NCPC at a Glance .......................................................................................................................................... 1
Organization Chart ...................................................................................................................................... 2
2015-2018 Strategic Plan .............................................................................................................................. 3
FY 2016 Budget Justification and Performance Plan .................................................................................. 4
Commission Members and Alternates Roster ............................................................................................ 5
Commission By-Laws ................................................................................................................................... 6
NCPC AT A GLANCE

Mission Statement
The National Capital Planning Commission preserves and enhances the extraordinary historical, cultural, and natural resources and federal assets of the National Capital Region to support the needs of the federal government and enrich the lives of the region’s residents, workers, and visitors.

Established in 1924, the National Capital Planning Commission (NCPC) is the federal government’s central planning agency for the National Capital Region, which includes Washington, DC and adjoining areas in Maryland and Virginia. The Commission protects and advances the federal government’s interest in the region’s development and provides overall planning guidance for federal land and buildings by reviewing the design of federal and certain local projects, overseeing long-range planning for future development, and monitoring capital investment by federal agencies.

The National Capital Planning Commission is comprised of three Presidential appointees and two Mayoral appointees, two Congressional and two District of Columbia representatives, and three federal land holding agencies (the U.S. Department of the Interior, General Services Administration, and Department of Defense.) The Commission is supported by a 37-member professional staff and several contractors.

Commission meetings are open to the public, with opportunities for testimony on upcoming actions. NCPC informs regional and national audiences about its work through public meetings, presentations, publications, the agency website, social media, and speaker events that highlight emerging issues.

NCPC’s Core Responsibilities

Comprehensive Planning
NCPC prepares, adopts, and updates a comprehensive, consistent, and coordinated plan to guide the growth and development in the National Capital Region. The Comprehensive Plan for the National Capital is composed of Federal and District Elements. The Federal Elements, prepared by NCPC, guide the agency’s review of federal projects and capital improvements. NCPC completed an update of the Federal Elements in 2016. The District Elements, prepared by the District of Columbia government and reviewed by NCPC, address issues such as local land use, housing, and economic development in Washington, DC.

Federal Capital Improvements
NCPC reviews and evaluates regional federal capital budgeting proposals for consistency with federal and local planning policies. These analyses are submitted as an annual Federal Capital Improvements Program report to the Office of Management and Budget for use in preparing the President’s annual budget. NCPC also provides research and analyses on emerging issues shaping effective federal operations in the region.

Signature Planning
NCPC collaborates with stakeholders to develop federal policies, plans and activities that address key issues facing the capital city. Recent examples (described below) include the Monumental Core Framework Plan, the SW Ecodistrict Plan, the Pennsylvania Avenue Initiative, coordinated flood risk planning, and the Memorials for the Future ideas competition.
NCPC AT A GLANCE

Plan Review
NCPC reviews and approves plans and projects for federal and District of Columbia public buildings and installations. The Commission typically reviews about 150 projects annually, including master plans, project plans, site selection and design of commemorative works, and amendments to District zoning maps and regulations. NCPC’s review promotes orderly development among the significant federal assets in the nation’s capital, encourages federal leadership in physical development and stewardship of the region’s extraordinary resources, and considers how the federal presence can complement and support the region’s communities. In the coming year, the Commission will consider new submission guidelines that clarify the plan review process and align NCPC’s review with other federal and regional requirements for greater efficiency and predictability.

Recent Focus Areas
NCPC’s recent policy development, plan review, and signature planning work focuses on ensuring a world-class capital, supporting regional prosperity, security and resilience, and commemoration.

Ensure a World-Class Capital
Washington’s unique urban form - with significant streets and landscapes, key viewsheds, and a skyline that highlights iconic civic structures - reflects both national and local values, and is recognized worldwide. This form results from natural features and long-standing plans and requirements, including the L’Enfant and McMillan Plans. Through its work the Commission protects the capital’s design heritage and guides future development.

In 2014, NCPC launched a multi-agency initiative to generate potential economic and urban design strategies for Pennsylvania Avenue. Pennsylvania Avenue is a symbolic and a ceremonial street, used for celebrations and First Amendment activities, and home to federal headquarters, businesses, residents, and lively downtown events. The Avenue is experiencing transformative changes, including the redevelopment of the FBI Headquarters, a new commemorative proposal, and the revitalization of the Old Post Office. In addition, the area faces competition from emerging neighborhoods, infrastructure, public spaces and amenities are aging, and complex funding and jurisdictional responsibilities pose operational challenges. This initiative will identify near and long term actions to improve and maintain the area, and promote a renewed mix of uses and activities.

The General Services Administration is in the process of selecting an exchange partner to construct a consolidated headquarters facility for the Federal Bureau of Investigation (FBI) in Maryland or Virginia. NCPC is consulting on this exchange and will review the future campus development. When the new FBI headquarters facility is complete, the exchange partner will also receive fee simple title to the current FBI Headquarters located on Pennsylvania Avenue. NCPC is working with agency stakeholders and the public to prepare required Square Guidelines to direct future site development. These guidelines must address critical urban design and land use issues, and also protect and enhance Pennsylvania Avenue’s civic functions and character.

At the request of Congress, in 2012 NCPC and the District of Columbia government, began a joint Height Master Plan, to explore the impact of potential changes to the federal Height of Buildings Act of 1910 that would support local economic development goals in areas outside the city’s monumental core. Also taken into consideration were the potential impacts any changes would have on federal interests, national security concerns, and the surrounding neighborhoods. After a year-long study with significant
NCPC AT A GLANCE

public input, NCPC’s recommendations to Congress reaffirmed the importance of the Height Act city-wide to protect Washington’s distinctive urban form. The only recommended legislative change was to amend the Height Act to allow penthouse occupancy, subsequently allowed through Public Law 113-103. Building upon the Height Master Plan’s technical studies and insights, NCPC approved a new Urban Design Element in 2016 that identifies and protects key viewsheds, and directs the federal government to follow high quality design standards in Washington, DC and the surrounding region.

Support Regional Prosperity
NCPC’s 1997 Extending the Legacy Plan envisioned the next generation of federal development extending throughout all quadrants of Washington, integrated with local development and emerging transportation options. The 2010 Monumental Core Framework Plan looked to transform the federal precincts around the National Mall into more mixed use areas that connect and extend Washington’s downtown, with enhanced opportunities for public space and commemoration.

NCPC then spearheaded an in-depth multi-agency study, the SW Ecodistrict Plan (2013), an innovative, comprehensive approach to transform an isolated 110-acre federal precinct south of the National Mall into a revitalized workplace, mixed-use neighborhood, and cultural destination. The plan identified expanded federal and private redevelopment opportunities, opportunities for efficient and high performance infrastructure, and a roadmap for an economically successful partnership. Plan recommendations, including a new connection to the riverfront and a new business improvement district, are underway.

NCPC works closely with the District of Columbia and other jurisdictions to coordinate project review, and prepare plans and development guidance. This ensures mutual recognition of important federal and national interests, community and economic development objectives, and shared stewardship goals in this growing region.

Security and Resilience
NCPC is a leader in design and planning to secure federal facilities and workplaces in the face of evolving natural and manmade threats, while ensuring publicly-accessible national institutions and a welcoming and attractive public realm. In response to the proliferation of temporary perimeter security measures following the Oklahoma City bombing and 9-11 attacks, NCPC prepared the National Capital Urban Design and Security Plan, one of the first plans in the country to address this issue, followed by more detailed design guidelines that shape NCPC’s review of physical security.

NCPC has reviewed hundreds of projects and master plans with security components: iconic destinations, such as the redesign of Pennsylvania Avenue in front of the White House, the Washington Monument grounds, the Martin Luther King, Jr. Memorial, and several Smithsonian museums; major installations, including the Pentagon and the National Institutes of Health; and major downtown headquarters renovations including the U.S. Department of Commerce and the U.S. Department of State. NCPC is currently reviewing changes to the White House fence. NCPC continues to promote security solutions that can be seamlessly integrated into buildings and public space, and coordinates approaches that work across a precinct.

A resilient capital region that can effectively respond to manmade and natural threats is an agency priority. NCPC, through multi-agency coordination, plans, and policies, is a leader in addressing the
region's significant and increasing flooding risks. In response to stormwater floods that caused millions of dollars in damage to Federal Triangle buildings in 2006, NCPC coordinated and advanced modelling studies, as well as cross agency discussions on best practices used by agencies to develop flood protection. NCPC’s review and multi-agency coordination was critical to complete sensitively designed levee improvements within the National Mall grounds for protection from river flooding. Today, NCPC is collaborating with federal agencies to develop region-specific resources and coordinated approaches for flood risk management.

Commemoration
NCPC has review and approval authorities over site selection and design for major commemorative works, and advocates the design and placement of these works in a manner that enhances the nation’s capital. These highly visible, complex proposals often result in lengthy public discussions on how they reflect national identity, heritage, and history, and how well these projects fit within the context of vibrant, urban locations and some of Washington’s most historically significant settings. Recent projects include memorials to Dr. Martin Luther King, Jr. and the Victims of Communism (both constructed); approvals of the Dwight D. Eisenhower Memorial, the Vietnam Veterans Memorial Visitor Center, and expansions to the Kennedy Center for the Performing Arts (a Presidential memorial); and the World War I Memorial, currently in review.

Washington’s symbolic landscape is beloved by residents and visitors alike. It has a timeless quality, yet it is constantly evolving and responding to new challenges and opportunities. NCPC’s Memorials and Museums Master Plan identified continuing trends for more and larger memorials and museums, and the resulting pressure on the National Mall. It also identified locations for future museums and memorials. This plan was instrumental in Congress, in 2003, identifying a Reserve where no future commemorative works are allowed. Subsequent area plans developed strategies that have successfully encouraged memorial sponsors to consider “off-Mall” sites. In 2016, NCPC, together with the National Park Service and Van Alen Institute, sponsored an ideas competition, Memorials for the Future, to consider how new approaches, technologies, evolving narratives and new subject matter might shape 21st century commemoration.
National Capital Planning Commission
Organizational Chart
September 2016

Commission Chairman

- Office of General Counsel
- Office of Executive Director
  - Office of Administration
  - Physical Planning Division
  - Policy and Research Division
  - Urban Design and Plan Review Division
- Office of Secretariat
Strategic Plan
NCPC Commissioners

Presidential Appointees
L. Preston Bryant, Jr. (Virginia) | NCPC Chairman
Vacant (Maryland)
Elizabeth White (At-Large)

Mayoral Appointees
Arrington Dixon
Robert Miller | NCPC Vice Chairman

Ex Officio Members
Honorable Charles "Chuck" Hagel
Secretary of Defense
Represented by Bradley Provancha

Honorable Sarah "Sally" Jewell
Secretary of the Interior
Represented by Peter May

Honorable Daniel Tangherlini
Administrator of General Services
Represented by Mina Wright

Honorable Tom Carper
Chairman, Committee on Homeland
Security and Government Affairs
United States Senate
Represented by Deanne Millson

Honorable Darrell Issa
Chairman, Committee on Oversight
and Government Reform
United States House of Representatives
Represented by Howard Denis

Honorable Vincent Gray
Mayor, District of Columbia
Represented by Ellen McCarthy

Honorable Phil Mendelson
Chair, Council of the District of Columbia
Represented by Jessica Jacobs

Mission
The National Capital Planning Commission preserves and enhances the extraordinary historical, cultural, and natural resources and federal assets of the National Capital Region to support the needs of the federal government and enrich the lives of the region's visitors, workers, and residents.

What NCPC does
Established by Congress in 1924, the National Capital Planning Commission (NCPC) is the federal government’s central planning agency for the National Capital Region. Through planning, policymaking, and project review, NCPC protects and advances the federal government’s interest in the region’s development. The Commission provides overall planning guidance for federal land and buildings in the region by reviewing the design of federal and certain local projects, overseeing long-range planning for future development, and monitoring capital investment by federal agencies.

Core Responsibilities

Signature Planning
Collaborate with stakeholders to develop federal policies and plans that address key issues such as land use, infrastructure, physical form, revitalization, and sustainability.

Federal Capital Improvements Program
Compile and review proposed federal capital projects throughout the region.

Comprehensive Planning
Update the Comprehensive Plan for the National Capital: Federal Elements, a statement of principles, goals, and policies to guide future federal development.

Plan Reviews
Review and approve plans and projects for federal land, District of Columbia public buildings, and installations.
2015-2018
Strategic Plan

Letter from the Chairman

I am pleased to present NCPC's 2015-2018 Strategic Plan, which sets forth the goals that will chart our course over the next four years and the strategies we will use to gauge our successes. As the federal government's planning agency for the National Capital Region, the National Capital Planning Commission is guided by a clear vision of an inspiring and livable world capital that meets the needs of the federal government, enriches the lives of all who encounter it, and reflects the enduring values of the American people. It is a vision rooted in the city's long legacy of planning and nourished by the exciting changes that are transforming the region.

We will advance this long-range vision on a daily basis through the ongoing fulfillment of our mission. We will craft comprehensive, long-range plans and provide solutions to emerging planning issues. We will continue our thorough, timely review of monthly project submissions and annual capital investment proposals. And to enhance the quality of our planning and policymaking, we will robustly seek public input and build the necessary support to guide our plans toward implementation. Together, these principal planning activities define and protect the federal government's interest in the development of the capital city and its environs.

This Strategic Plan identifies several opportunities for improving our current efforts. To improve our planning evaluation of federal capital project proposals, we have developed a new scorecard that aligns with policies in the Federal Elements of the Comprehensive Plan. In addition, we are working with our federal and local partners to address how to use federal land and facilities more efficiently and sustainably; integrate the federal and local activities of the city; improve the parks, green spaces, and public amenities throughout the capital; and revitalize federal lands around the National Mall. We will continue to improve coordination of federal, local, and regional planning activities; make our internal processes more efficient; and expand our outreach to new audiences.

The document before you is a collaborative effort that represents many hours of thoughtful and vigorous discussion through which we have reaffirmed our commitment to protect the federal interest in the National Capital Region and ensure that our capital will continue to prosper for generations to come.

L. Preston Bryant, Jr. Chairman
The National Capital Region (NCR) consists of the District of Columbia (the official seat of the national government), the surrounding counties within the states of Maryland and Virginia (Montgomery, Prince George's, Arlington, Fairfax, Loudoun, and Prince William), and the incorporated cities therewith.

The NCR totals approximately 2,400 square miles.
NCPC's Core Values

NCPC's mission is translated into action and results through its people. These core values define how NCPC's people will treat each other, their customers, and their partners as they work together to preserve and enhance the extraordinary historical, cultural, and natural resources and federal assets of the National Capital Region.

Public Service
We serve the citizens of Washington, DC, the National Capital Region, and the United States. We are results-oriented public servants, dedicated to meeting the immediate and long-term needs of the federal establishment and national interests in the nation's capital.

Stewardship
We protect the integrity of the national capital's built and natural environments and serve as guardians of Washington's extraordinary design, culture, and historic legacy to ensure their conservation for the use and enjoyment of future generations.

Inclusiveness
We accept, value, and embrace all people in our communities. To foster inclusiveness, we promote the free exchange of ideas and opinions and the fair and equitable treatment of all. We believe there is strength in diversity, and we recognize, respect, and appreciate different views.

Excellence
We continually seek improvement through sustained commitment to quality, increased effectiveness and efficiency, and dedication to the public and the betterment of the nation's capital.

Leadership
We lead by example, educating and informing all citizens about the importance of planning in the nation's capital. We maintain the highest level of expertise in our professional fields, and we employ best practices and cutting-edge technologies. We foster partnerships and coalitions among federal and local agencies, professional and civic organizations, and members of the public to achieve shared implementation goals.
Federal Planning in the Nation's Capital

As a capital city, Washington, DC is the seat of the federal government, but it is much more than a concentration of government employees and public buildings. Washington, DC is the symbolic heart of the nation, and its image resonates well beyond the National Capital Region and national borders. Through its architecture and physical design, the capital city symbolizes the nation's ideals and values, and its visibility makes it a standard-bearer for best practices in transportation, historic preservation, and sustainable growth.

Perhaps in no other country is the idea that the capital city belongs to the entire nation so firmly rooted in its collective psyche. Millions travel to Washington each year to learn about the country's history, experience its culture, and make a mark on the political system, not just in the corridors of power, but in the city's majestic public spaces. This national constituency has interests related to the character and form of the capital city.

