

PROGRESS REPORT

Nevada Office of Emergency Management/Homeland Security



2025

Helping people prepare for, respond to,
and recover from emergencies.

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EXECUTIVE SUMMARY

Nevada's emergency management system is at an inflection point. Across the nation, the role of emergency management is being redefined as states are expected to assume greater responsibility, greater operational burden, and a greater share of the costs for preparing for, responding to, and recovering from disasters. For Nevada, this shift presents both a challenge and an opportunity: to strengthen a modern, state-centered emergency management system that is built for the threats of today and the realities of tomorrow. NV OEM's own annual report reflects this transition, including heavy federal funding dependence, growing uncertainty in FEMA processes, and the need for state investment to sustain readiness and continuity.

The Nevada Office of Emergency Management/Homeland Security (NV OEM) is the State's synchronizing function in times of crisis. Much like an insurance policy that individuals purchase to protect their families, homes, and livelihoods, NV OEM is Nevada's insurance policy for continuity, coordination, and resilience. On any given day, the agency helps ensure the State can detect risk early, coordinate resources rapidly, support local and tribal partners, protect critical infrastructure, inform the public, and organize recovery when disaster strikes. When Nevadans experience their worst day, NV OEM exists to help the State perform at its best.

NV OEM's mission is growing more complex. Nevada faces a rapidly evolving risk environment shaped by extreme weather, wildfire, flooding, cyberattacks, infrastructure disruption, public health threats, and the increasing possibility of nation-state conflict and cascading consequences at home. In this environment, NV OEM stands at the crossroads of emergency management, homeland security, and the emerging demands of homeland defense. The State requires an organization that can integrate these missions, anticipate change, and synchronize government, private sector, nonprofit, tribal, and community capabilities into one coordinated effort.

NV OEM is already posturing for that future. The agency is modernizing operations, strengthening its 24/7 watch capability, improving statewide coordination, expanding resilience programs, investing in technology, and building a more survivor-centric model that puts people, not bureaucracy, at the center of emergency management. At the same time, the report makes clear that the current model remains heavily reliant on federal funding, even as federal timelines, approvals, and reimbursements have become increasingly delayed and uncertain.

A state funding model is not simply a budget adjustment; it is a strategic investment in Nevada's security, resilience, and self-reliance. It will allow the State to preserve critical capability, retain skilled personnel, modernize systems, improve accountability to Nevada taxpayers, and ensure that emergency management is aligned first and foremost to Nevada's needs. With sustained state support, NV OEM can continue evolving into the agile, integrated, and survivor-focused organization Nevadans deserve, one prepared not only to manage disaster, but to help the State withstand disruption, recover faster, and emerge stronger.

AGENCY OVERVIEW



Helping people before, during, and after emergencies is the **core purpose** of the Nevada Office of Emergency Management/Homeland Security (NV OEM). The agency prepares Nevada for emergencies, coordinates statewide response efforts, and supports recovery to ensure communities can withstand and manage disruptions of any kind. In partnership with local, state, tribal, federal, private sector, and nonprofit stakeholders, the agency leads the statewide coordination of emergency management and homeland security programs, ensuring public agencies and community partners can plan, respond, and recover effectively through consistent systems, clear communication, and shared resources.

Key responsibilities include:

- Coordinate statewide emergency response and recovery, including personnel, equipment, and mutual aid.
- Develop and maintain Nevada's emergency management strategy, plans, and procedures.
- Support state-mandated and governor-led public safety and emergency management committees.
- Provide technical expertise, training, and planning support to local, tribal, and state partners.
- Support mitigation, disaster assistance, readiness, resource coordination, and communications to reduce risk and strengthen resilience.

NV OEM has realigned its vision and mission statements to provide a clear roadmap for the NV OEM team, partners, and constituents. This alignment guides decision-making, focuses employee efforts, engages stakeholders, and ensures a shared understanding of the agency's goals, serving as a compass for its long-term success.

STRATEGIC OBJECTIVES

- A ready and resilient Nevada - prepared for long-term disruptions to critical infrastructure.
- Improve customer experience with a proactive solution-oriented customer service culture.
- Improve our employees' experience.
- Enhance Nevada's emergency management capabilities and capacities.
- Proactively support emergency management and homeland security enterprise by synchronizing state agencies and assets.
- Effective communication with partners and stakeholders.
- Implement a holistic and focused statewide resilience strategy.
- Enhance public/private partnerships.
- Digitize the NV OEM and incorporate advanced technologies.
- Implement operational watch center capability.
- Strengthen regional partnerships and position Nevada as a national influencer.
- Emergency operations center technology/physical structure optimized to evolve through 2035.

AGENCY VALUES

These values guide operational decisions during emergencies affecting millions of Nevadans and visitors.

Collaboration
Ownership
Consistency
Reliability
Adaptability
Benevolence (well-meaning)
Integrity
Teamwork

MISSION

Helping Nevada prepare for, respond to, and recover from emergencies and disasters by building a more resilient Nevada through coordination and partnerships.

STATE INVESTMENTS

As federal funding grows increasingly unpredictable, sustained state investment is essential to maintaining Nevada’s emergency readiness and preserving the strong progress the agency has made. State emergency management can no longer depend on FEMA funding alone, as shifting federal priorities and prolonged grant and reimbursement delays routinely impede timely planning, staffing, and response. These delays often fail to align with the pace and complexity of emerging threats, often forcing states to absorb critical gaps during fast-moving incidents when immediate action is required.

To maintain effective preparedness, response, recovery, and mitigation capabilities, Nevada must transition from uncertain federal reliance to a stable, state-supported funding model. This investment is vital to preserving operational continuity, retaining skilled personnel, modernizing systems, and sustaining the core capabilities that protect lives, critical infrastructure, and the state’s economy. In return, legislators gain stronger oversight, clearer accountability, and measurable results for their constituents, including faster response times, lower recovery costs, protected infrastructure, and improved continuity of government and essential services. Sustained state investment shifts emergency management from a reactive, federally dependent model to a proactive, resilient system that keeps Nevada safe today and prepared for the future.

Statewide Emergency Management Funding Snapshot	
Current Funding Reality (SFY26)	
*\$9.41M Total Agency Operating Costs	
81% Federally Funded – \$7.6M *12% State General Funded – \$1.19M *7% NVNG – \$628,345	
55 Full-Time Employee (FTE) Equivalents – \$6.11M Average Payroll & Benefits Cost	
47 FTE Equivalents Supported by Federal Grants	
84% of Agency Payroll and Benefits Federally Funded – \$5.14M	
Calendar Year 2025 Achievement Snapshot	
223 Critical Incidents Coordinated	
21,966 State-wide Enterprise Personnel Trained	8 State-Led Exercises 22 State Support Exercises
510+ Community Partner Engagements	
301% Growth in Public Reach – 677,624 Impressions Across 5 Platforms	
Managed \$118.4M in Grants within Federal Compliance Standards	
17 Counties + 28 Tribal Nations Served	

**Including 7% -- \$628,345 in state funds solely for the Nevada National Guard within OEM's Budget Accounts*

OPERATIONAL BUDGETARY RESOURCES

Funding Overview

The Nevada Office of Emergency Management/Homeland Security (NV OEM) manages state and federal funding that supports emergency management, homeland security, mitigation, preparedness, response, and recovery statewide. These resources sustain operational readiness, support local and tribal partners, administer grants, and enable coordinated statewide response.

State Budget Accounts

The agency operates through three primary state budget accounts that fund core operations, staffing, contracts, and statewide coordination:

- **Emergency Management Budget Account 3673:** Supports statewide emergency management operations, planning, readiness, and administrative functions.
- **Governor's Executive Budget Account 3674:** Serves as a pass-through account that distributes federal funds to state, local, and tribal partners to reduce the impact of emergencies.
- **Homeland Security Budget Account 3675:** Supports mitigation, preparedness, resilience initiatives, and coordination with statewide partners.

Federal Grants Administration

NV OEM administers a broad portfolio of federal grants awarded to state agencies, local governments, tribal governments, and eligible nonprofit organizations. These funds support:

- Preparedness planning, training, exercise development, and evaluation
- Emergency communications systems
- Infrastructure risk reduction and mitigation projects
- Local and tribal emergency management capacity
- Disaster response and recovery activities
- Nonprofit security initiatives
- Cyber security
- Hazardous materials response preparedness

NV OEM ensures compliance with federal requirements while maximizing awarded funds.

Personnel and Operational Support

Operational budgetary resources support NV OEM staff, including program managers, planners, grant administrators, watch officers, technical specialists, and support personnel. Resources are structured to sustain daily operations while maintaining surge capacity during emergencies.

