



DEPARTMENT OF PUBLIC WORKS

Quality, Excellence, Innovation

Rosemarie R. Gaglione ^{RG}
DIRECTOR

May 17, 2022

Marin County Board of Supervisors
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San Rafael, California 94903



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SUBJECT: Federal Emergency Management Agency (FEMA) Hazard Mitigation Grant and Related Budget Adjustments
Project No. 41C2103

www.marincounty.org/pw

Dear Board Members:

Accounting

RECOMMENDATION: 1) Accept FEMA Hazard Mitigation Grant Program (HMGP) funds in the amount \$2,301,750 for the Veterans' Memorial Auditorium Seismic Retrofit; and 2) Authorize the Director of Finance to increase Capital Improvement Fund appropriations for the Veterans' Memorial Auditorium Seismic Retrofit Project by \$3,069,000.

Administrative Services

Airport

Building Maintenance

SUMMARY: On September 15, 2020, your Board accepted a FEMA Hazard Mitigation Grant in the amount \$248,250 for Phase 1, recommended costs incurred to complete the design of seismic retrofits to the Veterans' Memorial Auditorium. On November 10, 2021, staff completed and submitted final design documents for the project, satisfying the requirements for Phase 1.

Capital Projects

Certified Unified Program
Agency (CUPA)

On April 15, 2022, the County was awarded a second installment of the FEMA Grant (FEMA-4353-8-78R, CalOES-PJ0008) to provide financial support for Phase 2, construction, costs for the Veterans' Memorial Auditorium Seismic Retrofit Project. Specifically, the Phase 2 grant provides \$2,301,750, or a 75% cost share, of the total construction phase budget of \$3,069,000.

Communications
Maintenance

Disability Access

Engineering & Survey

The following Phase 2 activities have been approved by FEMA for grant funding:

Fleet Operations

- Permit costs
- Project Management costs
- Bid related costs
- Construction Contract costs
- Construction Management, Inspection and Abatement Monitoring costs
- Closeout related costs

Flood Control &
Water Resources

Land Development

Procurement

Real Estate

Phase 2 tasks, as outlined above, shall be completed within a 19-month timeframe, during which time FEMA will review the project's progress to confirm that it complies with the HMGP Grant Program Guidelines.

Reprographic Services

Road Maintenance

Stormwater Program

Transportation &
Traffic Operations

Waste Management

CA5c

FISCAL/STAFFING IMPACT: There will be no net impact to the General Fund net County costs as a result of your Board's actions. Approval will increase Department of Public Works Capital Fund (1420) expenditure appropriations by \$3,069,000 in the Veterans' Memorial Auditorium Seismic Retrofit project (41C2103) for construction and related work on the project, partially offset through increased grant revenue for \$2,301,750, or 75% of the Phase 2 costs. The remaining 25% of the Phase 2 costs, or \$767,250, will be covered through a corresponding decrease in Department of Public Works Capital Fund Project Contingency (41CAP96991, 900010).

REVIEWED BY:	<input checked="" type="checkbox"/> County Administrator	<input type="checkbox"/> N/A
	<input checked="" type="checkbox"/> Department of Finance	<input type="checkbox"/> N/A
	<input type="checkbox"/> County Counsel	<input checked="" type="checkbox"/> N/A
	<input type="checkbox"/> Human Resources	<input checked="" type="checkbox"/> N/A

Senior Project Manager Mary Hobson is the principal author of this letter.

Respectfully submitted,

Dorren P. Hill

Dorren P. Hill
Capital Projects Division Manager

Attachment: FEMA Approval letter, Marin Veterans' Memorial Auditorium Seismic Retrofit

Project No. 41C2103
BA No. 2022/10 1617

cc: Gabriella Calicchio, Cultural Services
Mary Hobson, DPW, Capital Projects Division
Qiana Davis, DPW Finance





FEMA

April 15, 2022

Mark S. Ghilarducci, Director
Governor's Authorized Representative
California Governor's Office of Emergency Services
3650 Schriever Avenue
Mather, CA 95655

Reference: Application Approval, HMGP DR-4353-008-008R
Marin County, California
Marin Veterans' Memorial Auditorium Seismic Retrofit, Phase 2
FIPS Code: 041-99041, Supplement 91

Dear Mr. Ghilarducci:

We approve and issue Hazard Mitigation Grant Program (HMGP) funds for the Marin County, HMGP DR-4353-008-008R, Marin Veterans' Memorial Auditorium Seismic Retrofit, Phase 2.

