



The Federal Planning Agency for America's Capital

Justification for Appropriation and Performance Plan : 2018

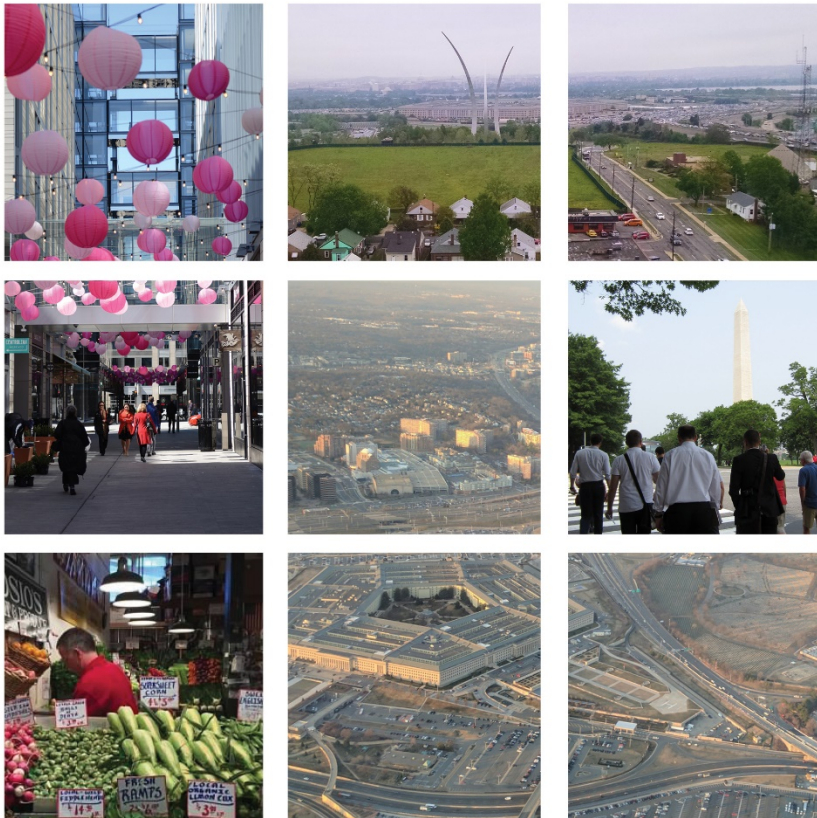


Table of Contents

<i>Members of the National Capital Planning Commission</i>	<i>3</i>
<i>Budget Request Overview</i>	<i>4</i>
Introduction	4
Budget Request	5
Organizational Chart	6
Mission Statement	7
Strategic Goals	7
<i>Annual Performance Plan FY 2018.....</i>	<i>8</i>
Strategic Goal 1: Foster a vibrant, well-planned National Capital	8
Strategic Goal 2: Ensure that individual projects and plans within the NCR are consistent with federal interests	10
Strategic Goal 3: Advance the orderly Federal Capital Improvement of the NCR.....	12
Strategic Goal 4: Ensure effective management and accountability of agency resources	14
<i>FY 2016 ANNUAL PERFORMANCE REPORT.....</i>	<i>18</i>
Analysis of FY 2018 Budget Request	26
Changes in Labor Cost	27
Changes in Program Support.....	28
Changes in Leased Space	28
Summary of Budget Estimate by Strategic Goals and Objectives	30
Comparative Spending Analysis by Object Classification	31
Detail of Permanent Positions	32
<i>Status of Pertinent Authorization.....</i>	<i>33</i>
<i>Appropriation Language.....</i>	<i>33</i>

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

Thomas Gallas
Maryland

By the Mayor of the District of Columbia

Arrington Dixon
District of Columbia

Geoffrey Griffis
District of Columbia

Ex Officio Members

Honorable Jim Mattis
Secretary of Defense

Honorable Ryan Zinke
Secretary of the Interior

Honorable Timothy Horne
Acting Administrator of General Services

Honorable Ronald Harold “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

Budget Request Overview

Introduction

The National Capital Planning Commission (NCPC) is the federal government's central planning agency for the National Capital Region. The NCPC preserves and enhances the extraordinary historical, cultural, 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. NCPC also coordinates the planning efforts of federal agencies that construct and renovate facilities within the National Capital Region; represents the federal government on a number of local and regional planning boards; and encourages public participation in all aspects of the agency's work. A 36 person staff consisting of planners, architects, urban designers, and other professionals, governed by a 12-member Commission, sustains the agency's work.

