Hello all you federal planners out there!

As you’ll see from this edition of Network, FPD’s newsletter, planning is in full swing for the workshop in Phoenix. We are excited for this to be a very successful event, and we anticipate upwards of 150 attendees at the workshop. Please watch carefully for information about sessions, awards, and conference plans over the next few months. Also, please let us in the FPD leadership know if we can do anything to support your attendance – we are happy to provide any information you might need about the program and schedule, and we’d love to help you make the case for attendance to your leadership if you need it.

One of the responsibilities of the Division Chair is to prepare an annual Performance Report and Work Plan for submittal to APA. This is an opportunity to reflect back on the successes of the last year, and to set some goals and objectives for the coming year. The FY15 Performance Report and FY16 Work Plan were delivered to APA on November 15th, so I thought I’d spend a little time summarizing what they included.

A couple of highlights from the FY15 Performance Report:

- Our membership is holding steady at just above 300, and as a result, our revenue from membership dues is holding steady as well.
- We continue to be the envy of the other divisions for our annual workshop. We continue to build on our success and to see that event grow in attendance and engagement.
- We also made significant gains in
our communications this past year. With great leadership from our Communications Coordinator Derek Myers and his committee, we redesigned our newsletter, put it on a new publication schedule, redesigned our email and expanded our mailing list, and re-engaged our social media presence. Open and active communications are key to FPD showing value to its membership, and I'm proud of those improvements.

Our FY16 Work Plan is focused around the following four goals:

1. We will be the hub of a strong community of federal planning professionals.
2. We will coordinate opportunities for our community to meet face-to-face.
3. We will continue to retain and expand our membership.
4. We will seek to maintain a strong symbiotic relationship with APA.

In support of those goals, here are a few highlights from the Work Plan:

- We are going to continue to grow our Facebook presence and work to improve our LinkedIn activities.
- We will be working to add non-member federal agency planners to our mailing list to support a stronger dialogue. We are looking to build our mailing list to 500 people (we’re currently around 400).
- We will try to incentivize volunteerism in the Division. For example, we have money budgeted to subsidize attendance at the workshop for volunteers and leadership.
- We are going to try to sponsor two regional meet-up events during 2016 in addition to our annual workshop.
- We will be convening an Agency Representatives Roundtable group to discuss ways that FPD can support federal agency planners.
- We will be reviewing and updating the division’s bylaws.

Lots of plans and lots of fun things to look forward to. The full Performance Report, Work Plan, and Budget is posted on our website at www.planning.org/divisions/federal/business/ if you'd like to review it in more detail. If you have any questions or would like information about how you can plug in, please don't hesitate to send me a note.

Thanks for all you do!

Aaron Briggs, AICP, LEED AP BD+C, is the Chair of the Federal Planning Division and Principal with HB&A in Colorado Springs, Colorado. He can be reached at aaron.briggs@hbaa.com
This year the Federal Planning Division (FPD) workshop is immediately prior to the American Planning Association (APA) National Planning Conference in Phoenix, Arizona.

The workshop will focus on how planners working for and with federal agencies are considering the role of planning in the next decade. Planners and consultants who work in the fields of regional planning, city planning, urban design, landscape architecture, architecture, environmental engineering, historic preservation, natural and cultural resource management, and other related fields are welcome to participate in the FPD’s annual training workshop.

WHERE DO WE GO FROM HERE?

The U.S. government is one of the world’s largest owners and operators of facilities and infrastructure. Federal planners face issues from budgetary concerns to aging infrastructure to sea-level rise. How are you responding to these issues? Is it enough? What are other public agencies doing? What about the private sector? What are the challenges of 2016 and beyond?

Track 1. Meeting Tomorrow’s Missions

Planners are faced with the challenge of meeting immediate, rapidly changing mission requirements. Given increasing financial challenges by means of reduced budgets, limited construction dollars, and smaller workforces, finding ways to meet tomorrow’s missions will require new approaches to planning, programming, design, and funding. In this track, participants will address how federal agencies can use design, funding, partnerships, and other unique solutions to meet tomorrow’s missions. Recent policies have directed us to integrate energy-effective considerations in the planning and development of our landscapes. How do you preserve the long-term resilience and capacity of our landscapes while meeting today’s mission needs and embracing the tenets of energy-efficiency and sustainability?

