2023</li> <li>• COVID-19 operations increased general capability</li> <li>• Upgraded dispatch and continuing with that effort - using real world incident to build better comms /</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Need to increase communications interoperability – varied systems in uses harms interoperability</b> <ul style="list-style-type: none"> <li>○ Counties and other local jurisdictions use a mix of 800 MHz and VHF</li> <li>○ Federal law enforcement uses VHF</li> <li>○ The College and Elko city are digital VHF</li> <li>○ State highway patrol runs off of 800 MHZ digital</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Interoperability was the most common negative trend identified across all regions</li> <li>• Interoperability decreases as some organizations / agencies upgrade their systems and others cannot keep pace</li> </ul>

Core Capability	Positive Trend	Trend of Concern	Negative Trend
	<ul style="list-style-type: none"> <li>• coordination between departments (East)</li> <li>• Updated plans and incorporated lessons learned</li> <li>• Clark County Water Reclamation uses FirstNet for SCADA operations and in working with Moapa Valley and Indian Springs</li> </ul>	<ul style="list-style-type: none"> <li>• Interoperability can be cost prohibitive               <ul style="list-style-type: none"> <li>○ State fees are increasing</li> <li>○ New systems are very expensive</li> </ul> </li> <li>• Cross-jurisdictional incidents cause conflict</li> <li>• Need repeater stations and cell phone towers in remote areas</li> <li>• Coordinating with law enforcement working on encrypted radios causes a lack of coordination</li> <li>• Different radios between Northern and Southern Nevada causes interoperability problems</li> <li>• Nevada Dispatch Interconnect Project (NDIP) needs bigger push from local jurisdictions in collaboration with DPS Communications and NDOT – redundancy in 911 centers (fiber, etc.)               <ul style="list-style-type: none"> <li>○ System was put in without a full push for integration</li> <li>○ Need full-scale training to include rural areas</li> </ul> </li> <li>• The LVMPD (Metro) has an encrypted 700 MHz system that is drawing people from SNACC. Creating an interoperability problem</li> <li>• The rural areas have essentially no interoperability between the urban systems – SNACC &amp; Metro</li> <li>• Have has mixed results with medical channels on the 800 MHz system</li> <li>• Henderson is not on 800 MHz</li> </ul>	
<b>Public Health, Healthcare, &amp; EMS (North, East)</b>	<ul style="list-style-type: none"> <li>• One of three core capabilities with the most progress in 2022</li> <li>• There are local and Federal AARs in process</li> </ul>	<ul style="list-style-type: none"> <li>• In the North, there are no burn units or trauma centers outside of Reno</li> <li>• There are few pediatric beds</li> </ul>	<ul style="list-style-type: none"> <li>• One of three core capabilities most in danger of declining in 2023</li> </ul>

Core Capability	Positive Trend	Trend of Concern	Negative Trend
	<ul style="list-style-type: none"> <li>• There is a State COMPAC for nursing mutual in process</li> <li>• Increased access and capability with countermeasures for COVID-19</li> <li>• The State has a mobile medical facility</li> <li>• TTX for regional air transport in 2022 (East)</li> <li>• State has a large-scale exercise in 2023 at Stateline</li> <li>• State re-energized WEPCs to be more inclusive of tribal governments</li> <li>• State is pushing for tribes to other be included in general planning and having tribal annexes</li> <li>• Acquired many trauma kits</li> <li>• Building cross border relationships</li> </ul>	<ul style="list-style-type: none"> <li>• Response times in rural areas can be extensive</li> <li>• Eastern participants called for stand-alone health districts to decrease reliance on the State</li> <li>• Need training and exercises for catastrophic events</li> </ul>	<ul style="list-style-type: none"> <li>• The stress from COVID-19 has resulted in difficulty hiring and maintaining qualified staff</li> <li>• Lost EMS staffing over the past year. In particular, there are EMS gaps in the rural areas</li> <li>• Retirements have caused a loss in corporate knowledge across the healthcare sector following COVID-19</li> </ul>
<b>Situational Assessment (East)</b>	<ul style="list-style-type: none"> <li>• COVID-19 operations helped the process</li> <li>• The new CAD systems is improving the situation</li> </ul>	<ul style="list-style-type: none"> <li>• Not enough trained staff</li> <li>• Need upgraded equipment to gain the ability to utilize cloud base software for the video conference for improved data speed in the EOC</li> </ul>	<ul style="list-style-type: none"> <li>• Difficulty hiring and maintaining staff</li> </ul>
<b>Infrastructure Systems – Power (North, East)</b>	<ul style="list-style-type: none"> <li>• NV Energy is putting more resources into infrastructure</li> <li>• There are multiple power providers which provides some redundancy</li> <li>• NV Energy continues planning, outreach, and education on public safety shutdowns and brown outs</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>Economic Recovery (North, South, East)</b>	<ul style="list-style-type: none"> <li>• Southern Nevada may have a private sector partnership in recovery to be emulated across the state</li> <li>• Clark County and Henderson EOPs have a Recovery annex</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of a whole community organization that includes a private sector lead</li> <li>• The political environment also is a challenge <ul style="list-style-type: none"> <li>○ National and state-level polices and actions hampered local jurisdictions’ ability to recover quickly</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Business able to re-open did so as soon as they got the green light – those that were not, never reopened again</li> <li>• Need to open businesses quicker</li> </ul>

Core Capability	Positive Trend	Trend of Concern	Negative Trend
		<ul style="list-style-type: none"> <li>Supply chain disruptions affect the re-opening beyond local jurisdictions' control</li> <li>“Need to look across Nevada and see what everyone is doing with COVID-19 funds”</li> <li>Need to look at codifying post October 1 Recovery Committee work into new plans</li> </ul>	<ul style="list-style-type: none"> <li>There needs to be support once the businesses reopen if they are on the margins</li> </ul>
<b>Health &amp; Social Services (South, East)</b>	<ul style="list-style-type: none"> <li>City of Las Vegas and Clark County Social Services have been working closely especially with the un-housed</li> </ul>	<ul style="list-style-type: none"> <li>Supply chain problems has increased the timeframe to bring damaged facilities back online</li> <li>Without its own health district, the region must defer to the state for many capabilities (East)</li> <li>Few trauma units</li> <li>Water supply is a major issue in Recovery</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<b>Housing (South)</b>	<ul style="list-style-type: none"> <li>Clark County is developing a shelter inventory</li> </ul>	<ul style="list-style-type: none"> <li>Cannot keep up in a disaster – need more housing availability</li> <li>Current costs of construction, supply chain, and inflation are major impacts</li> <li>There is already an issue with un-housed people due to economic conditions</li> <li>Need wrap around services for the AFN population, families, etc. <ul style="list-style-type: none"> <li>Need other services such as daycare, schools, etc.</li> </ul> </li> <li>Staff and partners need training and exercises once frameworks and plans are developed.</li> </ul>	<ul style="list-style-type: none"> <li>○</li> </ul>

Table 5: THIRA / SPR Trends for 23 Core Capabilities Identified as High-Priority

