Planning at the Federal Level: Perspectives and Insights

James Garland

APA NCAC Webinar - May 2019
Roadmap for today’s presentation

- Who Am I
- Where Do I Work
- Planning for Transportation
- Insights and Perspectives
- Emerging Trends and Hot Topics in Transportation Planning
Who Am I

- 17 Years Experience at US DOT
  - 4 Field Offices, 3 Modes, 3 Headquarters Offices

- Undergraduate: Dillard University- Urban Studies/Public Policy

- Graduate: Columbia University- Urban Planning

- TRB Subcommittee Chair: Megaregions

- TRB Committee Member: Metropolitan Planning, Policy, and Process

- Advisory Board Member: Cooperative Mobility for Competitive Megaregions UTC (University of Texas-Austin)

- Member Affiliations: American Planning Association, Dwight D. Eisenhower Transportation Fellowship Program (7 years), COMTO
US Department of Transportation

- 11 Modes within US DOT
- Headquartered in Washington, DC
- Employs over 55,000 people

- Employed by Federal Highway Administration (FHWA)
- Oversees the Federal-Aid Highway Program, which provides Federal financial assistance to states
- Specific Unit: FHWA Office of Planning, Environment and Realty- Transportation Planning Capacity Building Program

FHWA along with FTA
- Provide Stewardship and Oversight of Federal Transportation Program
- Assist the State DOT, Metropolitan Planning Organizations and local planning
- Research
Transportation Planning

- Is a continuous process that provides information, tools, and public involvement needed for improving transportation system performance

- Influences:
  - Policies & investment priorities
  - Choices among alternative modes and strategies

- Considers:
  - Land Use (state and local laws)
  - National Ambient Air Quality Standards (NAAQS)
  - National Environmental Policy Act (NEPA)
  - Americans with Disabilities Act (ADA)
  - Title VI / Environmental Justice (EJ)
Transportation Planning

- Decentralized
- 3C Process – Continuing, Cooperative, Comprehensive
- Major Policy and Planning Issues
  - Air Quality
  - Land Use and Transportation
  - Freight Movement
  - Safety
  - Security
  - Title VI/Environmental Justice
  - Performance Measures
- Congestion Management Process
- Financial Planning and Programming
- Planning and Environmental Linkage
- Public Involvement
- System Management & Operations
- Technology (GIS, TDM, Visualization)
- Transportation Asset Management
Transportation planning is the process of:

- Establishing a **vision**
- Demonstrating impact or influence of demographics
- Assessing **opportunities and challenges** of the future
- Identifying short and long-term **options**
- Developing a **financial plan**
- Implementation
Transportation Planning Roles

- **U.S. Department of Transportation** *(US DOT)*
  - Sets policies and provides guidance on planning issues
    - Statewide & Metropolitan
  - Reviews and certifies selected planning activities

- **State Department of Transportation** *(State DOT)*
  - Develops statewide transportation plans and programs
  - Coordinates with MPOs and neighboring States
  - Plans for non-urbanized areas

- **Metropolitan Planning Organization** *(MPO)*
  - Develops metropolitan transportation plans and programs
  - Coordinates with neighboring MPO(s) and State(s)

- Public Participation and Stakeholder Involvement
The Statewide and Metropolitan Transportation Planning Process

- **State Long Range Transportation Plan (LRTP)**
- **Statewide Transportation Improvement Program (STIP)**
- **Transportation Improvement Program (TIP)**
- **Metropolitan Transportation Plan (MTP)**
- **Unified Planning Work Program (UPWP)**

1. FHWA/FTA Review and Approve
2. Release Federal Funds by Project

- State and Non Metro Initiatives Selected, Funded, & Implemented
- Metro Initiatives Selected, Funded, & Implemented
Insights and Perspectives

- Several Paths to Planning and Planning Leadership- none are wrong
- Staying on top of trends
- Continuous Learning
- Networking
- Flexibility and Resilience
Emerging Trends and Hot Topics

- Scenario Planning
- Performance Based Planning and Programming
- Megaregions and Megaregional Planning
- Social Equity
- Planning for Uncertainties/Disruptions
- Connected/Autonomous Vehicles
Stay in touch

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PLANNING FOR AND IN THE FEDERAL GOVERNMENT: A NEW PERSPECTIVE

JANEA JACKSON, AICP, LEED BD+C
MAY 17, 2019
AGENDA

- Themes
- Work History
  - Roles and Responsibilities
- Unsolicited Advice
Your Planning Degree is a strong foundation.