The total project cost for Phase 2 is \$3,069,000.00. As shown in the enclosed Obligation Report - Supplement 91, we are obligating \$2,301,750.00 for the 75 percent Federal share; the 25 percent non-Federal share is \$767,250.00. These funds are available in SmartLink for immediate and eligible disbursements. The following is a summary of the approved funding:

Project Phase:	Federal Share:	Non-Federal Share:	Total Project Cost:
Phase 1, Supplement 38	\$ 248,250.00	\$ 82,750.00	\$ 331,000.00
Phase 2, Supplement 91	\$2,301,750.00	\$767,250.00	\$3,069,000.00
TOTALS	\$2,550,000.00	\$850,000.00	\$3,400,000.00

This HMGP project approval and obligation of funds are subject to the following conditions:

- 1. Scope of Work (SOW)** – This grant will fund the seismic retrofit of the Marin Veterans' Memorial Auditorium located within the Marin Center Campus in Marin County, California. The grant will correct seismic deficiencies and improve the seismic performance to meet the performance objectives for State-owned buildings of the California Building Code. Seismic deficiencies will be corrected by strengthening of the roof diaphragm, adding supplemental supports, isolating concrete masonry unit (CMU) walls from the roof and improvements in connections of CMU walls to the supporting floor, and additional seismic bracing of the suspended plaster ceiling and projection booth.

2. **Project Completion Date** – The work schedule included with the project application indicates that Phase 2 will take 19 months to complete. Please inform the sub-recipient that work completed after this date is not eligible for federal funding, and that federal funds may be de-obligated for work completed outside the completion date when there is no approved time extension.
3. **Project Closeout** – Within 120 days of project completion, all project funds must be liquidated and final closeout documentation for the project must be submitted to FEMA. Please note the project must comply with Code of Federal Regulations Title 2, Part 200 reporting requirements at the time of closeout.
4. **Record of Environmental Considerations (REC)** – This project has been determined to be Categorically Excluded from the need to prepare either an Environmental Impact Statement or Environmental Assessment in accordance with FEMA Instruction 108-1-1 and FEMA Directive 108-1-1 as authorized by DHS Instruction Manual 023-01-001-01, Revision 1. Categorical Exclusion N7 (Federal Assistance for Structure and Facility Upgrades) has been applied. Particular attention should be given to the project conditions before and during project implementation. Failure to comply with these conditions may jeopardize federal assistance including funding. Please reference the enclosed REC for further information.
5. **Standard Conditions** – This project approval is subject to the enclosed *Standard Mitigation Grant Program (HMGP) Conditions*, amended August 2018. Please note that federal funds may be de-obligated for work that does not comply with these conditions.

If you have any questions or need further assistance please contact Thomas Berry, Sr. Grants Management Specialist, by email thomas.berry@fema.dhs.gov, or phone (510) 627-7180.

Sincerely,

Kathryn Lipiecki
Director, Mitigation Division
FEMA Region 9

Enclosures (3):

Obligation Report - Supplement 91
Record of Environmental Considerations (REC)
Standard Mitigation Grant (HMGP) Conditions

cc:

Jennifer Hogan, State Hazard Mitigation Officer, California Governor's Office of Emergency Services
Jacy Hyde, Ph.D., Branch Chief, California Governor's Office of Emergency Services
Robert McCord, Chief, Hazard Mitigation Assistance Branch, FEMA Region 9

4/11/2022

10:05 AM

FEDERAL EMERGENCY MANAGEMENT AGENCY

HMGP-OB-01

HAZARD MITIGATION GRANT PROGRAM

Obligation

Disaster No	FEMA Project No	Amendment No	State Application ID	Action No	Supplemental No	State	Recipient
4353	8 -R	3	8	4	91	CA	Statewide

Subrecipient: Marin (County)

Project Title : Marin County, Marin Veterans' Memorial Auditorium Seismic Retrofit

Subrecipient FIPS Code: 041-99041

Total Amount Previously Allocated	Total Amount Previously Obligated	Total Amount Pending Obligation	Total Amount Available for New Obligation
\$2,550,000.00	\$2,550,000.00	\$0.00	\$0.00

Project Amount	Subrecipient Management Cost Amount	Total Obligation	IFMIS Date	IFMIS Status	FY
\$2,301,750.00	\$0.00	\$2,301,750.00	04/08/2022	Accept	2022

Comments

Date: 04/08/2022 User Id: SSCOTT39

Comment: Approved funding for HMGP-4353-8-8R-Marin County-Marin Veteran's Memorial Auditorium Seismic Retrofit for \$2,301,750.00.