Track 2. Planning Beyond Resilience

Cataclysmic events across the world are changing the way we conceptualize and implement planning and construction. In the process of planning for the future, we should aim beyond resilience. How can our landscapes not only withstand extreme unexpected changes, but also benefit from them? How can crisis induce development towards more sustainable, stronger sites, districts, centers & installations? This track will explore planning methods that go beyond resilience and look towards creating adaptable, sustainable landscapes. How have extreme weather events changed planning methods, including design and construction? How can our built environment be designed to serve dual functions? What land use and building patterns need to change to support a more energy-efficient and resilient future?
Track 3. Making Plans Happen

The success of a master plan in shaping the future is dependent upon the degree to which the plan can be executed. Without implementation, the master plan has no real value. For many planners, conceptualizing the future plan is a straightforward step in the master planning process. Making plans happen, however, is extremely challenging. In this track, participants will discuss ways to set program execution policies and strategies to move a plan towards fruition. How does one prioritize projects and investments? Where have maintenance funds been successfully used to launch visionary plans? How can footprint reduction efforts help planners realize the master plan? How can transparency help to leverage future projects?

The workshop program may include the following four formats:

**Seminar Presentation.** In this format, individuals have up to 15 minutes to present their material with up to three individual presentations within a track into a one-hour session, with time for discussion at the end of the presentation.

**Panel Discussion.** One-hour panel discussions that include multiple discussants organized around a common theme based on the workshop track.

**Participatory Workshop.** A participatory workshop with small group activities, roundtable discussions, or exercises, in one or two hours.

**Mobile Workshop.** Two hours sessions that take participants to the field to view, analyze, and discuss planning in action.

Following a blind peer-review process and abstract submission by December 15, 2015 presentations will be accepted by February 1, 2016 for delivery at the workshop.

All presentations will be submitted to the APA for approval for continuing education credit. Please refer to www.planning.org/divisions/federal for registration details or contact 2016 FPD Workshop Chair, Brett James at rbrjames@gmail.com.

**Lyndsey Pruitt** is the 2016 FPD Workshop Program Vice Chair and Associate Director, Urban Design Lab at the University of Oregon. She can be reached at LyndseyP@UOregon.edu.

**Holly Workman** is a 2016 FPD Workshop Program Coordinator and Associate Planner with The Urban Collaborative located in Eugene, Oregon. She can be reached at holly@urbancollaborative.com.
AIR FORCE PLANNING EVOLUTION
PART 1: THE INSTALLATION AS A WEAPONS SYSTEM

By Victor Rodriguez

The Air Force is evolving. Planning to make a sustainable Air Force in the future is evolving also. No longer can a pretty picture be enough to direct the future development of the installation. The Installation Development Plan (IDP) is the foundational step in that change, it will require support by Area Development Plans (ADPs) that are more in-depth, sustainable and fiscally informative. Unfortunately, neither the IDP nor the ADPs relevance in tomorrow’s Air Force has sunk in with the civil engineering community. Air Force planners will need to communicate with engineers in their language to explain what the IDP and ADP’s values are.

The IDP tells Air Force leaders what the general base conditions are, and the ADPs provide a more in-depth vision, what it will cost to achieve and how much more efficient the base will become. The newest addition to the ADP will be a programmatic chapter that will raise the installation to the level of a weapons system.

The next generation of ADP cannot be just a cursory plan with topical designs. The new ADP is the schematic plan for a portion of the larger weapons system called the installation. Once the planner understands that the installation itself is a weapons system and there is a reason why things are located where they are, this information will be transmitted to the engineers. Planners will need to learn ‘Engineer speak’ if they are to be successful in redeveloping their base. For example, when an ADP is completed, can the planner tell the engineer how much money the ADP will cost to implement? Or what the cost benefit is? Or the amount of utility savings or Sustainment, Restoration, Modernization (SRM) funding will be saved? Probably not. This is what engineers need to know to justify programming projects to achieve the ADP final design. At the same time the planner needs to understand how scoring projects is achieved, what Mission Dependency Index (MDI) scores are and how they are arrived at, and ultimately the Installation Priority List (IPL) process. This understanding will help the planner to convey intent, support the design and prove savings. To be fair, infrastructure projects do not score well and lack the “cool factor” that a new simulator does nor does it outscore safety or flight line projects, but they must be programmed. These projects are necessary to revitalize the installation and save resources.

