



Federal Planning Division Autumn 2023 Newsletter

Vol. 26

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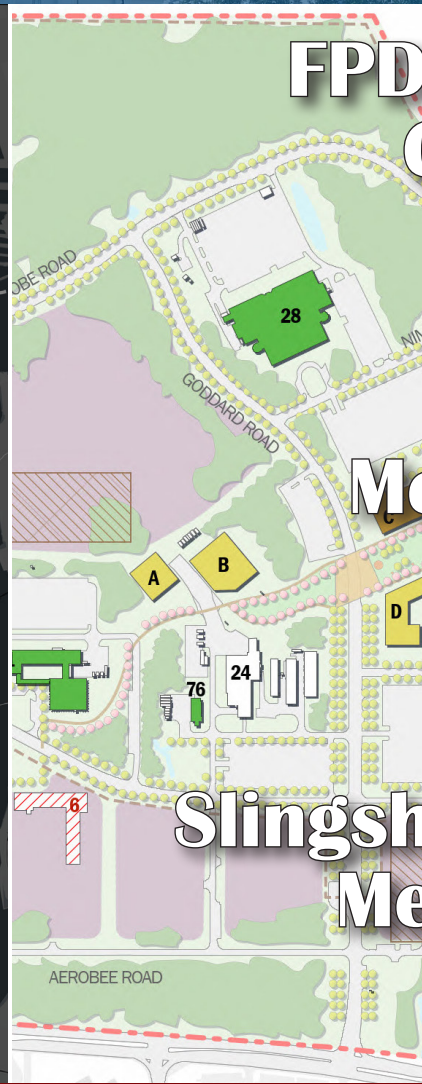
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FPD Chair Welcome

In the spirit of this decade’s social media boom, I am diverting from the lengthy FPD Chair Message. I may not be able to stay within a character count, but here it goes...

#SAN DIEGO | Congratulations to the 2023 Conference Committee for once again building on previous achievements. It was a great event!

#2024DC | We are finalizing plans for 2024 Washington, D.C. to celebrate a century of the National Capital Planning Commission and Federal Planning. Details coming shortly.

#FPDLEADERSHIP | Elections were held in August 2024 and we are excited to welcome a new Chair Shenita McConis and Vice Chair Brittany Bates for 2024.

#PHILADELPHIA | Great federal planner attendance at NPC 2023 in Philly, and a way-to-go to all the federal planners that made it to the City of Brotherly Love and “America’s Finest City.”

#ACHIEVEMENT | Kudos and thanks to the FPD FAICP Nomination Committee for supporting the nomination of four FPD members to the College of Fellows.

#RULES | We are reviewing the current bylaws for revision to align with our current organizational structure and programs.

#BUDGET | We are working to develop a draft workplan for Fiscal Year 2024 to invest in FPD members.

#DECISIONS | Keep your eyes on the calendar; FPD will hold a virtual Annual Business Meeting in autumn to establish the division’s budget and to approve the bylaw revision.

#VOLUNTEER | Help the FPD continue to improve. There are a broad range of opportunities to contribute.

Wayne Hausser, AICP, PE
FPD Chair 2022-2023



Federal Planners in Philly!

Left to Right (Ricqui Brager, Joey Ball, Shenita McConis, Wayne Hausser)

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2023 FPD Executive Board

Chair	Wayne Hausser
2024 Workshop Co-chair	Britta Ayers
2024 Workshop Co-chair	Traycee Chapman
Treasurer	Emily Ferguson
Secretary	Diane Sullivan
Communications Coordinator	Katie Benzel
Membership Coordinator	Daniel Wheat
Professional Development Officer	Heather Mendenall
Awards Program	Travis Willer
Diversity-Equity-Inclusion	Nikki Boler
APA Engagement	Jill Schreifer
2023 Workshop Chair	Elizabeth Perales
Student Representative	Reagan Smith
Immediate Past Chair	Andrew Wright
Emerging Professionals Co-Chair	Tara Pence
Emerging Professionals Co-Chair	Dana Orkin
Newsletter and Publications Director	David Leonard

FPD Executive Committee



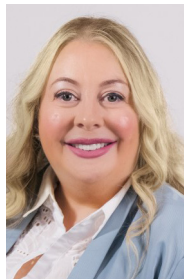
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Heather
Mendenall PDO



Travis Willer
Awards Program



Jill Schreifer
APA Engagement



Tara Pence
Emerging Prof.
Co-Chair



Dana Orkin
Emerging Prof.
Co-Chair



Reagan Smith
Student Rep.

Providing excellence in education

Our division has been recognized by the American Planning Association for the incredible education opportunities provided at the Annual Training Workshop held in Norfolk in 2022. Sincere thanks go out to Abbey Ness, 2022 FPD Workshop Chair, and the rest of the planning committee for their hard work to make it happen.

FPD is the only APA division that provides specific training at this scale and concentration, and our members attend from around the globe each year. The 2022 event had about 400 participants, making it one of the largest in FPD history, and included training on topics such as resiliency, equity, military partnerships, and much more. This event is a huge volunteer effort each year, and the dedication of the planning committee paid off both for the members who were in attendance and for our division as a whole with this national recognition. Well done!

[Link to our award! \(must log on to APA account to view\)](#)

FPD Announces the Colorado Springs Cohort!

FPD members in the Colorado Springs area are invited to join a new group that will host federal planning-themed educational and networking events in and throughout the region, including lunch and learns, happy hours, and field trips. Federal planners, local planners, students, and anyone else interested in federal planning is welcome to join; please forward this email to your contacts in the region!

Interested? Reach out to Abbey Ness at abbey@theschreifergroup.com to join the listserv.

Building Back Better in San Diego FPD Workshop Sets Another Attendance Record!

The Federal Planning Division (FPD) of APA held its 2023 Annual Training Workshop in San Diego at the US Grant Hotel from May 22–25, 2023. This event is the preeminent training event for planners, architects, engineers, and analysts who perform federal work at agencies, private sector consulting firms, and nonprofit organizations.

The 2023 conference theme “*Building Back Better: Federal Infrastructure and Placemaking*” provided practical knowledge and tools, challenges, and best practices for approaching high-priority initiatives for the federal planning practice. These initiatives are also aligned with the 2023 National Planning Conference training topics. Workshop hosts and panelists examined how topics are being addressed through federal plans and projects at federal sites, or how local, regional, or federal initiatives can achieve greater impact through interagency collaboration and partnerships.

Our federal planning community demonstrated high levels of engagement in training and networking events throughout the workshop. Together, FPD members, sponsors, partners, hosts, VIPs, and guests met or exceeded Workshop Key Performance Indicators (KPI). To demonstrate how you created value for FPD, let’s review a few of this year’s workshop goals and outcomes.

Goal 1-Increase Annual Attendance

Our primary goal was to maintain or increase 2023 FPD attendance over 2022 registration (403 attendees). FPD had more than 400 registrants before the start of the workshop on May 22 and hit the record number of 487 registrants during Lucian Niemeyer’s keynote conversation.

