

**NEMA 2025 Annual Forum
October 9-12, 2025
Cheyenne, Wyoming**

Minutes

October 10, 2025

PRESENT *p = proxy

REGION I

Connecticut
Maine
Massachusetts
New Hampshire
Rhode Island
Vermont

REGION II

New Jersey
New York

REGION III

Delaware
Maryland
Pennsylvania
Virginia
West Virginia

REGION IV

Alabama
Florida
Georgia
Kentucky
North Carolina
South Carolina
Mississippi
Tennessee

REGION V

Illinois
Indiana
Michigan
Minnesota
Ohio
Wisconsin

REGION VI

Arkansas
Louisiana
New Mexico
Oklahoma

REGION VII

Iowa
Kansas
Missouri
Nebraska

REGION VIII

Colorado
Montana
North Dakota
South Dakota
Utah
Wyoming

REGION IX

Arizona
California
Hawaii
Nevada

REGION X

Alaska
Idaho
Oregon
Washington

President Lynn Budd called the meeting to order and asked Secretary Fisher to call the roll. A quorum was declared.

Governor Mark Gordon, Wyoming

Governor Gordon provided the opening remarks and a welcome to Wyoming.

A Briefing from F.E. Warren Air Force Base

F.E. Warren Air Force Base, near Cheyenne, is home to the 90th Missile Wing and serves as the headquarters for the Twentieth Air Force, which commands all Air Force intercontinental ballistic missiles (ICBMs). The base is one of three strategic missile bases in the U.S. and the oldest continuously active military installation in the Air Force, known for operating Minuteman III ICBMs on constant alert.

Insights from the FEMA Review Council - Kevin Guthrie, Member, FEMA Review Council; Director, Florida Division of Emergency Management

Guthrie shared that the intent of the FEMA Review Council Response and Recovery Assessment Subcommittee is to build an indispensable national emergency management system grounded in trust, respect, and integrity. He gave a high-level briefing on the areas of discussion for the subcommittee,

including Stafford Act reform or repeal, closing the gap on rural resilience, accelerating recovery through the use of technology, and quicker delivery of assistance to disaster survivors.

Leading through Change: Practical Change Management for Emergency Management Leaders –

Jeremias Alvarez; Kristin Porter, Partner, Guidehouse; Deanne Criswell, Former Administrator, Federal Emergency Management Agency; Glen Woodbury, Former Director, Center for Homeland Defense and Security

Emergency management is in a constant state of evolution—whether due to policy shifts, funding realignments, technological advancements, or the increasing complexity of disasters. For state and local emergency managers, navigating these changes requires more than operational expertise; it demands intentional, strategic change management. This session explored how to apply proven change management frameworks to the unique challenges of emergency management.

Aligning Insurance and Mitigation: Building Resilience in a Shifting Governmental and Risk Landscape –

Jamelyn Austin Trucks, National Practice Director: Grants, Resiliency and Master Planning, AtkinsRéalis; Dan Kaniewski, Managing Director and US Public Sector Leader, Marsh McLennan; Derrick Hiebert, Practice Leader for Infrastructure Resilience, AECOM; Tim Temple, Commissioner of Insurance, Louisiana Department of Insurance

As disasters grow more frequent and severe, the insurance market is under pressure—and so are emergency managers. This session brought together experts to explore how insurance and mitigation must evolve in tandem to meet the demands of a changing climate and governmental landscape.

Turning Loss into Strategy: Wyoming’s Collaborative Approach to Wildfire Mitigation and Resilience –

Lynn Budd, Director/Homeland Security Advisor, Wyoming Office of Homeland Security; Kelly Norris, Wyoming State Forester, Wyoming State Forestry Division; Bob Budd, Executive Director, Wyoming Wildlife and Natural Resource Trust; Dustin McKen, Director of Asset Management Services, Black Hills Energy

In 2023, Wyoming faced a 1-million-acre loss due to widespread wildfires—without the support of a state-funded Public Assistance or Individual Assistance program. In response, the state legislature allocated funding to the Wildlife and Natural Resource Trust and Homeland Security, enabling a multi-agency, cross-sector effort to address mitigation and improve response. Through partnerships with the Trust, state forestry, and private industry, the team implemented proactive strategies such as public safety power shutoffs, targeted public messaging, and community-driven planning. This session demonstrated how rural communities transformed a devastating wildfire season into a catalyst for collaboration, resilience, and creative mitigation planning, offering a model that other states can adapt.