Operational funding also supports:

- Technology and communications systems
- Nevada Emergency Operations Center operations
- Statewide travel and training
- Contracted services with specialized programs

Fiscal Oversight and Accountability

NV OEM maintains strict fiscal controls and reporting processes to ensure responsible management of state and federal funds. This includes expenditure monitoring, grant compliance oversight, and coordination with state fiscal partners to ensure transparency and accountability. Through disciplined financial management, NV OEM sustains Nevada's emergency management system and supports partners before, during, and after emergencies.

SFY26 TOTAL AGENCY OPERATING COST

Total: **\$8.79M**



\$628,345 are funds in OEM's Budget Accounts reserved solely for Nevada National Guard missions.

\$1.19M for NV OEM in state funds — the state's direct investment in NV OEM operations, *separate from funds reserved for Nevada National Guard missions.*

SFY26 FEDERAL PAYROLL DEPENDENCY

	SFY26
Total Payroll & Benefits	\$6.11M
Federally Funded	\$5.14M
% Federal	84%
Mean AVG Payroll and Benefits	\$111,090
FTE Equivalents	55

Based on SFY26, 84% of payroll and benefits is federally funded. Federal grants support approximately 47 full-time employee equivalents out of 55 (including full-time and part-time contractors) at an average cost to the agency of \$111,090 per full-time employee equivalent.

A disruption in federal funding would directly impact the agency's ability to staff critical emergency management positions across all seven portfolios.

CORE INFRASTRUCTURE — 80% FEDERALLY FUNDED FOR SFY26

Category	SFY26
Facilities & Buildings	\$441,129
IT Systems & Cybersecurity	\$271,621
Communications Platforms	\$115,190
Utilities	\$6,738
Software, Licenses & Enterprise Systems	\$14,615
Total Infrastructure	\$849,293
Funded by Federal Grants	\$679,434

TRAVEL FOR MISSION DELIVERY (SFY26)

Category	Amount
Training	\$61,049
Instructor Travel	\$28,093
Monitoring	\$25,812
Technical Assistance	\$19,940
Exercise	\$16,252
Planning	\$6,087
Total Travel	\$157,233
Funded by Federal Grants	\$157,233

FLEET & VEHICLE OPERATIONS (SFY26)

Item	SFY26
Operations (50% fed)	\$21,202
Total Fleet	\$21,202
Funded by Federal Grants	\$10,601 (50%)

Federal Funding Challenges

- Uncertainty about the future of FEMA due to extension of the FEMA Review Council Report
- **Two DHS shutdowns significantly delayed the release of 2025 grant funds.**
- The Fiscal Year 2025 Notice of Funding Opportunity (NOFO) was released about six months late, with only two weeks to complete what was historically sixty days of pre-award work.
- **DHS Secretary had to review and approve any FEMA spending above \$100,000 (previously \$25 million), adding review layers and slowing obligations, amendments, and approvals.**
- NOFOs were issued months later than normal across multiple programs, disrupting grant planning and stakeholder coordination.
- **Reduced federal staffing and processing capacity further delayed approvals, payments, and technical assistance.**
- Delays affected multiple preparedness, mitigation, cybersecurity, nonprofit security, public alerting, and emergency management grants.
- Federal shutdowns, litigation, and enhanced DHS and FEMA reviews slowed grant awards, obligations, amendments, reimbursements, and guidance.
- **Mitigation and Public Assistance programs experienced extended timelines due to heightened federal review, environmental compliance, and changing eligibility requirements.**
- Reimbursement delays created cash flow challenges for state, local, tribal, and nonprofit partners advancing project costs.
- **FEMA implemented accelerated closeout timelines while revising documentation standards, increasing administrative burden for ongoing and legacy grants.**
- Project implementation, procurement, staffing reimbursements, and performance periods were delayed or compressed when federal operations resumed.

State grant staff adjusted schedules, increased administrative workload, sustained management capacity, and provided technical assistance to mitigate impacts and maintain compliance.

LEADERSHIP



Colonel (retired) Brett Compston serves as the Chief of Emergency Management and the Homeland Security Advisor for the State of Nevada, assuming duties on November 2, 2024. Based in Reno, he brings decades of military, operational, and emergency management leadership to Nevada's all-hazards mission.

Compston retired from the Nevada Army National Guard in 2024 after serving most recently as the Director of Operations, Training, and Plans. In that role, he oversaw training, operations, mobilizations, force development, modernization, and plans. An Army Aviation Officer, he spent nine years on active duty before continuing his career in the Nevada National Guard.

Over 15 years, Compston specialized in National Guard domestic operations, including command and senior leadership roles supporting civil authorities. His assignments included Commander and Deputy Commander of a Weapons of Mass Destruction Civil Support Team, Joint Plans Officer, Regimental Commander, and Director of Joint and Domestic Operations. He served as the principal joint staff officer responsible for domestic operations, planning, training, and interagency support across Nevada and the continental United States. His portfolio included specialized capabilities and task forces supporting WMD response, counter-drug operations, civil disturbance operations, joint operations center functions, provost marshal and anti-terrorism programs, emergency management and force protection, and coordination with fusion centers. He also led the Nevada National Guard's disaster response line of effort with partner nations Fiji and Tonga.

During the COVID-19 pandemic, Compston was appointed Nevada's Incident Commander, served on the Governor's interagency coordination group and mitigation task force, and was temporarily assigned to lead the Nevada Division of Emergency Management for part of 2020.

Compston deployed to Iraq, Afghanistan, and Bosnia, and was stationed in Germany for four years. He has contributed to statewide preparedness through service on leadership committees including the Nevada Homeland Security Commission, the Nevada Resiliency Advisory Committee, and the Truckee Meadows Community College Emergency Management / Homeland Security advisory committee. He is affiliated with the International Association of Emergency Managers, the Nevada Emergency Preparedness Association, and the National Emergency Management Association, and has previously served on Nevada's intrastate mutual aid committee and related working groups.

He holds a Bachelor of Science in Criminal Justice from the University of Nevada, Reno; a Master's degree from the University of Maryland; a Master's in Strategic Studies from the U.S. Army War College; and a Harvard Kennedy School Executive Certificate in Public Leadership, including completion of the Senior Executive Fellows program. He is a FEMA Vanguard Executive Crisis Leaders Fellow (2024), a graduate of the Naval Postgraduate School Center for Homeland Defense and Security Executive Leader Program (2023), a FEMA Master Exercise Practitioner, and a U.S. Northern Command-certified Dual Status Commander. He is credentialed as a Certified Emergency Manager.



Sharon Luce leads as the Deputy Chief of Emergency Management and Chief of Staff for the agency, assuming duties in October of 2023. With over 15 years of experience in homeland security and emergency management, Luce, a native Nevadan, has cultivated a diverse background in industries such as hospitality, gambling, casinos, and state government, earning recognition for her strong organizational leadership.

Before her state government role, Luce spent more than a decade at The Venetian Resort Las Vegas, where she held various positions, including Programs Manager for Emergency Management and EMT Programs, Security Shift Operations Manager, and Front Desk Manager. Her leadership in physical security and emergency management, along with her expertise in program and project management, significantly contributed to the resort's operational success.

In her position as Programs Manager, Luce managed a significant operational budget for the EMT Program and played a pivotal role in establishing the Business Continuity Management Program (BCMP), focusing on risk management and effective emergency response. Her deep understanding of emergency management principles positioned The Venetian Resort Las Vegas to handle a variety of contingencies effectively.

Joining the Nevada Office of Emergency Management (NV OEM) as a Program Officer 2, Luce has progressed through several key roles, currently serving as the Deputy Administrator and Chief of Staff. She leads day-to-day operations, implementing strategic directives from the Governor's Office and coordinating statewide federal and state programs for homeland security and emergency management.

Luce has showcased her crisis leadership skills during numerous Emergency Operations Center activations, including high-profile events such as US Presidential visits, New Year's celebrations, and major conventions. She has also served as Incident Commander for the Clark County COVID-19 response and Planning Section Chief for significant disaster efforts. Recently, she was appointed by Governor Lombardo to the Nevada System of Higher Education Chancellor's Ad Hoc Public Safety Committee and led as the Acting Administrator during the 2024 Davis Fire.

Luce earned her Bachelor of Science in Emergency Management, graduating magna cum laude from the State University of New York at Canton. She is a graduate of the Naval Postgraduate School's Executive Leader Program and holds an Advanced Project Management Certification from the University of Nevada, Las Vegas. Recognized as a Certified Emergency Manager (CEM) and a Certified Nevada Emergency Manager, Luce is also a graduate of FEMA's Emergency Management Institute Basic and Advanced Academies and a Level 1 Professional Continuity Practitioner.

NV OEM PORTFOLIOS / PROGRAMS



The agency is organized into clearly defined portfolios that align programs, resources, and leadership with its mission and core responsibilities. This portfolio structure strengthens coordination, accountability, and integration across the organization, ensuring each function directly supports the protection of life, property, and community resilience. By operating under mission-focused portfolios, the agency has improved operational clarity, enhanced collaboration, and created a unified structure that better supports partners, stakeholders, and communities across the state before, during, and after emergencies.