2023 FPD Workshop by the Numbers

- 487 Registrants Raise Revenues to \$150K
- 177 Agency Registrants
- 50+ Volunteers
- 57 AICP sessions
- 25 Sponsors Raise Revenues to \$87K
- 10+ Mandatory CMs
- 9 Mobile Tours
- 6 Equity/DEI CM

Goal 2-Expand Mandatory AICP CM Offerings

A second key goal was to offer all mandatory AICP credits including Law, Ethics, Sustainability and Resilience, and Equity. The Programs Committee performed targeted outreach and promoted the submission of mandatory credits in the FPD Session Proposal Form. The FPD community responded with mandatory offerings in all four topics.

Goal 3-Enrich Workshop Experience Through Broad Engagement

The FPD Outreach and Programs Committees performed targeted outreach through personal and professional networks to diversify attendance and engagement. The diversity of agencies and broad and deep technical expertise resulted in rich conversations during workshop sessions and sold-out networking events. Federal agency representatives made up 40 percent of workshop registrants. Registrants and training hosts included subject matter experts including Former Assistant Secretary of Defense Niemeyer; distinguished professionals and fellows in planning, architecture, engineering, and landscape architecture; attorneys, local nonprofits, municipal leaders, university lecturers, and academics.



The San Diego Harbor provides a beautiful backdrop for a night of relaxed conversation

- **Federal and local agency partners** provided broad and deep expertise in non-military federal planning and included the Federal Department of Transportation, Fish & Wildlife Service, Southern California Tribal Chairmen's Association (SCTCA), Pala Band of Mission Indians, National Capital Planning Commission, San Diego Association of Governments (SANDAG), National Aeronautics and Space Administration, National Parks Service, Tribal Communities, Northern Virginia Regional Commission, and National City.
- **Academic partners** including the University of California San Diego, University of California Berkeley, George Washington University, and Jackson State University hosted high-value workshop experiences, offered top prospects to public and private firms, and were an integral part of the founding of FPD's Emerging Federal Planners group.
- **Private and nonprofit partners** provided broad and deep understanding on a wide range of topics relevant to the federal practice. Lucian Niemeyer (former Assistant Secretary of Defense and CEO of Building Cyber Security) hosted the week's most attended event, the keynote, where he provided an intimate, interactive conversation with more than 200 planners on the future of artificial intelligence in federal placemaking. Other FPD partners like the San Diego History Center, San Diego Chinese Historical Museum, and Local Initiatives Support Center (LISC) offered Equity CM credits through mobile workshops to highlight local planning histories. In these mobile workshops, hosts shared unique challenges faced by historically disadvantaged groups, and celebrated their leadership and enduring impact on San Diego's built environment.

Goal 4-Increase Young Professional and Student Engagement

Through collaboration between the Professional Development Officer (Heather Mendenall), Outreach Committee (Jillian Breeden, Diane Sullivan, and Katie Merry), Membership (Danial Wheat) and Student Representative (Reagan Smith), FPD established resources to build a large and diverse young professionals' organization. Tara Pence and Dana Orkin organized and established the Emerging Federal Planners (EFP) group just prior to the FPD Workshop.

More than 20 professionals and students attended EFP's first mixer at FPD. Student scholarships were awarded to 13 student guests from the University of California Berkeley, George Washington University, and Jackson State University.

Goal 5-Expand Diversity, Equity, and Inclusion (DEI) Offerings

FPD initiated DEI training programming at the 2022 FPD Training Workshop in Norfolk, VA. In 2023, FPD expanded the number and format for DEI course offerings. FPD's focus on DEI resulted in an impressive response by members, academics, and nonprofit partners who hosted six unique mandatory Equity CM training experiences.

Kathy Garcia, UCSD Lecturer, led a workshop "Implementing the Principles of the Green New Deal (GND)-Decarbonization, Equity and Environmental Justice" to explore GND challenges



Young Professionals gather in San Diego

and solutions with breakout groups. Ya-chi Huang, Naval Base San Diego Community Plans and Liaison Officer (CPL) and Joseph Smith, AICP, California Coastal Works LLC, served the workshop as expert panelists. UCSD planning students facilitated group work.

Jane Clough, PhD, assembled a Tribal Equity Planning Panel to explore smart city, sustainability, and transportation planning in the San Diego Region with representatives from the Pala Band of Mission Indians, Southern California Tribal Chairmen's Association, and the SANDAG.

Shawntesha Ingram, U.S. Army Corps of Engineers (USACE) Fort Worth District, designed four equity-focused mobile workshops to socialize unique challenges and celebrate the accomplishments of San Diego's low-income, immigrant, minority, and LGBTQ communities. Learn more about this series in her article "Mandatory Equity AICP CM Is on the Move."

FPD offered sessions on high-priority federal topics including Streamlining Project Execution, Climate Resiliency, Diverse Transportation, and Smart Cities (digital, automated, and secure). All session formats (presentations with Q&A segments, panel discussions, and interactive workshops) resulted in direct engagement between the audience, moderators, and subject matter experts.

Streamlining Project Execution

Construction material, labor, and environmental and design compliance requirements are increasing new construction costs and execution time-frames for federal development programs at a time when federal footprints are highly constrained. Given this physical and financial reality, it's not surprising that "Streamlining Project Execution" was the most popular training topic, with 15 sessions. These sessions featured case studies with a primary focus on minimizing cost and/or schedule requirements while enhancing the form and function of the built environment.



LGBTQ History Mobile Walking Tour in Hillcrest

Sessions focused on project programming and design innovations included:

- Increasing Development Efficiency and Function (infill, higher density, mixed-use)
- Rightsizing facility requirements (remote and hybrid work, joint-use, consolidation)
- Innovative execution techniques (3D printing, manufactured, modular, hybrid construction)
- Adaptive reuse, modernization, renovation, and equipment retrofits
- Programming economies of scale/project bundling
- Non-traditional funding (i.e. public, private and nonprofit partnerships, grant funding)

Unpacking Project Documentation and DD1391s was the most attended session in this training track. Patrick McCay and Judy Silva (NAVFAC), Seth Cutler (OSD) and consultants (Brent Huizingh and Stefani Wildhaber) hosted 109 planners, engineers and architects to highlight key challenges, solutions and the latest DD1391 updates (OPNAVINST 11010.20J). Patrick and Judy outlined the DD1391 process from a NAVFAC Southwest perspective with specific lessons learned. Seth shared how DD1391s are integrated within the broader appropriations process. Brent and Stefani discussed how plan elements support development and accurate cost estimating. The session also provided an overview of trends driving DD1391 execution.

Climate Resilience

Federal investments in climate action and emergency response are high priorities for planning at the site, district, installation, regional, national, and global scales. This FPD track offered 12 sessions demonstrating value-based approaches, methods, and techniques for addressing climate action, sea-level rise and adaptation, net-zero emissions, water scarcity, decarbonization and electrification, grid-connected solar and wind power, smart grids, green buildings, and emergency management, as well as public and private sector funding sources.