This document, including the proposed Annual Performance Plan for Fiscal Year (FY) 2018 and accompanying appendices, represents NCPC's FY 2018 Budget Request. NCPC continues to emphasize programs, initiatives, activities and management strategies that will help deliver a Government that is more effective, efficient, and supportive of economic growth. During FY 2016, NCPC engaged in several initiatives and activities to protect and advance the federal government's interest in regional development. NCPC approved and commented on 78 federal plans and projects submitted by federal applicants; 11 District of Columbia plans and projects submitted by District government applicants; and 41 proposed zoning actions, highway plan amendments and street and alley closings. These proposals and plans involved major master plans, commemorative works and planning and revitalization projects.

From a long-range planning perspective, in FY 2016 NCPC finalized updates to the *Comprehensive Plan for the National Capital: Federal Elements* except the Parks and Open Space Element; and developed the FY 2017 through FY 2022 Federal Capital Improvements Program report. The agency collaborated with federal and local partners to develop guidance for redevelopment of the J. Edgar Hoover (FBI) Headquarters site; and collaborated with the National Park Service on a design competition for "Memorials for the Future."

Looking ahead, NCPC will maintain its focus on three main areas: 1) Form and Character of the Capital City, 2) Infrastructure, and 3) Federal Workplace and Mobility, while guided by the universal goal of a more efficient and effective government. NCPC will also focus on organizational and workforce reform activities to drive efficiencies and effectiveness; and seize opportunities to maximize performance by providing a continuing education program on performance management.

Budget Request

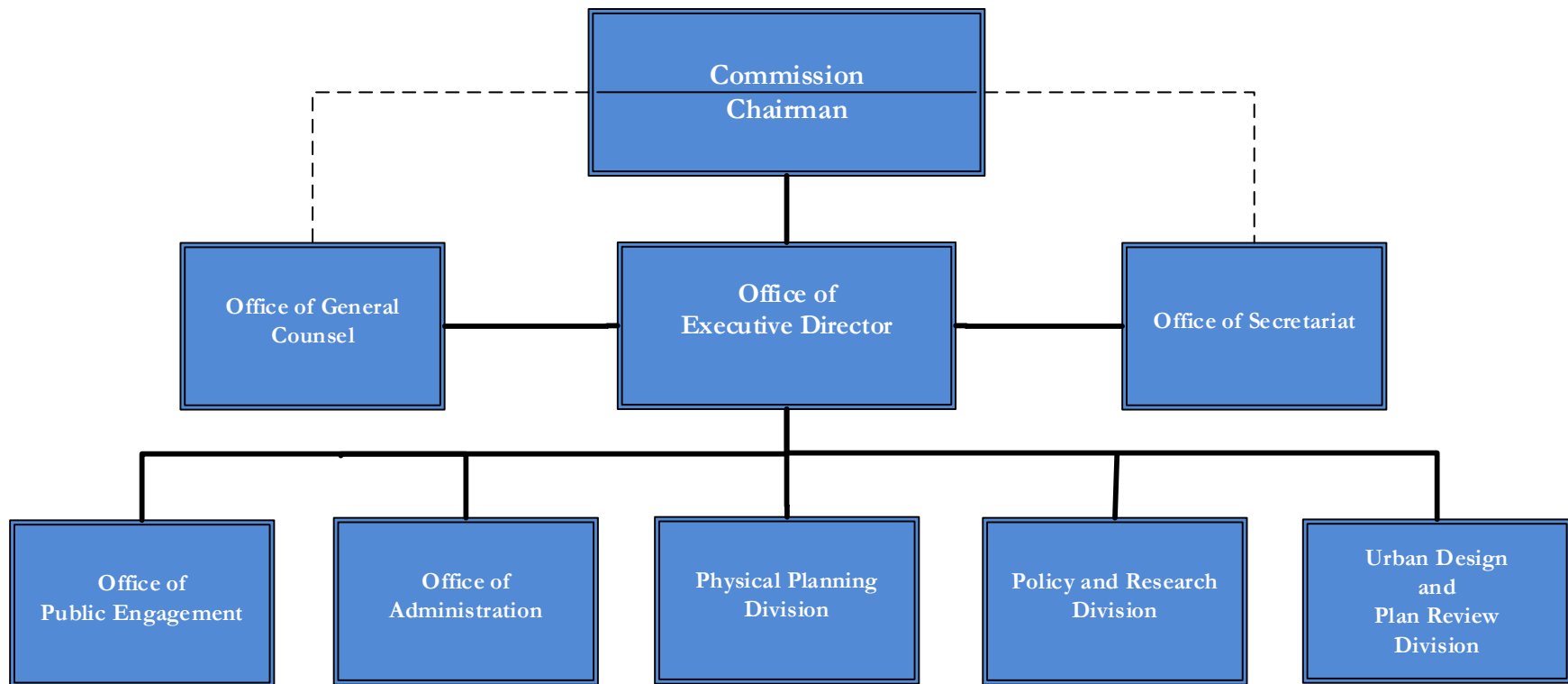
For FY 2018, NCPC is requesting \$7,948,000. This request is driven by the agency's Strategic Plan; is a result of a rigorous analysis of the resources, priorities, and strategies required to achieve NCPC's core mission; and is consistent with the guidance provided by the Office of Management and Budget (OMB). A snapshot of the agency's performance goals for FY 2018 include: reviewing federal projects and plans for consistency with the Comprehensive Plan, federal sector plans, urban planning and design principles, and other federal interests; simplifying the Commemorative Works process; and developing and reviewing information technology policies in accordance with Federal Information Security Management Act (FISMA).