- Building coalitions, information dissemination, communication strategies, facilitating meetings/charrettes, alternative development and analysis techniques, urban design principles, strategic planning, master planning, etc.

- Do the work that moves you – you will add value!

- Change management
  - Facilitate incremental leadership supported change.
PROFESSIONAL EXPERIENCE

2001
Bachelor of Arts, Sociology, University of Pennsylvania

2006-2007
Group 70 International, Hawaii

2006
Master of Urban Planning, University of Wisconsin-Milwaukee
Certificate, Associate in Commercial Real Estate, Marquette University

2007-2008
AECOM (formerly EDAW), California

2008-2010
Marine Corps Air Ground Combat Center (MCAGCC) – Twentynine Palms, California
• Earned LEED BD+C (formerly LEED AP)

2011-2015
Naval Facilities Engineering Command, Hawaii
• Certified Knowledge Manager (CKM)
• NAVFAC Federal Credit Union Board of Directors

2011-2015
Marine Corps Air Station (MCAS) Iwakuni, Japan
• Earned AICP

2015-2016
Marine Forces Pacific, Defense Program Realignment Initiative (DPRI), Hawaii

2016-2018
General Services Administration, Public Building Service, Washington

2018 – Present
Housing and Urban Development, Multifamily, Asset Management Division, California
• Commissioner, Metropolitan Transportation Commission
Community Plans and Liaison Office
  - Community Analyst, GS-11

Home to the largest military training areas in the nation, particularly used for training troops for overseas deployment in Iraq and Afghanistan.

- Actively participated in the General Plan and specific plan updates for San Bernardino County and the Town of Yucca Valley
- Provided analytical research to promote compatibility between the installation’s current and planned land uses and surrounding area, both current and proposed;
- Encroachment Management Plan, including researching zoning ordinances, land use law, airspace management, economic development, natural resources, and procurement needs.
Facilities Department

Community Planner, GS12

MCAS Iwakuni is the only Marine Corps air installation on the mainland of Japan and the new home of the U.S. Carrier Air Wing Command which relocated from Atsugi in 2014.

- Re-designed 90% of the installation to accommodate an influx of new weapon systems, personnel and family members;
- Facility master planning function and contractor support. Worked with Defense Commissary Agency (DeCA) planners, architects, and engineers to plan for and site a new commissary.
- Site approvals, equipment identification and recording (class 3 property), and real property accountability.
NAVAL FACILITIES ENGINEERING COMMAND, JOINT BASE PEARL HARBOR-HICKAM, OAHU, HAWAII

- **Asset Management Branch**
  - **Asset Utilization Director and GeoReadiness Center Manager, GS-13**

- NAVFAC manages the planning, design, construction, contingency engineering, real estate, environmental and public works support for U.S. Navy shore facilities.
  - Financial Improvement Audit Readiness (FIAR)
  - iNFADS maintenance
  - GIS maps and data maintenance
Defense Program Realignment Initiative (DPRI), Oahu, Hawaii

Community Planner, GS-13

DPRI provides strategic guidance and direction for the planning and execution of military build-out actions across the Pacific Region to sustain war-fighting capabilities and to achieve force posture realignments.

MILCON requirements associated with DPRI actions and/or in support of assigned U.S. Marine Forces Pacific (MARFORPAC).

Coordinated all facility planning actions with the DPRI environmental section. Ensure investigations and planning design studies/environmental evaluation/studies are completed, support, and/or are in compliance with the Environmental Impact Statements.