Authorization

Preparer Name: STEVEN SCOTT

Preparation Date: 04/08/2022

HMO Authorization Name: THOMAS BERRY

HMO Authorization Date: 04/08/2022

RECORD OF ENVIRONMENTAL CONSIDERATION (REC)

Project HMGP-4353-0008-CA (4353-08-08) (2)

Title: Marin County Veterans' Memorial Auditorium Seismic Structural Retrofit (Phase 2)

NEPA DETERMINATION

Non Compliant Flag: No	EA Draft Date:	EA Final Date:
EA Public Notice Date:	EA Fonsi	Level: CATEX
EIS Notice of Intent	EIS ROD Date:	

Comment Marin County proposes a seismic retrofit of the Marin Veterans' Memorial Auditorium located within the Marin Center Campus in San Rafael, Marin County, California. Latitude and longitude coordinates are: 38.002680, -122.53398. Proposed retrofits will correct the identified seismic deficiencies and improve the seismic performance to meet the performance objective for State-owned buildings of the California Building Code. Seismic deficiencies will be corrected by strengthening of the roof diaphragm, adding supplemental supports, isolating concrete masonry unit (CMU) walls from the roof and improvements in connections of CMU walls to the supporting floor, and additional seismic bracing of the suspended plaster ceiling and projection booth. The project is located within the Marin Center campus, in an area where no impacts to floodplains or wetlands are expected to occur.

This project has been determined to be Categorically Excluded from the need to prepare either an Environmental Impact Statement or Environmental Assessment in accordance with FEMA Instruction 108-1-1 and FEMA Directive 108-1-1 as authorized by DHS Instruction Manual 023-01-001-01, Revision 1. Categorical Exclusion N7 (Federal Assistance for Structure and Facility Upgrades) has been applied. Particular attention should be given to the project conditions before and during project implementation. Failure to comply with these conditions may jeopardize federal assistance including funding. - eargirof - 01/31/2022 23:58:33 GMT

CATEX CATEGORIES

Catex Category Code	Description	Selected
*n7	(*n7) Federal Assistance for Structure and Facility Upgrades. Federal assistance for the reconstruction, elevation, retrofitting, upgrading to current codes and standards, and improvements of pre-existing facilities in existing developed areas with substantially completed infrastructure, when the immediate project area has already been disturbed, and when those actions do not alter basic functions, do not exceed capacity of other system components, or modify intended land use. This category does not include actions within or affecting streams or stream banks or actions seaward of the limit of moderate wave action (or V zone when the limit of moderate wave action has not been identified).	Yes

EXTRAORDINARY

Extraordinary Circumstance Code	Description	Selected ?
	No Extraordinary Circumstances were selected	

ENVIRONMENTAL LAW / EXECUTIVE ORDER

Environmental Law/ Executive Order	Status	Description	Comment
Clean Air Act (CAA)	Completed	Project is located in a non-attainment area	The project is located in Marin County, which is within a non-attainment area for the following criteria pollutants regulated

RECORD OF ENVIRONMENTAL CONSIDERATION (REC)

Project HMGP-4353-0008-CA (4353-08-08) (2)

Title: Marin County Veterans' Memorial Auditorium Seismic Structural Retrofit (Phase 2)