Below is a snapshot of the NCPC's FY 2018 Budget Request relative to the FY 2016 and FY 2017 Appropriations. For more information regarding NCPC's FY 2018 request, please refer to the budget analysis tables beginning on page 26. Please note that all variances reflected in the budget tables are based on a comparison between FY 2017 and FY 2018.

Account	FY 2016 Appropriation	FY 2017 Annualized CR	FY 2018 Request
Salaries & Expenses	\$8,348,000	\$8,332,000	\$7,948,000
Base Total	\$8,348,000	\$8,332,000	\$7,948,000

National Capital Planning Commission Organizational Chart

May 2017



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 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.

Annual Performance Plan FY 2018

Strategic Goal 1

1	Foster a vibrant, well-planned National Capital	FY 2016 Actual		FY 2017 Annualized CR		FY 2018 Estimate		Total Change	
		FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
	1A Create, maintain, and advance policies and plans that respond to emerging planning issues.	17	3,673	19	3,584	19	3,679	-	94

Overview

As the central planning agency for the federal government in the National Capital Region, 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 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, urban design 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 near 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 Objectives

Strategic Objective 1.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. In addition, 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. *Review and update policies of the Comprehensive Plan National Capital: Federal Elements to reflect advances in planning principles, technology and trends.*

- Performance Indicators: Enhanced coordination and understanding among federal agencies and local jurisdictions regarding the planning, management, and operation of the region's parks and open space system; policies that reflect advances in technology, mobility and alternative transportation modes; and policies that reflect workplace trends including hoteling, reductions in the federal presence, teleworking, and "live near where you work" developments.
- Target: Draft Open Space, Transportation, and Workplace Elements.
- Time Period: 4th Quarter 2018.

Performance Goal 1.A.2: *Review and comment on the update of the District of Columbia Elements of the Comprehensive Plan.*

- Performance Indicator: District Elements that are not inconsistent with the Federal Elements of the Comprehensive Plan.
- Target: District Elements with approved comments by the Commission.
- Time Period: 4th Quarter 2018.

Performance Goal 1.A.3: *Improve the site and design process for Commemorative Works.*

- Performance Indicator: Collaborate with other Federal agencies to streamline the design review process for commemorative works.
- Target: Draft guidance on design review process.
- Time Period: 4th Quarter 2018.

Performance Goal 1.A.4: *Advance the Pennsylvania Avenue Initiative.*

- Performance Indicator: Strategic Action Plan and Status Report.
- Target: Implement the Strategic Action Plan.
- Time Period: July 2018.