Integrate sustainable design practices including LEED criteria, into design and development of MILCON projects.
GENERAL SERVICES ADMINISTRATION

- Public Building Service, Auburn, Washington
  - Portfolio Branch Chief, GS-14
- GSA is the landlord for the federal government and owns, leases, and manages over 8,500 assets in the United States.
  - 169-acre GSA Auburn Complex Disposal project and tenant relocations.
  - Relocated several large agencies including the GSA Region 10 office, other GSA agencies, Department of Veterans Affairs, Department of Homeland Security, and Social Security Administration offices (a prospectus project) into leased space.
- Planning, organizing, communicating, and overseeing all aspects of the integrated master schedule which has reach across all GSA divisions, GSA National Office, and other non-GSA services leadership offices, and Headquarters office.
- Multi-divisional process improvements initiatives:
  - Minor repairs and alterations (BA54) Program Tiger Team which led to the re-vamp of the BA54 Standard Operating Procedures (SOP),
  - Capital Reinvestment Initiative (Strategic Capital Implementation Plan) which will re-vamp the project development and prioritization process in the Region, and
  - Asset Business Team Initiative which will facilitate higher level subject matter expert (SME) coordination from project inception to building/space acceptance and close-out (Prospectus Projects, space consolidations, tenant-driven Reimbursable Work Authorizations (RWAs) for space refreshes) in each owned and leased asset between all divisions in the Region.
Office of Housing, Multifamily, Asset Management Division

Asset Management Division Director, GS-15

HUD supports the development, rehabilitation and maintenance of multiple-unit affordable housing through FHA mortgage insurance programs; and provide rental assistance to low income individuals and families who live in properties with project-based subsidies.

Specifically service FHA multifamily mortgage insurance programs, the Section 202 and 811 Capital Advance programs, and the Section 8 Project Based programs.

Several Regionally led process improvement initiatives underway:

- Management Occupancy Reviews (MORs)
- Funding – contract renewal and vouchering
- Annual Financial Statements (AFS) Reviews
- Project Rental Assistance Contract (PRAC) Review
UNSOLICITED ADVICE

- Be creative leveraging your planning education toolkit.
- Your Masters degree is a strong foundation.
  - Use it to do the work that moves you – you will add value!
- Apply!
  - www.usajobs.gov
    - First time applying?
      - Work with a professional federal government resume writer.
    - Apply and try again…
Social Innovation via Local Stakeholder Engagement

Engaging a Whole System in Collaborative Action

APA May 17, 2019
Supports USAID teams to better understand and engage with local systems.

Holds a masters degree in Sustainable Urban Planning from the George Washington University (‘14) and specializes in multi-stakeholder dialogue, local capacity development, and applied research and learning.

The views expressed in this presentation reflect the personal opinions of the author and are entirely the author’s own. They do not necessarily reflect the opinions of the U.S. Agency for International Development (USAID) or the United States Government. USAID is not responsible for the accuracy of any information supplied herein.
USAID

The United States Agency for International Development (USAID) is the lead U.S. Government agency working in international development.
OUR MISSION

WE PARTNER TO END EXTREME POVERTY AND PROMOTE RESILIENT, DEMOCRATIC SOCIETIES WHILE ADVANCING OUR SECURITY AND PROSPERITY.
The U.S. Global Development Lab

The U.S. Global Development Lab (the Lab) is an innovation hub. The Lab tests new ideas, partners with the private sector and academia, and harnesses the power of innovative tools and approaches that accelerate developing countries’ journey to self-reliance.
INNOVATION
DESIGN AND
ADVISORY

We promote a culture of innovation for better development outcomes by supporting the Agency to engage local stakeholders to collaboratively solve development challenges with us.