At the same time, the capital city and the surrounding area must serve the needs of its residents, and support the activities of the federal government and the country's citizens, which have interests separate and distinct from those of local authorities. With an estimated 360,000 civilian and military employees and spending that accounts for 21 percent of the gross regional product, the federal establishment is complex, and accommodating its needs requires forethought and coordination.

NCPC, through planning, policymaking, and plan review, defines and protects both federal interests and broader national interests in the development of the National Capital Region. The federal interest is wide-ranging and multifaceted—from ensuring that government agencies have adequate facilities, to protecting the environment, public parks, and the region's historic resources. NCPC encourages efficient transportation and smart growth, accommodates the needs of foreign missions, and balances security elements with urban planning principles.

NCPC also incorporates broader national interests into planning guidance. This includes safeguarding the visual pre-eminence of Washington's iconic civic and symbolic structures such as national monuments, which have contributed to the identity of the nation's capital for over 200 years. It also entails enhancing visitor experiences within and around Washington's federal buildings, commemorative works, and national parks.

No other entity has a sufficiently broad perspective to define and protect the federal and national interests in the National Capital Region. NCPC's planning and design professionals weigh the needs of many different federal agencies, the concerns of local and regional authorities, and the opinions of citizens and stakeholders to devise optimal solutions for the nation's capital.
Public Engagement and the Planning Process

NCPC includes the public's input in all aspects of the planning process. The capital city serves several distinct constituencies, so "the public" has a very broad meaning. The public includes local citizens, both those who are represented by organizations and those who are not. The public also encompasses federal employees and agencies who, as a group, comprise a distinct federal interest. A broader national audience, the citizens of the United States, for whom the capital city is the symbolic heart of the nation and an important travel destination, comprise a third component of the public we serve.

NCPC engages the broader public in many ways. Monthly Commission meetings are open to the public and allow testimony. The agency holds monthly public meetings and frequent outreach events; shares critical planning information through print and electronic publications; explores best practices through forums and other events with industry leaders; and seeks public comment on agency plans. NCPC emphasizes outreach, education, engagement, and transparency through all of its initiatives, plans and project review work. NCPC's goal is to communicate clearly and effectively with the diversity of interests throughout the National Capital Region and beyond.

Partnerships and the Planning Process

As part of the participation process, NCPC also focuses on building consensus and facilitating cooperation to move plans and policies toward fruition. The National Capital Planning Act, 40 U.S.C. §8901 et seq., identifies NCPC as the agency through which all other federal entities responsible for public development in the National Capital Region must cooperate and correlate their work. The agency's coordination efforts also include District and regional agencies, public interest groups, and business associations, among others.

Every plan or policy has a lifecycle that starts with the identification of a need. The process of finding a solution moves through various stages, from the conceptual to the concrete, as ideas evolve into descriptions, drawings, and recommendations. A successful planning process does not end with the completion of a plan; it ends with the implementation of the plan.

While NCPC does not provide the bricks and mortar to turn its plans into reality, it does bring together, persuade, and encourage those who implement. Consensus-building begins early in the planning process, because a plan is more likely to become reality if all parties have been involved from the outset. NCPC therefore begins most major planning projects by consulting with stakeholders—those likely to play an important role in marshaling popular support, passing necessary policies, crafting the project design, and providing funds.

IN 2013, THE AGENCY:

- Welcomed 454 people to the agency's regular Commission meetings
- Presented 2 Speaker Series and 1 brown bag
- Distributed 51 press advisories and releases
- Organized 15 public meetings, 3 public forums and 3 scoping meetings
- Logged about 5,000 website visitors
- Logged over 14,000 YouTube views of agency videos
- Distributed 10 e-newsletters to more than 3,000 subscribers
NCPC’s Roots

Since 1791, when Pierre L’Enfant set out to create a “magnificent city, worthy of the nation, free of its colonial origins, and bold in its assertion of a new identity,” the nation’s capital has been a planned city. This fact alone is one of Washington, DC’s defining characteristics, and NCPC, as the federal government’s planning agency for the capital and the surrounding region, has inherited this planning legacy.

L’Enfant’s design—with its broad avenues, commanding views, and neighborhoods centered around public parks and squares—remains the foundation of the modern city, but for the first hundred years of its existence, Washington, DC’s development proceeded unevenly. In 1901, this prompted the formation of the Senate Park Commission, under the chairmanship of Senator James McMillan, to restore the grandeur of L’Enfant’s vision to the capital. The McMillan Plan made a distinctive imprint that endures today in the city’s architecture and public spaces, particularly in the open greenway of the National Mall, the monumental core of federal buildings, and the comprehensive public park system.

In part to ensure the implementation of the McMillan Plan, the U.S. Congress established the National Capital Park Commission, the predecessor of today’s National Capital Planning Commission, in 1924. Over the next several years, Congress expanded the Commission’s original mandate, endowing it with responsibility for the “comprehensive, systematic, and continuous development of the park, parkway, and playground systems of the national capital and its environs.”

The 1952 passage of the National Capital Planning Act gave the Commission the name it bears today and established it as the central planning agency for the federal government in the National Capital Region, with its current form and functions.

Thanks to its tradition of planning, Washington DC is one of the world’s finest urban achievements. NCPC carries on this tradition by creating and promoting a vision for the development of Washington and the surrounding area. NCPC’s long range conceptual plan, Extending the Legacy: Planning America’s Capital for the 21st Century, builds on the L’Enfant and McMillan legacies, charting a course for the nation’s capital for the next 100 years.

NCPC envisions a vibrant world capital that accommodates the needs of our federal government; enriches the lives of the region’s residents, workers, and visitors; and embodies an urban form and character that reflect the enduring values of the American people.
What Does NCPC Want to Achieve?

Mission

The National Capital Planning Commission preserves and enhances the extraordinary historical, cultural, and natural resources and federal assets of the National Capital Region to support the needs of the federal government and enrich the lives of the region's visitors, workers, and residents.

Strategic Goals

To carry out its mission and ensure that the nation's capital evolves as NCPC has envisioned, the following strategic goals were formulated to direct the agency's planning and public outreach efforts and critical support activities over the next four years:

**Strategic Goal 1**

Foster a vibrant, well-planned national capital.

**Strategic Goal 2**

Ensure that individual projects and plans within the National Capital Region are consistent with federal interests.

**Strategic Goal 3**

Advance the orderly federal capital improvement of the National Capital Region.

**Management Goal 4**

Ensure effective management and accountability of agency resources.
Strategic Goal 1:

Foster a vibrant, well-planned national capital.

Program Objective 1.A:

Create, maintain, and advance policies and plans that respond to emerging planning issues and engage the public throughout the planning process.

NCPC develops its planning vision for the National Capital Region through the Comprehensive Plan for the National Capital (Comprehensive Plan), signature planning efforts, emerging issues planning, and a robust public process.

The Federal Elements of The Comprehensive Plan


The Federal Elements of the Comprehensive Plan outline policies for nine distinct planning elements of capital city life in which the federal government has an interest. It addresses the needs of federal employees as well as visitors to the capital; devises policies for locating new federal facilities and maintaining existing ones; guides the placement of foreign missions and international agencies; promotes the preservation and improvement of the natural environment and public parks; protects historic and cultural resources; and encourages efficient transportation into, out of, and around the National Capital Region.

The Comprehensive Plan is a key factor in NCPC’s decision-making process. Policies are updated periodically to respond to changing circumstances, the evolving priorities of the federal government, and the findings of studies undertaken by our agency and others. Beginning in 2010, NCPC initiated an update to the Federal Elements. Examples of updated policies include guidance related to Executive Order 13514, “Federal Leadership in Environment, Energy and Economic Performance,” the 2010 Presidential Memorandum “Disposing of Unneeded Federal Real Estate,” and the 2013 “Freeze the Federal Footprint” real property benchmarks set forth by the Office of Management and Budget (OMB). All elements are reviewed by the Commission and include a public comment period.

NCPC is currently drafting a new Urban Design Element. This new element includes guidance to improve the design and quality of public spaces, and the buildings that shape them, in the national capital. The draft policies will guide the physical development of federal buildings, campuses and public spaces in and around the region.
Signature Planning Activities and Sector Plans

NCPC's signature planning efforts are re-envisioning the urban form and function of selected federal buildings, resources, and lands within the capital city. These sector plans merge physical planning strategies, programming opportunities, and policy goals in areas with a concentration of federal assets. Sector plans often address challenges associated with integrating federal and local land uses and goals. Examples of NCPC's past and current sector planning work include: Robert F. Kennedy Site Redevelopment Plan, South Capitol Street Plan, North Capitol Street Plan, The Monumental Core Framework Plan, and the SW Ecodistrict Plan.

The Monumental Core Framework Plan

The 2012 Monumental Core Framework Plan (Framework Plan), is the product of a partnership with the U.S. Commission of Fine Arts. The Framework Plan advances the Extending the Legacy vision by revitalizing areas adjacent to the National Mall; improving the integration of federal and local activities within the city; creating more appealing destinations for tourists, residents, and federal employees; and generating opportunities for economic development. Upon adoption of the Framework Plan, NCPC began detailed planning for its priority sites, starting with the SW Ecodistrict.

Recent and Ongoing Planning Initiatives:

The SW Ecodistrict Initiative

The SW Ecodistrict Initiative is a comprehensive effort to transform a 15-block federal precinct just south of the National Mall into a showcase of sustainable development. In addition to accommodating the future space needs of the federal government, the Ecodistrict will extend the civic qualities of the National Mall, create new places to live, and promote a vibrant, open, and walkable neighborhood and workplace. The Initiative involves 17 federal and District agencies and is led by NCPC.

Project goals include:

- A revitalized neighborhood and cultural destination with a diversity of uses;
- A well-connected community that visually and physically connects the National Mall and the waterfront;
- A high performance environmental showcase;
- An approach that uses limited financial resources to effectively improve buildings and resources.
Emerging Planning Issues

To improve the depth of its policymaking, NCPC undertakes focused studies of key and emerging planning issues. When unsightly, ad hoc security structures started popping up around the capital city in the 1990s, NCPC took action by recommending approaches to security design that would restore the beauty and accessibility of the capital. After catastrophic flooding occurred in the city’s monumental core in 2006, NCPC responded with a report that determined its causes, identified necessary remedies, and outlined a series of implementation steps.

Examples of previous projects that explored key planning issues with federal, local and other stakeholders include:

**Security**
- Federal Triangle Security Task Force Recommendations - 2011
- President’s Park Design Competition - 2011
- Urban Design and Security Plan - 2002

**Transportation**
- SW Ecodistrict Plan - 2013
- Monumental Core Framework Plan - 2009
- South Capitol Street Plan - 2004

**Stormwater and Flooding in Washington**
- National Mall Levee Study Coordination and Capital Project (submitted by the Army Corps of Engineers)
- Federal Triangle Stormwater Drainage Study - 2011
- Report on Stormwater and Flooding in Washington, DC - 2008

More recently, NCPC published studies related to building heights (Height Master Plan for Washington, DC - 2013), commemorative works (*Memorial Trends and Practice in Washington, DC, 2012*), and parks and open space (*CapitalSpace, 2011*).

The reports, policies, and concept designs that result from the study of emerging planning issues help define and clarify federal and national interests in these areas. They often form the basis for future planning initiatives and help establish priorities for updating the *Comprehensive Plan* or inform a new signature planning initiative.

**Examples of current emerging topics and studies include:**

**Infrastructure**
NCPC is currently involved in several inter-agency planning initiatives that address infrastructure improvement needs of federal facilities at a neighborhood, local, and regional scale. These activities involve the assessment of current transportation, stormwater, and energy systems to support the long-term viability of the federal government in the National Capital Region. The agency is also studying how to pursue innovative strategies, such as green infrastructure for stormwater management, district energy, and multi-modal transportation centers at federal employment nodes. NCPC’s infrastructure planning activities focus on ways to increase land use-transportation efficiency; reduce environmental, economic and social risks; create a public realm befitting the nation’s capital; identify innovative funding mechanisms; and establish governance structures for implementation.

**Climate Change**
Recognizing the potential risks of climate change to the long-term resiliency of the federal government in the national capital, NCPC is facilitating an interagency climate adaptation working group of federal, regional and local agencies who own, manage and maintain the federal buildings, cultural landscapes and infrastructure in Washington’s monumental core. This group will conduct a needs assessment and identify common priorities and actions for climate adaptation. This initiative addresses recent federal directives: E.O. 13514, Federal Leadership in Environmental, Energy, and Economic Performance; and the GAO’s assessment for federal agencies to coordinate their climate adaptation strategic plans.
Form of the Capital City

As the capital of the United States, Washington is a unique place with its own authentic character and identity. Since the city’s founding, the image and experience of Washington has been carefully planned to reflect the preeminence of the nation’s democratic institutions. Many of NCPC’s projects grapple with fundamental questions about how to plan for and protect the public realm of the city, including viewsheds and open spaces. One important example of this work is the Height Master Plan, which explores the impact of strategic changes to one of the most important contributors to the form of the city, the Federal Height of Buildings Act of 1910. The study, requested by the U.S. House Committee on Oversight and Government Reform, is guided by three core principles: ensure the prominence of federal landmarks and monuments by preserving their views and setting; maintain the horizontality of the monumental city skyline; and minimize negative impacts to nationally significant historic resources, including the L’Enfant Plan.

NCPC is also creating the new Urban Design Element in the Federal Elements of the Comprehensive Plan, which will articulate policies related to the form, character and experience of the nation’s capital. The element will include guidance to reinforce the importance of the nation’s civic spaces and cultural institutions; support a vital, comfortable and accessible public realm; and reinforce the visual order of the city. One of the most important places where these urban design principles are relevant is Pennsylvania Avenue between the White House and U.S. Capitol. Today, Pennsylvania Avenue, one of the most important settings of national significance in the country, is confronting a number of important planning challenges. NCPC is undertaking a detailed study of the avenue, including a vision for its future design and the long-term management of its iconic open spaces. The study will be conducted with other federal agencies and public stakeholders, and will address issues related to transportation; security and open space; urban design; and land use management.

Commemorative Works

The Memorial Trends and Practice Report (2012), developed in partnership with the National Park Service (NPS), summarized key issues and trends associated with authorizing, siting and designing memorials in Washington under the Commemorative Works Act. Study recommendations resulted in new policies in the Comprehensive Plan. The Report also includes recommendations to improve the commemorative works process. NCPC will address these recommendations in its work program over the next three years. These include: development of a process manual; strategies to balance urban and commemorative uses on park lands; and strategies to improve memorial guidance through the National Capital Memorial Advisory Commission.

Evaluating Success

NCPC can achieve its vision of fostering a vibrant world capital by successfully developing strategic partnerships with federal agencies and other stakeholders that can implement our planning vision. NCPC will continue to shepherd its planning ideas toward implementation and we will build on recent successes. For example, the General Services Administration (GSA) issued a Request for Information (RFI) seeking ideas to address long-term needs of federal facilities located in an area designated Federal Triangle South, located within the SW Ecodistrict Study Area. The RFI takes into account many planning and development goals developed in the SW Ecodistrict Plan. As another example Congress accepted NCPC’s building height study recommendations, and passed a bill on penthouses, signed by the President.

NCPC has also built successful partnerships that focus on policy areas. For example, in 2011, NCPC partnered with the NPS to develop recommendations for the improvement of the commemorative works process, which resulted in the Memorial Trends and Practice Report. More recently, NCPC kicked off the National Capital Climate Adaptation Planning Study, a partnership between 22 agencies that will provide a forum to share information, conduct a needs assessment, and identify common priorities and opportunities to collectively achieve multiple objectives to improve the federal government’s resiliency to climate change. Moving forward, NCPC will evaluate the Comprehensive Plan policies to ensure that they are effectively guiding the work of the agency and creating a sound planning vision for the National Capital Region.
Strategic Goal 2:

Ensure that individual projects and plans within the National Capital Region are consistent with federal interests.

Through its regulatory responsibilities, NCPC protects and represents the federal interest on all planning matters. The primary method for carrying out these responsibilities is through agency consultation and the monthly plan and project review process. NCPC also protects federal interests through its representation on local and regional planning bodies.

Program Objective 2.A:

Review federal projects and plans in a public forum for consistency with the Comprehensive Plan, federal sector plans, urban planning and design principles, and other federal interests.