Strategic Goal 2

	Ensure that individual projects and plans within the NCR are consistent with federal interests.	FY 2016 Actual		FY 2017 Annualized CR		FY 2018 Estimate		Total Change	
		FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
2	2A Review Federal Projects and Plans	7	1,361	8	1557	8	1479	-	(77)
	2B Review State, District and Local Plans	4	822	1	377	1	276	-	(101)
	Sub Total	11	2,183	9	1,934	8	1,755	-	(178)

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 provides for the orderly development of the national capital 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 and 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: Analyze the planning, urban design and architectural components of Federal, District of Columbia, state and local plans and projects and develop the Executive Director's Recommendations (EDRs).
- Target: Executive Director's Recommendations presented to the Commission for approval within 35 days from the date of submission of plans and proposals.
- Time Period: Monthly Commission Meeting.

Performance Goal 2.B.1: *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 and develop EDRs.
- Target: Executive Director's Recommendations presented to the Commission for approval within 30 days from the date of action and/or submission of plans.
- Time Period: Monthly Commission Meetings.

Strategic Goal 3

3	Advance the Orderly Federal Capital Improvement of the NCR	FY 2016 Actual		FY 2017 Annualized CR		FY 2018 Estimate		Total Change	
		FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
	3A Analyze and recommend proposed capital improvement projects in consultation with stakeholders	2	247	1	154	1	140	-	(15)

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 Objectives

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 federal capital improvement projects for Fiscal Year 2019 to Fiscal Year 2024.*

- Performance Indicator: Develop the Fiscal Year 2019 to Fiscal Year 2024 FCIP report.
- Target: Commission authorize the release of the FCIP report to the Office of Management and Budget.
- Time Period: 4th Quarter 2018.

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

- Performance Indicator: Review the plans for non-Federal capital programs in the NCR.

- Target: Comment letters by the Commission and Executive Director to various jurisdictions.
- Time Period: Within 35 days of receipt of Capital Improvements Program.

Strategic Goal 4

	Ensure effective management and accountability of agency resources	FY 2016 Actual		FY 2017 Annualized CR		FY 2018 Estimate		Total Change	
		FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
4	4A Recruit, retain, and develop a highly skilled, motivated and diverse workforce	4	647	1	370	1	277	-	(93)
	4B Ensure sound financial performance	1	509	1	516	1	517	-	1
	4C Establish a cohesive IT architecture	2	1,050	3	1,155	3	891	-	(264)
	4D Strengthen performance evaluation program	-	39	-	19	-	17	-	(2)
	4E Agency Resource Management	-	-	2	600	2	672	-	73
	Sub Total	7	2,245	7	2,660	7	2,374	-	(285)

Overview

To ensure that the Agency continues to meet the growing challenges of its mission, NCPC will place special emphasis on continuous improvement of its processes and how it carries out its business for the American public. 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 information technology 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

Strategic Objective 4E: *Agency Resource Management.*

Ensure that NCPC can continue to achieve its mission and provide the services to the public through effective stewardships of resources.

Goal Leader: Director, Office of Administration

Performance Goals and Indicators

Performance Goal 4.A.1: *Provide timely, accurate and responsive services that address the recruitment needs of the agency.*

- Performance Indicator: Recruitment actions comply with OPM's Delegated Examining Unit and NCPC's Merit Promotion Plan and adhere to OPM's recruitment schedule.
- Target: Vacancies filled within 80 days of initiation of SF-52.
- Time Period: Ongoing.

Performance Goal 4.B.1: *Develop the FY 2020 Budget Estimate and Annual Performance Plan.*

- Performance Indicator: FY 2020 Budget Estimate and Annual Performance Plan that addresses the agency's strategic objectives and reflects OMB's guidance.
- Target: FY 2020 Budget Estimate submitted to OMB.
- Time Period: Date established by OMB.

Performance Goal 4.B.2: *Achieve a favorable (unqualified) audit opinion from the agency's independent financial statement auditors.*

- Performance Indicator: Audit of the Fiscal Year 2018 Financial Statements.
- Target: Unmodified Opinion.
- Time Period: 1st Quarter 2018.