DESIGN
EQUIP
FACILITATE
ENGAGING LOCAL STAKEHOLDERS

Participatory Planning

- Adopt a systems mindset;
- Assess/map the system,
- Promote dialogue,
- Support a collaborative action network / coalition,
- Monitor, learn and adapt during implementation
MAP THE SYSTEM
Rapid Assessment

HIV/AIDS Epidemic, Drug Addiction

- Social/Cultural
- Environmental/Technical
- Economic
- Political
HIV/AIDS System Map

DRUG ADDICTION System Map

CROSS SECTOR STEERING COMMITTEE

The Cross Sector Steering Committee provides guidance and support to the overall initiative throughout its implementation.
WHOLE SYSTEM IN THE ROOM

Participatory Planning Workshop

The WSR is a technique for involving the social system in a change process that they own and shape. It provides a forum where representatives of diverse stakeholder groups can:

• Analyze the current state and decide on pathways to intentionally transform the system,
• Generate ideas about how and what to change, and
• Develop a common vision about the issue,
• Commit to short-term and long-term implementation plans towards the common vision.
INTEGRATE THE SYSTEM

Conditions for Dialogue

- **Diversity** - is everyone who has a stake willing to participate or have their views represented?
- **Interdependence** - has the system been adequately mapped to recognize the connections among all stakeholders.
- **Authentic dialogue** - are stakeholder claims *accurate*; can everyone *comprehend* what others are communicating; are participants *sincere* in their concerns; and do participants have a legitimate claim to their views?
TRANSFORM THE SYSTEM
Develop a Post-WSR Strategy

- Link/provide TA to support action plans
- Create grants to fund action plans
- Apply social change methodologies
- Establish a communications platform
- Staff and support the Backbone Organization
- Reconvene to highlight activities and successes and strengthen trust between stakeholders
TRANSFORM THE SYSTEM
Facilitate Coordination Among Teams

![Diagram of Action Network](image-url)
• T1: Centralized network – a handful of organizations at the center of the diagram control most the information and resources in the network.
  – E.g. collaborations, information sharing, contracts

• T2: Growing density and greater connections between organizations

• T3: Moving towards a decentralized, self-organizing system. More participation and greater connections between actors.
Thank you.

Riley Abbott, rabbott@usaid.gov
Innovation Advisor
USAID/LAB/Center for Development Innovation
Planning at the Federal Level: Perspectives and Insights

Eric McAfee, AICP, LEED AP
17 May 2019
Arlington National Cemetery: Real Property Master Plan (RPMP)
Arlington National Cemetery: RPMP Burial Phasing Plan
Aberdeen Proving Ground: Traffic Impact Study
## US Military Academy (West Point): Academic Building Upgrade Plan – Risk Register

<table>
<thead>
<tr>
<th>Task ID</th>
<th>Task Description</th>
<th>Task Status</th>
<th>Task Milestone</th>
<th>Task Duration</th>
<th>Risk Factor</th>
<th>Risk Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Academic Building Upgrade Plan</td>
<td>Not Begun</td>
<td>Not Begun</td>
<td>Not Begun</td>
<td>Medium</td>
<td>Mitigation</td>
</tr>
<tr>
<td>2</td>
<td>Task Management</td>
<td>Not Begun</td>
<td>Not Begun</td>
<td>Not Begun</td>
<td>Medium</td>
<td>Mitigation</td>
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<tr>
<td>3</td>
<td>Quality Management</td>
<td>Not Begun</td>
<td>Not Begun</td>
<td>Not Begun</td>
<td>Medium</td>
<td>Mitigation</td>
</tr>
<tr>
<td>4</td>
<td>Risk Management</td>
<td>Not Begun</td>
<td>Not Begun</td>
<td>Not Begun</td>
<td>Medium</td>
<td>Mitigation</td>
</tr>
</tbody>
</table>

### Task Description:

- **Task Management**: Includes planning, scheduling, monitoring, and controlling project activities to ensure project objectives are met.
- **Quality Management**: Ensures that project deliverables meet project quality standards.
- **Risk Management**: Identifies, analyzes, and prioritizes project risks to minimize adverse impacts and maximize opportunities.

### Risk Factors:

- **Medium**: Moderate impact and probability.
- **High**: High impact and probability.
- **Low**: Low impact and probability.