Nearly 30 percent of attendees (135) registered for the session “Power Generation Considerations for Microgrid Development” hosted by Joel Putterman and Chuck Haynes. Microgrids are critically important to military operations,

installation resilience, and environmental stewardship because the DoD is the world’s largest user of petroleum products (9Kgal/day) and the single largest emitter of greenhouse gas emissions. This session provided planners with an understanding of key planning principles associated with utilizing microgrid development to advance resiliency by producing organic energy.

Smart Cities (Digital, Automated and Secure)

Federal agencies and their built environments are being influenced by shifts in technology that support an increasingly digital federal community. Advances in technology affect every aspect of life in federal communities, from where and how federal work is performed, to where staff live, work, shop, and commute. The Smart Cities track was a new focus in 2023, yet roughly 20 percent of FPD training sessions (11) focused on unique planning requirements for building smart federal cities. These sessions identified the benefits of digitization and automation while integrating required security measures for data collection, use, protection, and privacy. Session topics included subject matter expertise in emerging tech and fascinating conversations with audiences around:

- Crowd sourcing and big data for facility maintenance and master planning
- Use of digital simulations and models for land use, master planning, design development
- Smart cities; smart building (BMS, EMCS); artificial intelligence (AI); and 5G
- Hybrid work and training communities (cloud, metaverse)
- E-commerce; brick and mortar adaptability in federal retail
- Cyber security, perimeter security and geofencing

Given the unique security demands associated with military smart cities, the most attended event at FPD 2023 was the Honorable Lucian Niemeyer’s Keynote on the Future of Artificial Intelligence (AI) in Federal Planning. Mr. Niemeyer’s qualifications for tackling the integrated solutions required for federal smart cities to unleash the power of AI for good are singular. Mr. Niemeyer is the former Assistant Secretary of Defense, Forbes Magazine’s subject matter expert on cybersecurity, and the CEO of Building Cyber Security. He led an intimate conversation with a packed ballroom of 200+ attendees on how the federal community can safely leverage Artificial Intelligence (AI) to create value while minimizing national security risks.

After the keynote, “Holistic Infrastructure Resilience Planning for Installations” was the second most attended session with 30 percent of registrants. In this session, a solution that couples machine learning and spatial analysis was used to evaluate multiple modes of failure and identify funding priorities to improve installation resilience. Spatial analysis and machine learning (geospatial analytics) were used to assess vulnerabilities across six infrastructure categories including energy, transportation, potable water, storm water, sanitation, and communications.



FPD Awards Reception

Mobile Workshops

Mobile workshops featured people, projects and placemaking in San Diego, with many offerings with close proximity to the US Grant Hotel. Mobile tours on seven planning topics included a combination of walking and bus tour experiences that offered AICP CM credits:

- Learning from Liberty Station (2 Tours)
- Partnerships for a Resilient Bayshore Bikeway
- Resilient Women in San Diego's Gaslamp
- Nathan Harrison: Born a Slave, Died a San Diego Legend
- The Navy Broadway Complex Public Private Venture PPV (2 Tours)
- LGBTQ History in Hillcrest
- Then and Now: Impacts of 1937 Redlining on San Diego BIPOC Communities

Nearly 40 registrants attended one of two mobile tours on San Diego's Bayfront "The Navy Broadway Complex PPV." Under the terms of a 99-year commercial lease, the Navy received a new 17-story administration building in exchange for the right to develop a hotel, offices and other commercial uses on Navy land. This workshop started with a 30-minute presentation to provide a historical overview and concluded with a tour of the site and facility. A team of experts in architecture/engineering, real estate, law, and finance led the tour (Annelise Wilding, David Bixler, Shanna Belyk, Susan Hulbert, Jean-Claude Chamaa, and John Hill).

Diverse Transportation

Like small cities, federal campuses and military installations are developing multi-modal initiatives to protect fair, affordable, and safe transportation access. Federal entities are challenged with reducing traffic impacts on local

networks, while improving the quality of life of federal and military commuters. The Diverse Transportation track was new to FPD in 2023 and offered five training sessions that included insights into:

- Micro-mobility
- Urban mobility
- Electric mobility, changing user behaviors and customer expectations, decarbonization;
- Fuel technology
- Zero-emissions, curb-control
- Ride share
- Competing transit options, autonomous vehicles and deliveries
- Federal funding and programs

In the Diverse Transportation track, nearly 40 percent of attendees (185) registered for "Planning for Sustainable, Resilient and Cybersecure Electric Vehicle Infrastructure."

Kirk Phillips, US Air Force, and consultant team (Jeff Kupko, Niek Veraart, and Susan Howard) provided an overview of best practices and innovations for adoption of BEV fleet vehicles and associated Electric Vehicle Supply Equipment (i.e., chargers, electrical infrastructure), while addressing planning, permitting and environmental review requirements. Panelists focused on developing EV infrastructure to leverage operational and environmental benefits through understanding of four critical components: 1. Business models for EV Infrastructure 2. Fleet requirements for EV implementation 3. EV cybersecurity issues and solutions and 4. EV integration with resilience, sustainability and agency planning mechanisms.

**Elizabeth Perales, AICP, LEED AP BD+C
2023 FPD Workshop Chair**

Awards

We'd like to sincerely thank Beth Rothman, Ed McConnell, and Travis Willer who served as the FPD Awards Committee Chairs and were supported by an outstanding awards committee and a diverse jury pool comprising planners from federal agencies and planning firms.

Awards Committee

Beth Rothman - Co-Chair
Ed McConnell - Co-Chair
Travis Willer - Co-Chair
Whitney DiGiantommaso
Alison Eubanks
Diana de Gonzalez

Awards Jury

Daniel Castle
Vanessa Francis-Gray
Terrence Harrington
Joseph Imamura
Shenita McConis
Allison Megrath
Ryan Morrell
Joel Putterman
Rachel Richter
Mark Thys
Patricia Trauth

Award Tier	Project #/ Name	Location	Sponsor	Contractor/Consultants
Category 1 – Outstanding Federal Planning Program				
Honor	USAFE-AFAFRICA Installation Planning Playbook	Various Locations in Europe/Africa	AFIMS Detachment 4	AECOM
Category 2 – Outstanding Federal Planning Project				
Honor	Goddard Space Flight Center (GSFC) Master Plan	Goddard Space Flight Center, MD	NASA Goddard Space Flight Center	Jacobs, Atkins
Merit	Catoctin Mountain Park Comprehensive Trail System Plan	Catoctin Mountain Park, Thurmont, MD	National Park Service	AECOM
Citation	Yosemite National Park Traffic Assessment and Road Network Capacity Study	Yosemite National Park, CA	Central Federal Lands Highway Division, FHWA, National Park Service	Atkins North America, Ostrom Solutions
Category 3 – Outstanding Area/Site Development Project				
Honor	JEBLCFS Navy Expeditionary Combat Command Area Development Plan	Joint Expeditionary Base Little Creek-Fort Story, VA	Joint Expeditionary Base Little Creek-Fort Story	The Urban Collaborative
Merit	Joint Base Anacostia-Bolling Historic Bolling District Plan	Joint Base Anacostia Bolling, Washington DC	Joint Base Anacostia-Bolling, AFCEC	HB&A-The Schreiber Group JV
Citation	JBLE Heavier-Than-Air District Area Development Plan	Joint Base Langley-Eustis, VA	Joint Base Langley-Eustis	The Urban Collaborative