The ADP has been a conceptual planning document for years. Many of them have been completed and just put on the shelf. The reason ADPs are not implemented is because the planning documents do not provide a list of projects with a price tag that engineers can then program to achieve the ADP design. Other factors that make implementation challenging are: changing leadership, one commander may approve the design only to have the next one disagree, the lack of completion dates or new mission bed downs that change the intent of the area. Whatever the case, engineers must understand the ADP’s intent and use it as a guide but with limited opportunities for funding, it becomes highly unlikely to happen. They see it as a nicety since it will never score high enough on the IPL to get funded.

NELLIS AFB: Triangles Over The Decades

1951

1959
Unless it is a new runway or an emergency project the ADPs simply cannot compete with other higher base priorities.

Air Force Planners live and work in an engineering world, how does a planner get the engineers attention and support? The planner must learn to understand how an engineer thinks. They think in terms of cost, savings, return on investment, solving existing issues, consolidation, efficiency, etc. Is there anything in an ADP that says how much it will cost and how much is saved so the engineers can justify the work of programming the projects? This is where the planners work becomes important.

There is no other way to create a more efficient installation if the planner does not know factors like: what exists, what is its capacity, how much is currently used, what is its condition, how much capacity remains, etc. This and other information is needed so that the future planning of the ADPs can be substantiated. Ultimately, planners need to know how all the moving parts work together. New programs such as Builder and Nextgen as well as linear segmentation provide exactly the information planners will need to work out the cost benefits of redevelopment and consolidation. Inventory of existing facilities, space optimization, SRM, Anti-terrorism/Force Protection (AT/FP), drainage, and utilities all play into the planners understanding of the installation as a weapons system, resource management and sustainability. These factors then are translated into a highly efficient ADP. The planner is going to become the imaginer for the installation through the IDP and ADPs.

The Air Force capability is hindered by the amount and size of antiquated infrastructure. It spends considerable resources feeding the monster called excess inventory. To shrink the monster the Air Force will need to systematically review all aspects of the infrastructure. To get to a right sized amount planners need to understand that it will not happen overnight and much work needs to be completed. The time for implementation of a new type of ADP has arrived and planners will be at the leading way. This is what makes planners valuable to the Air Force. No other person in the Air Force has the ability to consolidate all the various systems into a consolidated format and develop a highest and best use design.

Part 2 will go into the actual process of the new ADP.

Victor Rodriguez is a community partnerships director with the United States Air Force at Nellis Air Force Base in southern Nevada. He can be reached at victor.rodriguez.19@us.af.mil.

THE UFC STRATEGIES FOR MASTER PLANNING SUCCESS

By Mark Gillem and Jerry Zekert

Editors Note: The Department of Defense published Unified Facilities Criteria 2-100-01, Installation Master Planning on 15 May 2012 and it has helped reshape the way planning happens on military installations. The Office of the Secretary of Defense has set a compliance deadline of 1 October 2018 for all installation master plans to be updated per the UFC. This article summarizes the key strategies, processes, and products discussed in the UFC and originally appeared in U.S. Army Installation Management Command’s Public Works Digest (Jan. 2013; Vol XXV no. 1). The UFC has also influenced other federal agency planning efforts. NASA, for example, has adopted many of the ideas of the UFC in the NASA Handbook for Master Planning. Dr. Mark Gillem is the FPD Workshop Program Chair for our annual training workshop in Phoenix 2015.

The new Unified Facilities Criteria for Installation Master Planning (UFC 2-100-01) starts by describing 10 key strategies for installation planners to follow as they prepare master plans and other planning documents. Application of these 10 strategies noted below, taken from the UFC, will help ensure that all DOD installations prepare plans that will lead to more sustainable and more secure installations.

1. SUSTAINABLE PLANNING

Sustainable planning leads to “lasting” development – meeting present mission requirements without compromising the ability of future generations to meet their needs. The goal of such development is to make the most effective use of limited resources, reduce fossil fuel use and increase the use of alternative fuels, and to create more compact and sustainable communities that still meet security and safety requirements. Planners will incorporate principles of sustainable planning in their master plans, area development plans, and other planning products.