The Commission reviews a wide range of plans and projects to determine whether they are consistent with the federal interest. Federal interests in the development of the National Capital Region encompasses many policy areas, and because the needs and priorities of any one agency may not align with those of another, NCPC weighs varying concerns to determine how best to serve the broader federal interest. For example, securing public buildings and monuments is an important federal interest, but so is maintaining the image of the capital city's architecture and public spaces. Building new facilities in locations that serve the needs of particular agencies is also in the federal interest, but so is preventing urban sprawl and increasing the use of public transit. The review of plans and proposals is a rigorous and systematic process, and assessing the federal interests in any given situation is contingent upon many factors.
In evaluating designs for site and building projects, NCPC's staff professionals consider the federal interest within the context of federal, state and local laws; the policies and guidelines articulated in the Comprehensive Plan and other long-range plans; the plans and policies of local and regional planning authorities; the needs and master plans of the applicant agency; the concerns of other agencies; and public input. The public is invited to comment on projects under Commission consideration.

NCPC conducts timely, thorough, and transparent reviews of monthly plan and project submissions. NCPC reviews master plans and projects requiring referral to state and local entities in 90 days from the date of submission, contingent upon the completeness of the submission, the technical complexity of the proposal, and the need to gather public input. NCPC staff consult closely with submitting agencies, stakeholders and the public to identify and resolve issues. Staff recommendations and public input inform the discussion of the commissioners, who vote on projects during their monthly meetings.

In addition to its individual project review during NCPC's Commission meetings, NCPC protects the federal interest through formal representation on various local, regional and federal authorities such as the Board of Zoning Adjustment, the Foreign Missions Board of Zoning Adjustment, the National Capital Memorial Advisory Commission, and the Transportation Planning Board of the Metropolitan Washington Council of Governments. NCPC also participates in project-specific and issue-based studies conducted by other agencies and organizations to ensure federal interests are recognized and to advance agency plans. As an example, NCPC is involved in the following external transportation initiatives: the National Mall Roads Interagency Group (NPS), National Tour Bus Study (NPS), District of Columbia Streetcar Task Force (DC), St. Elizabeths DHS Campus (GSA), the DC Surface Transit, Inc. (Downtown Business Improvement District), and the Regional Transit System Plan (WMATA). As one of NCPC's key statutory responsibilities, external representation must be fully integrated with the agency's other planning and plan review activities.

Program Objective 2.B:

Review state, district and local plans for consistency with the Comprehensive Plan, federal sector plans, urban planning and design principles, and other federal interests.

To coordinate development planning in the region, NCPC reviews plans developed by regional and local planning agencies. NCPC provides comment letters to municipalities within the region regarding major projects, such as municipal capital improvement programs and park master plans. For example, in 2013, we provided comments on 12 initiatives, including on planning matters related to transportation, urban design, parks and open space, and environmental stewardship. NCPC may also provide comments related to the planning process, including public participation and stakeholder coordination.

Evaluating Success

From staff consultation through Commission action, we will support the orderly development of the National Capital Region and ensure that federal interests are protected during individual project review. While an important measure, NCPC's success goes well beyond meeting specific scheduling benchmarks associated with monthly Commission review. It rests in our ability to improve the foundational planning decisions associated with each proposed federal project we review in accordance with guidance in the Comprehensive Plan. Moving forward, NCPC will develop a system of documenting those successes and identifying areas where we can make improvements.
Strategic Goal 3

Advance the orderly federal capital improvement of the National Capital Region.

Program Objective 3.A:

Analyze and recommend proposed capital improvement projects in consultation with stakeholders in the National Capital Region.

As part of the Federal Capital Improvements Program (FCIP), NCPC receives annual proposals from federal agencies for capital improvements to be carried out over the next six years. NCPC reviews each submission for consistency with the Comprehensive Plan and federal and local planning policies. NCPC provides the FCIP to the Office of Management and Budget (OMB).

NCPC made a number of improvements to the FCIP program in consultation with OMB and applicant agencies:

- To improve and clarify its planning evaluation, NCPC developed a new evaluation tool and a scorecard. The scorecard includes a planning evaluation of each project based on the Federal Elements of the Comprehensive Plan.
- To ensure timeliness and relevance, the FCIP report will be released after the President’s Budget, and will only include those projects listed in this Budget.
- To ease the submission process for reporting agencies and to ensure accuracy, NCPC developed an automated online portal for agencies to electronically submit submission materials.

Evaluating Success

NCPC has already made significant improvements to the FCIP. Ultimately, the success of this program is rooted in NCPC’s ability to improve planning-related decisions for each capital project proposed for the region. Future program evaluations may include measuring NCPC’s planning scorecard against actual budget and implementation decisions. To develop the evaluation protocol, NCPC may consult with other agencies, such as the U.S. Department of Energy, that utilize scorecards for guidance and best practices.

NCPC may also explore enhancing the analytical outcomes of the FCIP program to better inform government-wide policy discussions. For example, the FCIP data can prompt an evaluation of key trends related to location of capital improvements and type of investment. This information may also be presented visually through maps and other online media.
Management Goal 4

Ensure effective stewardship and accountability of agency resources.

Program Objective 4.A:

Recruit and retain a capable, motivated and inclusive workforce that advances NCPC’s mission and embraces its core values.

NCPC pursues strategies to nurture a high-quality staff and build morale within the agency. For example, new community planners rotate within the planning divisions to learn the work of the agency and enrich their understanding of its mission. NCPC also hosts in-house training sessions for specific topics such as plain writing and NEPA. Where possible, NCPC invites industry leaders to workshops and forums to keep staff abreast of best planning practices and other related issues. NCPC will continue to cultivate a skilled workforce by setting clear performance standards, rewarding good performance, and, if necessary, correcting poor performance.

Program Objective 4.B:

Ensure sound financial performance.

NCPC will ensure that its financial systems and operations can produce, in a timely manner, accurate and relevant financial information to support sound decision making and comply with the external reporting requirements directed by OMB and the U.S. Department of the Treasury. The agency can demonstrate that appropriate financial controls are in place to quickly identify and correct potential waste, fraud and abuse. The financial system and processes enables the agency to link investment of resources to performance.

Program Objective 4.C:

Establish a cohesive IT architecture that takes advantage of recent advances in cloud computing and managed services and complies with federal security requirements.

NCPC continues to improve its information technology infrastructure. To promote economy and efficiency, NCPC has virtualized the agency’s network server, replaced its legacy telecommunications with an Internet Protocol based solution, and transitioned to managed service for its day-to-day monitoring for intrusion detection and incident analysis. To support the agency’s planning functions and environmental goals, NCPC is working to meet Federal Information Security Management Act requirements. NCPC’s website is being fully updated to meet security standards.
Program Objective 4.D:

Strengthen the agency’s performance evaluation program.

Effective program evaluation is critical to ensuring that NCPC can continue to achieve its mission and provide the services the public deserves. NCPC will strengthen its quarterly performance reviews of agency programs and goals through evaluation questions and the collection of data. The evaluation responses and data will be used to determine how the agency programs and goals are progressing and what changes need to be made based on the findings.

External Factors

NCPC works with a variety of partners, including federal, state, and local agencies that have a direct stake in many of our planning efforts. Achievement of the performance targets in this plan is therefore contingent in part upon the contributions of other agencies. NCPC will continue to foster strong working relationships among stakeholders and partners as one means of furthering its objectives.

NCPC also acknowledges the possibility that unforeseen events may reorder the priority of performance targets related to core planning initiatives, particularly those that address emerging issues. Continuing fiscal constraints are likely to lead to conservative budgets. Therefore, NCPC must continue to optimize resources and align its budget with global priorities.

Adequate personnel resources are needed to plan for emerging issues; expand and update the web site to increase public participation; conduct community and stakeholder outreach; and provide administrative and IT support. NCPC will therefore continue to prioritize maintaining a full complement of staff, particularly in the core planning functions by continuing to identify creative processes to attract and retain the best and brightest workforce.

NCPC expects to achieve many process-improvement performance targets without enormous expenditures, and prioritizing resources will be essential to upgrading the agency’s computing and networking capabilities. Accomplishing a whole host of other performance targets depends upon these critical IT improvements, including the conversion of all planning documents to electronic files and the ability to store them in a central, searchable location.
Summary

With this Strategic Plan, NCPC has laid out a set of goals to guide the agency over the next four years in fulfilling its mission as the federal planning agency for the National Capital Region. Through its principal activities of long-range and emerging issues planning, review of site and building proposals, and analysis of capital improvement projects, NCPC will continue to define and protect the federal government’s interest in the development of the capital city and surrounding areas.

NCPC looks forward to updating its policies to reflect new priorities and best practices in security design, the management of parks and open spaces, architectural and urban design, sustainability, and the placement of commemorative works. NCPC will also advance the Legacy vision for the capital through a series of planning and design projects that integrate the federal and local activities of the city, create appealing destinations, and generate opportunities for economic development. The agency will also pursue new opportunities for public outreach and continue to improve human resources, work processes, and technology.

Each year, NCPC will revisit the Strategic Plan’s goals to assess progress and reaffirm our commitment to its vision, mission, and strategic goals. NCPC will respond to changing circumstances by reconsidering the assumptions made in setting our goals, identifying unanticipated challenges and, if necessary, formulating new priorities.

In 2017, the agency will conduct a formal review of the Strategic Plan to determine if a fresh approach is required to ensure that the nation’s capital remains a vibrant metropolis that accommodates the needs of the federal government, reflects the enduring values of the American people, and enriches the lives of the area’s residents as well as those who visit from around the world.
Appendix: Statutory Framework

NCPC's efforts to define and protect the federal interest during the planning and plan-review process are guided by numerous statutes, including:

National Capital Planning Act

This Act, set forth at 40 U.S.C. §8701 et seq., establishes the National Capital Planning Commission as the central planning agency for the federal government in the National Capital Region. The Act provides for the agency's essential functions, including development of a Comprehensive Plan for the National Capital Region; review of federal and some District of Columbia proposed developments and projects; review of District of Columbia zoning amendments; annual review of the Federal Capital Improvements Program and the District of Columbia Capital Improvements Program; and under its general planning authority the development of special planning projects.

Commemorative Works Act

The Commemorative Works Act, found at 40 U.S.C. §8901 et seq., specifies the requirements for development, approval, and location of new memorials and monuments in the District of Columbia and its environs. The Act preserves the urban design legacy of the historic L’Enfant and McMillan Plans by protecting public open space and ensuring that future monuments and memorials in areas administered by the NPS and GSA are appropriately located and designed. The Act provides an important role for NCPC in approving the site and design of commemorative works. The Act, when amended in 2003, established a Reserve, a zone on the National Mall where new commemorative works may not be located.

Height of Buildings Act of 1910

This law, enacted in 1910 as 36 Stat. 452, is key to establishing and assuring the horizontal character of the national capital by setting maximum building heights that are controlled primarily by street width. The height limit on residential streets is 90 feet. In business areas, the building height is generally limited to the width of the adjacent street plus 20 feet. There is an overall height limit in the District of 130 feet, which is extended to 160 feet along certain portions of Pennsylvania Avenue.

Foreign Missions Act and International Center Act

The Foreign Missions Act, 22 U.S.C. §4301 et seq., reaffirms the federal government’s jurisdiction over the operation of foreign missions and international organizations in the United States. The Act establishes the criteria and procedures by which foreign missions may locate in the District of Columbia. It provides for NCPC's executive director to serve as a member of the DC Board of Zoning Adjustment when it considers applications by foreign missions.

National Historic Preservation Act

This law, at 16 U.S.C. §470, establishes a program for preserving historic properties throughout the nation. By carrying out its obligations under this law, NCPC serves as a steward of the region's historic buildings, districts, landscapes, and views.

National Environmental Policy Act

The National Environmental Policy Act (NEPA), 42 U.S.C. §4321 et seq., requires federal agencies to consider potential environmental impacts of federal actions. Under NEPA, NCPC must undertake an environmental review to inform its analysis of project proposals. The Act is broadly defined by the act to include social, economic, and historic impacts as well as effects on the natural environment. Beginning at an early point in its decision-making process, NCPC considers the environmental and historic aspects of proposed actions that it reviews.

District of Columbia Home Rule Act

The District of Columbia Self-Government and Governmental Reorganization Act, known as the Home Rule Act, P.L. 93-398 (87 Stat. 774), and codified at DC Code §1-101 et seq., made the Mayor of the District of Columbia the chief planer for the city of Washington. As a result of the Home Rule Act, the District became responsible for its own planning, including social and economic development, land use, and housing and transportation policies. NCPC approves District projects in the central area of the city, reviews and advises on other District of Columbia projects and the District of Columbia Elements of the Comprehensive Plan, and reviews and advises on amendments to city zoning regulations and maps.
Justification for Appropriation & Performance Plan 2016
TABLE OF CONTENTS

Members of the Commission.............................................2

Overview ..............................................................................3
  Introduction .....................................................................3
  Budget Request ..............................................................4
  Organizational Chart .....................................................5
  Mission Statement ..........................................................6

Annual Performance Plan Fiscal Year 2016 ..................................7
  Goal 1: Foster a vibrant, well-planned National Capital .............7
  Goal 2: Ensure that individual projects and plans within the NCR are consistent with federal interests .............................................10
  Goal 3: Advance the orderly Federal Capital Improvement of the NCR .................................................................12
  Goal 4: Ensure effective management and accountability of agency resources .................................................................13
  Next Steps for Strategic Objectives .....................................16

Annual Performance Report Fiscal Year 2014 ..................................17

Appendices............................................................................36
  Analysis of Fiscal Year 2016 Budget Request ..........................37
  Major Changes: Fiscal Year 2016 Labor Costs .........................38
  Major Changes: Fiscal Year 2016 Program Support ..................39
  Major Changes: Fiscal Year 2016 Leased Space ......................40
  Summary of Budget Estimate by Strategic Goals and Objectives .................................................................41
  Comparative Spending Analysis by Object Classification ...........42
  Detail of Permanent Positions .............................................43
  Status of Pertinent Authorization and Appropriation ...............44
MEMBERS OF THE NATIONAL CAPITAL PLANNING COMMISSION

Appointed Members

By the President
L. Preston Bryant Jr., Chairman
Virginia

Elizabeth A. White
United States At Large

Vacant
Maryland

By the Mayor of the District of Columbia

Vacant
District of Columbia

Vacant
District of Columbia

Ex Officio Members

Honorable Ashton Carter
Acting Secretary of Defense

Honorable Sarah "Sally" Jewell
Secretary of the Interior

Honorable Dan Tangherlini
Administrator of General Services

Honorable Ronald "Ron" Johnson
Chairman
Committee on Homeland Security and Governmental Affairs
United States Senate

Honorable Jason Chaffetz
Chairman
Committee on Oversight and Government Reform
United States House of Representatives

Honorable Muriel Bowser
Mayor
District of Columbia

Honorable Phil Mendelson
Chairman
Council of the District of Columbia
INTRODUCTION

The National Capital Planning Commission (NCPC) was established by the United States Congress in 1924 as a park-planning agency. Two years later NCPC’s role was expanded to include comprehensive planning. In 1952, under the National Capital Planning Act, NCPC was designated the central planning agency for the federal government responsible for all property in the District of Columbia, and all federal property in the National Capital Region (NCR).

The National Capital Region encompasses an area approximately 2,500 square miles. It includes the District of Columbia; Montgomery and Prince George’s Counties in Maryland; Arlington, Fairfax, Loudoun, and Prince William Counties in Virginia; and the incorporated cities of Alexandria, Falls Church, Fairfax, and Manassas that lie within that geographic area.

This document, including the proposed Annual Performance Plan for Fiscal Year (FY) 2016, the Performance Report for FY 2014, and all appendices constitutes NCPC’s FY 2016 Budget Request. In this request, NCPC is emphasizing programs, initiatives and activities that align with the President’s goals to deliver a Government that is more efficient, effective and supportive of economic growth.