MEET THE VISIONARIES BEHIND OUR PORTFOLIOS



COMMUNICATIONS

Chief Communications Officer

Gail Powell

300% Growth of
Reach in 2025



FISCAL

Chief Fiscal Officer

Jared Franco

Managed \$6.11M Funds



GRANTS

Chief Grants Officer

Susan Coyote

Managed \$118.4M
in Grants



PREPAREDNESS AND RESPONSE

Chief of Preparedness & Response

Lindey Downey

21,966 Trained
30 Exercises Organized



RESILIENCE

Chief Resilience Officer

Heather Lafferty

500+ Engagements
With Community
Partners in 2025



TECHNOLOGY AND MISSION SUPPORT

Chief of Technology & Mission Support

Christopher Daniels
16 Critical Infrastructure
Modernization Projects



COMMUNICATIONS PORTFOLIO

Led by the Chief Communications Officer, the Communications Portfolio serves as the connective tissue for NV OEM, providing strategic guidance and operational support across all mission areas: prevention, protection, mitigation, preparedness, response, and recovery. Operating under National Incident Management System principles and leveraging Joint Information Systems, the portfolio ensures clear, consistent, and actionable information reaches residents, visitors, and partners through a unified multi-agency approach. Supported by standardized messaging, performance-driven metrics, and real-time coordination, this framework accelerates dissemination, reduces conflicting data, and enhances situational awareness - strengthening Nevada's resilience and public trust by delivering accurate information to protect lives and property before, during, and after emergencies.

Public Awareness Program Delivers accurate, timely, and accessible information to the public before, during, and after emergencies. The program uses multiple communication channels to reduce misinformation, address public concerns, and support life-saving actions, with a strong emphasis on accessibility for diverse audiences.

External Affairs Program Coordinates communication and engagement with local, tribal, state, federal, and private-sector partners. The program aligns messaging with the Governor's Office and partner agencies to strengthen relationships, transparency, and statewide coordination.

Brand Management Program Maintains a consistent and professional NV OEM identity across incidents and outreach efforts. Unified branding improves public recognition, reinforces trust, and ensures messaging resonates with residents, visitors, partners, and stakeholders during both routine and emergency operations.

Joint Information Coordination Program Strengthens multi-jurisdictional and multi-state coordination through a unified Joint Information System framework. The program supports rapid activation, shared situational awareness, and consistent messaging during complex incidents, improving operational efficiency and public confidence.

Public Information and Warning Program Supports statewide alerting and outreach aligned with Nevada's Threat and Hazard Identification and Risk Assessment. Through coordinated messaging and public service announcements produced with the Nevada Broadcasters Association, the program delivers consistent, actionable information that improves preparedness and resilience statewide.

Crisis Communications Program Provides rapid, clear, and coordinated communication during emergencies. The program ensures essential updates, warnings, and guidance are delivered efficiently to protect life, property, and public confidence during high-impact incidents.

Marketing Program Designs and implements statewide awareness campaigns that promote preparedness, response, and recovery. These campaigns encourage proactive public engagement and participation in emergency management initiatives across Nevada.

PUBLIC OUTREACH STATISTICS

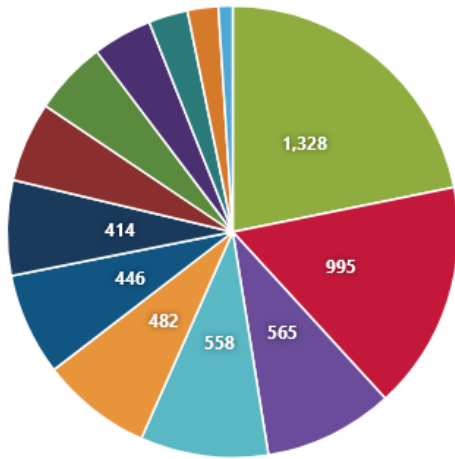
TOTAL REACH — ALL PLATFORMS

1,092,319

*Raw number for social media reach on all platforms

Facebook · LinkedIn · X · Instagram · Threads · Nextdoor

CONTENT PRODUCED BY CATEGORY



Assisting Local Counties	1,328	PIO Toolkits	995
Monthly Campaigns	565	Preparedness Campaigns	558
Winter Weather	482	Agency Coverage & Comms	446
Awareness Programs	414	Cybersecurity	348
Forms & Documents	322	Wildfires	259
Scams & Fraud	171	Flooding	134
Training & Exercise	62		

GRAPHICS	VIDEO / PSA	FORMS & DOCS	TOTAL
4,616	262	1,206	6,084

PERFORMANCE OVERVIEW

IMPRESSIONS
677,624 ↑ **301%**
from 168,990

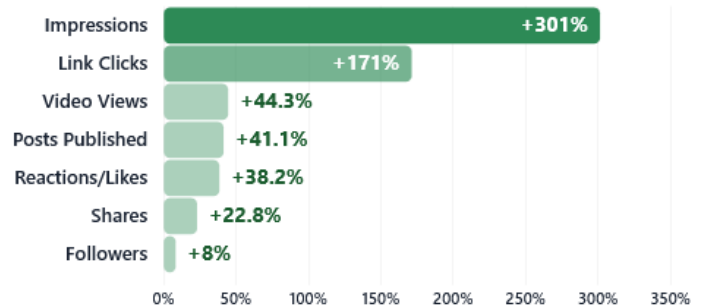
POSTS
2,504 ↑ **41.1%**
from 1,775

REACTIONS & LIKES
9,728 ↑ **38.2%**
from 7,037

SHARES
2,048 ↑ **22.8%**
from 1,668

LINK CLICKS
4,209 ↑ **171%**
from 1,553

YEAR-OVER-YEAR GROWTH



The Communications Portfolio produced more than 6,500 public-facing assets across preparedness, response, recovery, and awareness campaigns statewide. Through strategic communications across 5 social platforms, we expanded our reach by 301%, connecting more Nevadans with critical emergency preparedness and safety information.



FISCAL PORTFOLIO

Led by the Chief Fiscal Officer, the Fiscal Portfolio is responsible for managing the financial operations of the agency, ensuring sound stewardship of both state and federal resources. Key responsibilities include preparing and monitoring the biennial state budget and overseeing federal grant budgets to align with programmatic goals and compliance requirements. The section handles a wide range of financial tasks, including payroll, procurement, contracts, travel coordination, accounts payable, accounts receivable, and state and federal financial reporting. This portfolio ensures that all financial activities are conducted efficiently, transparently, and by applicable regulations, providing critical support to the NV OEM's operations and emergency management efforts.

Purchasing Program: The Purchasing Program oversees the acquisition of goods and services necessary for day-to-day operations and emergency management activities. It ensures all procurement processes comply with state regulations, promotes cost-effectiveness, and maintains transparency when working with vendors and service providers.

Budgeting Program: The Budgeting Program manages financial planning and resource allocation to support organizational goals and mandates. By analyzing current and projected needs, this program ensures that funding is used efficiently and that expenditures align with the strategic priorities set by leadership.

Accounting Program: The Accounting Program is responsible for tracking, recording, and reconciling all financial transactions. Working closely with other units ensures accuracy in financial reports and compliance with state and federal requirements, thereby upholding fiscal integrity.

Travel Coordination Program: The Travel Coordination Program arranges and oversees official travel for staff and associated stakeholders. It ensures adherence to travel policies, seeks cost-effective solutions, and streamlines logistics to support critical meetings, training, and emergency response operations.

GRANTS PORTFOLIO



Led by the Chief Grants Officer, the Grants Portfolio manages federal emergency management funding that strengthens Nevada’s preparedness, response, recovery, and mitigation capabilities. The portfolio administers more than a dozen grant programs that support state, local, tribal, and eligible nonprofit partners through planning, training, exercises, public outreach, equipment, and resilience-focused infrastructure projects. By overseeing hundreds of subawards and ensuring compliance with state and federal requirements, the portfolio safeguards fiscal accountability, maximizes measurable outcomes, and protects the state’s investment in grants management capacity to fully leverage federal funding in support of Nevada’s emergency management and homeland security priorities.