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Award Tier	Project #/ Name	Location	Sponsor	Contractor/Consultants
Category 4 – Outstanding Technical Plan or Study				
Honor	Keesler AFB: Flood Analysis and Mitigation Tool	Keesler Air Force Base, Biloxi, MS	Keesler AFB	Tetra Tech
Merit	Air Force Sustainment Center Organic Industrial Base Optimization Study	Warner Robins Air Logistics Complex, Oklahoma City ALC, Ogden ALC	Air Force Sustainment Center	Jacobs
Citation	JBLE Consolidated Communications Facility Customer Concept Document	Joint Base Langley-Eustis, VA	Joint Base Langley-Eustis	The Urban Collaborative
Category 5 – Outstanding Environmental Planning Project				
Honor	Craney Island Facility Sustainment Study	DFSC Craney Island, Norfolk, VA	NAVFAC MIDLANT	HDR
Category 6 – Outstanding Collaborative Planning Project				
Honor	Portsmouth and Chesapeake Joint Land Use Study	Cities of Portsmouth and Chesapeake, VA and Navy Installation	Hampton Roads Planning District Commission, Navy Region Mid-Atlantic	AECOM, Moffatt & Nichol, Kimley-Horn, Salter's Creek Consulting, The Miles Agency
Merit	Town of Kittery and Portsmouth Naval Shipyard Joint Land Use Study Implementation Plan 2022	Portsmouth Naval Shipyard, Kittery, ME	DoD OLDCC	Stantec, Foursquare ITP, SMPDC
Citation	JBLM 2022 Growth Coordination Plan	Joint Base Lewis-McChord, South Puget Sound Region, WA	South Sound Military & Communities Partnership	AHBL, The Schreifer Group, Michael Baker Intl, EcoNW, Transpo Group
Category 7 – Rik Wiant Award				
Honor	Mark L. Gillem, PhD, RA, FAIA, FAICP			



Slingshot Project Methodology: Leveraging a Diverse Project Team

Introduction

The combination of the rapid evolution in accessible digital technologies and resources due to COVID-19 has led to a significantly different digital landscape than federal planners faced prior to March 2020. Academic and federal research institutions are allowing open-source access to more and larger datasets than ever before, and the datasets are constantly expanding. Alongside the rapid development of publicly available data, the continuous evolution of software and technology means new program updates and capabilities are ubiquitous. The rate of change is insurmountable for any individual team member to stay up to date on the latest software capabilities and workflows. The slingshot management approach advocates for project management that utilizes the project team as a think tank to solve problems rather than as a roster of specialists to complete tasks. This article provides a high-level overview of the types of workflow efficiencies that may arise from using the slingshot management approach and discusses the potential hesitations project managers may face when considering this approach.

Defining Slingshot

The slingshot project methodology is about pulling back from the individual tasks defined by a project and communicating with your team about the desired end state. These open conversations bring awareness to all members about other roles on the team and create a common target, thereby generating space for staff to identify potential times of synergy or conflict and launching the workflow on an efficient, effective path. This process of reaching back to the entire project team – including emerging federal planners and established planners new to the federal field – positions the team to problem solve together, bringing together atypical workflows and identifying potential hurdles early on, leaving time and space for innovative approaches (Figure 1). Using the slingshot approach, it is not the project manager’s responsibility to develop the best solution

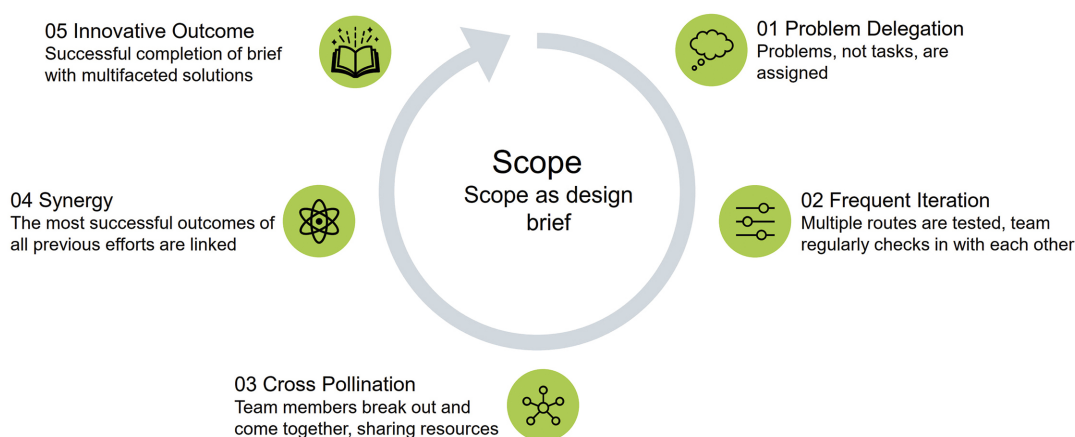
and delegate tasks accordingly. Rather, it is the project manager’s responsibility to delegate problem solving tasks to the team and to help facilitate the necessary workflow between specialists. By bringing the entire team in on the problem early on, vulnerability to re-work and missteps is reduced because every member has a clear understanding of the end goal. Instances of converting data or deliverables from one program to another can be avoided, and there will be fewer cases where the same inputs must be formatted into multiple software platforms because all team members are aware of all stages of the workflow. The time typically spent to complete reformatting tasks or tasks that are programmable can then be used to develop more creative solutions. Ultimately, the goal of the slingshot approach is to create efficiencies, encourage creativity, and promote innovation.

Workflow Resources

The number of ways to approach task completion is highly variable, and continually changing, further emphasizing the benefits of the slingshot approach. The following examples are brief introductions to software workflows and when they may be applicable in the project timeline. It is highly recommended to use these resources as a starting point for future team discussion and tech research; this article is not intended to be an instruction manual.

Digital Archives

Digital archives include a host of online, open-source data sources previously only accessible in traditional physical archives. The combination of a rapidly evolving technological landscape and the reaction to Covid-19’s impact on physical interactions have massively expanded the quality and quantity of data that is now available online, which can greatly benefit key aspects of federal planning work. Digital archives are important to reference to better understand a project’s context and how places have evolved over time, and to familiarize the project team with local culture that continues to inform stakeholder opinions today. These sources can be especially critical to use when performing tasks such as Section 106 and National Environmental Policy Act (NEPA) processes because they provide key



Slingshot Bottom Line

- Create efficiencies
- Encourage creativity
- Promote innovation

Figure 1. The slingshot approach includes several nested cycles of performance to test new tactics and verify workflow efficacy.

historic information, including historic land uses and functions that may have left behind lasting environmental damage. Referencing these sources while developing contracts and when forecasting workloads can help identify and mitigate potential hurdles. The resources available in the digital archive are also helpful when crafting the timeline or background portions of report narratives and can help support planning actions by providing precedents or historical backing. Some examples of helpful resources are below.