Environmental Law/ Executive Order	Status	Description	Comment
			by the CAA: PM2.5 and 8-hour Ozone according to https://www3.epa.gov/airquality/greenbook/andl.html , updated December 31, 2021. Based on the scope of work, the potential emissions from project activities are below de minimis thresholds for the General Conformity Rule. Therefore, the project is exempt from a conformity determination. - eargirof - 02/01/2022 00:05:37 GMT
	Completed	Coordination required with applicable state administering agency - Review concluded	
Coastal Barrier Resources Act (CBRA)	Completed	Project is not on or connected to CBRA Unit or otherwise protected area - Review concluded	
Clean Water Act (CWA)	Completed	Project would not affect any water of the U.S. - Review concluded	Based on the National Wetlands Inventory Mapper, there are no recorded surface water resources within the project areas that would be negatively impacted by the project. The Civic Center Lagoon is located near the project site, but project work and staging are not expected to impact the lagoon. Proposed project activities would not occur within or negatively impact surface water resources. Coordination with the U.S. Army Corps of Engineers (USACE) is not required for the project. - eargirof - 02/01/2022 00:04:11 GMT
Coastal Zone Management Act (CZMA)	Completed	Project is not located in a coastal zone area and does not affect a coastal zone area - Review concluded	
Executive Order 11988 - Floodplains	Completed	No effect on floodplain/flood levels and project outside floodplain - Review concluded	Per FEMA Flood Insurance Rate Map (FIRM) panel 06041C0294E, dated March 16, 2016, the project is located outside the floodplain (Zone X). See Attached Map. - eargirof - 02/01/2022 00:09:09 GMT
Executive Order 11990 - Wetlands	Completed	No effects on wetlands and project outside wetlands - Review concluded	Per the U.S. Fish and Wildlife Service Wetland Mapper viewed on January 13, 2022, the project is directly adjacent to a designated wetland and pond, but the proposed action is not likely to result in any potential direct impacts that will adversely affect the natural values and function of wetlands. See Attached Map. - eargirof - 02/01/2022 00:10:02 GMT
Executive Order 12898 - Environmental Justice for Low Income and Minority Populations	Completed	Low income or minority population in or near project area	A preliminary desktop review of the EJSCREEN Tool on January 13, 2022 indicated that the project site is not located in a low-income community. Minority populations within project sites fall within the range less than 50

RECORD OF ENVIRONMENTAL CONSIDERATION (REC)

Project HMGP-4353-0008-CA (4353-08-08) (2)

Title: Marin County Veterans' Memorial Auditorium Seismic Structural Retrofit (Phase 2)

Environmental Law/ Executive Order	Status	Description	Comment
			percentile. - eargirof - 02/01/2022 00:13:25 GMT
	Completed	No disproportionately high and adverse impact on low income or minority population - Review concluded	
Endangered Species Act (ESA)	Completed	Listed species and/or designated critical habitat present in areas affected directly or indirectly by the federal action	Per biological review conducted by Murray Wade a biologist with CDM Smith, this project would not destroy or adversely modify suitable habitat and would not affect any other listed or candidate species or critical habitat under the jurisdiction of the U.S. Fish and Wildlife Service (USFWS). It is therefore determined that the proposed project would have No Effect on listed species and consultation with the USFWS under Section 7 of the Endangered Species Act is not required. - eargirof - 02/01/2022 00:02:50 GMT
	Completed	No effect to species or designated critical habitat (See comments for justification) - Review concluded	
Farmland Protection Policy Act (FPPA)	Completed	Project does not affect designated prime or unique farmland - Review concluded	The project area is in the 2010 census-designated urbanized area of San Francisco - Oakland, CA; therefore, the FPPA is not applicable and no further compliance work is necessary (7 CFR 658.2[a]). - eargirof - 02/01/2022 00:07:05 GMT
Fish and Wildlife Coordination Act (FWCA)	Completed	Project does not affect, control, or modify a waterway/body of water - Review concluded	
Migratory Bird Treaty Act (MBTA)	Completed	Project located within a flyway zone	The project is in the Pacific Flyway. The project does not have the potential to take migratory birds. - eargirof - 02/01/2022 00:07:24 GMT
	Completed	Project does not have potential to take migratory birds - Review concluded	
Magnuson-Stevens Fishery Conservation and Management Act (MSA)	Completed	Project not located in or near Essential Fish Habitat - Review concluded	
National Historic Preservation Act (NHPA)	Completed	Applicable executed Programmatic Agreement (enter date in comments).	The Undertaking was reviewed by Sarah Hahn, an architectural historian from Architectural Resources Group, who meets the applicable Secretary of the Interior's Professional Qualification in accordance with Stipulation I.B.1.a of the October 2019 Programmatic Agreement (Programmatic Agreement) among the Federal Emergency Management Agency, the California State

RECORD OF ENVIRONMENTAL CONSIDERATION (REC)