Preparedness Grants Program

Administers preparedness-focused grant programs and subawards that build and sustain statewide and local readiness capabilities. The program provides technical assistance, manages compliance and reporting, monitors performance, and processes reimbursements through the full grant lifecycle from application to closeout. Core funding streams include:

- **Homeland Security Grant Program** A suite of federal threat and hazard risk-based grants managed and offered by FEMA that provides funding to state, local, tribal, and territorial governments to build and sustain counter terrorism capabilities and enhance state and major urban area fusion centers.
- **Nonprofit Security Grant Program** Provides funding to high-risk nonprofit organizations for physical security improvements while integrating nonprofit protection efforts into broader state and local preparedness activities.
- **State and Local Cybersecurity Grant Program** Assists state, local, and tribal governments in strengthening cybersecurity defenses for government-owned or operated information systems against evolving cyber threats.
- **Emergency Management Performance Grant** Provides sustained funding to support emergency management agencies in building and maintaining core capabilities across all mission areas of the National Preparedness System.
- **Next Generation Warning System Grant Program** Enhances public alerting capabilities by improving IPAWS-compatible systems and addressing alerting gaps in tribal and rural communities with limited communications infrastructure.
- **Congressional Community Project Funded Emergency Operations Center Grants** Supports the development and sustainment of secure, interoperable, and resilient Emergency Operations Centers to ensure continuity of operations and government during emergencies.

Recovery and Mitigation Grants Program

Supports disaster-impacted communities by managing recovery and mitigation grants from pre-award through closeout, including application support, site visits, reimbursements, monitoring, and required reporting. The program helps applicants navigate complex federal requirements while advancing long-term risk reduction and resilient recovery.

Key programs include:

- **Public Assistance Program** Supports eligible governments and nonprofit organizations in responding to and recovering from disasters through damage assessments and funding for repair, replacement, or restoration of eligible facilities.
- **Hazard Mitigation Grant Program** Provides funding and technical support to plan and implement mitigation projects, including post-fire measures, that reduce future disaster losses/community risk.
- **Legislative Pre-Disaster Mitigation Grant Program** Funds mitigation planning and projects that reduce natural hazard risk & decrease reliance on post-disaster federal assistance.
- **Building Resilient Infrastructure and Communities** Supports innovative, partnership-driven mitigation projects that build capability, reduce hazard risk, and strengthen long-term community resilience.
- **National Earthquake Hazards Reduction Program** Advances earthquake risk reduction through research, planning, and implementation efforts that improve resilience in earthquake-prone communities.



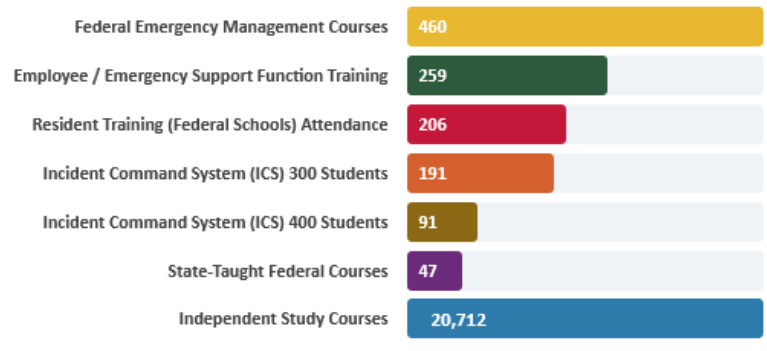
PREPAREDNESS AND RESPONSE PORTFOLIO

Led by the Preparedness and Response Chief, the Preparedness and Response Portfolio strengthens Nevada’s emergency readiness by integrating planning, training, exercises, situational awareness, and workforce development into a unified capability-building framework. The portfolio oversees deliberate strategic, operational, and tactical planning; delivers training and realistic exercises that build responder and emergency management proficiency; operates the Watch Program to support continuous monitoring and coordination; and manages the Internship Program to develop the next generation of emergency managers, including students and military members. Together, these programs ensure Nevada and its partners are equipped to prevent, protect against, mitigate, respond to, and recover from current and emerging threats while sustaining preparedness across every region of the state.

Planning Program: Develops statewide strategic, operational, and tactical emergency plans and provides technical assistance to local and tribal jurisdictions to strengthen readiness and coordination. Conducts the annual Threat and Hazard Identification and Risk Assessment and capability gap analysis to inform priorities.

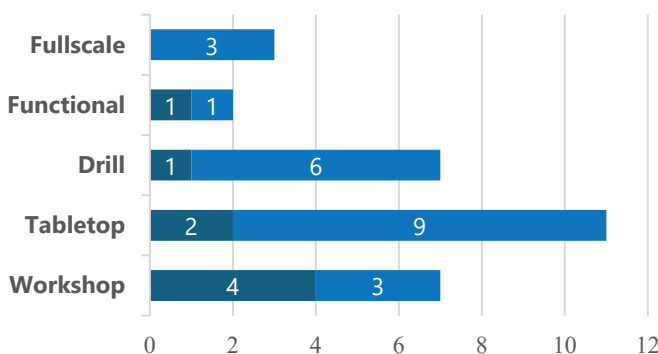
Training Program Delivers and coordinates FEMA-certified and capabilities- based training, position-specific courses, capabilities, and hazard-based training to strengthen responder and practitioner proficiency. Provides National Disaster & Emergency Management University - accredited Basic Academy and Advanced Academy programs to build foundational and advanced emergency management capability statewide.

TRAINING IN 2025



GRAND TOTAL: 21,966

EXERCISES

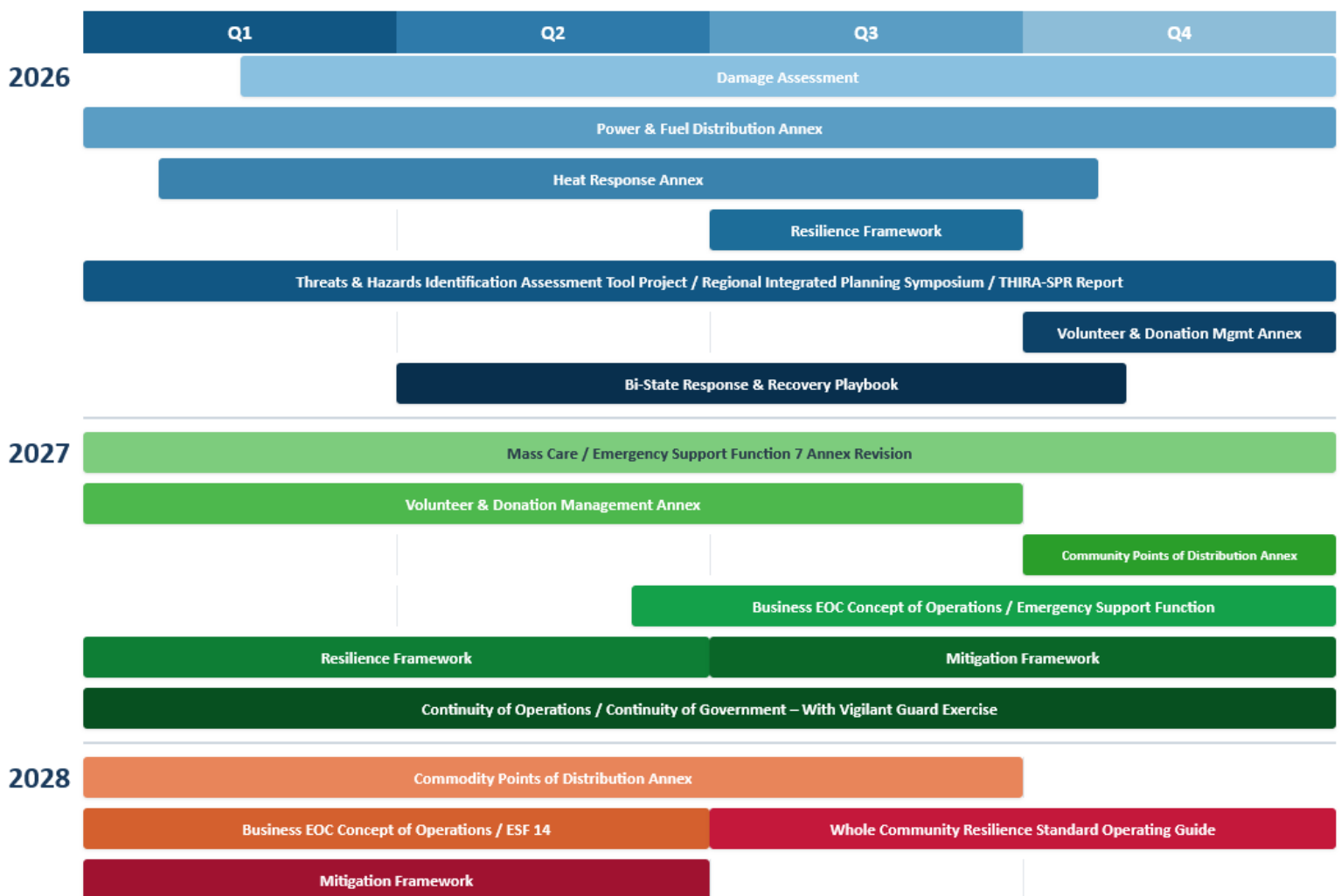


Exercise Program: Designs and conducts exercises using Homeland Security Exercise and Evaluation Program methodology to test capabilities, validate plans, and drive improvement planning while supporting local and tribal jurisdictions with exercise design, facilitation, and evaluation. The program leads Regional Integrated Preparedness Symposiums and the Stakeholder Preparedness Review to create Nevada’s multi-year Integrated Preparedness Plan and manages the after-action reporting process to capture lessons learned, identify strengths and gaps, and recommend corrective actions that strengthen future preparedness and response.