- Sanborn Fire Insurance Maps – started in the nineteenth century, Sanborn maps catalogued urban areas across the United States for fire insurance purposes. The maps cover hundreds of cities over roughly a century and are incredibly useful for identifying potential environmental hazards and land use trends.
- Urban Archive – an online resource whose mission is “to extend the reach of cultural organizations by providing them with collaborative tools to share local history”, Urban Archive is a user-friendly website that provides a crash course introduction to the personal local histories of places across the United States. Started in New York, a large amount of its data focuses on the American northeast; however, the website’s resources grow daily and include sites around the world.

- Hathi Trust – a digital platform that consolidates resources from thousands of libraries across the globe, Hathi Trust is invaluable for detail-focused research. The website hosts millions of fully accessible resources ranging from newspaper articles to white papers and can create a daisy chain of resources via other referenced work.
- Local Archives – the power of local website archives should not be underestimated. Cities often have a locally led historic society that incorporates personal histories and unique representations of the area’s development. Online resources may not be available but contact information for the local societies often is, and staff are always happy to share their knowledge.

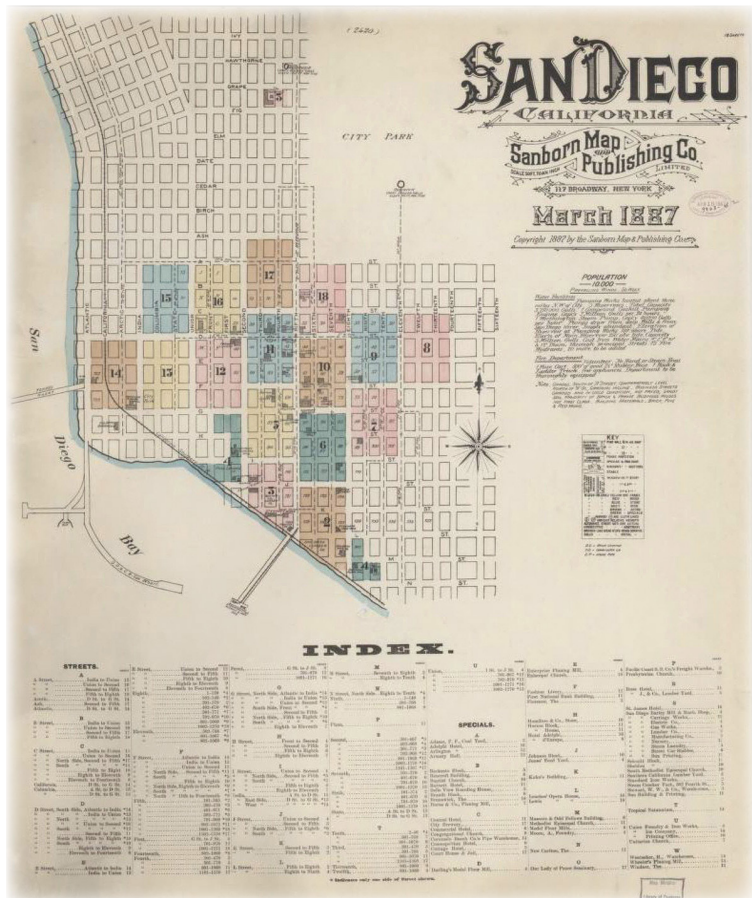


Figure 2. Sanborn Map Key. The first page of each Sanborn map set shows a key of the areas that were assessed that year.

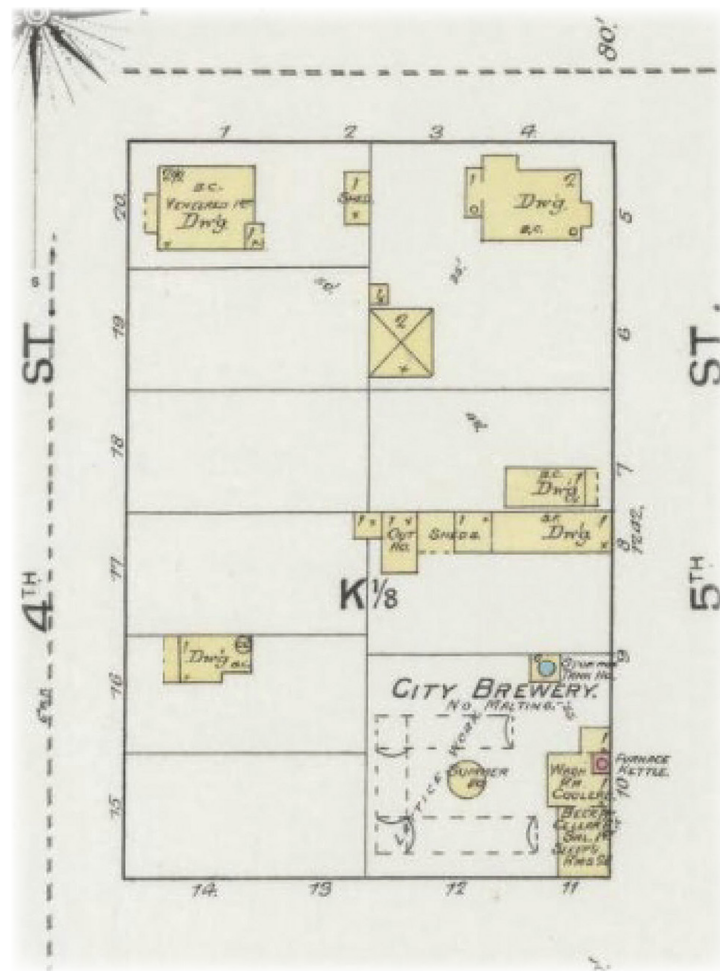


Figure 3. Sanborn Map detail. Each page of the Sanborn map identifies building materials and building functions. These details were important for gauging fire insurance liabilities.

Slingshot Project Methodology: (Continued)

The Zoo

“The Zoo” references the myriad extensions available for the 3D Computer Aided Design software Rhinoceros 3D, colloquially called Rhino. Rhino requires a paid license to use, and those familiar with AutoCAD drafting will recognize the basic functions available in Rhino. While the two software are similar in many ways, Rhino supports drafting in four perspectives at once and uses a powerful plug-in called Grasshopper to facilitate thousands of additional modeling capabilities. Supplementary plug-ins can be used through Grasshopper and are often given names from the animal kingdom, thus deriving the nickname “The Zoo”. This article does not begin to scratch the surface of Rhino resources; it is strongly suggested to speak with your own project team members to learn where your team’s strengths and interests are in terms of using various modeling software to slingshot project tasks.

Rhino is extremely useful for quick studies and investigatory modeling, which can lead to deeper project development. It is a relatively new program and plug-ins are added and updated regularly. The nascent technology has encouraged countless online tutorials and open-source scripts, so even users new to coding and modeling can develop something that helps think through an issue. The example shown below uses a plug-in called Urbano and city data including building footprints and heights, street networks, and amenity locations. The city data was downloaded via Open Street Map and modeled in Rhino in a matter of minutes.