NCPC, a small independent agency that employs approximately 45 personnel and contract support staff, prides itself in being agile, creative, and collaborative. During FY 2014, NCPC demonstrated its value to constituents in a number of areas. At the request of the U.S. House of Representatives Committee on Oversight and Government Reform, NCPC in partnership with the District of Columbia Office of Planning (DCOP), completed a comprehensive study that explored the impact of strategic changes to the 1910 Height of Buildings Act. In November 2013, NCPC submitted its findings and recommendations to congress proposing minor amendments to the Height Act. As a positive reflection of NCPC’s success, Congress proposed and passed legislation, to amend the 1910 Heights of Building Act to comport with the core recommendations in the NCPC Report. The Enrolled Bill was subsequently signed into law by the President of the United States.

In association with its project planning and review obligations, NCPC reviewed over 100 development proposals and plans in the National Capital Region. These proposals and plans involved major master plans, commemorative works and planning and revitalization projects. As a component of a larger effort to develop and maintain the Federal Elements of the Comprehensive Plan for the National Capital, NCPC updated and finalized the Visitors and Commemoration, and the Foreign Mission elements. In FY 2014, NCPC continued to advance the SW Ecodistrict Plan - a plan that identifies an urban development scenario, urban design and environmental strategies, and recommendations to achieve development and sustainability goals for a 110-acre federal enclave. NCPC led the work to prepare a business case and identify the mutual benefits of collaboration among GSA, NPS and the District government to move their respective plans forward.

In keeping with the GPRA Modernization Act and OMB Circular A-11, NCPC updated its strategic plan, which sets forth the goals that chart its course over the next four years and the
strategies to gauge success. Supporting the Administration's efforts on sustainability, NCPC submitted its 5th Strategic Sustainability Performance Plan ("Sustainability Plan") to OMB and CEQ to comply with Executive Order 13514 Federal Leadership in Environmental, Energy, and Economic Performance.

Looking forward, NCPC will continue its focus on three main areas: 1) Form and Character of the Capital City, 2) Infrastructure, and 3) Federal Workplace and Mobility.

**Budget Request**

For FY 2016, NCPC is requesting $8,348,000. This request is the result of a comprehensive assessment of the resources, priorities, and strategies required to achieve NCPC's core mission; and takes into consideration the guidance outlined in OMB Memorandum M-14-07 dated May 5, 2014. Below is a snapshot of the NCPC's FY 16 Budget Request relative to the FY 2014 and FY 2015 Appropriation. For more information regarding NCPC's FY 2016 request, please refer to the budget analysis tables found on pages 37 to 43. All changes noted in the budget tables are based on a comparison of FY 2015 to FY 2016.

<table>
<thead>
<tr>
<th>Account</th>
<th>FY 2014 Appropriation</th>
<th>FY 2015 Appropriation</th>
<th>FY 2016 Request</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Expenses</td>
<td>$8,084,000</td>
<td>$7,948,000</td>
<td>$8,348,000</td>
</tr>
<tr>
<td>Rescission</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Base Total</td>
<td>$8,084,000</td>
<td>$7,948,000</td>
<td>$8,348,000</td>
</tr>
</tbody>
</table>
Mission Statement

The National Capital Planning Commission preserves and enhances the extraordinary historical, cultural, and natural resources and federal assets of the National Capital Region to support the needs of the federal government and enrich the lives of the region’s residents, workers, and visitors.

NCPC, through planning, policymaking, and plan review, defines and protects both federal interests and broader national interests in the development of the National Capital Region. The federal interest is wide-ranging and multifaceted—from ensuring that government agencies have adequate facilities and their employees have quality workplaces, to protecting the environment, public parks, and the region’s historic resources. NCPC encourages efficient transportation and smart growth, accommodates the needs of foreign missions, and balances security elements with urban planning principles. NCPC also incorporates broader national interests into our planning guidance. This includes safeguarding the visual preeminence of Washington’s iconic civic and symbolic structures, such as its national monuments, which have contributed to the identity of our nation’s capital for over 200 years. It also includes enhancing the visitors’ experiences within and around Washington’s federal buildings, commemorative works, and national parks.

Strategic Goals

To carry out the mission and ensure that the nation’s capital evolves, the Commission established three strategic goals and one management goal in the Strategic Plan for 2015 through 2018. The Annual Performance Plan has been organized in a similar order and aligns resources, strategic objectives and performance indicators with each goal.

- **Goal 1**: Foster a vibrant, well-planned national capital.

- **Goal 2**: Ensure that individual projects and plans within the National Capital Region are consistent with federal interests.

- **Goal 3**: Advance the orderly federal capital improvement of the National Capital Region.

- **Goal 4**: Ensure effective management and accountability of agency resources.
NATIONAL CAPITAL PLANNING COMMISSION

ANNUAL PERFORMANCE PLAN FY 2016

GOAL 1

<table>
<thead>
<tr>
<th>Foster a vibrant, well-planned National Capital</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Justification</th>
<th>FY 2016 Estimate</th>
<th>Total Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>I.A Create, maintain, and advance policies and plans that respond to emerging planning issues.</td>
<td>17  3,493</td>
<td>17  3,311</td>
<td>17  3,673</td>
<td>-  362</td>
</tr>
</tbody>
</table>

Overview

As the central planning agency for the federal government in the National Capital Region, the NCPC is charged with planning for the appropriate and orderly development of the national capital and the conservation of its important natural and historical features. Title 40 USC §8721 requires that NCPC prepare and adopt a “comprehensive, consistent, and coordinated plan for the National Capital.” NCPC’s Comprehensive Plan for the National Capital: Federal Elements provides a blueprint for the long-term development of the national capital, which guides Commission action on the plans and proposals submitted for its review.

NCPC prepares and adopts Federal Elements of the Comprehensive Plan, which address critical issues such as transportation, the environment, locating federal facilities, historic preservation, and tourism, among others. The Federal Elements guide NCPC’s specialized long-range plans such as the Framework Plan and the CapitalSpace Initiative, which further the agency’s Comprehensive Plan policies. In addition to the Federal Elements, NCPC also reviews and comments on the District Elements of the Comprehensive Plan.

NCPC establishes effective planning partnerships with other federal agencies, the District and the Metropolitan Washington Council of Governments, to advance critical recommendations outlined in the Commission’s plans, such as the Legacy Plan, Monumental Core Framework Plan, CapitalSpace Plan and National Capital Urban Design and Security Plan. These relationships include supporting the Federal Highway Administration’s efforts to study ways to improve mobility in the vicinity of the White House, partnering with federal agencies to improve future commemorative sites adjacent or near the National Mall, and collaborating with the Metropolitan Council of Governments to develop regional solutions to issues such as the environment, affordable housing, security and transportation.

Strategic Objective

Strategic Objective I.A: NCPC will create, maintain, and advance policies and plans that respond to emerging planning issues and engage the public throughout the planning process.

NCPC develops its planning vision for the National Capital Region through the Comprehensive Plan for the National Capital: Federal Elements. NCPC will conduct research on a wide variety of emergent planning issues and undertake planning initiatives to advance development of long-range plans. The reports and policies that result from the research and specific planning initiatives
will help define and clarify the federal government's interest in the NCR. Also, they will form the basis for future planning initiatives, and the update of existing plans and policies.

Goal Leaders: Planning Directors

**Performance Goals and Indicators**

**Performance Goal 1.A.1:** *Advance the SW Ecodistrict Plan through Target Cities Partnerships.*

- **Performance Indicators:** A proposal for ongoing governance model and an integrated district assessment platform.
- **Target:** A scope of work and a project governance model.
- **Time Period:** End of Fiscal Year 2016.

**Performance Goal 1.A.2:** *Advance the Pennsylvania Avenue initiative to address near-term operational, maintenance, governance and programmatic needs.*

- **Performance Indicators:** Conduct a needs assessment of the avenue, including site and infrastructure survey, conditions assessment and strategies to improve and maintain elements.
- **Target:** Needs Assessment Report.
- **Time Period:** End of Fiscal Year 2016.

**Performance Goal 1.A.3:** *Update the National Mall Roads Streetscape Manual.*

- **Performance Indicator:** Updated National Mall Roads Streetscape Manual.
- **Target:** Updated Manual available on the NCPC website.
- **Time Period:** End of Fiscal Year 2016.

**Performance Goal 1.A.4:** *Develop the joint NPS/NCPC Open Space Management Plan and update the Memorials and Museums Master Plan.*

- **Performance Indicators:** Evaluate inventory of parcels under NPS ownership, determine the purpose and significance of each site, identify the fundamental cultural and natural resources, define appropriate uses for each site, develop a menu of management mechanisms and partnership opportunities, and define next steps toward implementation of the plan.
- **Target:** Completed Open Space Management Plan and updated Memorials and Museums Master Plan.
- **Time Period:** End of Fiscal Year 2016.

**Performance Goal 1.A.5:** *Improve the depth of NCPC's policy making and its applicability.*

- **Performance Indicator:** Conduct analysis to improve key policy areas to assess their effectiveness within the Comprehensive Plan.
- **Target:** Amended Comprehensive Plan Policies.
- **Time Period:** By the end of Fiscal Year 2016.

- **Performance Indicator:** Fiscal Year 2015 Annual Report.
- **Target:** Published document on the NCPC website.
- **Time Period:** By the end of the First Quarter of Fiscal Year 2016.

Performance Goal 1.A.7: Publish a monthly newsletter to inform and educate the public.

- **Performance Indicator:** Monthly E-Newsletter.
- **Target:** Published E-Newsletter.
- **Time Period:** By the end of each month a Commission Meeting is held.

Performance Goal 1.A.8: Inform the public of the results of Commission Meetings.

- **Performance Indicator:** Commission Action published on the NCPC website.
- **Target:** Three business days after Commission Meeting.
- **Time Period:** By the 15th of each month a Commission Meeting is held.

Performance Goal 1.A.9: Respond to a variety of informational requests from Congress, federal, state and local agencies, the general public and a variety of news organizations.

- **Performance Indicator:** Inquiry responses.
- **Target:** 10 business days after the date of receipt.
- **Time Period:** Respond to each request within 15 business days.
Goal 2

<table>
<thead>
<tr>
<th>Ensure that individual projects and plans within the NCR are consistent with federal interests.</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Justification</th>
<th>FY 2016 Estimate</th>
<th>Total Change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FTE</td>
<td>$000</td>
<td>FTE</td>
<td>$000</td>
</tr>
<tr>
<td>2A Review Federal Projects and Plans</td>
<td>8</td>
<td>1,356</td>
<td>7</td>
<td>1,287</td>
</tr>
<tr>
<td>2B Review State, District and Local Plans</td>
<td>5</td>
<td>827</td>
<td>4</td>
<td>786</td>
</tr>
<tr>
<td>Sub Total</td>
<td>13</td>
<td>2,183</td>
<td>11</td>
<td>2,073</td>
</tr>
</tbody>
</table>

Overview

On a monthly cycle, in preparation for the Commission’s public meeting, staff reviews plans and projects for compliance with policies in the Comprehensive Plan, The National Capital Urban Design and Security Plan, the Memorials and Museums Master Plan, and the Commemorative Works Act. The Commission’s review process is designed to provide for the orderly development of the national capital and to ensure that government facilities are well-planned and well-designed. Through early consultation with NCPC, agencies receive design and planning feedback on projects to ensure that federal buildings meet the highest standards and to maximize federal land and infrastructure resources.

NCPC staff reviews master plans and project plans for federal and District of Columbia installations and public buildings; site and design proposals for commemorative works in the District of Columbia and its environs; and proposed amendments to the District of Columbia zoning map, zoning regulations, and highway plan amendments, including street and alley closings, for their impact on the federal interests.

In addition, the staff advises the Commission on the impact of federal and District of Columbia development proposals on historic properties and the environment, while ensuring compliance with the National Historic Preservation Act (NHPA) and National Environmental Policy Act (NEPA). NCPC staff also approves appropriate building permit applications for projects in the Pennsylvania Avenue Development Area.

Strategic Objectives

Strategic Objective 2.A: NCPC will review federal projects and plans in a public forum for consistency with the Comprehensive Plan, federal sector plans, urban planning and design principles, and other federal interests.

Through its regulatory responsibilities, NCPC will conduct reviews of proposed development plans and projects of federal agencies in the NCR for their impact on the federal establishment. This is primarily done through agency consultation and the monthly plan and project review process, and through representation on local and regional planning bodies.

Goal Leaders: Planning Directors
Strategic Objective 2.B: NCPC will review state, district, and local plans for consistency with the Comprehensive Plan, federal sector plans, urban planning and design principles, and other federal interests.

NCPC provides comments on planning matters related to transportation, urban design, parks and open space, and environmental stewardship. NCPC is charged with representing the federal interest in various local and regional authorities such as the Board of Zoning Adjustment, the Foreign Missions Board of Zoning Adjustment, and the Transportation Planning Board of the Metropolitan Washington Council of Governments.

Goal Leaders: Planning Directors

Performance Goals and Indicators

Performance Goal 2.A.1: Review and analyze the planning, urban design and architectural components of federal plans and projects and make recommendations to the Commission for action in accordance with published schedules, guidelines, and policies.

- **Performance Indicator**: Review the planning, urban design and architectural components of Federal plans and projects and present to the Commission in a timely manner.
- **Target**: Thirty five days from the date of submission.
- **Time Period**: Monthly Commission Meeting.

Performance Goal 2.B.1: Review and analyze the planning, urban design and architectural components of District of Columbia, state and local plans and projects and make recommendations to the Commission for action in accordance with published schedules, guidelines, and policies.

- **Performance Indicator**: Review the planning, urban design and architectural components of Federal, District of Columbia, state and local plans and projects and present to the Commission in a timely manner.
- **Target**: Thirty five days from the date of submission.
- **Time Period**: Monthly Commission Meeting.

Performance Goal 2.B.2: Review and analyze proposed actions of the Zoning Commission and proposed street and alley closing and make recommendations to the Commission for action in accordance with published schedules, guidelines, and policies.

- **Performance Indicator**: Review Zoning Commission actions and proposed street and alley closings in a timely manner.
- **Target**: Thirty days from the date of action and/or submission.
- **Time Period**: Monthly Commission Meeting.
GOAL 3

<table>
<thead>
<tr>
<th>3A</th>
<th>Analyze and recommend proposed capital improvement projects in consultation with stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY 2014 Actual</td>
</tr>
<tr>
<td>3</td>
<td>FTE</td>
</tr>
<tr>
<td></td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Overview

Each year, as required by 40 USC §8723, NCPC prepares a six-year Federal Capital Improvements Program (FCIP) for the NCR. The long-term goal of the FCIP is to promote federal investments that are consistent with overall planning policies for the region. Federal agencies submit proposed capital expenditures including construction and rehabilitation of office buildings; improvements to roads and bridges; enhancements to recreation, military, and cultural facilities; and building and land purchases. NCPC evaluates these proposed improvements for conformity with the Comprehensive Plan and other adopted plans and policies to ensure that they meet federal planning objectives.

The program contains federal public works projects which, based on the policies, are recommended by the Commission for implementation in the succeeding six years. NCPC’s FCIP review also helps guide the agency’s planning activities in the region.

Strategic Objective

Strategic Objective 3.A: Analyze and recommend proposed capital improvement projects in consultation with stakeholders in the National Capital Region.

NCPC will analyze the FCIP for consistency with the Comprehensive Plan and federal and local planning policies. NCPC provides the FCIP to the Office of Management and Budget to assist in the preparation of the President’s annual budget.

Goal Leaders: Planning Directors

Performance Goals and Indicators

Performance Goal 3.A.1: Review and analyze proposed capital improvement projects submitted by federal agencies for Fiscal Year 2017 to Fiscal Year 2022.

- **Performance Indicator:** Fiscal Year 2017 to Fiscal Year 2022 FCIP report.
- **Target:** Completed report submitted to the Office of Management and Budget.
- **Time Period:** By September 30, 2016.

Performance Goal 3.A.2: Review and analyze capital improvement programs proposed by non-federal jurisdictions in the National Capital Region.