Watch Program: Provides continuous monitoring and incident coordination and support to local jurisdictions and tribal nations through the Duty Officer function under the Watch Officer. Manages the Reserve Program to augment staffing at the Nevada Emergency Operations Center during activations and continuity operations. Develops the Incident Management Assistance Team (IMAT) capability to provide a rapidly deployable, multidisciplinary team to support EOC coordination functions.

Internship and Reserve Program: Strengthens workforce capacity and operational readiness by developing future emergency management professionals. The Internship Program offers structured, mission-aligned learning experiences for students and SkillBridge candidates, building practical skills while supporting NV OEM priorities and long-term talent pipelines. The Reserve Program creates a qualified, mission-ready cadre to augment Nevada Emergency Operations Center operations during incidents, activations, and continuity events, improving operational flexibility, continuity of operations, and overall organizational resilience.

PLANNING AND PREPAREDNESS 3-YEAR PROJECT OUTLOOK



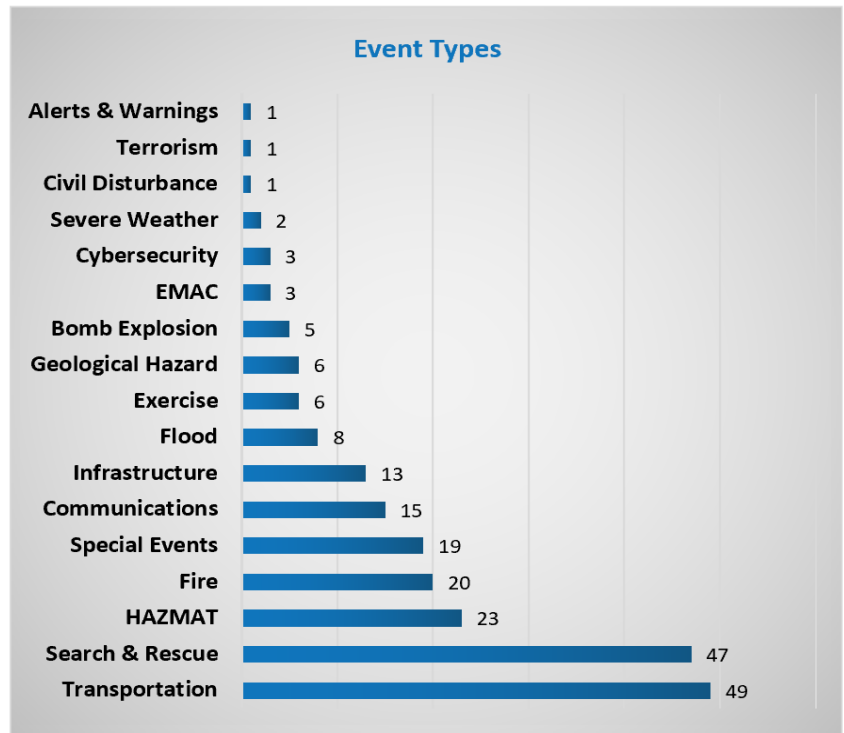
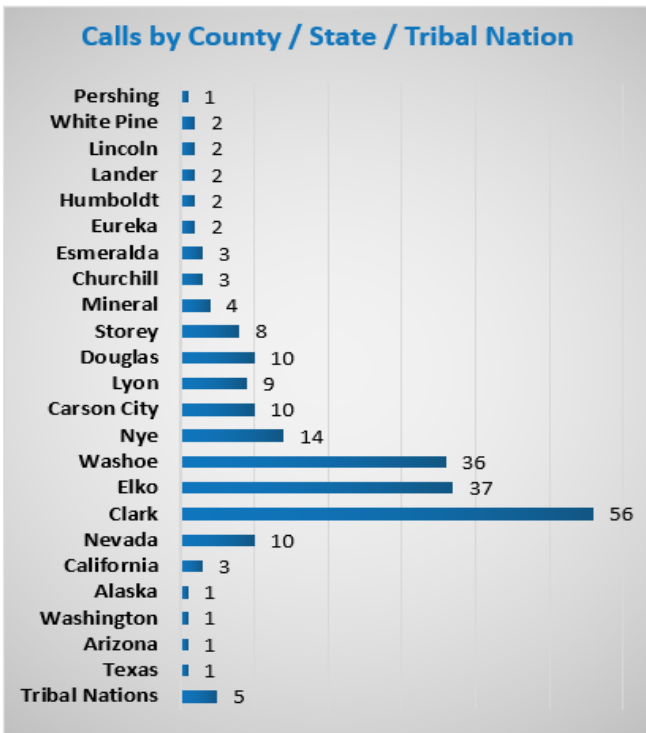
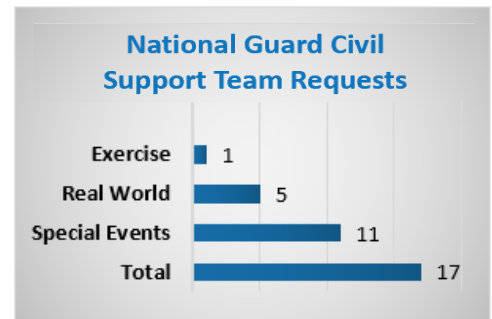
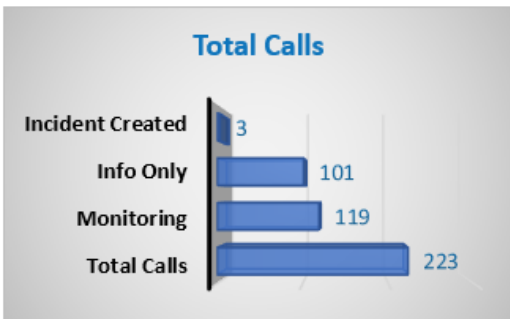
WATCH PROGRAM

Program Overview

The agency maintains a 24/7 Duty Officer Program that serves as the state's front line for incident awareness, coordination, and emergency response. Operating 24 hours a day, year-round, the program provides continuous statewide situational awareness and acts as the central hub for emergency notifications and information sharing among local jurisdictions, Tribal Nations, state agencies, and federal partners.

Duty Officers are responsible for receiving and evaluating incident reports, initiating and coordinating response actions, and facilitating communication that may lead to activation of the Nevada Emergency Operations Center (NVEOC). Using established protocols, Duty Officers scale their actions based on the severity and complexity of each incident, ensuring that the right resources, leadership, and coordination are mobilized quickly to protect lives, property, and critical infrastructure across Nevada.

SYNOPSIS OF SIGNIFICANT EVENTS



NEVADA EMERGENCY OPERATIONS CENTER

The Nevada Emergency Operations Center (NVEOC) is a centralized facility, with a virtual component, where decision makers and emergency managers coordinate activities during an emergency or disaster. The primary purpose of the NVEOC is to provide unified, organized, and effective support to local jurisdictions during and after incidents by managing resources, information, and personnel.

The NVEOC functions through five core operational pillars:

1. **Incident Support Planning:** Developing strategic objectives and allocating resources for response and recovery.
2. **Coordination:** Bridging communication between diverse agencies and departments.
3. **Resource Management:** Tracking and deploying equipment and personnel to high-need areas.
4. **Information Management:** Gathering and sharing vital data with decision-makers and the public.
5. **Strategic Decision Making:** Implementing high-level strategies to resolve incidents efficiently.

The center scales its response based on four distinct activation levels:

1. **Steady State:** Daily operations managed by a 24-hour Duty Officer.
2. **Enhanced Duty Officer:** Short-term support using Subject Matter Experts for increased situational awareness without formal staffing shifts.
3. **Partial Activation:** Shifts into a formal "battle rhythm" with key incident support sections; begins rigorous cost-tracking for a potential declaration and reimbursement.
4. **Full Activation:** All advisory and support sections are engaged for sustained operations, requiring comprehensive federal/state documentation and cost-tracking.

Responses and recovery measures are split into two support functions:

Operations are supported by Emergency Support Functions and Recovery Support Functions that are organized groups of governmental and select private sector capabilities. They create a structured approach to deliver support, resources, program implementation, and services when the emergency operations center is activated.