After downloading the Open Street Map data from the Open Street Map website, users can use the pre-written Urbano script to model the data. As shown in Figure 5, the data from Open Street Map is linked to Grasshopper using a standard script made available by the creators of Urbano. The script codes the data and generates the streets, amenity locations, and buildings, which are shown in green below. Urbano has several YouTube videos and online resources available to support users, including tutorials for how to perform a

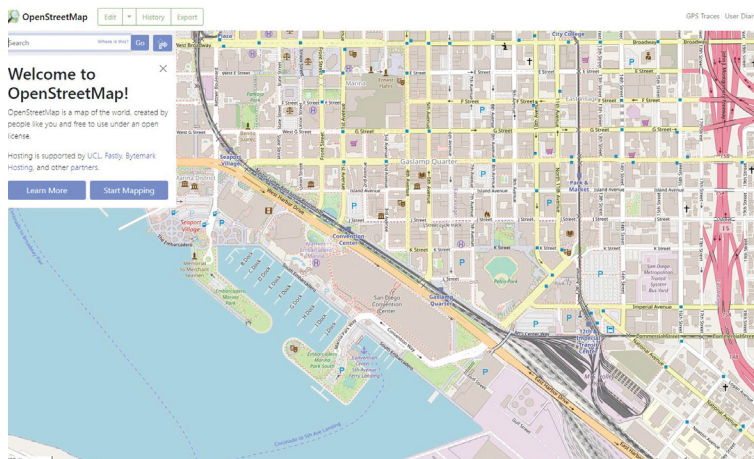


Figure 4. The Open Street Map interface, which allows users to select data extents, which is then downloaded to a .osm file.

walkability analysis and how to map distances between amenities using their free downloadable scripts.

After generating building massing and street networks, the same model can be used to run other analyses. Figure 6 shows a simple sun model using Rhino’s integrated rendering capability, which allows users to set the location and time of their model. Here, downtown San Diego is shown just before 8 o’clock in the morning and just past 3 o’clock in the afternoon. Quick studies like this can inform future planning moves such as building height, orientation, location, and façade materials, and when coupled with other modeling capabilities such as walkability analyses, can help site new projects.

Other tools available as plug-ins include Puma, which enables City Engine to run through Rhino; Ladybug, which visualizes weather patterns and impacts; and Kangaroo, which is a physics engine. Rhino and the Zoo are often taught in architecture and design educational programs and are used heavily in professional fields adjacent to urban planning such as landscape architecture and civil engineering. Emerging planners and those new to the field of federal planning may have robust knowledge of these tools and ways to incorporate them into your studio’s workflow.

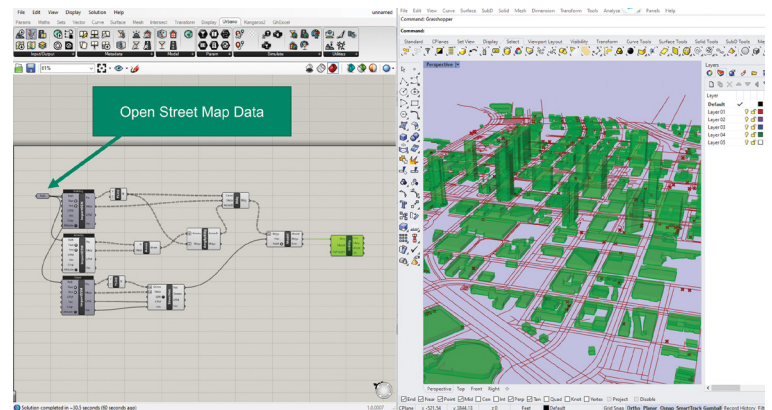


Figure 5. The Urbano script for modeling city data. The left side of the image shows the Grasshopper interface, the right side of the image shows the Rhino interface. The boxes in Grasshopper are called components and they contain code similar to what is written for Python or C++ software. These components can be assembled like building blocks to create the desired modeling outcome.

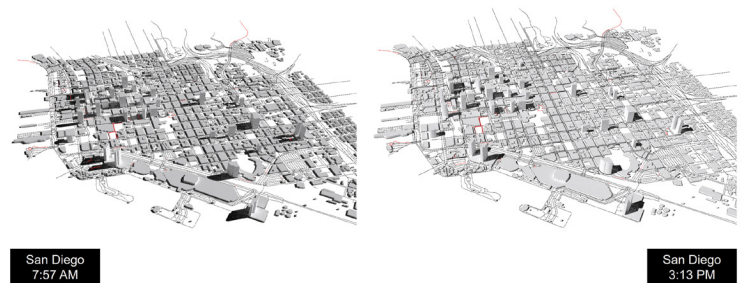


Figure 6. Rapid studies such as this sun study of San Diego can be run quickly through Rhino.

Adobe Scripts

Adobe Creative Cloud, the software package that includes Illustrator, Photoshop, and InDesign, among others, offers hundreds of scripts built into the programs. Additionally, user-created scripts are available for free online. Scripts are used to automate actions and complete bulk tasks such as resizing images, auto populating content, and setting document parameters, as well as specialized tasks such as generating QR codes or importing textures.

Scripts are versatile and often require very little setup, as shown in the data merge example in Figure 7. They are produced by Adobe and by individual users and there are many scripts pre-loaded in Adobe software. Thousands more are free to download from reputable websites. When considering how to streamline a workflow or when faced with a repetitive task, refer to the script databases linked in the resource section of this article to determine if there is an extant script that may reduce an individual's workload.

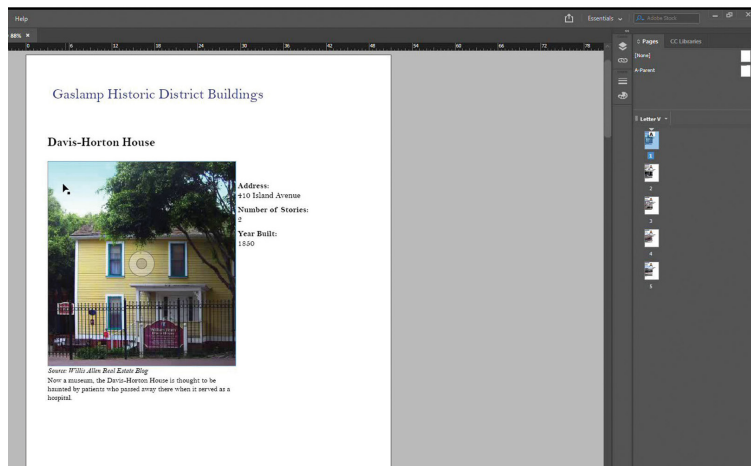
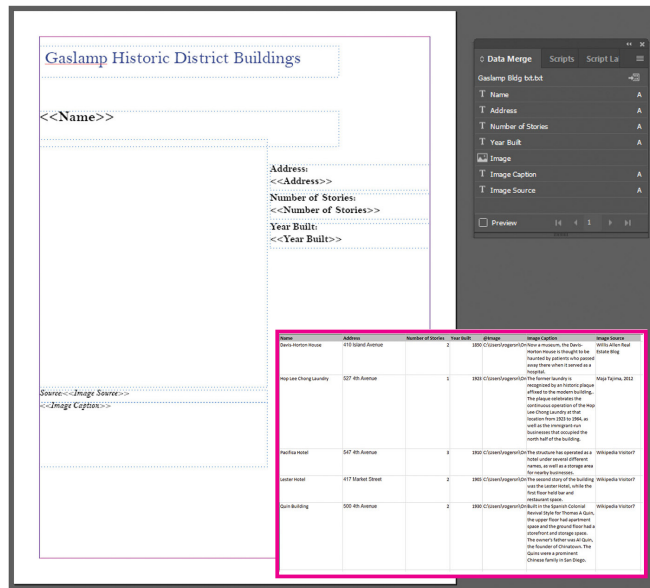


Figure 7. An Adobe InDesign Script called Data Merge takes information from an Excel spreadsheet and auto populates a template with the data. Once the user has the data in the Excel workbook, a one-page InDesign template is set up, Data Merge is run, and a document is generated containing every entry on the spreadsheet.