- **Performance Indicator:** Review of non-Federal capital programs in the NCR.
- **Target:** Completed report.
- **Time Period:** Within 35 days of receipt of document.
GOAL 4

<table>
<thead>
<tr>
<th>Ensure effective management and accountability of agency resources</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Justification</th>
<th>FY 2016 Estimate</th>
<th>Total</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FTE $000</td>
<td>FTE $000</td>
<td>FTE $000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4A Recruit, retain, and develop a highly skilled, motivated and diverse workforce</td>
<td>5 740</td>
<td>4 704</td>
<td>4 647</td>
<td>-</td>
<td>(57)</td>
</tr>
<tr>
<td>4B Ensure sound financial performance</td>
<td>1 547</td>
<td>1 547</td>
<td>1 509</td>
<td>-</td>
<td>(38)</td>
</tr>
<tr>
<td>4C Establish a cohesive IT architecture</td>
<td>2 746</td>
<td>2 965</td>
<td>2 1,050</td>
<td>-</td>
<td>85</td>
</tr>
<tr>
<td>4D Strengthen performance evaluation program</td>
<td>- 64</td>
<td>- 60</td>
<td>- 39</td>
<td>-</td>
<td>(21)</td>
</tr>
<tr>
<td>Sub Total</td>
<td>8 2,097</td>
<td>7 2,276</td>
<td>7 2,245</td>
<td>-</td>
<td>(31)</td>
</tr>
</tbody>
</table>

**Overview**

To ensure that the Agency continues to meet the growing challenges of its mission, NCPC will place special emphasis on the continuous improvement of its processes and how it carries out its business for the American public, internally as well as externally. NCPC will engage in an ongoing process of assessment and learning and will strive to communicate effectively. The Agency will be goal driven, with its attention firmly fixed on performance, strong and effective human capital management, financial and acquisition management, facilities management and information technology management.

**Strategic Objectives**

**Strategic Objective 4.A:** Recruit and retain a capable, motivated, and diverse workforce that advances NCPC’s mission and embraces its core values.

Develop a comprehensive workforce plan and management model to identify NCPC’s workforce needs now and in the future; and recruit, train, and retain a diverse staff to meet that plan.

**Goal Leader: Director, Office of Administration**

**Strategic Objective 4.B:** Ensure sound financial performance.

Ensure that NCPC’s financial management systems and operations can produce, in a timely manner, accurate and relevant financial information to support sound decision making and comply with external reporting requirements directed by OMB and the U.S. Department of Treasury.

**Goal Leader: Director, Office of Administration**

**Strategic Objective 4.C:** Ensure reliable, secure, and efficient IT Services.

Modernize the agency architecture with reliable and secure technology solutions that will improve efficiency to support the agency mission and business functions. Evaluate and test new information concepts and technologies to be applied and integrated into the NCPC architecture. Ensure
compliance with regulations, review threats and vulnerabilities to assess risks, and determine effective measures to minimize risks and identify resources to be protected.

Goal Leader: Director, Office of Administration

Strategic Objective 4D: Strengthen the agency's performance evaluation program.

Ensure that NCPC can continue to achieve its mission and provide the services to the public through an effective program evaluation.

Goal Leader: Performance Improvement Officer

Performance Goals and Indicators

- **Performance Indicator**: Hiring Procedures Manual.
- **Target**: Completed Manual.
- **Time Period**: By the end of the 1st Quarter Fiscal Year 2016.

Performance Goal 4.A.2: Prepare the annual training plan that addresses critical skill gaps in NCPC's workforce and prioritizes training requirements to fulfill the agency mission.
- **Performance Indicator**: Fiscal Year 2016 Training Plan.
- **Target**: Completed document.
- **Time Period**: 1st Quarter Fiscal Year 2016.

- **Performance Indicator**: FY 2018 Budget Estimate and Annual Performance Plan.
- **Target**: Completed budget document that complies with OMB guidance.
- **Time Period**: Date established by OMB.

Performance Goal 4.B.2: Maintain accurate financial records, establish and maintain effective financial management internal controls, and prepare agency financial statements in accordance with U.S. Federal Government policies and regulations.
- **Performance Indicator**: Fiscal Year 2016 Financial Statement Audit.
- **Target**: Unqualified Opinion.
- **Time Period**: End of the 1st Quarter of Fiscal Year 2017.

Performance Goal 4.B.3: Develop an action plan to address all recommended actions and process improvements identified in the Fiscal Year 2015 financial audit opinion.
- **Target**: Completed Document.
• **Time Period:** End of the 2nd Quarter of Fiscal Year 2016.

**Performance Goal 4.C.1:** Migrate from custom networks and applications to more utility-based computing solutions that reduce costs and increase mobility. Assess feasibility of cloud computing solutions for office automation applications, such as email and word processing.

- **Performance Indicator:** FedRAMP-certified cloud solution for office automation.
- **Target:** Satisfies the objectives in the Federal Digital Government Strategy.
- **Time Period:** End of Fiscal Year 2016.

**Performance Goal 4.C.2:** Leverage federal shared services to acquire and implement a Personal Identity Verification (PIV) card solution that will integrate with NCPC's physical and logical access systems.

- **Performance Indicator:** PIV Card System for physical and logical access.
- **Target:** HSPD-12 Compliant.
- **Time Period:** End of Fiscal Year 2016.

**Performance Goal 4.C.3:** Assuming sufficient resources and automated tools, transition to near real-time risk management by monitoring all implemented security controls with the appropriate degree of rigor and at the appropriate frequencies specified by NCPC in accordance with the Information Security Continuous Monitoring Strategy and National Institutes of Standards and Technology guidance.

- **Performance Indicator:** Information Security Continuous Monitoring Strategy, ongoing security authorization package.
- **Target:** FISMA Compliant.
- **Time Period:** End of Fiscal Year 2016.

**Performance Goal 4.D.1:** Assuming sufficient resources, revise the agency process for performance measurement, verification and validation.

- **Performance Indicator:** Revised Performance measurement, verification and validation.
- **Target:** Revised Program/Performance Measurement System.
- **Time Period:** End of Fiscal Year 2016.
NEXT STEPS FOR STRATEGIC OBJECTIVES

Overview

As the federal government’s central planning agency for the National Capital Region, NCPC has been entrusted to provide overall planning guidance for federal land and buildings in the region; review design of federal construction projects; oversee long-range planning for future development; and monitor capital investments by federal agencies. NCPC will measure its progress in meeting its strategic objectives through the information collected during quarterly reviews and annual strategic assessments of programs.

NCPC works with a variety of partners, including federal, state, and local agencies that have a direct stake in many of its planning efforts. Achievement of the performance targets in this plan is contingent in part upon the contributions of other agencies. NCPC will continue to foster strong working relationships among stakeholders and partners as a means of furthering its objectives. NCPC acknowledges the possibility that unforeseen events may affect the priority of performance targets, particularly those that address emergent issues. NCPC also recognizes that there are significant fiscal constraints that all agencies must consider.

Major Management Challenges

NCPC continuously searches for innovative and efficient means to accomplish its goals and objectives as outlined in its strategic plan. One of NCPC’s major management challenges relates to moving planning ideas from paper to implementation. Since NCPC’s organic legislation is focused on planning and not implementation, it must rely on other federal entities to carry the plans forward. In this context, NCPC’s initial scoping and planning efforts require delicate coordination with and buy-in from numerous stakeholders. This aspect of the planning agenda is extremely difficult given the economic forecast for the next five to ten years and the delicate relationship between the federal and local governments.

To overcome this challenge, NCPC must continue to develop a professional network with other organizations and identify early-on the internal and external factors that affect the work of the organization. NCPC must coordinate with these parties to maximize input from the widest range of appropriate stakeholders to facilitate an open exchange of opinions from diverse groups and strengthen internal and external support.
ANNUAL PERFORMANCE REPORT

FY 2014 PERFORMANCE BY STRATEGIC GOALS

The Commission’s Fiscal Year 2014 Performance Report is based on the goals, strategies, and performance objectives set forth in the Strategic Plan for the FY 2009-2014 and the FY 2014 Annual Performance Plan. The agency continued its partnerships with federal and local agencies on major initiatives to support its long-range plans, continued integrating urban design and security objectives into projects in the monumental core and throughout the District, and completed the Federal Capital Improvements Program.

NCPC has established in-house expertise in planning and urban design. This expertise has allowed NCPC to effectively accomplish its mission to preserve and enhance the extraordinary historical, cultural and natural resources and federal assets of the National Capital Region to support the needs of the federal government and enrich the lives of the region’s visitors, workers and residents.

Strategic Goal #1:

By crafting plans and policies that employ the highest standards of urban design and planning, the National Capital Planning Commission will define the federal government’s interest in the long-term development of the National Capital Region.


- Performance Indicator: Visitor and Commemoration Element of the Comprehensive Plan
- Target: Published on the website.
- Time Period: By the end of Fiscal Year 2014.

Result: The Visitor and Commemoration Element of the Comprehensive Plan was adopted by the Commission, June 2014 and published on the website.

Discussion: NCPC is required to prepare and adopt a “comprehensive, consistent, and coordinated plan for the National Capital,” the Comprehensive Plan for the National Capital: Federal Elements. The Comprehensive Plan, addresses critical issues such as transportation, the environment, locating federal facilities, historic preservation, and tourism, among others. It guides NCPC’s specialized long-range plans such as the Framework Plan and the CapitalSpace Initiative, which further the agency’s Comprehensive Plan policies.

By updating the elements, NCPC ensures that the policies remain effective and support the most recent planning initiatives. These polices are also evaluated for their alignment with goals specifically related to Executive Order 13514 “Federal Leadership in Environmental, Energy, and Economic Performance”, and Executive Order 13653 “Preparing the United States for the impacts of Climate Change. The updates are intended to support recent work in improving federal building
design and perimeter security, activating public spaces, and defining the role of federal buildings and land in supporting the character of the National Capital Region. Updates to the Comprehensive Plan Elements provide the federal government assurance that the Nation's Capital is being planned in a sustainable and orderly fashion based on the latest proven methods and best practices. The updated policies also promote the sustainable development of the region, preserve the capital's image and historic character, and improve the efficiency of the federal government.

The Visitor and Commemoration Element was updated to reflect the connection between visitation to the city and commemoration. The element incorporates data and policy recommendations developed in the 2012 report, Memorial Trends and Practices in Washington, DC; and updates data related to tourism activities in the National Capital Region. These new policies provide a greater focus on regional transportation strategies to help improve visitor access to attractions in the National Capital Region. The policies also support opportunities for the federal government to collaborate with public or non-profit entities in activities that enhance the visitor experience in the Nation’s Capital.

*****


- **Performance Indicator:** Open Space Element of the Comprehensive Plan.
- **Target:** Published on the website.
- **Time Period:** By the end of Fiscal Year 2014.

**Result:** Updates to this element were deferred.

**Discussion:** NCPC began work on this element during FY 2014, however the work was deferred to participate in a joint National Park Service/NCPC Open Space Management Plan. The completion date for the joint project is the end of FY 2016.

*****

Performance Goal FY14.1.B.1: (new goal) Develop an inventory of all parking in Federally-owned facilities.

Performance Goal FY14.1.B.1: (new goal) Plan improvements to and along Pennsylvania Avenue between the U.S. Capitol and the White House (3rd to 15th Streets, NW).

- **Performance Indicators:** Determine improvements to Pennsylvania Avenue for near-term maintenance and operational needs; develop a long-term vision to guide and leverage capital investments and; collaborate on a framework to govern activities.
- **Target:** Initiate Partnership to plan for improvements to Pennsylvania Avenue, 3rd to 15th Streets, NW.
- **Time Period:** By the end of Fiscal Year 2014.

**Result:** Partnership with GSA, NPS formed.
Discussion: In 1996, Congress dissolved the Pennsylvania Avenue Development Corporation (PADC) - the governing entity in charge of the Avenue and the Pennsylvania Avenue Plan. Responsibilities were distributed among GSA, NPS, and NCPC. Today the lack of coordination and funding have resulted in a backlog of maintenance and piecemeal improvements impacting the federal interests in the following ways:

- Property values are lower compared to other areas of the city.
- Federal and private buildings along the Avenue are prone to serious flooding as the impacts of climate change increase in scale.
- The Federal Triangle is vulnerable to security threats due to temporary perimeter security still in place for over a decade.
- The symbolic and ceremonial nature of Pennsylvania Avenue as America's main street is diminished.

NCPC led the early stages of the Initiative in coordination with its partners and accomplished the following:

- Convened the Steering Committee of 10 federal and local agencies to scope a near- and long-term interagency work plan.
- Assessed the conditions of the Avenue and the status of the PADC Plan to determine how to address improvements to the aging infrastructure and the federal workplace, how to enhance its role as a visitor designation, and strengthen its economic vitality.
- Conducted local and national public outreach via an interactive project website; held public meetings to obtain input on the scope of the issues to be addressed; and held a Speaker Series event on the role of the Avenue in the 21st century.
- Engaged in early coordination with GSA regarding redevelopment of the J. Edgar Hoover site (FBI).

*****

Performance Goal FY14.1.B.2: (performance goal replaced) Initiate a study to assess the impact of a changing Federal footprint in the National Capital Region.


- **Performance Indicator:** Foreign Missions Element of the Comprehensive Plan.
- **Target:** Published on the website.
- **Time Period:** By the end of Fiscal Year 2014.


Discussion: NCPC updated the Foreign Mission Element to reflect new planning initiatives, a new chancery development area for a foreign missions center and guidance on locating and siting chanceries. Additional changes include a revised goal statement to convey greater sensitivity to the character and land use patterns of the city’s neighborhoods, updated narratives with data
provided by the U.S. Department of State and reorganized policies into five themes: Chancery Development, Locating Chanceries, Chancery Facilities, Ambassadors’ Residences, and International Organizations.

The Foreign Missions and International Organizations Element provides a planning policy framework that takes into account two important responsibilities. The first priority is for the United States to fulfill its diplomatic obligations, including identifying suitable locations for chanceries. The second priority is to ensure that chanceries are located in a way that is sensitive to the character and land use patterns of the city’s neighborhoods.

*****

Performance Goal FY14.1.B.3: (goal replaced) Study the feasibility and benefits of constructing additional entrances to the Federal Triangle and Archives/Navy Memorial/Penn Quarter Metrorail stations to promote the recommendations of the Monumental Core Framework Plan.


- **Performance Indicator:** Assess the benefits of a Foggy Bottom-Northwest Rectangle Heritage Trail.
- **Target:** Completed Assessment.
- **Time Period:** By the end of Fiscal Year 2014.

**Result:** Foggy Bottom-Northwest Rectangle Heritage Trail Study completed.

**Discussion:** NCPC partnered with Cultural Tourism DC (CTDC) to assess the value of a Heritage Trail in the Foggy Bottom neighborhood and document the range of possible topics and potential routes that can showcase the significant national and local historical persons and events in the area. NCPC co-facilitated stakeholder outreach meetings, which included 7 federal agencies and 5 international organizations with significant presence in the area: the Department of State, Federal Reserve Board, the Department of the Interior, General Services Administration, National Academy of Sciences, the World Bank, U.S. Institute of Peace and George Washington University. Local community leaders and businesses were equally represented.

The assessment revealed new historical facts about national and local events, places and individuals that will increase the public’s appreciation of the cultural resources offered by federal agencies. The federal and institutional stakeholders also recognized the opportunity, through the heritage trail markers, to increase the visibility and public awareness of their organization’s mission and existing cultural programs. When built, the Heritage Trail will help draw visitors from the National Mall and Smithsonian museums to lesser-known attractions in the Northwest Rectangle and Foggy Bottom neighborhoods. As is the case with existing neighborhood Heritage Trails, it is a near-term strategy to enhance the Northwest Rectangle public realm and bring more revenue to Foggy Bottom businesses.

*****
Performance Goal FY14.1.B.4: Advance the Monumental Core Framework Plan's (MCFP) SW Ecodistrict Action Agenda through creation of implementation strategies for each of the Agenda’s recommendations.

- **Performance Indicator**: Implementation strategies for each of the MCFP’s SW Ecodistrict major initiatives.
- **Target**: Completed Assessment.
- **Time Period**: By the end of Fiscal Year 2014.

**Results:** In lieu of an assessment, NCPC identified effective ways to leverage activities taken by GSA, NPS and the District of Columbia Government to advance the SW Ecodistrict Action Agenda.

Facilitated an urban leadership partnership among NCPC, GSA and the District to include the SW Ecodistrict Initiative in the National Ecodistrict Organization’s Target Cities Program – a Commitment of the Clinton Global Initiative.

Developed concept designs for the 10th Street corridor and a pedestrian connection at Banneker Park (a reservation owned by the National Park Service) to strengthen the connection between the National Mall and the SW Waterfront.