Performance Goal 4.B.3: *Action plan to address all recommended actions and process improvements identified in the Fiscal Year 2018 financial audit opinion.*

- Performance Indicator: Develop POA&M to address Auditor-Recommended Financial Management Improvements.
- Target: All critical issues resolved within 60 days of notice of deficiency(s).
- Time Period: 2nd Quarter 2018.

Performance Goal 4.C.1: Maintain an operable information technology system to support the needs of the agency.

- Performance Indicator: Critical IT systems (email, VOIP, internet, intranet, one drive, CFIS, FreeBalance, and L drives), are available for use by staff.
- Target: IT system operable 95% of the time.
- Time Period: On-going.

Performance Goal 4.C.2: *Safeguard the NCPC network and information systems with appropriate cybersecurity defenses to limit the impact of potential cybersecurity events.*

- Performance Indicator: Implement the Continuous Diagnostic and Mitigation as a Service (CDMaaS) Solution; and refine the intrusion detection mechanisms and report incidents in accordance with US-CERT's Incident Notification Guidelines.
- Target: FISMA Metrics and aligns with NIST's Framework for Improving Critical Infrastructure Cybersecurity.
- Time Period: 4th Quarter 2018.

Performance Goal 4.C.3: *Establish and review Information Technology Security Policies for FISMA compliance.*

- Performance Indicator: New and /or updated policies and procedures.
- Target: Policies and procedures that are FISMA compliant.
- Time Period: 4th Quarter 2018.

Performance Goal 4.E.1: *Procure all supplies, goods and services needed for the agency to carry out its mission. Ensure that relevant documentation is completed.*

- Performance Indicator: Solicit quotes / request for proposals to procure needed goods and services.
- Target: Procured supplies, goods and services as needed.
- Time Period: Throughout FY 2018.

Performance Goal 4.E.2: *Maintain a complete inventory of all agency equipment and furniture.*

- Performance Indicator: An accurate inventory of agency equipment and furniture in TRAK-IT database.
- Target: Completed an annual inventory.
- Time Period: 3rd Quarter 2018.

FY 2016 Annual Performance Report

In accordance with the Government Performance Results Act, the National Capital Planning Commission (NCPC) presents its performance report for Fiscal Year (FY) 2016. The Commission's FY 2016 Performance Report aligns with the goals, strategies, and performance objectives set forth in the agency's Strategic Plan for FY 2015-FY 2018 and its FY 2016 Annual Performance Plan.

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 performance goals is often contingent in part upon the contributions of other agencies. Additionally, unforeseen circumstances, e.g., an administration directive, congressional request, limited resources, etc., may influence the accomplishment and timing of performance goals which are established 12 to 18 months prior to implementation.

To optimize opportunities for success, the agency continued to foster strong affiliations with federal and local agencies on major initiatives in support of its long-range planning objectives. NCPC expanded its focus on integrating urban design, sustainability and security objectives into projects in the monumental core and throughout the District. In the exercise of its core responsibilities, NCPC approved and commented on 78 federal plans and projects submitted by federal applicants, developed the Federal Capital Improvements Program, and completed a major update to the *Comprehensive Plan for the National Capital: Federal Elements*. A more complete discussion of results by strategic goals is provided on the following pages.

Strategic Goal 1

Foster a vibrant, well-planned national capital.

Advance the SW Ecodistrict Plan through Target Cities Partnership

NCPC completed a 2-year Target City program focused on educating and building awareness among stakeholders with implementation authority to advance near- and long-term projects to implement the SW Ecodistrict recommendations. This included consideration of a coordinated improvement plan (master plan) for major redevelopment components within the SW Ecodistrict, as well as advancing studies of railroad improvements within the corridor.

Building upon the SW Ecodistrict recommendations, the District Department of Transportation (DDOT) and the Federal Highway Administration initiated an environmental impact analysis of the Long Bridge/CSX rail corridor, which will include an evaluation of how to reestablish Maryland Avenue, an important component that will inform the development of a master plan for the area. In addition, the SW Ecodistrict plan recommended access improvements at Banneker Park, as well as redevelopment of certain public and private buildings and areas to increase density and the mix of uses and to improve pedestrian connections between the National Mall and the waterfront. NCPC facilitated a partnership between the National Park Service (NPS), DDOT and the private sector to design and obtain concept approval for interim pedestrian and bicycle access, and stormwater management improvements to Banneker Park. Based on the potential of the area, the Spy Museum is constructing a state-of-the-art building for a new destination on 10th Street,

SW. Both of these initiatives will improve connections between the National Mall and the waterfront.