RESILIENCE PORTFOLIO

Led by the Chief Resilience Officer, the Resilience Portfolio strengthens Nevada's ability to withstand, adapt to, and recover from disasters by building local and Tribal capacity, improving coordination, and advancing long-term risk reduction. The portfolio delivers targeted technical assistance and partnership support across Nevada, with an emphasis on rural and frontier needs, inclusive planning, and cross-sector collaboration that aligns with national emergency management frameworks. Through mitigation planning support, seismic readiness initiatives, inclusive sheltering and access planning, volunteer and community organization coordination, and sustained engagement with local and Tribal partners, the Resilience Portfolio helps build stronger, more prepared communities statewide.

Mitigation Program: Reduces long-term risk to people and property by supporting hazard mitigation planning, project development, and applications for FEMA Hazard Mitigation Assistance programs, with a focus on practical risk reduction and community resilience.

Earthquake Management Program: Strengthens seismic readiness through public education, scientific collaboration, exercises, and integration of earthquake considerations into mitigation and planning efforts.

Access and Functional Needs Program: Advances inclusive emergency management by strengthening accessible communication, evacuation and transportation planning, and sheltering support for individuals with disabilities and others with access and functional needs.

Tribal Emergency Management Program: Strengthens Tribal resilience through sovereignty-respecting partnerships, capacity building, coordination support, and integration of Tribal priorities into state and regional planning.

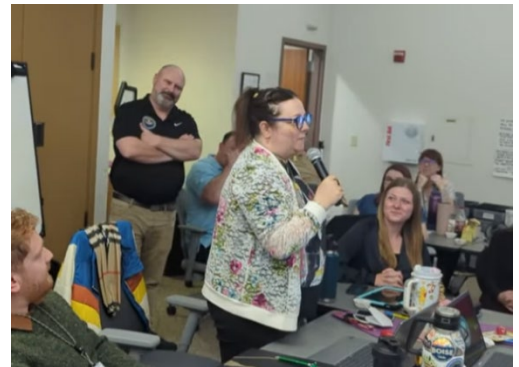
Tribal Health and Public Health Preparedness: Supports preparedness and incident coordination within Tribal health systems through planning support, training, exercises, and improved coordination between emergency management and health partners.

State Voluntary Agency Liaison Program: Builds and sustains partnerships with voluntary, faith-based, community-based, and private sector organizations to strengthen volunteer coordination and resource support during response and recovery.

Community Emergency Response Team Program: Supports FEMA-aligned CERT development statewide through training support, guidance, planning tools, and recurring coordination to strengthen local volunteer capability.

Rural and Frontier Coordination: Enhances emergency management readiness in Nevada's most remote areas through sustained regional engagement, tailored technical assistance, relationship-building, and support for planning, mitigation, and operational readiness.

Local Emergency Planning Committee Coordination: Strengthens local collaboration and hazardous materials preparedness through LEPC support, EPCRA compliance assistance, and integration of local planning with broader emergency management priorities.





Engagement Type	2025 Count	Impact
National Workgroups / Engagements	145	National
LEPC Meetings Attended	66	Counties
Tribal Nation Visits, Engagements & Workshops	86	Nations
Access & Functional Needs (At Risk Populations Outreach)	141	State
Rural and Frontier Engagements	16	Counties
FEMA Coordination & Planning	40	State
Provide Rural/Tribal/Mitigation Technical Assistance	16	State
TOTAL ENGAGEMENTS	510	

RESILIENCE PORTFOLIO PRIORITY PROJECTS

Business EOC Development	<p>IMPACT OF PROJECT</p> <p>Integrates private sector critical infrastructure into emergency response for unified response.</p>	<p>RISK IF NOT ADDRESSED HIGH</p> <p>State lacks coordinated private sector response capability during major incidents.</p>
Mass Care Program Enhancement	<p>IMPACT OF PROJECT</p> <p>Strengthens sheltering, feeding, and support for displaced populations during disasters.</p>	<p>RISK IF NOT ADDRESSED HIGH</p> <p>Inadequate mass care capability for large-scale evacuations or disasters affecting</p>
Rural CERT & Capability Expansion	<p>IMPACT OF PROJECT</p> <p>Builds volunteer response capacity in underserved rural communities across</p>	<p>RISK IF NOT ADDRESSED MEDIUM</p> <p>Rural areas remain without local emergency response volunteers, and depth.</p>
Statewide Resilience Framework	<p>IMPACT OF PROJECT</p> <p>Establishes systematic approach to long-term risk reduction across all portfolios & regions.</p>	<p>RISK IF NOT ADDRESSED HIGH</p> <p>Fragmented resilience efforts with no unified strategic direction, duplicating efforts.</p>
Extreme Temperature Annex	<p>IMPACT OF PROJECT</p> <p>Address growing extreme heat and cold risks with coordinated response protocols.</p>	<p>RISK IF NOT ADDRESSED CRITICAL</p> <p>Nevada unprepared for increasing frequency of extreme temperature events.</p>

The Resilience Portfolio's mission depends on strategic partnerships that span government, tribal, private sector, and nonprofit organizations. We coordinate closely with federal partners including FEMA Region 9, National Weather Service, and USDA, while collaborating with critical infrastructure providers such as NV Energy, Southwest Gas, and Amazon to ensure business continuity during disasters. Our nonprofit partnerships with Nevada VOAD, American Red Cross, and local Community Organizations Active in Disaster (COADs) strengthen volunteer coordination and community recovery capacity. Internally, we work across all NV OEM portfolios, Communications, Grants, Preparedness and Response, Technology, and Fiscal, to deliver integrated, efficient emergency management services that protect all Nevadans.

TECHNOLOGY AND MISSION SUPPORT PORTFOLIO

Led by the Chief of Technology and Mission Support, this portfolio provides mission-critical systems, operational platforms, and an administrative backbone that keep Nevada's emergency management enterprise running. It supports the Nevada Emergency Operations Center (NVEOC) and statewide readiness through IT and communications systems, GIS and situational awareness tools, 911 and interoperability coordination, and EOC operational support. The portfolio also enables scalable response through credentialing and mutual aid frameworks and ensures continuity through administrative support, compliance reporting, records management, and statutory plan coordination.

IT Systems Program

Provides full-spectrum technology support for NV OEM, including user support, system administration, cybersecurity-minded account management, and IT project delivery. Maintains reliable hardware, software, and network access while supporting custom tools that enable daily operations and incident response.

Nevada Emergency Operations Center (NVEOC) Operations Program

Manages day-to-day readiness and activation of the NVEOC, ensuring the facility, staff processes, and operational procedures are prepared for rapid scaling during incidents. Provides the coordination environment that supports unified situational awareness and response management statewide.

Geographic Information System (GIS) Program

Develops and maintains the State's situational awareness and Preliminary Damage Assessment platforms and GIS tools that support response and recovery. Delivering dashboards, mapping, surveys, and decision-support products that help leadership, ESFs, and local jurisdictions prioritize needs, track impacts, and communicate status during activations.

911 Coordination Program

Strengthens statewide 911 capability by supporting alignment and modernization efforts across Nevada's emergency communications ecosystem. Coordinates with local and state partners to improve access, consistency, and readiness of emergency call-taking and dispatch services.

Statewide Interoperability Coordination (SWIC) Program

Advances interoperable communications across disciplines and jurisdictions so responders can share critical information during incidents. Leads planning and coordination that aligns systems, governance, and operational practices to support reliable communications statewide.