2. NATURAL, HISTORIC, AND CULTURAL RESOURCE MANAGEMENT

Installations have natural, historic, and cultural resources that must be considered in the planning process. Natural resources include threatened and endangered species, wetlands, habitat areas, forests, undisturbed land, and important viewsheds. Historic and cultural resources may include historic buildings, structures, objects, districts, landscapes, and archaeological sites, as well as sacred sites to Native American tribes. Planners will coordinate planning decisions with installation cultural and natural resource managers early in the planning process to avoid project delays and additional funding needs from the inadvertent discovery of historic, cultural and natural resources within proposed project areas.

3. HEALTHY COMMUNITY PLANNING

Regular physical activity is critically important for the health and well being of people of all ages, and reduces the negative impact from many chronic diseases. Physical fitness is key to readiness. Planners will incorporate health considerations and opportunities for physical activity based on advice from representatives of the installation’s medical staff. Effective planning can create conditions that encourage physical activity, connect land uses and facilities, and provide safe, protected pathways for physical fitness training for our service members and their families. High connectivity, mixed land uses, and well-designed pedestrian and bicycle infrastructure decrease auto dependence and increase levels of walking, running, and cycling.

4. DEFENSIBLE PLANNING

Military installations must be safe and secure in order to operate effectively and efficiently. Two key strategies impact planning: the Defense Critical Infrastructure Program (DCIP) an Antiterrorism/Force Protection (AT/FP). The master plan must incorporate DCIP analysis to minimize risk to the installation’s strategic infrastructure and networked assets that support the critical missions necessary to provide combat capabilities. The master plan must incorporate UFC 4-010-01 and the applicable Geographic Combatant Commander’s ATFP Construction Standards.

5. CAPACITY PLANNING

Capacity planning allows planners to determine an installation’s maximum development capacity based on conformance to the installation’s planning vision, goals, and objectives. While known requirements need to be sited in the master plan, room needs to be reserved for unknown future requirements. The difference between the existing condition and the future build-out is the capacity. In this way, planning precedes programming, is proactive, and does not just account for current known requirements. Capacity planning can be shown on illustrative plans through the use of “notional buildings” or areas designated for “potential future growth.”
6. AREA DEVELOPMENT PLANNING

As part of the master planning process, installations will be divided into identifiable and connected districts based on geographical features, land use patterns, building types, and/or transportation networks. An Area Development Plan (ADP) should then be prepared for each district. This leads to developing the Master Plan in logical planning increments. The installation planner determines the number of ADP districts.

7. NETWORK PLANNING

While significant planning is completed at the ADP level, these ADPs are also linked through network planning. These networks consider linkages and systems that span ADP district boundaries. These include installation wide utility systems, transportation networks, and parks and open space networks. All master plans must plan at the district and installation scale. Network plans should also consider holistic approaches to energy-efficient development. Network planning should include coordination and integration of planning with privatized housing or utility partners.

8. FORM-BASED PLANNING

Form-based planning guides construction by identifying the form for installation development (building types, height, set-backs, circulation patterns, landscaping, land use, etc.) and translating that form into a set of specific planning directives. The directives use products typically developed by planners, including illustrative plans, land-use plans, and street, building, and landscape standards to flexibly guide development. The form that this approach supports reflects mission needs, program requirements, environmental constraints and opportunities, and other development factors. This practice gives installation commanders the ability to exercise more control in the installation development process.

9. FACILITY STANDARDIZATION

Service-developed standard area requirements and spatial relationships recognize the need for consistency in building types repeated across installations. These area requirements and spatial relationships can be maintained within a variety of building designs that are consistent with the installation’s Regulating Plan and Installation Planning Standards. When appropriate, standardized area requirements and spatial relationships will be included in the development of Illustrative and Regulating Plans. Planners will not site standard designs that are inconsistent with the Master Plan. Planners will pursue waivers as appropriate.

10. PLAN-BASED PROGRAMMING

Facilities and projects will be programmed to fulfill the Master Plan’s planning vision. Programming cannot be accomplished in the absence of a Master Plan.