Pennsylvania Avenue initiative to address near-term operational, maintenance, governance and programmatic needs

To begin to assess operational, maintenance, governance, and programmatic needs, NCPC assembled an Executive Committee to explore potential physical and economic improvements to Pennsylvania Avenue. NCPC led development of an economic market analysis and an urban design workshop. NCPC is currently working on an urban design analysis and the development of project objectives to help inform potential economic and urban design strategies for near- and long-term improvements to the Avenue.

Development Guidelines for Squares 378/379 (FBI Headquarters Site)

NCPC worked with federal and local partners to develop guidance for redevelopment of the J. Edgar Hoover (FBI) Headquarters site, located in a special area of Washington where the 1974 Pennsylvania Avenue Plan guides development on the Avenue between 3rd and 15th Streets, NW. Guidance for all sites (known as Squares) within the Plan's boundary is delivered via Square Guidelines, regulations that provide guidance on each square's build-to line, initial and overall building heights, density, land use, and other planning and design elements typically included in a zoning code. Because the construction of the FBI Headquarters occurred prior to development of the 1974 Plan, square guidelines do not exist for the site. As the General Services Administration (GSA) seeks to exchange the site for a new suburban headquarters for FBI, the Commission is responsible for approving Square Guidelines to shape redevelopment of the downtown Washington site to protect and enhance federal and local interests.

As a precursor to developing the square guidelines, NCPC prepared and obtained approval of a Plan Amendment in March 2016. The Plan amendment allows high-density, mixed-use development in a manner that respects and protects the public space and national role of the Avenue. Subsequently, draft guidelines were completed in September 2016.

Joint NPS/NCPC Open Space Management Plan (now called Small Parks Management Strategies Plan) and update the Memorials and Museums Master Plan (2M Plan)

In FY 2016, the NCPC in conjunction with the NPS completed work on a Small Parks Management Strategies Plan Draft summary report.

The primary purpose of the *Small Parks Management Strategies Plan* is to help NPS develop strategies to improve the management of small urban parks. Several key tasks were completed in FY 2016 as part of the *Small Parks Management Strategies Plan*. These tasks included establishment of a legal framework for small parks, completion of a visioning and goals identification workshop, development of a small parks inventory of 300 parcels under NPS ownership, establishment of an evaluation and planning criteria matrix, completion of a park alignment analysis, identification of management options and development of an action plan. Finally, the plan identified 10 new sites for inclusion in the planned update for the 2M Plan.

NCPC's policymaking and applicability

The Commission finalized at its February 4, 2016 meeting, the updates to the *Comprehensive Plan for the National Capital: Federal Elements*, except the Parks & Open Space Element. The updates included a new Urban Design Element and Technical Addendum. The Urban Design Element reflects extensive technical analyses of the viewsheds, public realm, and physical form that contribute to the capital's unique identity and character. The Urban Design Element includes policies that promote quality design and development in the NCR, reinforce its unique role as the nation's capital, and create a welcoming and livable environment.

Policies in the Federal Workplace Element respond to how transforming technology and productivity goals affect federal employees. Sections and policies in the Federal Environment Element respond to guidance on sustainability, climate change, and related issues, such as flooding.

Through the Comprehensive Plan's Federal Elements, the Commission establishes goals and policies that guide federal development and provide a decision-making framework for future initiatives. This update reflects NCPC's ongoing interagency and public coordination that identified emerging issues and changing regional conditions, and tested policy directions.

Potomac Heritage National Scenic Trail (Feasibility Study)

South of the Mt. Vernon Estate, there are large gaps in the 710-mile Potomac Heritage National Scenic Trail. To this end, NCPC initiated in FY 2016 a trail feasibility study to evaluate the potential to close the gaps through the Fort Belvoir area of southern Fairfax County.

Recognizing the importance of the National Scenic Trail and the mission of Fort Belvoir, the study will produce trail alignment alternatives that strive to balance the interests of the public and the security needs of the military installation. NCPC conducted this work in consultation with project stakeholders, including the Department of the Army, the National Park Service (NPS), and the Northern Virginia Regional Commission, along with several trail advocacy groups.