### Risk Mitigation:

- Mitigation strategies include
  - Developing alternate plans to minimize impact of delays.
  - Implementing Quality Control Programs to ensure project deliverables meet quality standards.
  - Establishing procedures to identify and mitigate project risks.

### Task Status:

- **Not Begun**: Task has not started.
- **Not Begun**: Task has not started.
- **Not Begun**: Task has not started.
- **Not Begun**: Task has not started.

### Task Milestone:

- **Not Begun**: Task has not started.
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### Task Duration:

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<tr>
<th>Code</th>
<th>Status</th>
<th>Risk Area(s)</th>
<th>Risk/Opportunity Event</th>
<th>Risk Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRE-AWARD &amp; DESIGN PHASE</td>
<td>PAD-1</td>
<td>Open</td>
<td>Scope &amp; Schedule</td>
<td>Project Schedule in Question</td>
</tr>
<tr>
<td></td>
<td>PAD-2</td>
<td>Open</td>
<td>Cost &amp; Schedule</td>
<td>Product Development by Several Sources/Communication Challenges</td>
</tr>
<tr>
<td></td>
<td>PAD-3</td>
<td>Open</td>
<td>Scope &amp; Schedule</td>
<td>Timely Response to Critical Decision</td>
</tr>
<tr>
<td></td>
<td>PAD-4</td>
<td>Open</td>
<td>Cost &amp; Schedule</td>
<td>Planning for Project Funding</td>
</tr>
<tr>
<td></td>
<td>PAD-5</td>
<td>Critical</td>
<td>Cost &amp; Schedule</td>
<td>Reduced Project Funding</td>
</tr>
</tbody>
</table>

**Project Name:** USMA Academic Building Upgrade Program

**Contract Number:** W912DR-16-D-0016

**Task Order Number:** 00X

**Project Manager:**

<table>
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<tr>
<th>Code</th>
<th>Status</th>
<th>Risk Area(s)</th>
<th>Risk/Opportunity Event</th>
<th>Risk Description</th>
<th>Project Impact</th>
<th>Risk Impact</th>
<th>Risk Probability</th>
<th>Risk Map</th>
<th>Response Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRE-AWARD &amp; DESIGN PHASE</td>
<td>PAD-1</td>
<td>Open</td>
<td>Scope &amp; Schedule</td>
<td>Project Schedule in Question</td>
<td>With the projects sequenced on a tight schedule and the for need earlier projects to occur to make the programming possible, one delay would cause the rest of the projects to be delayed.</td>
<td>High</td>
<td>High</td>
<td>Red</td>
<td>Acceptance</td>
</tr>
<tr>
<td></td>
<td>PAD-2</td>
<td>Open</td>
<td>Cost &amp; Schedule</td>
<td>Product Development by Several Sources/Communication Challenges</td>
<td>The coordination of staff and communication presents challenges that could impact the cost and schedule.</td>
<td>Medium</td>
<td>Medium</td>
<td>Yellow</td>
<td>Mitigation</td>
</tr>
<tr>
<td></td>
<td>PAD-3</td>
<td>Open</td>
<td>Scope &amp; Schedule</td>
<td>Timely Response to Critical Decision</td>
<td>The inability to produce the necessary documents in a timely and satisfactory fashion could impact the project schedule as well as the cost associated with it.</td>
<td>Medium</td>
<td>Medium</td>
<td>Yellow</td>
<td>Mitigation</td>
</tr>
<tr>
<td></td>
<td>PAD-4</td>
<td>Open</td>
<td>Cost &amp; Schedule</td>
<td>Planning for Project Funding</td>
<td>If one project does not get funded, it could throw off the entire program schedule</td>
<td>High</td>
<td>Medium</td>
<td>Red</td>
<td>Mitigation</td>
</tr>
<tr>
<td></td>
<td>PAD-5</td>
<td>Critical</td>
<td>Cost &amp; Schedule</td>
<td>Reduced Project Funding</td>
<td>The cost of a project is greater than the amount of funding received from the DOD</td>
<td>High</td>
<td>High</td>
<td>Red</td>
<td>Mitigation</td>
</tr>
</tbody>
</table>
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