Provided planning expertise and assistance to the General Services Administration in the pre-development work for the revitalization of 22 acres of federal land within the ecodistrict, including their recently issued request for qualifications for the exchange acquisition for the Cotton Annex and GSA Regional Office Building sites. Prepared a business case and identified the mutual benefits of collaboration among GSA, NPS and the District Government to move their respective components of the plan forward.

NCPC also consulted on the Maryland Avenue study which assessed the technical feasibility of capping the railroad within the unbuilt section of Maryland Avenue between 4th and 12th Streets, SW. Capping Maryland Avenue is a high priority recommendation in the SW Ecodistrict Plan as it would physically and visually connect the U.S. Capitol to the federal office buildings south of the Mall, improve transportation mobility and emergency evacuation, and increase the value of federal and private land in the area. During the study, NCPC provided technical information regarding the development of the SW Ecodistrict Plan especially with regard to future land use needs. The results of the study will be available to inform any future redevelopment projects of GSA.

**Discussion:** In support of Executive Order 13514 and as one of the cornerstone strategies of the Monumental Core Framework Plan, NCPC in partnership with the Commission of Fine Arts, the General Services Administration, the National Park Service, and the District Office of Planning, developed a revitalization plan for the SW Ecodistrict. The 110-acre area surrounds the 10th Street and Maryland Avenue corridors in Southwest, Washington, DC. The SW Ecodistrict Plan identifies an urban development scenario, urban design and environmental strategies, and recommendations to achieve development and sustainability goals for this federal office enclave.
The SW Ecodistrict’s innovative approaches will move Washington, DC toward a more sustainable future. It is the first agency accepted ecodistrict in the U.S. It is beginning to influence national development policies and the built environment across the country and beyond. The Canadian government expressly used the SW Ecodistrict as a model to prepare Tunney’s Pasture Master Plan, a 123-acre federal campus in Ottawa. It is also the first of four ecodistricts under development in the city, and is being used as a model for other municipalities, such as Bethesda, Maryland. Additionally, the development industry and allied professions are closely following the plan’s development and implementation.

*****

Performance Goal FY14.1.B.5: Coordinate with federal and local partners to ensure that the D.C. Zoning and Building Codes are updated to advance the SW Ecodistrict recommendations.

- **Performance Indicator**: D.C. Zoning and Building Codes.
- **Target**: Updated and Published.
- **Time Period**: By the end of Fiscal Year 2014.

**Result**: Provided comments to the District of Columbia Office of Planning on the Zoning Rewrite.

**Discussion**: NCPC reviewed the District of Columbia’s proposed changes to the city’s zoning regulations and evaluated the benefits and the impacts on national and federal interests, such as federal headquarters, the White House, the U.S. Capitol, cultural institutions, and the National Mall. One of many provisions in the zoning rewrite is a change in zoning to advance the SW Ecodistrict Plan. NCPC consulted and provided comments to the District Office of Planning and the Zoning Commission to advance the plan as well as address and resolve areas of concern before the regulations are finalized. NCPC testified during the Zoning Commission hearings in September 2014 and submitted comments for the record with the intent to resolve issues before the zoning rewrite is completed and referred to the National Capital Planning Commission for official action under the (Planning Act) 40 U.S.C.§8724(a).

*****

Performance Goal FY14.1.B.6: Partner with the District Department of Transportation to develop streetscape and public design guidelines for all streets and public spaces in the SW Ecodistrict.

- **Performance Indicator**: Streetscape and public design guidelines for all streets and public space in SW Ecodistrict.
- **Target**: Completed and published design guidelines.
- **Time Period**: By the end of Fiscal Year 2014.

**Result**: Developed concept designs for the 10th Street corridor and a pedestrian connection at Banneker Park (a reservation owned by the National Park Service) to strengthen the connection between the National Mall and the SW Waterfront.
Discussion: The concepts integrate the plan’s stormwater strategies within the overall design and include a phased implementation strategy.

Strategic Goal #2:

NCPC will review proposals subject to Commission approval or advice to determine whether they are consistent with the federal interest and we will represent the federal interest on local and regional planning bodies.

Performance Goals FY14.2.A.1: Review and analyze the planning, urban design and architectural components of Federal plans and projects and make recommendations to the Commission for action in accordance with published schedules, guidelines, and policies; FY14.2.C.1: review and analyze District of Columbia plans and projects; and FY14.2.C.2: review and analyze proposed actions of the Zoning Commission and proposed street and alley closings.

- Performance Indicator: Review the planning, urban design and architectural components of Federal plans and projects, District of Columbia public projects, proposed actions of the Zoning Commission and proposed street and alley closings.
- Target: Thirty-five days from the date of submission for Federal and District planning projects and 30 days for zoning referrals and street and alley closings.

Results: NCPC approved and commented on 109 planning and urban design proposals. A few notable projects include:

- The final master plan for the Naval Support Activity Bethesda, Maryland, Joint Base Myer-Henderson Hall.
- Preliminary plans for site improvements and perimeter security for the People’s Garden at the Whitten Federal Building.
- Concept design for the reconstruction of the South Capitol Street corridor.
- Concept design for the DC Streetcar barn and training center.
- Final plans for the redevelopment of the Old Post Office.
- Preliminary plans for the building modernization and expansion of the Consumer Financial Protection Bureau Headquarters.
- Concept plans for the building expansion of the John F. Kennedy Center for the Performing Arts.
- Preliminary plans for the visitor screening facility at the Washington Monument.
- Preliminary plans for perimeter security and site improvements at the American Pharmacists Association Building.
- Final plans for the Chuck Brown Memorial Park.
• A number of Planned Unit Developments that were consistent with the Comprehensive Plan.

Discussion: On a monthly cycle, NCPC reviews master plans and project plans for federal and District of Columbia installations and public buildings; site and design proposals for commemorative works in the District of Columbia and its environs; and proposed amendments to the District of Columbia zoning map, zoning regulations, and highway plan amendments, including street and alley closings, for their impact on the federal interests.

The Commission considers the impact of Federal and District of Columbia development proposals on historic properties and the environment, while ensuring compliance with the National Historic Preservation Act (NHPA) and National Environmental Policy Act (NEPA).

The Commission’s review process is designed to contribute to the orderly development of the national capital and to ensure that government facilities are well-planned and well-designed.

*****

Performance Goal FY14.2.A.2: Review and update the project and applicant submission guidelines.

• Performance Indicator: Project applicant submission guidelines.
• Target: Updated and published.
• Time Period: By the end of Fiscal Year 2014.

Result: This was goal was not completed due to other agency priorities.

Discussion: Congress created the NCPC to serve as the central planning agency for the unique concentration of federal activities and interests in the National Capital Region (NCR). One of NCPC’s principal responsibilities is to coordinate development activities of federal and District of Columbia agencies in the NCR. The submission guidelines detail the process for submitting proposals and plans for Commission review and action.

A new unified submission guidelines structure has been established which will make it easier for applicant’s to navigate rather than having to refer to multiple documents. Work on updating the language of the guidelines to eliminate redundancy, improve clarity, and reflect current submission content requirements and formats continues. As part of this effort, NCPC commenced work on updating NCPC’s NEPA categorical exclusions. This is being done in response to a recommendation by the White House Council on Environmental Quality which encourages federal agencies to periodically evaluate their existing NEPA regulations, including categorical exclusions, to determine if an update is warranted.

*****
Performance Goal FY14.2.B.1: Review and analyze capital programs for federal agencies in the NCR.

- **Performance Indicator:** Fiscal Year 2015 to 2020 FCIP report.
- **Target:** Completed report and submission to the Office of Management and Budget.
- **Time Period:** By October 31, 2014.

**Results:** The FCIP was completed and submitted to OMB on September 18, 2014. NCPC submitted its FY 2014 to FY 2019 FCIP to OMB on November 20, 2013. The delay in submission of the FY 2014 to FY 2019 FCIP was caused by the government shutdown.

**Discussion:** During FY 2014, NCPC made further refinements to the Federal Capital Improvements Program’s evaluation process, project scoring methodology, staffing review process, and publication release timeline to improve the effectiveness of the agency’s capital project review, facilitated use of staff recommendations by OMB examiners, and conformed to the President’s budget guidance.

In 2013, the Commission completed a comprehensive assessment of the FCIP to improve its overall management and administration. As a result of the assessment, NCPC developed a new evaluation structure. Using a scorecard system, each project is evaluated against the Federal Elements in the Comprehensive Plan. The resultant evaluation provides a clear and succinct explanation of the scored projects, thus benefitting the submitting agency and OMB, as well as local and regional stakeholders who have a direct interest in the project.

****

Performance Goal FY14.2.B.2: Review and analyze capital improvement programs (CIPs) for non-federal jurisdictions in the NCR.

- **Performance Indicator:** 2014 CIP comment letters.
- **Target:** Comment letter submitted to respective jurisdictions.
- **Time Period:** Within 35 days of receipt of document.

**Results:** NCPC reviewed and commented on several capital budgets and CIP’s for jurisdictions in the NCR to include the following:

- Montgomery County CIP
- Prince George’s County CIP
- Prince William County Virginia Proposed FY2015 CIP
- City of Alexandria, Virginia Proposed FY2015 CIP
- County of Fairfax, Virginia FY 2015-2019 Advertised CIP
- Loudoun County’s CIP in the Proposed FY 2015 Fiscal Plan.
- District of Columbia CIP (FY 2015 - 2020)

**Discussion:** As part of its authority to guide the long-range development of the National Capital Region (NCR), NCPC reviews CIPs prepared by the primary county and city jurisdictions within
the region. NCPC identifies whether the plans will create adverse impacts on a federal interest and notifies the respective jurisdiction during the plan's public comment period.

**************************

Strategic Goal #3:

NCPC will inform the public of its activities, encourage citizens to become involved in the planning process, and participate in broader professional discussions at local, national, and international levels.


- Target: Completed and published document.
- Time Period: By the end of First Quarter of Fiscal Year 2014.

Result: Published the 2013 Annual Report, February 2014.

Discussion: NCPC published its annual report, 2013 Year in Review. The report details NCPC’s efforts over the past year to meet federal and local needs. It also highlights NCPC’s progress on priority areas including the Form of the City and Sustainability. The annual report provides the public and stakeholders a one-stop document with information of the Commission’s activities for the past fiscal year.

*****

Performance Goal FY14.3.A.2: Publish a monthly newsletter to inform and educate the public.

- Performance Indicator: Monthly E-Newsletter.
- Target: Published Document.
- Time Period: By the end of each month.

Results: A Monthly E-Newsletter was published prior to the end of each month a Commission meeting was held.

Discussion: NCPC published an E-Newsletter each month a monthly Commission meeting was held to keep the public and stakeholders aware of its activities.

*****


- Performance Indicator: Commission Actions published on the NCPC website.
- Target: Three business days after Commission meetings.
- Time Period: By the 15th of each month where a Commission Meeting is held.
Results: All Commission actions were posted on the agency website no later than the Monday following the Commission meeting.

Discussion: Commission actions are usually posted on the agency website the next business day after the Commission meeting. Commission actions dating back to 2003 can be found on the website under Commission Actions Archive. These actions are regularly used by applicant agencies and members of the public.

*****

Performance Goal FY14.3.A.4: *Inform the public of the details of plans or studies completed by NCPC*:

- **Performance Indicator:** Published documents on the NCPC public website.
- **Target:** Five business days after acceptance.
- **Time Period:** Ten days after acceptance by the Commission during Fiscal Year 2014.

Results: The SW Ecodistrict Addendum was accepted by the Commission at its September meeting and posted on the website on September 5, 2014.

Discussion: The SW Ecodistrict Plan was accepted by the National Capital Planning Commission in January of 2013. It is a comprehensive and forward-looking approach to transforming an isolated federal precinct in the capital city into a highly sustainable workplace and livable neighborhood. Since the plan’s acceptance, NCPC in consultation with members of the SW Ecodistrict Task Force developed an Addendum. The purpose of the Addendum is to:

- Document the assumptions and technical information that informed the development of the SW Ecodistrict Plan.
- Add clarity to the key public realm and development objectives of the SW Ecodistrict Plan.
- Provide urban design principles that:
  - Ensure new development is compatible with the monumental core of the nation’s capital.
  - Bridge the national and city interests as the area redevelops
  - Extend the civic character of the National Mall to Banneker Park.
  - Create a site for a new museum or cultural use at Banneker Park.
  - Preserve the importance of Maryland, Virginia, and Independence Avenues and 10th Street as significant elements of the monumental core and the nation’s capital.

The SW Ecodistrict Task Force will use the Addendum to inform future planning/redevelopment for the SW Ecodistrict study area; foster a cohesive character as new development occurs over time; provide predictability and continuity for development in the area; inform the development and implementation of the Smithsonian Master Plans; and inform review of planning and development proposals.

*****
Performance Goal FY14.3.A.5: Respond to a variety of informational requests from Congress, federal, state and local agencies, and the general public and a variety of new organizations.

- **Performance Indicator:** Inquiry Responses.
- **Target:** Ten business days from the date of submission.
- **Time Period:** Respond to each request within 15 business days.

**Result:** Completed the Height Master Plan.

**Discussion:** After a year-long study, the NCPC and the District of Columbia Office of Planning (DCOP) completed the Height Master Plan which explored the impact of strategic changes to the Height of Buildings Act of 1910. NCPC and DCOP jointly conducted this study at the request of the US House of Representatives Committee on Oversight & Government Reform.

NCPC hosted a public international panel discussion; drafted background materials, including case studies; identified policy and urban design federal interest issues; convened several federal stakeholder working groups; held a special Commission meeting; and prepared draft recommendations that were presented to the Commission for approval in November of 2013. With the assistance of NCPC, Congress passed legislation largely reflecting NCPC's final recommendations. The President signed this legislation into law.

With the President signing the bill into law, the Federal Government reaffirms its commitment to ensuring that the image and experience of the capital city reflects the preeminence of our democratic institutions, now and into the future. These actions fulfill the early planning vision for a magnificent capital city, as set forth by our nation's founding fathers. This law further ensures that the public will continue to enjoy views of US national treasures in the District of Columbia while simultaneously providing the local government with a method to increase its tax revenues.

****


- **Performance Indicator:** Six-month outreach schedule.
- **Target:** Updated 6-month outreach schedule.
- **Time Period:** By the end of Second Quarter Fiscal Year 2014.

**Result:** Outreach schedule established.

**Discussion:** In 2014 the agency outreach schedule focused on the following major initiatives:

*Height Master Plan:* NCPC coordinated the public outreach and formal public comment efforts, including website and social media updates, meeting streaming and video production, and notification. The agency was widely praised for the depth, clarity, and openness of its outreach efforts and materials for this highly visible and controversial topic.

*SW Ecodistrict:* As the SW Ecodistrict Initiative moved from plan completion to implementation, coordinated the release of the plan addendum, including document review, public notices, and outreach; supported the Target Cities project release, including press activities and web updates;
created a full update of the initiatives’ webpage; created a new overview video; and coordinated several successful presentation proposals and award applications.

*Sustainability and Climate Adaptation:* NCPC created video archives of several climate adaptation workshops, edited a multi-agency report, and revised the sustainability webpage to reflect new information, including the annual agency sustainability report.

*Pennsylvania Avenue:* NCPC developed a new webpage, videos, and outreach materials, and led a high-profile Speaker Series event to launch the initiative.

*Comprehensive Plan:* NCPC developed and coordinated an outreach strategy for the draft Urban Design Element which included public and focus group meetings, an updated webpage; and online public notices.

*****

**Performance Goal FY14.3.B.1:** *Coordinate events that encourage professional exchanges.*

- **Performance Indicator:** Speaker Series.
- **Target:** Up to 3 completed events.
- **Time Period:** By the end of the Fiscal Year 2014.

**Result:** Four completed Speaker Series.

**Discussion:** To keep the public up to date on the initiatives of NCPC and its partners, NCPC continued its Speaker Series in 2014. These events have attracted high caliber speakers and near capacity crowds. The four Speaker Series included:

- **Planning Law & Order:** Examined the variety of unique and complex legal planning issues faced by regional planners.
- **Talk vs. Action:** A panel discussion regarding perspectives on successful public engagement that results in action, considering technology, time, demographics and politics.
- **Washington’s Civil War Forts and Parks:** Explored the history of the Fort Circle Parks and their role in Washington today as parks and cultural resources.
- **Pennsylvania Avenue Kickoff:** A panel discussion of the Avenue’s evolving and enduring character in the 21st century.