Project HMGP-4353-0008-CA (4353-08-08) (2)

Title: Marin County Veterans' Memorial Auditorium Seismic Structural Retrofit (Phase 2)

Environmental Law/ Executive Order	Status	Description	Comment
			Historic Preservation Office (SHPO), and the California Governor's Office of Emergency Services. FEMA conducted a pedestrian architectural history survey to evaluate NRHP eligibility and to analyze character-defining features. By letter dated November 23, 2021, FEMA stated concurrence with a Caltrans and Marin County of Public Works study that found the Auditorium individually eligible for listing in the National Register of Historic Places. The letter also stated that the project will be consistent with the Secretary of the Interior's Standards (SOIS) and will not adversely affect the character-defining features of the Exhibit Hall building. Accordingly, FEMA has made a finding of No Adverse Effect pursuant to Stipulation II.C.5.a of the Programmatic Agreement. FEMA also consulted with the Marin History Museum, Frank Lloyd Wright Foundation, Civic Center Library, Frank Lloyd Wright Civic Center Conservancy, Marin County Department of Cultural Services., DCOMOMO US, the National Park Service, and San Rafael Heritage, who indicated no concerns. By letter dated December 24, 2021, the SHPO concurred with FEMA's determination. - eargirof - 02/01/2022 00:00:46 GMT
	Completed	Historic Buildings and Structures	
	Completed	Building or structure 50 years or older or listed on the National Register in the project area and activity not exempt from review	
	Completed	Determination of Historic Properties Affected (FEMA finding/SHPO/THPO concurrence attached)	
	Completed	No Adverse Effect Determination (FEMA finding/SHPO/THPO concurrence attached) - Review concluded	
	Completed	Archeological Resources	
	Completed	Project affects only previously disturbed ground - Review concluded	
Wild and Scenic Rivers Act (WSR)	Completed	Project is not along and does not affect Wild and Scenic River - Review concluded	The nearest Wild and Scenic River is the Lower American River, located more than 60 miles northeast of the project area. Based on the distance to the project, no direct or adverse impacts are anticipated from implementation of this project. -

RECORD OF ENVIRONMENTAL CONSIDERATION (REC)

Project HMGP-4353-0008-CA (4353-08-08) (2)

Title: Marin County Veterans' Memorial Auditorium Seismic Structural Retrofit (Phase 2)

Environmental Law/
Executive Order

Status

Description

Comment

eargirof - 02/01/2022 00:08:25 GMT

CONDITIONS

Special Conditions required on implementation of Projects:

The Subrecipient is responsible for complying with all applicable subparts of the Clean Air Act. Failure to comply with this condition may jeopardize federal assistance, including funding. Any change to the approved scope of work will require re-evaluation for compliance with the Clean Air Act.

Source of condition: Clean Air Act (CAA)

Monitoring Required: No

Standard Conditions:

Any change to the approved scope of work will require re-evaluation for compliance with NEPA and other Laws and Executive Orders.

This review does not address all federal, state and local requirements. Acceptance of federal funding requires recipient to comply with all federal, state and local laws. Failure to obtain all appropriate federal, state and local environmental permits and clearances may jeopardize federal funding.

If ground disturbing activities occur during construction, applicant will monitor ground disturbance and if any potential archeological resources are discovered, will immediately cease construction in that area and notify the State and FEMA.

Standard Mitigation Grant Program (HMGP) Conditions

FEMA Region IX, August, 2018

The following list applies to Recipients and Subrecipients accepting HMGP funds from the Federal Emergency Management Agency (FEMA) of the Department of Homeland Security (DHS):