NEMA Awards Program

NEMA President Lynn Budd was presented with the NEMA Past Presidents Pin and Plaque. Past President Erica Bornemann led the ceremony with the support of the Past Presidents Committee.

The 2025 Lacy E. Suiter Distinguished Service Award was presented to honoree Angee Morgan, Deputy Director of the Kansas Division of Emergency Management.

State Solutions: Building and Managing Disaster Assistance Programs - *Nancy Dragani, Mid-West Region Account Executive, IEM; Chris Smith, Director of Individual Assistance and Direct Housing, IEM; Bryan Fisher, Director, Alaska Division of Homeland Security and Emergency Management; Chas Eby, Deputy Secretary, Maryland Department of Emergency Management; Jeff Boyle, Executive Deputy Director, Pennsylvania Emergency Management Agency*

As disasters increase in frequency and cost, many states are developing their own disaster assistance programs to fill gaps in federal aid. State panelists shared that they designed, funded, and administered these programs, including key policy considerations, common challenges, and best practices for implementation.

The Future of Disaster Funding? Understanding Block Grants - Erin Greten, Of Counsel, Baker, Donelson, Bearman, Caldwell & Berkowitz PC; Amanda Spain, Shareholder, Baker, Donelson, Bearman, Caldwell & Berkowitz PC

The panel shared how disaster recovery funds flow from the federal government to states and nonprofits, and what it would mean to shift from project-based FEMA Public Assistance to block grant-style funding.

National Risk Study of States - Michael Byrne, Specialist Executive, Deloitte; Ragini Basu, Principal, Deloitte
Panelists briefed on the results of the National Risk Study of States and Territories, a survey on how technology, the workforce, funding, and the risk environment influence emergency management's ability to achieve priorities and meet the mission.

NEMA Business Session

Reports by Officers:

Secretary's Report – Bryan Fisher

The 2024 Mid-Year Forum General Session Minutes were presented for approval.

Moved: ND

DISPOSITION: PASSED UNANIMOUSLY

Second: TN

Treasurer's Report – Robert Ezelle

FY25 Year-End Budget Report - The budget approved by the Board of Directors called for spending down the fund balance by \$120,000. NEMA closed the fiscal year by adding \$414,021 to the fund. Also, NEMA had an annual third-party audit conducted, and once again this year, it was a clean audit with no findings. NEMA's investment with Baird Trust is \$1.25M. As of July 31st, the portfolio value was \$1,899,543.

FY26 Year-to-Date Budget Report - The budget calls for spending down the fund balance by \$142,485. There is only one month reflected in the year-to-date report, but as of July 31st, NEMA had \$847,063 in revenue over expenses. NEMA currently has \$3,109,971 cash in the fund balance.

Voting on NEMA Committee Position Papers

EMAC Chair Kevin Sweeney (MI) presented "Adoption of EMAC Guidance by DOJ for NSSEs."

Moved: NE

DISPOSITION: PASSED UNANIMOUSLY

Second: RI

Adoption of Updated NEMA Strategic Plan – Lynn Budd, Pres.

The updated NEMA Strategic Plan was presented for approval.

Moved: FL

DISPOSITION: PASSED UNANIMOUSLY

Second: SD

Election of Officers

Past President Patrick Sheehan (TN) presented the slate of officers for election:

Vice President – Marc Pappas (RI)

Secretary – Dawn Brantley (MA)

Treasurer – Robert Ezelle (WA)

Sheehan called for nominations from the floor for any officer position. With no nominations, he called for nominations to be closed.

Moved: AK

DISPOSITION: PASSED UNANIMOUSLY

Second: NH

Sheehan called for the slate of officers to be approved as presented.

Moved: NH DISPOSITION: PASSED UNANIMOUSLY
Second: KY

Remarks by Incoming President A.J. Gary

Incoming President AJ Gary presented to outgoing President Lynn Budd the NEMA Presidential Citation and thanked her for her service. He then proceeded to discuss his vision for the coming year. President Gary sees the current environment involving FEMA reform as an opportunity for positive change and the ability for emergency management agencies to improve and build resilience. He anticipates that the FEMA Review Council Report and any recommendations accepted by the Administration will be the focus of NEMA's work for the next year.

With there being no further business, the forum was adjourned.

Moved: NH DISPOSITION: PASSED UNANIMOUSLY
Second: TN