Additionally, NCPC hosted foreign, academic, and other delegations for presentations and tours. This included delegations from Canada, South America, China, and Sweden.

**********

**Strategic Goal #4:**

NCPC will build consensus and facilitate cooperation among citizens, public interest groups, nongovernmental organizations, and governmental agencies to shepherd plans and policies toward fruition.
Performance Goal FY14.4.A.1: Coordinate with the Department of State and the District of Columbia on the master planning efforts to transform the Walter Reed Army Medical Campus into a site that accommodates future international chanceries and a sustainable mixed-use community.

- **Performance Indicator:** Master plan to transform the Walter Reed Army Medical Center Campus into a site that accommodates future international chanceries and a sustainable mixed-use community.
- **Target:** Phase 1 completed in Fiscal Year 2014
- **Time Period:** By end of Fiscal Year 2014

**Result:** Phase 1 of master plan work completed.

**Discussion:** In fulfillment of phase 1, NCPC consulted with the Department of State (DOS) on the development of the Foreign Missions Center (FMC) at the former Walter Reed Army Medical Campus. Within these consultations, NCPC continues to provide guidance in the development of a concept plan and associated design guidelines for the FMC, and on the development of a draft Environmental Impact Statement as required by the National Environmental Policy Act. Staff also continues to represent NCPC as a consulting party within the DOS’s ongoing Section 106 review, in conformance with the National Historic Preservation Act. NCPC informally consulted with members of the public on the FMC plan when attending DOS public meetings in February and March, 2014, and continues to collaborate with District of Columbia agencies on the development of the concept plan.

Formal review by the Commission of the master plan at the concept level is anticipated for mid-Fiscal Year 2015.

*****

Performance Goal FY14.4.B.1: Partner with federal and local agencies to prepare a Monumental Core Stormwater infrastructure needs assessment study.

- **Performance Indicator:** Monumental Core Stormwater infrastructure needs study.
- **Target:** Completed document.
- **Time Period:** By the end of Fiscal Year 2014.

**Result:** Completed the findings of the Federal Stormwater Study and Flood-proofing and established the Monumental Core Adaptation Working Group.

**Discussion:** In 2014 NCPC accomplished the following:

- Partnered with the National Aeronautics and Space Administration, the General Services Administration, the Metropolitan Washington Council of Governments, the US Global Change Research Program and the Smithsonian Institution to offer several training sessions in climate adaptation vulnerability assessments for National Capital Region’s built systems, natural resources, workforce, and overall community, including the economy.
• Encouraged federal agencies in the NCR to conduct vulnerability assessments of near-term and long-term climate impacts to their mission, operations and assets, through the "Building a Climate Resilient National Capital Region" workshop series. The results provided the federal agencies with an understanding of their shared vulnerabilities and opportunities for future coordination and leveraging resources.

• Provided the Government of the District of Columbia with baseline climate data and initial climate change assessments for the District’s climate adaptation plan. NCPC served as a technical advisor to the District Department of the Environment in its adaptation planning.

• Helped to establish NASA’s climate data for the Washington, DC region as the standard for climate change assessments in the NCR.

• Refined and improved NCPC’s 2014 climate adaptation plan based on increased understanding of the NCR’s climate change vulnerabilities.

• Provided substantive input to other federal agencies on several climate adaptation studies and projects.

• Represented the federal government and contributed to the body of knowledge at several professional conferences, forums and interagency working groups in climate adaptation and community resiliency.

NCPC will use the findings from the year’s work to inform policies in land use, transportation, the federal workforce, the natural environment and federal historic resources, many of which are national treasures. The information and the findings from this effort will also help inform individual climate adaptation implementation plans of federal agencies, as well as the other climate adaptation activities in the Region.

************************************************************

Strategic Goal #5:

To respond to the changing planning needs of the National Capital Region, NCPC will embrace the best practices for the continual development of its human resources, work processes, and technology.

Performance Goal FY14.5.A.1: Prepare the annual training plan that addresses critical skill gaps in NCPC’s workforce and prioritizes NCPC’s training requirements to meet agency mission priorities.

• Performance Indicator: Fiscal Year 2014 Training Plan.
• Target: Completed Document.
• Time Period: By the end of Fiscal Year 2014.

Discussion: The Annual Training Plan provides a comprehensive view of the training essential to building and maintaining a cadre of employees with the competencies to achieve the agency’s mission. The plan identifies both paid and unpaid training. Due to limited discretionary funds, the training budget does not support all training identified by the managers and their employees. Training is prioritized by organizational needs and the Individual Development Plans. All priority training was provided to NCPC staff.

*****


- **Performance Indicator:** 2015-2018 Strategic Plan.
- **Target:** Completed Strategic Plan.
- **Time Period:** By the end of Fiscal Year 2014.

Result: The NCPC 2015-2018 Strategic Plan was completed September 2014.

Discussion: NCPC's 2015-2018 Strategic Plan, sets forth the goals that will chart the Agency's course over the next four years and the strategies that will be used to gauge its success. NCPC is guided by a clear vision of an inspiring and livable world capital that meets the needs of the federal government, enriches the lives of all who encounter it, and reflects the enduring values of the American people.

The Agency will advance this long-range vision on a daily basis through the ongoing fulfillment of its mission. NCPC will: craft comprehensive, long-range plans and provide solutions to emerging planning issues; continue its thorough and timely review of monthly project submission and annual capital investment proposals; enhance the quality of its planning and policymaking; and seek public input and build the necessary support to guide plans toward fruition.

The plan identifies opportunities for improving our current efforts. NCPC will work with federal and local partners to address how to use federal land and facilities more efficiently and sustainability; integrate the federal and local activities of the city; improve the parks, green spaces, and public amenities throughout the capital; and revitalize federal lands around the National Mall.

*****

Performance Goal FY14.5.A.4: Maintain NCPC’s Succession Plan

- **Performance Indicator:** NCPC’s Succession Plan
- **Target:** Completed Succession Plan.
- **Time:** By end of Fiscal Year 2014.

Result: Revised NCPC’s Succession Plan

Discussion: NCPC’s succession plan is a systematic approach to ensuring that qualified candidates are available to fill vacancies in a minimal amount of time. The achievement of this goal is based on funding and staffing levels remaining stable and minimal changes by external forces and/or agency priorities. As the number of employees eligible for retirement
rises, it is important to have a plan in place to ensure that there is a pool of qualified internal applicants ready to be considered for key leadership positions.

******

Performance Goal FY14.5.A.5: Advance and improve workforce diversity at NCPC.

- **Performance Indicator:** Annual Diversity Training.
- **Target:** Completed Training.
- **Time Period:** By the end of Fiscal Year 2014.

**Result:** Diversity Luncheon / Training.

**Discussion:** NCPC hosted its annual diversity luncheon and training on June 25, 2014.

NCPC endeavors to employ talented and diverse women and men to help meet its mission and goals. NCPC’s workforce includes highly qualified individuals with backgrounds and cultures and traditions that reflect our Nation’s rich diversity. NCPC embraced the diverse cultural and demographic dimensions of its staff through its diversity luncheon/training.

******

Performance Goal FY14.5.B.1: Maintain accurate financial records, establish and maintain effective financial management internal controls, and prepare agency financial statements in accordance with U.S. Federal Government policies and regulations.

- **Performance Indicator:** Fiscal Year 2013 Financial Statement Audit.
- **Target:** Clean Opinion.
- **Time Period:** By the end of 1st Quarter of Fiscal Year 2014.

**Result:** Clean audit opinion for FY 2013.

**Discussion:** The independent financial statement audit report concluded that NCPC’s financial statements were presented fairly, in all material respects, the financial position of the National Capital Planning Commission as of September 30, 2013 and 2012, and its net costs, changes in net position, and budgetary resources for the years then ended in conformity with U.S. generally accepted accounting principles.

******

Performance Goal FY14.5.B.2: Develop an action plan to address all recommended actions and process improvements identified in the Fiscal Year 2013 financial audit opinion.

- **Performance Indicator:** Auditor-Recommended Financial Management Improvements Action Plan.
- **Target:** Completed Document.
- **Time Period:** By the end of 1st Quarter of Fiscal Year 2014.
Result: NCPC received a clean audit opinion and there were no auditor-recommended process improvements identified.

*****


- **Performance Indicator:** Financial Management Standard Operating Procedures.
- **Target:** Completed Standard Operating Procedures.
- **Time Period:** By the end of Fiscal Year 2014.

Result: Updated two Financial Management SOPs.

Discussion: NCPC updated its SOP related to the Preparation and Approval of Non-Intragovernmental Payment Batches and Submission to the United States Department of Treasury Secure Payment System (SPS). This SOP provides detailed instructions on how to prepare and approve Payment Batches in FreeBalance Financials (FreeBalance), and how to submit the Payment Batches to SPS for certification and disbursement.

Additionally, NCPC updated its SOP related to Closing the Prior Fiscal Year and Opening the New Fiscal Year. This Standard Operating Procedure provides detailed instructions on how to: 1) execute the FreeBalance processes to close the prior Fiscal Year and open the new Fiscal Year; 2) roll-over budget authority to the next Fiscal Year; and 3) adjust the beginning balance of Standard General Ledger (SGL) accounts unique to United States (U.S.) Federal government accounting.

*****


Performance Goals FY14.5.B.4: (new goal) Develop new Asset Management Inventory Control and Audit Procedures.

**Performance Indicator:** Asset Management Inventory Control and Audit Procedures.

**Target:** Completed Document.

**Time Period:** By the end of Fiscal Year 2014.

**Result:** NCPC’s Asset Management Inventory Control and Audit Procedures completed.

Discussion: NCPC’s Asset Management and Inventory Control and Audit Procedures provide detailed instructions on how to track and maintain NCPC’s equipment records. These procedures facilitate the implementation of NCPC’s policy to conduct an annual physical inventory of both on-site and off-site Property, Plant & Equipment (PP&E) with a value greater than or equal to $500, the threshold for recording PP&E in the agency’s inventory tracking tool.
Performance Goal FY14.5.C.1: Convert NCPC's personnel records to electronic format.

Performance Indicator: Convert OPFs to an electronic format.

Target: Fifty percent of personnel records inventory.

Time Period: By the end of Fiscal Year 2014.

Result: NCPC consulted with OPM to initiate the OPF conversion to the electronic format. The cost was prohibitive.

Discussion: In the coming year, NCPC will consult with other agencies to determine if it can establish a partnership to convert its OPFs at a reduced cost.
NATIONAL CAPITAL PLANNING COMMISSION

ANALYSIS OF FY 2016 BUDGET REQUEST

This table provides a summary of the major differences between the FY 2016 Budget Request and the FY 2015 Appropriation.

<table>
<thead>
<tr>
<th>Labor Costs</th>
<th>$000</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2016 WGI &amp; COLA (^1)</td>
<td>88</td>
</tr>
<tr>
<td>Personnel Compensation</td>
<td>93</td>
</tr>
<tr>
<td>Labor Cost Subtotal</td>
<td>181</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Non Labor Costs</th>
<th>$000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Support</td>
<td>213</td>
</tr>
<tr>
<td>Leased Space</td>
<td>6</td>
</tr>
<tr>
<td>Non-Labor Cost Subtotal</td>
<td>219</td>
</tr>
</tbody>
</table>

| Total Budget Change              | 400  |

\(^1\) WGI: Within-Grade Increases
COLA: Cost-of-Living Adjustment
MAJOR CHANGES IN FISCAL YEAR 2016

LABOR COSTS

This table provides a summary of the labor changes by NCPC’s Strategic Goal and Strategic Objectives.

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>COLA &amp; Personnel Compensation</th>
<th>Pay Factors $000</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FTE</td>
<td>WGs</td>
</tr>
</tbody>
</table>

1. **Foster a vibrant, well-planned National Capital**
   Create, maintain, and advance policies and plans that respond to emerging planning issues.
   - 1A
     - Sub Total: 42, 123, 165

2. **Ensure that individual projects and plans within the NCR are consistent with federal interests.**
   - 2A
     - Review Federal Projects and Plans: 17, 57, 74
   - 2B
     - Review State, District and Local Plans: 11, 21, 32
   - Sub Total: 1, 28, 79, 106

3. **Advance the Orderly Federal Capital Improvement of the NCR**
   - 3A
     - Analyze and recommend proposed capital improvement projects in consultation with stakeholders: 1, 3, 54, 51
   - Sub Total: 1, 3, 54, 51

4. **Ensure effective management and accountability of agency resources**
   - 4A
     - Recruit, retain, and develop a highly skilled, motivated and diverse workforce: 7, 48, 41
   - 4B
     - Ensure sound financial performance: 1, 38, 37
   - 4C
     - Establish a cohesive IT architecture: 5, 60, 65
   - 4D
     - Strengthen performance evaluation program: 14, 54, 40
   - Sub Total: - 88, 93, 181

38
MAJOR CHANGES IN FISCAL YEAR 2016

PROGRAM SUPPORT

The major changes to program support are detailed in the table below by Strategic Goal and Objective.

<table>
<thead>
<tr>
<th>Program Support</th>
<th>$000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Foster a vibrant, well-planned National Capital</strong></td>
<td></td>
</tr>
<tr>
<td>1A Create, maintain, and advance policies and plans that respond to emerging planning issues</td>
<td>194</td>
</tr>
<tr>
<td><strong>Sub Total</strong></td>
<td>194</td>
</tr>
<tr>
<td><strong>Ensure that individual projects and plans within the NCR are consistent with federal interests.</strong></td>
<td></td>
</tr>
<tr>
<td>2A Review Federal Projects and Plans</td>
<td>(1)</td>
</tr>
<tr>
<td>2B Review State, District and Local Plans</td>
<td>3</td>
</tr>
<tr>
<td><strong>Sub Total</strong></td>
<td>2</td>
</tr>
<tr>
<td><strong>Advance the Orderly Federal Capital Improvement of the NCR</strong></td>
<td></td>
</tr>
<tr>
<td>3A Analyze and recommend proposed capital improvement projects in consultation with stakeholders</td>
<td>11</td>
</tr>
<tr>
<td><strong>Sub Total</strong></td>
<td>11</td>
</tr>
<tr>
<td><strong>Ensure effective management and accountability of agency resources</strong></td>
<td></td>
</tr>
<tr>
<td>4A Recruit, retain, and develop a highly skilled, motivated and diverse workforce</td>
<td>(17)</td>
</tr>
<tr>
<td>4B Ensure sound financial performance</td>
<td>(1)</td>
</tr>
<tr>
<td>4C Establish a cohesive IT architecture</td>
<td>19</td>
</tr>
<tr>
<td>4D Strengthen performance evaluation program</td>
<td>5</td>
</tr>
<tr>
<td><strong>Sub Total</strong></td>
<td>6</td>
</tr>
</tbody>
</table>

**Net Change to Program Support** 213
MAJOR CHANGES IN FISCAL YEAR 2016

LEASED SPACE

The major changes to leased space are detailed in the table below by Strategic Goal and Objective.