Mark L. Gillem, Ph.D., AIA, AICP is an Associate Professor at the University of Oregon and Principal of The Urban Collaborative, LLC; he is a consultant for the Master Planning Team, U.S. Army Corps of Engineers and assisted with the development of the UFC. He can be reached at mark@urbancollaborative.com. Jerry Zekert is the Chief of the Master Planning Team at Headquarters, U.S. Army Corps of Engineers.
The National Building Museum served as a fitting backdrop for my interview with this issue’s mentor, Andrea Wohlfeld Kuhn, Senior Planner with the United States Army Corps of Engineers (USACE). I, like most planners working in the Federal arena, had seen Andrea’s name many times in publications like the Army’s Public Works Digest, and in relation to her work with the Department of Defense (DoD) Master Planning Institute. I was happy to finally meet her in person and learn more about her exciting career in Federal Planning.

After graduating with a Bachelors of Sociology at the University of Virginia, Andrea’s career began as an entry level Community Planning Aide with Fairfax County, Virginia, where she worked on the county’s Community Development Block Grant (CDBG) Program developing neighborhood improvement plans for low- and moderate-income communities. Fairfax County located outside Washington, DC had some very rural, underserved areas, with no plumbing and dirt roads (hard as it is to imagine now with a population of 1.3 million). Andrea really enjoyed the opportunity to work with the local residents and serve these neglected communities. The job was a great introduction to planning at the neighborhood level.

While still working full time with Fairfax County, Andrea also began work and completed her Master’s Degree in Public Administration with a concentration in Urban Planning at George Washington University (GWU). It was during her last semester at GWU that she learned about an opportunity to apply for the Presidential Management Intern (today Fellows) Program, a two-year program with the Federal government. Still a student, Andrea made it through the rigorous application process, and once selected, was faced with finding an organization with which to complete her internship. It happened to be that the American Planning Association (APA) conference was held in Washington, DC, and Andrea, attending one of the sessions, learned about a Community Planner position opening with the Naval Facilities Engineering Command (NAVFAC); thus began her career as a Federal Planner.

Andrea’s two-year internship with NAVFAC eventually turned into a permanent position and resulted in 15 years with the Navy. Her first challenge: figuring out the array of military acronyms! Her initial position focused on historic preservation and land use compatibility planning, and included valuable training and education opportunities through the internship program. Andrea’s position eventually evolved to focus more on base closure and new mission impacts to local communities. As the Navy’s Special Assistant for Socioeconomics, she traveled to Navy bases and again got to work with local community residents to better understand and mitigate the environmental and socioeconomic impacts of the Navy’s actions. During this time, Andrea was also able to serve on the U.S. Environmental Protection Agency’s Working Group on Environmental Justice. Just as she did in her days with Fairfax County, Andrea found gratification in working with representatives from other organizations to better understand the impacts that some DoD actions have on underserved communities, and the best way to mitigate these impacts.

Andrea’s work with NAVFAC also led her to focus on sustainability, where she served as the Navy’s Program Manager for sustainable planning when many in the DoD were still trying to figure out what sustainability really meant. Working with a group of Navy, Marine Corps, Army and Air Force representatives, Andrea was instrumental in developing an early sustainability study: Sustainable Planning: A Multi-Service Assessment (2009) that helped formalize DoD policy on the role planning plays in sustainability.

In 2000, Andrea, although happy with her ca-
One of Andrea's best experiences with the GSA involved her participation in the GSA's Advanced Leadership Development Program, an 18 month manager/leadership development program that involved numerous training seminars/workshops, and participation in a 2 month developmental assignment. For Andrea, this meant two months assigned to Deutsche Post DHL's (the German equivalent of the United States Postal Service) corporate real estate headquarters in Bonn, Germany. The assignment posed challenges (Andrea doesn't speak German, and it was initially very intimidating to leave her family and travel to and live alone in a foreign country), but the experience brought enormous opportunities. Andrea worked alongside her German co-workers in DHL's real estate branch, learning how planning and facilities issues (like selling/repurposing aging Federal post office buildings) are handled in another country. Her German neighbors proved friendly and welcoming, and Andrea was able to share her knowledge and experience about U.S. real property and land use policy and procedures while expanding her own breadth of knowledge to include a broader international perspective.

