



While federal planners aren't normally able to influence policy directly, we can have a meaningful impact on how the U.S. is represented with U.S. stakeholders and Allies as part of the planning process. This is done in context of implementing prevailing strategies as funded through the NDAA. This session begins with an introduction by the panelists with extensive experience working in the European AOR of the proposed policy and priority changes. Participants will engage in a conversation centered around potential "on-the-ground" impacts to these shifts in policy and what realistic changes to planning priorities may occur. This conversation will also touch on practical ways to execute master planning

projects in Europe within the current global environment to support national policy while promoting collaborative outcomes with Host and Allied Nations. The session will conclude with a preview of prioritized planning initiatives and projects currently being considered for 2026 and beyond with an opportunity to provide feedback on these initiatives and projects. Participants will leave with a better understanding of how national policy directly impacts federal planning and how successfully executed plans can be a positive force to build lasting partnerships and reinforce relationships with allies.

Learning Objectives

- Participants will be given a high-level review of the 2025 National Security Strategy, 2025 National Defense Strategy, and 2026 NDAA with a focus on key policies related to master planning.
- Participants will understand how these changing national policies and priorities could impact execution of planning projects supporting ongoing and future mission needs in Europe.
- Participants will share best practices to execute planning projects successfully given current and anticipated constraints and opportunities.
- Participants will gain knowledge of upcoming planning opportunities across the European AOR and how they support the execution of policy.

Speakers

Steve Baird, AICP

Federal Studio Planning Manager, Black and Veatch

Steve Baird has over 30 years of federal master planning experience involving Federal agencies. He recently managed ground-breaking country-wide master plans in Poland for both USAFE and USAREUR. Since 2020, he leads the growing planning practice at Black & Veatch and was PM for four nationally recognized award-winning projects in Texas and Germany. He holds a B.S. in Architectural Engineering and served eight years as an active-duty Air Force Civil Engineer Officer where he led facility operations & maintenance programming and planning at both the installation and headquarters level. Mr. Baird maintains AICP-certification and is also a Certified Charrette Planner.



Chief, Regional Planning Support Center USACE, Europe District

Nathan Kent-Harber is Chief of the USACE Europe Regional Planning Support Center (RPSC). The RPSC provides Master Planning services through planning, engineering, geospatial capabilities, Quality Assurance, and program and project management to support stakeholders within the European and Africa Commands areas of responsibility. The RPSC team oversees a comprehensive program of installation master planning across the Army, Air Force, and the Department of Defense. He holds a Bachelor of Science degree from the United States Military Academy and a Masters of City and Regional Planning from The Ohio State University. Nathan is a member of American Institute of Certified Planners.

Katelyn Merry, AICP

Mission Planning Specialist

USAFE-AFAFRICA/A9BB

Katelyn Merry has been a community planner with the Air Force for 6 years, starting her career at Joint Base San Antonio. In 2022 she moved to Ramstein Air Base to become the Facility Space Planner. She quickly moved up to become the chief of community planning, overseeing all facility space and community planning efforts at the installation. At the beginning of 2025 she moved over to USAFE-AFAFRICA headquarters working as a Mission Planning Specialist in the A8B Bases and Forces Division, on the Basing and Beddown team. She has worked on projects in Germany, Türkiye, and the UK.

Katrina Cameron, R.A.

Chief of Master Planning | Real Property | Real Estate

IMCOM Europe, G4

Ms. Katrina Cameron is the IMCOM-E Chief of Master Planning, Real Property, and Real Estate. She has over 15 years of experience managing complex infrastructure programs and started her career with the U.S. Army Civilian Corps in Vicenza, Italy in 2009. Her educational background includes a Master of Architecture (M.Arch) from University of Utah and a dual

Bachelor of Arts in History and Political Science with an International Relations Certificate from the University of Utah. Her education, coupled with her professional experience, has provided her with a well-rounded foundation in strategic planning, analysis, and execution of U.S. Army infrastructure requirements.