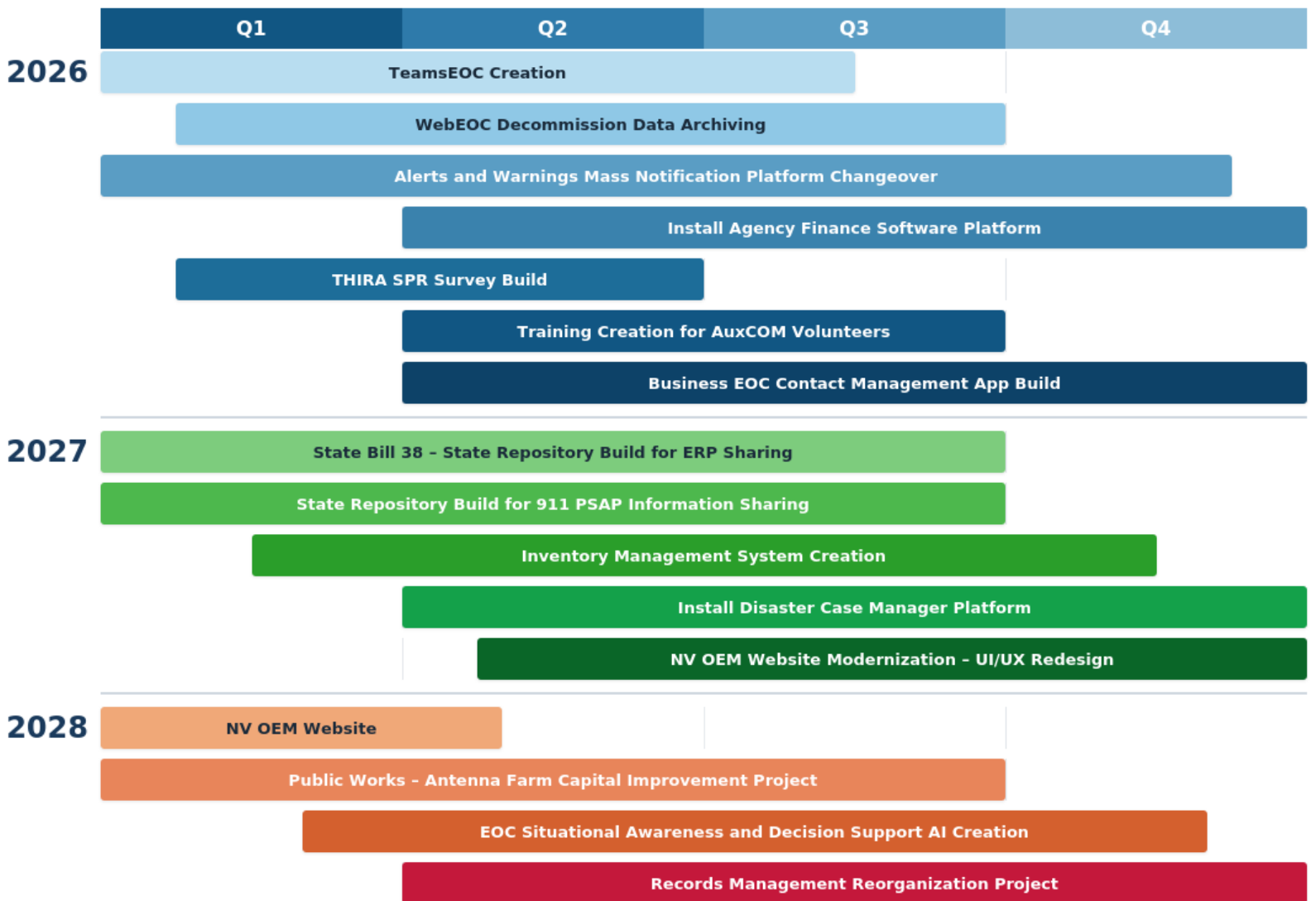
Communications Program

Supports operational radio communications for NV OEM and partner coordination, including management of shared radio systems and frequencies used during incidents. Enhances NVEOC communications capacity, including integration of trained volunteer radio operators to support sustained operations.

Administrative Program

Provides agency-wide administrative support that sustains readiness, including hiring coordination, procurement support, compliance reporting, onboarding documentation, and audit readiness. Ensures internal processes and reporting requirements are met so operational and grant-funded work can move quickly and compliantly.

TECHNOLOGY AND MISSION SUPPORT 3-YEAR PROJECT OUTLOOK



NRS REQUIRED EMERGENCY PLAN COMPLIANCE PROGRAM

These plans reduce liability and improve readiness.

The Statutory Plans Program manages the review, submission, compliance tracking, and records retention of emergency response plans for jurisdictions, utilities, schools, and resort hotels statewide. The program ensures plans are submitted on time, meet Nevada Revised Statutes requirements, and are properly stored and accessible in accordance with state records guidelines. It also supports statutory reporting and compliance notifications to state leadership, regulatory bodies, and governing authorities.

Jurisdictions (NRS 239C.250)

- Annual review and submission of emergency response plans
- Updated plans submitted to NV OEM and supporting response agencies by December 31
- Compliance status reported to governing bodies by February 15

Resort Hotels (NRS 463.790)

- Annual review and submission of emergency response plans by November 1
- Updated plans submitted to local fire and law enforcement agencies and NV OEM
- Compliance reported to the Nevada Gaming Control Board Chair by November 15

Schools (NRS 388.245, 388.246, 394.1688)

- Annual review and submission of emergency response plans by August 15
- Compliance reported to the Superintendent of Public Instruction by November 15
- NV OEM audits plan compliance and submits findings to the Legislature by January 1

Utilities (NRS 239C.270)

- Annual review and submission of vulnerability assessments and emergency response plans by December 31
- Compliance reported to the Public Utilities Commission Chair, the Governor, and governing bodies of governmental utilities by February 15

Jurisdiction Plans	Achieved 100% compliance with all 35 required jurisdictions submitting their Emergency Operations Plans or Certificates of Review.
Resort Casinos	Reached 96% compliance for EOPs, with 89 overall submissions, 3 late entries, and 1 resort failing to submit.
School Plans	Reached a 98% submission rate , with 249 out of 261 private, charter, and district schools reporting; 6 schools failed to submit.
Utility Plans	Reached a 67% submission rate , with 118 out of 175 required utilities providing their Emergency Response Plans and Vulnerability Assessments.

GOVERNANCE

The NV OEM serves as the state’s primary coordinator of resources and support before, during, and after emergencies. Under Nevada law, NV OEM ensures that local, tribal, and state agencies have the systems, planning, and operational capabilities needed to manage incidents ranging from natural hazards to technological disruptions and large-scale events.

NV OEM is authorized through Nevada Revised Statutes (NRS) Chapter 414 and related provisions that outline statewide emergency management responsibilities. These statutes define NV OEM’s role in planning, training, resource coordination, mutual aid administration, hazard mitigation efforts, statewide communication systems, and incident support. NV OEM operates as the central hub for emergency coordination, facilitating information flow and operational guidance to agencies across all jurisdictions.

With the enactment of Assembly Bill 553, NV OEM transitioned to the oversight of the Office of the Governor as part of a broader organizational realignment. This structural change strengthened executive coordination and reaffirmed emergency management and homeland security as essential statewide functions. NV OEM now maintains direct alignment with the Governor’s priorities for readiness, operational consistency, and statewide coordination.

Statutory Responsibilities

These statutes establish non-negotiable statewide responsibilities that require baseline state funding and designate NV OEM as Nevada’s central coordinating authority for emergency preparedness, incident support, resource management, and statewide planning.

Key NRS sections guiding NV OEM include:

- **[NRS 414](#)** – Establishes statewide emergency management structure, authority, and responsibilities.
- **[NAC 414](#)** – Provides administrative and regulatory guidance supporting NRS 414.
- **[NRS 239C](#)** – Defines statewide homeland security responsibilities and supports committee structures that operate in coordination with NV OEM.

Other statutes outline NV OEM’s responsibilities in specialized areas such as emergency communications systems, school safety planning, hazardous materials programs, and coordination with first responders.

HISTORY OF NV OEM

Nevada’s emergency management and homeland security system is rooted in a long-standing commitment to public safety that predates statehood. In 1861, Territorial Governor James Nye established the Nevada National Guard, laying the foundation for organized defense and emergency response. When Nevada became a state in 1864, protecting residents and coordinating emergency operations became a core function of state government.

The modern emergency management system began in 1953 with the creation of the Nevada Division of Emergency Management (DEM), originally housed within the Department of Defense and later the Department of the Military. In 1999, Governor Kenny Guinn formally established DEM within the Department of Motor Vehicles and Public Safety through NRS 414.040, designating it as the state’s lead agency for emergency management and civil defense and clarifying statewide authority and coordination.

In 2010, the Office of Homeland Security merged with DEM, unifying preparedness, response, and security functions. In 2021, Assembly Bill 485 moved DEM back under the Nevada Office of the Military to strengthen coordination with the Nevada National Guard and enhance statewide emergency operations.



GOVERNOR-LED AND NRS-MANDATED BOARDS AND COMMITTEES

The Nevada Office of Emergency Management/Homeland Security leads, participates in, or supports commissions, committees, and boards as required by Nevada Revised Statutes (NRS) 414 and 239C to protect the state, its residents, and its visitors. Established through statute and executive orders, these bodies provide oversight, policy guidance, and collaboration to strengthen Nevada's homeland security and emergency management capabilities, including preparedness, response, and recovery. Collectively, they establish statewide priorities, guide resource allocation, and support coordinated action to reduce risk and strengthen resilience across Nevada.

Nevada Commission on Homeland Security (NCHS) Established under NRS 239C, the NCHS serves as the state's primary advisory body for terrorism prevention and homeland security. The Commission advises the Governor, Legislature, local governments, and private sector partners on risk reduction, critical infrastructure protection, interoperable public safety communications, and statewide preparedness, while guiding homeland security strategy and grant coordination through NV OEM. NCHS strengthens statewide capabilities, supports compliance, preparedness reporting, and promotes coordinated, efficient use of resources across agencies.

Nevada Commission on Homeland Security (NCHS) Finance Committee Reviews and evaluates funding recommendations from the Nevada Resilience Advisory Committee to ensure homeland security grant funds are allocated strategically and effectively. By assessing projects proposed under the State Homeland Security Program and Urban Areas Security Initiative, the committee ensures that investments align with state priorities to strengthen Nevada's ability to prevent, respond to, and recover from major threats.