Generating Confidence

Federal planning has complex requirements far beyond other master planning fields. Secure networks, open-source data, and confidentiality restrictions can all complicate the use of new technology. It is important to provide team members with an opportunity to present new workflows and new software while also performing due diligence to ensure all protocols are met. Empowering emerging planners and planners new to the team to present a new approach will create opportunities for sustained innovation throughout the course of the project.

For those operating on secure networks, some of these technologies may not be feasible; however, being aware of the possibilities can lead to critical client-contractor conversations that may generate new ideas and approaches. The most important component of a slingshot project methodology is to maintain communication that is focused on the desired end goal and encourages idea-based conversations. Start a conversation with your team about some of the resources discussed here and see what other workflows and tools they know – let your next project be the most innovative yet.

Natalie Rogers CBLP I, APA, ASLA Associate

This article was adapted from a session presented at FPD 2023 and awarded \$500. Interested in free money from FPD? Consider turning your next FPD session into an article. Look for an announcement closer to the 2024 Annual Training Workshop.

Resources

Digital Archives

Library of Congress: Sanborn Maps <https://www.loc.gov/search/?q=sanborn+maps&sp=&new=true>

Sanborn Map key: https://web.mit.edu/thecity/resources/abbreviations_for_sanborn_maps.pdf

Hathi Trust: <https://www.hathitrust.org/>

Urban Archives: <https://www.urbanarchive.org/cities>

The Zoo

Rhino Software: <https://www.rhino3d.com/>

Grasshopper 101: https://en.wikipedia.org/wiki/Grasshopper_3D

Grasshopper Plug Ins: <https://www.food4rhino.com/en>

Urbano: <https://www.urbano.io/>

Adobe Scripts

InDesign Scripts: <https://helpx.adobe.com/indesign/using/scripting.html>

Photoshop Scripts: <https://helpx.adobe.com/photoshop/using/scripting.html>

Script Database: <https://docsforadobe.dev/>

Membership Status

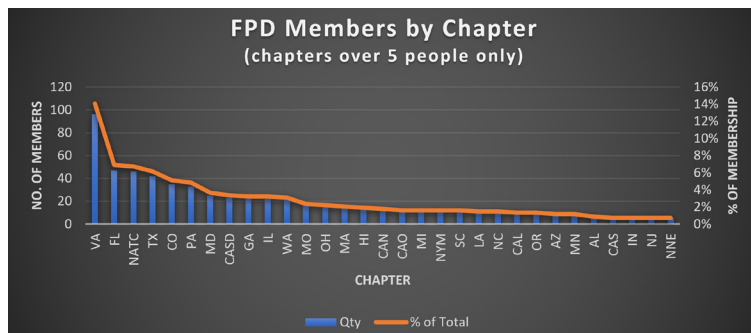
Our current membership roster includes a total of 683 members. Year-over-year, we have maintained our goal of retaining 500 paid members, and we've made progress towards increasing student membership. We are excited about the growth opportunities and look forward to more in-person training and networking events within FPD and among other institutions nationally.

As a division, the growth period occurred in the spring leading up to the annual training workshop. Going into the fall, we hope to see student membership steadily increase with students returning to school. In 2023, we have been on a consistent growth trajectory and have a high level of engagement from our members. We hope to grow total membership and continue the pattern of growth into 2024.

A breakdown of the membership roster as of September 2023 is included in the table below.

Member Category	Member Category Description	Membership (as of Jan. 2023)	Membership (as of Aug. 2023)
LIFE	Life Member	15	13
MEM	APA Member	485	517
NOM	APA Non-Member	4	1
RET	Retired	5	4
STF	Staff	2	3
STU	Student	120	144
XMEM	Ex-APA Member	1	1
Total		632	683

The graph below shows a breakdown of FPD membership by Chapter, showing chapters with over 5 people. You can see that a large concentration of our members are located in the Virginia/Washington D.C. area, Florida, Texas, Colorado, and California, which is divided into multiple chapters for the state. Take note and see how your chapter is represented among other FPD members, as the 31 chapters in the graph account for 89 percent of the membership of FPD!



We're excited to welcome new and returning members into the division and will continue efforts to reach federal planners, build relationships with other APA divisions, and continue to grow the federal planning community!

Membership Survey

As membership coordinator, I want to ensure the voices of our members are heard. For me, that means the FPD EC must continually listen to the needs of FPD members. One of the ways we like to engage members is through various surveys. Please partake in these surveys, as it is your opportunity to anonymously weigh in and influence the direction of the division. It is important to me that decisions we make as an EC consider member priorities and help focus our efforts to achieve the maximum positive impact. I personally look forward to hearing what feedback and ideas our members have for the upcoming year, so be on the lookout for periodic surveys, and have your voice heard!

Some of the key takeaways from recent member surveys include the following:

The most common reasons members joined FPD are:

1. Working on federal projects
2. Networking opportunities
3. Training opportunities

About 75 percent of respondents plan on attending an FPD training workshop in the future, so engagement is expected to remain high. Last year, the response was above 90%, so we are noticing more people are tentative about attending the annual training workshop.

Based on your detailed feedback, there is room for improvement in the breadth of training, number of sessions, type of sessions (fewer slides, more alternative formats), and the scheduling and location of sessions (reducing overlap).

Members perceived the most valuable offerings as follows:

1. Annual training workshop
2. Free FPD-hosted webinars
3. FPD newsletter

What's Next

Now that fall is upon us, we are looking forward to closing out 2023 strong, carrying forward the positive momentum into 2024.

Here are a few items to note regarding what's on the horizon for FPD in the coming months.

- This fall/winter we will conduct the annual business meeting to provide an overview of the past year with a discussion of activities planned for the upcoming year.
- The webinar series was a huge success and will continue. If you have a webinar idea or are interested in presenting, please send your recommendations, or state your interest via federalplanning@gmail.com.
- We're always looking for volunteers and members interested in getting involved. There are several opportunities to serve the FPD community, so if you're interested, reach out to federalplanning@gmail.com for more information.