1. **Applicable Federal, State, and Local Laws and Regulations.** The Recipient/Subrecipient must comply with all applicable Federal, State, and Local laws and regulations, regardless of whether they are on this list or other project documents. DHS financial assistance Recipients and Subrecipients are required to follow the provisions of the State HMGP Administrative Plan, applicable Hazard Mitigation Assistance Uniform Guidance, and Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards located in Title 2 of the Code of Federal Regulations (CFR) Part 200, adopted by DHS in 2 CFR 3002.
2. **Financial Management Systems.** The Recipient and Subrecipient must maintain financial management systems to account for and track funds, as referenced in 2 CFR 200.302.
3. **Match or Cost Share.** Non-federal match or cost share must comply with 2 CFR 200.306, the scope of work (SOW), and any agreements among the Subrecipient, the Recipient, and FEMA.
4. **Budget Changes.** Unanticipated adjustments are permitted within the approved total cost. However, if costs exceed the federal share, the Subrecipient must notify the Governor's Authorized Representative (GAR) of overruns before implementation. The GAR shall submit a written request for approval to FEMA Region IX. The subaward must continue to meet HMGP requirements, including cost effectiveness and cost share. Refer to 2 CFR 200.308 for additional information.
5. **Real Property and Land.** The acquisition, use, and disposition must comply with 2 CFR 200.311.
6. **Equipment.** The acquisition, use, and disposition must comply with 2 CFR 200.313.
7. **Supplies.** Upon project completion, FEMA must be compensated for unused supplies, exceeding \$5,000 (fair market value), and not needed for other federal programs. Refer to 2 CFR 200.314.
8. **Procurement.** Procurement procedures must be in conformance with 2 CFR 200.318-320.
9. **Monitoring and Reporting Program Performance.** The Recipient and Subrecipient must submit quarterly progress reports, as referenced in the 2 CFR 200.328 and State HMGP Administrative Plan.
10. **Records Retention.** In accordance with 2 CFR 200.333, financial/ programmatic records related to expenditures must be maintained at least 3 years after the date of Recipient's final expenditure report.
11. **Enforcement and Termination.** If the Recipient or Subrecipient fails to comply with the award or subaward terms, whether stated in a Federal statute or regulation, the State HMGP Administrative Plan, subapplication, a notice of award, an assurance, or elsewhere, FEMA may take one or more of the actions outlined in 2 CFR 200.338, including termination or partial termination of the award or subaward outlined in 2 CFR 200.339.
12. **Allowable Costs.** Funds are to be used for allowable costs in compliance with 2 CFR 200.403, the approved SOW, and any agreements among the Subrecipient, Recipient, and FEMA.

13. **Non-Federal Audit.** The Recipient and Subrecipient are responsible for obtaining audits in accordance with the Single Audit Act of 1984, in compliance with 2 CFR 200.501.
14. **Debarred and Suspended Parties.** Recipients and Subrecipients are subject to the non-procurement debarment and suspension regulations implementing Executive Orders 12549 and 12689, and 2 CFR 180. These regulations restrict federal financial assistance awards, subawards, and contracts with parties that are debarred, suspended, or otherwise excluded from or ineligible for participation in the federal assistance programs or activities.
15. **Equipment Rates.** Rates claimed for use of Subrecipient-owned equipment in excess of the FEMA-approved rates must be approved under State guidelines issued by the State Comptroller's Office or must be certified by the Recipient to include only those costs attributable to equipment usage less any fixed overhead and/or profit.
16. **Duplication of Funding between Public Assistance (PA) and HMGP.** Funding for PA Section 406 and HMGP Section 404 are permitted on the same facility/location, but the activities identified under each program must be distinct with separately accounted funds. At closeout, FEMA may adjust the funding to ensure the Subrecipient was reimbursed for eligible work from only one funding source.
17. **Historic Properties and Cultural Resources.** In compliance with 2 CFR 800, if a potential historic property or cultural resource is discovered during construction, the Subrecipient must cease work in the area and take all reasonable measures to avoid or minimize harm to the discovered property/resource. During construction, the Subrecipient will monitor ground disturbance activity, and if any potential archeological resources are discovered, will immediately cease work in that area, and notify the Recipient and FEMA. Construction in the area may resume with FEMA's written approval after FEMA's consultation, if applicable, with the State Historic Preservation Officer (SHPO).
18. **NEPA and Changes to the Scope of Work (SOW).** To comply with the National Environmental Policy Act (NEPA), and other Laws and Executive Orders, any change to the approved SOW shall be re-evaluated before implementation. Construction associated with a SOW change, prior to FEMA approval, may be ineligible for funding. Acceptance of federal funding requires environmental permits and clearances in compliance with all appropriate federal, state and local laws, and failure to comply may jeopardize funding.

Within their authority, the Recipient and Subrecipient must use of all practicable means, consistent with other essential policies, to create and maintain productive harmony for people and nature, and fulfill the social, economic, and other needs of present and future generations of Americans.