Nevada Cybersecurity Task Force (CSTF) Established by Executive Order 2022-11, the Task Force advises the Governor and state agencies on cybersecurity policy, risk, and incident coordination. It supports statewide strategy, vulnerability mitigation, education and awareness, and public-private coordination to protect critical infrastructure and digital systems.

Nevada Fuel Resiliency Committee (NFRC) Convenes public and private partners to protect Nevada's transportation fuel supply. It identifies vulnerabilities, prioritizes practical infrastructure and readiness solutions, and supports planning to reduce the impacts of fuel disruptions on communities and the economy.

Nevada Resilience Advisory Committee (NRAC) Established under NRS 239C following Executive Order 2018-4, the NRAC provides senior-level coordination for emergency management and homeland security. NRAC consolidates statewide advisory functions and supports aligned planning and grant recommendations across mitigation, preparedness, response, and recovery to strengthen Nevada's resilience.

Nevada Tribal Emergency Coordinating Council (NTECC) Authorized under NRS Chapter 414, NTECC is jointly appointed by Nevada’s 28 Tribal Nations and NV OEM to advise on Tribal emergency management policy and programs. The Council strengthens coordination across Tribal, state, and local partners while respecting Tribal sovereignty, with emphasis on planning, training, interoperability, and mutual aid integration.

State Disaster Identification Coordination Committee (SDICC) Established under NRS 629.043 and NRS 414.285, SDICC ensures Nevada maintains coordinated procedures for disaster victim identification. The committee develops and maintains a confidential operational plan, supports consistent implementation statewide, and provides accountability through required reporting to state leadership.

Nevada Intrastate Mutual Aid Committee (IMAC) Established in 2015 under Assembly Bill 90, IMAC advises the NV OEM Administrator on intrastate mutual aid policy and procedures. The committee promotes standardized guidance for requesting and providing assistance, including documentation and reimbursement practices, to support timely and accountable resource sharing statewide.

State Search and Rescue Board (SAR) Established under NRS 414.170, the board provides statewide oversight and coordination for county-led search and rescue. The Board sets training and certification standards, reviews program performance, and supports consistent operations across Nevada through ongoing coordination and issue resolution.

Nevada Revised Statutes (NRS)414: NV OEM Chief Developed Working Groups

Nevada Emergency Preparedness Working Group (EPWG) Established under NRS 414.040, EPWG supports the NV OEM Administrator in emergency preparedness programs related to low-level and radiological waste transportation associated with the Nevada National Security Site. The group helps standardize grant processes and supports readiness investments in communications, training, and equipment in coordination with key partners.

Nevada Hazard Mitigation Working Group (NHMWG) Authorized under NRS Chapter 414, NHMWG advises on hazard mitigation planning, policy, and project priorities aligned with the State Hazard Mitigation Plan and federal mitigation requirements. The group supports proposal review and prioritization and helps advance mitigation investments that reduce risk and protect critical infrastructure statewide.



AGENCY ACCOMPLISHMENTS 2025



Highlighting the outstanding accomplishments of our dedicated team and the strides we have made in strengthening Nevada's resilience over the past year.

Governance, Policy, and Leadership Integration



- Transitioned NV OEM under the Office of the Governor, elevating emergency management and homeland security coordination.
- Established the State Emergency Policy Group and standing executive-level governance structures to support consistent decision-making during incidents.
- Developed Governor Decision Support Matrices to enable clear, timely, data-informed executive decisions.
- Strengthened policy development through a dedicated Policy and Procedures Working Group.
- Represented Nevada at FEMA national forums to inform federal policy and advocate for state-led response models.
- Testified before the Nevada Legislature for the passage of Senate Bill 38 and State Bill 39.

Operations, Response, and Incident Coordination

- Modernized the Emergency Operations Center (EOC) and transitioned to the Incident Support Model.
- Strengthened 24/7 situational awareness through modernization of the Watch Program, including revision of the Duty Officer Standard Operating Guide.
- Launched the Duty Officer Academy Pilot to build operational consistency and confidence.
- Established redundant EOC leadership to ensure continuity during extended activations.
- Developing TeamsEOC platform to transition from WebEOC
- Supported coordinated response operations for cyber incidents, wildfires, floods, and major special events.
- Prevented a potential fuel supply disruption in Southern Nevada through proactive coordination.
- Led coordinated statewide response and recovery during a major cyberattack, including IMT deployment and rapid public information delivery.
- Reestablished statewide mass care capabilities.



Preparedness, Training, and Exercises

- Delivered FEMA-certified and capabilities-based training, position-specific courses, capabilities, and hazard-based training to strengthen statewide responder and practitioner capability.
- Hosted the National Emergency Management Basic Academy in Carson City, supporting workforce development across Nevada and the region.
- Conducted Silver Pivot and quarterly EOC exercises to test statewide coordination, decision-making, and the transition to the Incident Support Model.
- Completed After-Action Reviews and Improvement Plans to drive continuous improvement in readiness and operations.
- Updated the Regional Integrated Preparedness Symposium (RIPS) model to improve planning effectiveness and partner alignment.
- Conducted three regional THIRA/SPRs during the Regional Integrated Planning Symposiums and submitted THIRA/SPR reporting to FEMA by 12/31/25.
- Supported multi-state homeland defense and preparedness exercises, including Vigilant Guard and Arizona Homeland Defense exercises.



Workforce Development and Organizational Capacity



- Implemented a standardized onboarding and new teammate process.
- Expanded Duty Officer training through structured shadowing and hands-on operations.
- Converted Public Information and GIS positions to permanent state roles for continuity.
- Added fiscal, accounting, grants, and IT positions to strengthen internal capacity.
- Realigned administrative roles to improve internal coordination and partner support.
- Implemented family-friendly workplace practices to support retention and morale.
- Launched a monthly internal newsletter to improve transparency and engagement.

Grants, Fiscal Stewardship, and Accountability

- Strengthened fiscal discipline by operating within a constrained budget while sustaining core mission delivery.
- Successfully closed long-term recovery operations and completed all eligible programs and reimbursements.
- Streamlined deobligation and reobligation processes to improve grant efficiency and continuity.
- Completed grant award cycles in a record 13 days, maintaining full audit readiness and successfully completing multiple federal and state audits.
- Reformed HSGP and EMPG processes to improve transparency, establish stable annual priorities, and strengthen the partner experience.
- Modernized grant management systems to improve usability and tracking.



Technology, Data, and Communications

- Implemented Dataminr First Alert to enhance real-time situational awareness.
- Secured Next Generation 911 funding to modernize emergency communications.
- Strengthened interoperability and NG911 coordination statewide.
- Established NV OEM's Auxiliary Communications (AUXCOMM) program to expand emergency communications capacity.



- Developed and deployed new GIS dashboards and situational awareness tools.
- Implemented an AI Acceptable Use Policy to support responsible innovation.
- Strengthened Primary, Alternate, Contingency, and Emergency (PACE) communications planning through Starlink integration.
- Launched a modernized public-facing website and internal intranet.

Resilience, Mitigation, and Community Preparedness

- Expanded resilience capacity through new positions supporting tribal, rural, volunteer, and mitigation efforts.
- Strengthened school emergency planning and compliance through plan reviews and STORM Act implementation.
- Implemented a Language Access Plan and translated preparedness materials into seven languages.
- Standardized evacuation terminology to improve public understanding and protective actions.
- Launched statewide marketing and preparedness campaigns across multiple platforms.
- Established the Fuel Resiliency Committee to enhance energy security.
- Supported an unprecedented number of search and rescue operations statewide.



Partnerships, Mutual Aid, and National Engagement

- Strengthened partnerships with NDOT, NDF, DPS, NDOC, and other state agencies.
- Executed a new Arizona–Nevada mutual aid agreement.
- Deployed personnel to support out-of-state response operations, including Arizona flood response and California wildfire assistance.
- Established cabinet-level multi-state coordination frameworks and executive-level contact rosters to strengthen regional decision-making.
- Participated in FEMA advisory bodies, IAEM, and national cybersecurity conferences to influence federal policy and bring best practices to Nevada.
- Supported Tribal coordination through symposiums and IMAT engagement.

CLOSING STATEMENT

Nevada has an opportunity to build the emergency management system the future will demand. One that is more responsive to survivors, more capable in complex crises, and better aligned to the needs of every community across our State. By acting now, investing, and continuing to modernize how we coordinate, communicate, and deliver support, Nevada can turn today's challenges into lasting strength. The work outlined in this report reflects more than progress, it reflects purpose: to ensure that when Nevadans face their hardest days, their State is ready to respond faster, recover stronger, and serve them better than ever before.

"The future depends on what we do in the present."

Mahatma Gandhi



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