Daniel Wheat, AICP
Membership Coordinator

U.S. Army Corps of Engineers Planners at the 2023 Annual Training Workshop

Throughout its history, the USACE has been responsible for executing military and civil works projects. Driven by new federal policies and guidance, the Army Corps of Engineers continues to execute these projects through various master planning projects and programs. In order to receive training to help them meet their missions, master planning subject matter experts from various Army Corps of Engineers District Offices attended the Federal Planning Division's 2023 Annual Training Workshop. The workshop not only provides federal planners who work for the Army Corps of Engineers with professional development opportunities, but it also provides all federal planners with the opportunity to share their experiences.

Employees from the Army Corps of Engineers District Offices traveled from throughout the globe to participate in the annual FPD workshop, ranging from the West Coast with the Seattle District, the East Coast with the Baltimore District, the South with both the Fort Worth District and Huntsville Engineering and Support Center, and the Europe District. Although each Army Corps of Engineer District is tasked with a series of civil works missions, only roughly half of the 43 geographic districts are responsible for military master planning. The area of responsibility for each of the geographic districts is determined by two different sets of boundaries. Civil works boundaries are established by the various watersheds formed throughout the nation, and the boundaries for various military master planning efforts are formed by state boundaries established by various agreements that determine the support networks for serving military installations.

The Huntsville Engineering and Support Center is an example of a USACE organization which serves as an area of expertise without traditional boundaries as it is responsible for executing projects and programs which are broad in both scope and location. USACE is also composed of nine centers and laboratories, the 249th Prime Power Battalion, the 412th and 416th U.S. Army Reserve Theater Engineer Commands, and the Engineer Research and Development Center. According to these multiple missions, these various district offices serve as examples of Army Corps of Engineers organizations that are responsible for executing master planning projects under both the civil works and military missions.

The Fort Worth District is responsible for managing planning programs ranging from lake master planning projects to installation master planning support. Lake master plans primarily serve as comprehensive documents that provide guidance on land use management decisions. Examples of the different land use categories analyzed by lake master plans include Project Operations, or lands managed for the primary operational activities associated with the lake; and Wildlife Management, or lands managed for the conservation of fish and wildlife habitat. Responsible for the management of 25 lakes located throughout the state of



USACE Planners in San Diego

Texas, the Fort Worth District incorporates various master planning practices ranging from stakeholder engagement to geospatial mapping to develop comprehensive and engaging master plans to foster the stewardship of the various lakes. The Fort Worth District has executed various master plans for Army and Air Force clients throughout Texas. Home to major installation such as Fort Cavazos, Red River Army Depot, and Joint Base San Antonio, the Fort Worth District works to ensure that the latest federal master planning guidance and standards are utilized for future development.

In addition to the Fort Worth District, the Seattle District is responsible for managing various civil works master planning efforts, including the Lake Washington Ship Canal Master Plan, as well as implementing the Planning Assistance to States Program to provide both comprehensive plans and technical assistance to support master planning efforts for the management of water resource planning efforts with partners ranging from state governments to Native American tribal nations. Military installations within the Seattle District's area of responsibility include some of the largest installations on the West Coast, such as Joint Base Lewis-McChord.

The Huntsville Engineering and Support Center manages projects located throughout the enterprise of the Army Corps of Engineers. Master planning efforts executed by the Huntsville Engineering and Support Center are executed under the Installation Support and Programs Management Directorate. The Europe District provides master planning services for Army and Air Force installations including United States Army Garrison (USAG) Bavaria in Germany and USAG Benelux in Belgium. The widespread participation of USACE planners in the annual training workshop fosters the opportunity to showcase the diverse array of master planning projects and programs managed across the entire organization.

The workshop not only provides federal planners with the Army Corps of Engineers the opportunity to showcase their work, but also gives planners numerous opportunities to refine their skill-sets. Terrence Harrington, AICP, Community Planner with the Army Corps of Engineers Baltimore District, was able to obtain information from workshop sessions that was not only helpful for him in his current role but also added to his perspective on the bigger picture of federal planning.



USACE Planners gathered for professional growth

Terrence remarked that during his pathway to achieve AICP certification, it was important for him to “figure out where or who to turn to for information and mentorship regarding the AICP exam.” In the session “AICP: They Understood the Assignment,” Terrence remarked that as an AICP certified planner he chose to attend the session “to stay informed and offer assistance to others seeking certification.”

Terrence’s participation showcases that these sessions are not only impactful for new and emerging federal planners but for senior professionals in the federal planning field, providing them with the opportunity to give back to the profession as well as continue to learn new tools and techniques. Reflecting on the experience, Terrence remarked that by seeing firsthand how the Federal Planning Division is further expanding its outreach to federal planners who are interested in achieving AICP certification, he plans to “use this knowledge as a professional development resource,” thereby “directing new and emerging federal planners to the group as well as help serve as mentor.” Terrence’s account of his engagement in the workshop session is evident of how the annual training workshop provides opportunities for both newcomers and senior professionals in the field of federal planning.

Joshua Copeland
USACE SWD Regional Planning and Environmental Center

Stay Connected

Please visit our social media pages and stay connected with your fellow FPD members. Get the latest news on events, publications, and job openings.

<https://federal.planning.org/>
<https://www.linkedin.com/groups/7066439/>
<https://www.facebook.com/groups/191774510270/>

For all past newsletters please visit:

<https://federal.planning.org/knowledge-center/newsletters/>

Call for Volunteers

This is a call for volunteers for the 2024 Federal Planning Division (FPD) Annual Training Workshop which will be held in Washington, D.C. the week of 13 May 2024. Venue details are being finalized and will be shared soon.

We are looking for young professionals, emerging leaders, and seasoned volunteers to join us in planning, organizing, and working the 2024 FPD Annual Training Workshop. We need your passion, commitment, and unique perspective to ensure that next year’s event is a success.

Volunteers will average between 4 to 8 hours per month over the next four months, with some volunteer roles increasing in commitment thereafter as we get closer to the event. We are looking for volunteers for the following:

- Program Committee
- Events Committee
- Awards Committee
- Sponsorship Committee
- Communications Coordinator

If you are interested, please complete the volunteer form at <https://form.jotform.com/232196359991167> or send an email to the FPD Chairs at fpdworkshopchair@gmail.com. You will be added to the volunteer kick-off meeting invitation.

We look forward to working with you.

Britta Ayers and Traycee Verdun-Chapman
FPD Vice-Chairs
Co-Chairs for the 2024 FPD Training Workshop

Save the Date

CM Opportunity – “Promoting Water Sustainability by Enabling Water Neutral Development” free webcast, 6 October 2023, 1:00 p.m. EDT

- https://www.ohioplanning.org/aws/APAOH/pt/sp/webcast_home_page
- 1.5 CM/1.0 required Sustainability and Resilience credit

FPD 2024 – May 13-16, 2024; Washington, DC

- Stay tuned for call for awards and call for sessions
- Reminder FPD Workshop sessions can be written as an article in the newsletter for a monetary award.

Call for Contributions

Next newsletter- Spring 2024. A January 31 submission deadline is set for article proposals. If you have an article to share that is relevant to our FPD community, please contact our communications coordinator Katie Benzel at federalplanning@gmail.com

Advertise

You can have your company's ad placed in the Federal Planning Division newsletter for a nominal fee. Contact federalplanning@gmail.com