<table>
<thead>
<tr>
<th>Leased Space</th>
</tr>
</thead>
<tbody>
<tr>
<td>$000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>1</th>
<th>Foster a vibrant, well-planned National Capital</th>
</tr>
</thead>
<tbody>
<tr>
<td>IA</td>
<td>Create, maintain, and advance policies and plans that respond to emerging planning issues</td>
</tr>
<tr>
<td>---</td>
<td>-----------------------------------------------</td>
</tr>
<tr>
<td></td>
<td>Sub Total</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2</th>
<th>Ensure that individual projects and plans within the NCR are consistent with federal interests.</th>
</tr>
</thead>
<tbody>
<tr>
<td>2A</td>
<td>Review Federal Projects and Plans</td>
</tr>
<tr>
<td>2B</td>
<td>Review State, District and Local Plans</td>
</tr>
<tr>
<td>---</td>
<td>-----------------------------------------------</td>
</tr>
<tr>
<td></td>
<td>Sub Total</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3</th>
<th>Advance the Orderly Federal Capital Improvement of the NCR</th>
</tr>
</thead>
<tbody>
<tr>
<td>3A</td>
<td>Analyze and recommend proposed capital improvement projects in consultation with stakeholders</td>
</tr>
<tr>
<td>---</td>
<td>-----------------------------------------------</td>
</tr>
<tr>
<td></td>
<td>Sub Total</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4</th>
<th>Ensure effective management and accountability of agency resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>4A</td>
<td>Recruit, retain, and develop a highly skilled, motivated and diverse workforce</td>
</tr>
<tr>
<td>4B</td>
<td>Ensure sound financial performance</td>
</tr>
<tr>
<td>4C</td>
<td>Establish a cohesive IT architecture</td>
</tr>
<tr>
<td>4D</td>
<td>Strengthen performance evaluation program</td>
</tr>
<tr>
<td>---</td>
<td>-----------------------------------------------</td>
</tr>
<tr>
<td></td>
<td>Sub Total</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Net Change to Leased Space</th>
<th>6</th>
</tr>
</thead>
</table>
# Summary of Budget Estimate by Strategic Goals and Objectives

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>FY 2014</th>
<th>FY 2015</th>
<th>FY 2016</th>
<th>Analysis of Changes</th>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Foster a vibrant, well-planned National Capital</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1A Create, maintain, and advance policies and plans that respond to emerging planning issues</td>
<td>17 3,493</td>
<td>17 3,311</td>
<td>17 3,673</td>
<td>165 194</td>
<td>3</td>
</tr>
<tr>
<td>Sub Total</td>
<td>17 3,493</td>
<td>17 3,311</td>
<td>17 3,673</td>
<td>165 194</td>
<td>3</td>
</tr>
<tr>
<td>2. Ensure that individual projects and plans within the NCR are consistent with federal interests.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2A Review Federal Projects and Plans</td>
<td>8 1,356</td>
<td>7 1,287</td>
<td>7 1,361</td>
<td>74</td>
<td>1</td>
</tr>
<tr>
<td>2B Review State, District and Local Plans</td>
<td>5 827</td>
<td>4 786</td>
<td>5 822</td>
<td>32</td>
<td>3</td>
</tr>
<tr>
<td>Sub Total</td>
<td>13 2,183</td>
<td>11 2,073</td>
<td>12 2,183</td>
<td>106</td>
<td>2</td>
</tr>
<tr>
<td>3. Advance the Orderly Federal Capital Improvement of the NCR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3A Analyze and recommend proposed capital improvement projects in consultation with stakeholders</td>
<td>3 311</td>
<td>2 286</td>
<td>1 247</td>
<td>(51)</td>
<td>11</td>
</tr>
<tr>
<td>Sub Total</td>
<td>3 311</td>
<td>2 286</td>
<td>1 247</td>
<td>(51)</td>
<td>11</td>
</tr>
<tr>
<td>4. Ensure effective management and accountability of agency resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4A Recruit, retain, and develop a highly skilled, motivated and diverse workforce</td>
<td>5 740</td>
<td>4 704</td>
<td>4 647</td>
<td>(41)</td>
<td>(17)</td>
</tr>
<tr>
<td>4B Ensure sound financial performance</td>
<td>1 547</td>
<td>1 547</td>
<td>1 509</td>
<td>(37)</td>
<td>1</td>
</tr>
<tr>
<td>4C Establish a cohesive IT architecture</td>
<td>2 746</td>
<td>2 965</td>
<td>2 1,050</td>
<td>65</td>
<td>19</td>
</tr>
<tr>
<td>4D Strengthen performance evaluation program</td>
<td>- 64</td>
<td>- 60</td>
<td>- 39</td>
<td>(27)</td>
<td>5</td>
</tr>
<tr>
<td>Sub Total</td>
<td>8 2,097</td>
<td>7 2,276</td>
<td>7 2,245</td>
<td>(40)</td>
<td>6</td>
</tr>
</tbody>
</table>

| Total, National Capital Planning Commission: | 41 8,084 | 37 7,948 | 37 8,348 | 181 | 213 | 6 | - | 400 |
## NATIONAL CAPITAL PLANNING COMMISSION

### COMPARATIVE SPENDING ANALYSIS BY OBJECT CLASSIFICATION

### APPROPRIATED FUNDS (IN THOUSANDS)

<table>
<thead>
<tr>
<th>Budget Account</th>
<th>2014 Actual Budget</th>
<th>2015 Appropriation</th>
<th>2016 Budget Request</th>
</tr>
</thead>
<tbody>
<tr>
<td>95-2500-01</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Direct Obligations</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Personnel Compensation</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11.1 Full-Time Permanent</td>
<td>$4,199</td>
<td>$3,839</td>
<td>$3,949</td>
</tr>
<tr>
<td>11.3 Other than Full-Time Permanent</td>
<td>$59</td>
<td>$58</td>
<td>$60</td>
</tr>
<tr>
<td>11.5 Other Personnel Compensation</td>
<td>$0</td>
<td>$18</td>
<td>$58</td>
</tr>
<tr>
<td>11.9 Total Personnel Compensation</td>
<td>$4,258</td>
<td>$3,915</td>
<td>$4,067</td>
</tr>
<tr>
<td>12.1 Personnel Benefits</td>
<td>$1,265</td>
<td>$1,236</td>
<td>$1,265</td>
</tr>
<tr>
<td><strong>Program Support</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21.0 Travel &amp; Transportation</td>
<td>$29</td>
<td>$24</td>
<td>$24</td>
</tr>
<tr>
<td>23.1 Rental Payments to GSA</td>
<td>$1,495</td>
<td>$1,512</td>
<td>$1,518</td>
</tr>
<tr>
<td>23.3 Communications, utilities &amp; misc.</td>
<td>$211</td>
<td>$205</td>
<td>$213</td>
</tr>
<tr>
<td>24.0 Printing &amp; Reproduction</td>
<td>$6</td>
<td>$11</td>
<td>$9</td>
</tr>
<tr>
<td>25.1 Advisory &amp; Assistance Services</td>
<td>$586</td>
<td>$657</td>
<td>$878</td>
</tr>
<tr>
<td>25.2 Training and Misc. Expenses</td>
<td>$56</td>
<td>$34</td>
<td>$35</td>
</tr>
<tr>
<td>25.3 Government Services</td>
<td>$39</td>
<td>$71</td>
<td>$73</td>
</tr>
<tr>
<td>25.4 Facilities Maintenance</td>
<td>$47</td>
<td>$42</td>
<td>$47</td>
</tr>
<tr>
<td>25.7 Machine Maintenance</td>
<td>$49</td>
<td>$98</td>
<td>$101</td>
</tr>
<tr>
<td>26.0 Supplies (General/ADP)</td>
<td>$23</td>
<td>$24</td>
<td>$17</td>
</tr>
<tr>
<td>31.0 ADP Hardware / Software Fixed Equipment/Space</td>
<td>$21</td>
<td>$119</td>
<td>$101</td>
</tr>
<tr>
<td>32.0 Alterations</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td><strong>Sub-Total Other Expenses</strong></td>
<td>$2,561</td>
<td>$2,797</td>
<td>$3,016</td>
</tr>
<tr>
<td><strong>Total Obligations</strong></td>
<td>$8,084</td>
<td>$7,948</td>
<td>$8,348</td>
</tr>
</tbody>
</table>

**Full-Time Equivalent Employment:**

<table>
<thead>
<tr>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>41</td>
<td>37</td>
<td>37</td>
</tr>
</tbody>
</table>

42
# National Capital Planning Commission

## Detail of Permanent Positions

### Salaries and Expenses

<table>
<thead>
<tr>
<th>Budget Account</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>95-2500-01</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Direct Obligations

<table>
<thead>
<tr>
<th>Classification</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Schedule (EX)</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Senior Executive Service (SES)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SES</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td><strong>Sub-Total of FTE's</strong></td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
</tbody>
</table>

#### General Service (GS)

<table>
<thead>
<tr>
<th>Grade</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>GS-15</td>
<td>6</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>GS-14</td>
<td>5</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>GS-13</td>
<td>11</td>
<td>11</td>
<td>13</td>
</tr>
<tr>
<td>GS-12</td>
<td>4</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>GS-11</td>
<td>2</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>GS-10</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>GS-9</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>GS-8</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>GS-7</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>GS-6</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>GS-5</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>GS-4</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>GS-3</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>GS-2</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Sub-Total of FTE's</strong></td>
<td>31</td>
<td>34</td>
<td>34</td>
</tr>
</tbody>
</table>

#### Total Permanent Positions

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>34</td>
<td>37</td>
<td>37</td>
</tr>
</tbody>
</table>

#### Unfilled Positions at End of Year

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(7)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Total Permanent Employment at End of Year

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>41</td>
<td>37</td>
<td>37</td>
</tr>
</tbody>
</table>
NATIONAL CAPITAL PLANNING COMMISSION

STATUS OF PERTINENT AUTHORIZATION

The authorization for the present account (31-28-2500-0-1-451) is contained in the National Capital Planning Act of 1952, as amended (40 USC §8701 et seq). There are no estimates herein contained that exceed any limitations placed on the Commission by Committee Reports for the preceding fiscal year.

APPROPRIATION LANGUAGE

Salaries and Expenses

For necessary expenses of the National Capital Planning Commission under chapter 87 of title 40, United States Code, including services as authorized by 5 U.S.C. 3109, $8,348,000:
Provided, That one-quarter of 1 percent of the funds provided under this heading may be used for official reception and representational expenses associated with hosting international visitors engaged in planning and physical development of world capitals.

(Department of the Interior, Environment, and Related Agencies Appropriations Act, 2016)
November 9, 2016   NATIONAL CAPITAL PLANNING COMMISSION
MEMBERS AND ALTERNATES

PRESIDENTIAL APPOINTEES

L. PRESTON BRYANT, JR., Chairman
Senior Vice President
Infrastructure and Economic Development
McGuire Woods Consulting, LLC

ELIZABETH ANN ‘BETH’ WHITE
President and CEO
Houston Parks Board

THOMAS GALLAS
Chief Executive Officer
Torti Gallas and Partners, Inc.

MAYORAL APPOINTEES

ARRINGTON DIXON
Owner
ADA, Inc.

GEPFFREY GRIFFIS
Principal Owner
City Partners, LLC

(term expiring 01/01/19)

(term expiring 01/01/17)

(term expiring 01/01/21)

(term expiring 01/02/19)
EX-OFFICIO MEMBER

HONORABLE ASHTON CARTER
Secretary of Defense

FIRST ALTERNATE

MICHAEL L. RHODES
Director
Administration and Management
Department of Defense

SECOND ALTERNATE

SAJEEL S. AHMED
Director
Facilities Services Directorate
Washington Headquarters Services
Department of Defense

THIRD ALTERNATE

BRADLEY PROVANCHA
Deputy Director
Facilities Services Directorate
Washington Headquarters Services
Department of Defense
EX-OFFICIO MEMBER

HONORABLE SARAH 'SALLY' JEWELL
Secretary of Interior

FIRST ALTERNATE

JONATHAN B. JARVIS
Director
National Park Service
Department of Interior

SECOND ALTERNATE

ROBERT 'BOB' VOGEL
Director
National Park Service
National Capital Region

THIRD ALTERNATE

PETER MAY
Associate Regional Director
Land, Resources and Planning
National Capital Region
National Park Service
EX-OFFICIO MEMBER

HONORABLE DENISE ROTH
Administrator of General Services

FIRST ALTERNATE

NORMAN DONG
Commissioner
Public Building Service
General Services Administration

SECOND ALTERNATE

ANTHONY E. COSTA
Senior Advisor to the Administrator
General Services Administration

THIRD ALTERNATE

JULIA HUDSON
Regional Administrator
National Capital Region
General Services Administration

FOURTH ALTERNATE

VACANT

FIFTH ALTERNATE

MINA WRIGHT
Director
Office of Planning & Quality Design
General Services Administration
EX-OFFICIO MEMBER

HONORABLE RON JOHNSON
Chairman
Committee on Homeland Security and Governmental Affairs
United States Senate

FIRST ALTERNATE

PATRICK BAILEY
Chief Counsel for Governmental Affairs
Committee on Homeland Security and Governmental Affairs

SECOND ALTERNATE

REBECCA NUZZI
Deputy Chief Counsel for Governmental Affairs
Committee on Homeland Security and Governmental Affairs
EX-OFFICIO MEMBER

HONORABLE JASON CHAFFETZ
Chairman
Committee on Oversight and Government Reform
U.S. House of Representatives

FIRST ALTERNATE

KATIE BAILEY
Staff Director
Subcommittee on Government Operations
U.S. House of Representatives

SECOND ALTERNATE

JEFFREY POST
Deputy Staff Director
Subcommittee on Government Operations
U.S. House of Representatives

THIRD ALTERNATE

PATRICK HARTOBEY
Counsel
Subcommittee on Government Operations
U.S. House of Representatives
EX-OFFICIO MEMBER

HONORABLE MURIEL BOWSER
Mayor of the District of Columbia

FIRST ALTERNATE

ERIC SHAW
Director
District of Columbia Office of Planning

SECOND ALTERNATE

JENNIFER STEINGASSER
Deputy Director
Development Review and Historic Preservation
District of Columbia Office of Planning
EX-OFFICIO MEMBER

HONORABLE PHIL MENDELSON
Chairman
Council of the District of Columbia

FIRST ALTERNATE

EVAN CASH
Council's Committee Director
Committee of the Whole
OFFICERS

The officers of the Commission shall be the Chairman, designated by the President of the United States pursuant to the National Capital Planning Act at 40 U.S.C. §8711(b) and a Vice-Chairman elected annually by the Commission at its first meeting after the first of April of each year. The Vice-Chairman shall hold office commencing immediately upon election and shall continue in office until the election of his or her successor. In the event of a vacancy in the position of Vice-Chairman, such vacancy shall be filled by the Commission by election of a successor for the remainder of the unexpired term. Not less than six votes shall be required for the election of the Vice-Chairman.

In the event that the Chairman has died, resigned, or otherwise become unable to perform the functions and duties of the office of Chairman, and until such time as the Chairman is able to perform the functions and duties of that office, the Commission will perform the official functions otherwise specified for or delegated to the Chairman. During such period, the Vice-Chairman elected by the Commission working with the NCPC Executive Director will take responsibility for assuring that meetings of the Commission are convened, and at each of its meetings the Commission will elect a person to run the meeting, with the general understanding that the Vice-Chairman, and in that person’s absence any other member of the Executive Committee, is the likely person to be elected to run the meeting.

EXECUTIVE COMMITTEE

The Executive Committee shall consist of the Chairman of the Commission as Chairman, the Vice-Chairman, and a third member of the Commission appointed by the Chairman and approved by the Commission. The Executive Committee shall meet prior to each regular meeting of the Commission to prepare the agenda of the Commission meeting.

MEETINGS

1. The Commission shall meet regularly each month in accordance with a schedule of the Commission meetings and work sessions adopted annually by the Commission.

* As amended January 8, 2009
2. Special meetings of the Commission may be called by the Chairman and shall be called by the Chairman upon the request, in writing or by telephone to the Secretary to the Commission, of not less than a quorum of the Commission. Notice of a special meeting shall be given to each member in writing or by telephone not less than two business day prior to the day of the meeting. The notice shall state the purpose or purposes for which the special meeting is called.

QUORUM

Not less than one-half of the ex-officio members, or their alternates, and appointive members, appointed and qualified, shall constitute a quorum at meetings of the Commission.

VOTING

All members of the Commission, including the presiding officer, shall be entitled to vote on any matter put to a vote.

MINIMUM VOTING REQUIREMENTS

A majority vote of a quorum or a majority vote of the number of the members present and voting, whichever is greater and provided at least four members vote, shall be required for the approval or disapproval of all proposed actions of the Commission, except where otherwise specifically provided by law governing the actions of the Commission.

NOTATION VOTING

The Executive Committee may direct the review of and action on matters before the Commission, including reports and testimony on proposed and pending legislation and in regulatory proceedings, by concurrent presentation to the Commission members and notation voting in writing to the Secretary to the Commission.

CODE OF PARLIAMENTARY AUTHORITY

Except as otherwise provided by statute, these By-Laws, or special rules of order, the current edition of Robert’s Rules of Order shall be the parliamentary authority.

AMENDMENTS

These By-Laws may be altered or amended at any regular meeting of the Commission, by majority vote, provided such amendment was proposed at the previous meeting and a copy of the proposed amendment with a notice of the date fixed for action thereon is sent to each member no less than three (3) weeks prior to the date for action on the amendment.