Returning from her development assignment, Andrea had every intention of remaining with the GSA, but one day was forwarded a job announcement for a Senior Realty Specialist position with Headquarters USACE. Until this point, Andrea's career had primarily focused on planning, but with encouragement from her family, she decided to apply for the position, and thus began her tenure with USACE in 2004. Here, Andrea makes a plug for planners not to pigeonhole themselves into 0020 series positions, but instead to consider other opportunities that allow for career progression and broadening. Andrea reflects on her Senior Realty Specialist position (1170 series) as being extremely challenging, focusing on very technical real estate issues. Not only was she learning a whole new vocabulary (this time Army) acronyms, she also took on new duties as a supervisor for the first time.

In 2007, Andrea switched roles within USACE back to her planning roots as a Senior Planner. In this position, she's had the opportunity to develop and teach courses through the DoD Master Planning Institute, and author landmark DoD planning policy, participating on the team that developed the Unified Facilities Criteria (UFC) 2-100-01, Installation Master Planning (2012). Andrea is obviously passionate about the importance of training DoD personnel and relishes the opportunity to work with and learn from the many students that participate in DoD Master Planning Institute programs.

Along with her advice about not being afraid to take on opportunities for career broadening, Andrea cites her active participation in the Federal Planning Division (FPD) as key to her career success. She mentions the many mentors and friends who have encouraged her to take an active role in the organization, from serving as Navy Liaison to the FPD, to Awards Chair, and finally, as Chair of the FPD. Her experience with the FPD has provided countless opportunities to learn from other DoD and non-DoD agency representatives, and has offered an opportunity to give back to her profession.

Andrea also encourages young planners to not be afraid to volunteer or sign up for a project that no one else wants. Sometimes an initially dreaded experience can evolve into something else, or lead to finding a mentor or close friend. Andrea also emphasizes the importance of focusing on education and professional development to ensure career success. Education should never end; we can all always improve and learn, and Andrea isn't done yet!

Planners starting out in their careers must seek to find balance, says Andrea. Set goals (and aim high) but don't get discouraged if you don't meet your original goal. Sometimes the path you end up on, while different from what you expected, can lead you to more fulfilling places. While her career looks good on paper, she emphasizes that there were plenty of challenges, bumps, difficult supervisors and co-workers along the way, and her career path wasn't always a smooth road. Looking back at those challenges though, Andrea can see that they were an important part of getting her to where she is today, even though it didn't seem that way at the time. Finally, she emphasizes, make your own opportunities; you may be lucky to find others who will mentor and encourage you, but you must also motivate yourself to branch out, find new opportunities and experience new things!

Laura B. Yates, AICP, LEED AP BD+C, Program Manager, Headquarters, Department of Defense Education Activity.

**SET GOALS (AND AIM HIGH) BUT DON’T GET DISCOURAGED IF YOU DON’T MEET YOUR ORIGINAL GOAL. SOMETIMES THE PATH YOU END UP ON, WHILE DIFFERENT FROM WHAT YOU EXPECTED, CAN LEAD YOU TO MORE FULFILLING PLACES.**
FEATURED JOB POSTING

START YOUR CAREER WITH NAVFAC
WASHINGTON, DC

The Asset Management Business Line for the Naval Facilities Engineering Command (NAVFAC) in the Washington Region is looking for city and urban planners, architects, landscape architects, engineers, or related disciplines who are interested in becoming a part of their team to provide facility and land use master planning, plan facility repair and construction projects, and project manage planning contracts for a wide range of facility types at installations throughout the DC metropolitan region. Project locations include: Washington Navy Yard, Naval Air Station Patuxent River, National Military Medical Center Bethesda, Naval Support Activity South Potomac, Joint Base Anacostia-Bolling, Naval Support Activity Annapolis, etc.

There are a number of positions available. Licensed professionals are desired but not required. The positions available are at the entry-level intern GS-7 to GS-12 level, with pay ranging up to $99K. NAVFAC offers numerous benefits, including a maximum 40-hour workweek, healthcare, retirement benefits, flexible work schedule, telework, and all government holidays. Interested candidates must be able to obtain a security clearance. Travel is limited to the Washington, DC, region.

For more information about NAVFAC and working for the Navy see NAVFAC’s web page and click on “Jobs”: https://navfac.navy.mil/

For further information or to submit a resume, please contact Vincent Parlegreco, Asset Management Product Line Coordinator at vincent.parlegreco@navy.mil

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