To inform development of the draft alternatives, NCPC studied the existing conditions, identified opportunities and constraints, led a stakeholder meeting, co-hosted a public meeting with the NPS in June 2016, and identified preliminary trail alternatives. With stakeholder input, staff will evaluate the alternatives, complete the feasibility report, and make a recommendation to Ft. Belvoir in FY 2017.

Memorials for the Future Design Competition

NCPC, in partnership with the National Park Service and the Van Allen Institute, launched Memorials for the Future ideas competition. The competition sought to reimagine how we think about, feel, and experience memorials by considering how to incorporate more inclusive and representative subject matter; create new materials and media; develop temporal, ephemeral, and event-driven approaches; and provide concepts for greater accessibility and integration with surrounding communities.

The competition took place over the course of six months and resulted in the selection of four finalists whose proposals addressed subject matters such as, climate change, immigration, and national parks. Together, they offered a variety of innovative approaches to share and add new narratives, and connect people and places from across the nation. The final report, *Not Set in Stone: Memorials for the Future* offers new and alternative approaches to traditional commemoration. The report will serve as a resource for future memorial sponsors, help inform NCPC policy development related to commemoration and provide guidance to the National Commemorative Capital Memorial Advisory Commission.

Strategic Goal 2

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

Project review and analysis of federal plans; District of Columbia, state and local plans; proposed Zoning Commission actions and proposed street and alley closings

The Commission approved and commented on 78 federal plans and projects submitted by federal applicants; 11 District of Columbia plans and projects submitted by District government applicants; and 41 proposed zoning actions, highway plan amendments and street and alley closings. Through staff consultation and Commission action, these projects were evaluated against the highest planning standards. Key evaluation standards include meeting environmental performance, developing sound transportation strategies, protecting natural resources and enhancing the quality and livability of the city. A few of the notable projects include:

- Preliminary site and building plans for Phase 1 of the Constitution Gardens Rehabilitation on the National Mall
- Preliminary plans for perimeter security improvements at the Harry S Truman Federal Building
- Proposed site for the FDR Prayer Plaque at the World War II Memorial
- Final site development plans for the Intelligence Community Campus – Bethesda
- Comments on the concept design for the National China Garden at the National Arboretum
- Preliminary site and building plans for the Franklin Park Rehabilitation
- Comments on site selection for the Gold Star National Monument
- Final master plan for the National Institute of Health Bethesda Campus, Maryland
- Final master plan for the Marine Corps Base Quantico
- Final master plan for the Pentagon Reservation
- Preliminary and final site and building plans for the Pentagon Support Operations Center
- Comments on concept design for Banneker Park Pedestrian Access Improvements
- Comments on concept design for the Arlington Memorial Bridge Rehabilitation
- Preliminary and final site and building plans for the expansion of the John F. Kennedy Center for the Performing Arts

Strategic Goal 3

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

Proposed capital improvement projects for federal and non-federal agencies

NCPC reviewed and analyzed 99 proposed capital improvement projects submitted by federal agencies with an estimated value of \$5.1 billion. NCPC's review extended to ensuring consistency with the policies of the *Comprehensive Plan for the National Capital: Federal Elements* and orderly development of the National Capital. Upon submission to OMB, it will help inform decisions concerning the President's Budget.

NCPC also reviewed and analyzed five non-federal Capital Improvements Programs (CIP) in the NCR to include: Government of the District of Columbia FY 2017-2022 CIP; Prince William County, Fairfax County, City of Alexandria, Virginia Proposed FY 2017-2026 CIP; and the Montgomery and Prince George's Counties, Maryland Proposed 2017-2022 CIP. These reviews were also conducted to ensure consistency with the policies of the *Comprehensive Plan for the National Capital: Federal Elements*.

Strategic Goal 4

Ensure effective management and accountability of agency resources.

Hiring procedures manual

NCPC developed its first Hiring Procedures Manual -- a systematic resource for Hiring Managers and HR Specialists. It provides the basic knowledge and understanding of federal hiring standards and establishes guidelines for the employment process to ensure that the recruitment and selection processes are consistent with federal laws, and merit systems principles and practices.

Recruitment actions

Over the course of the fiscal year, NCPC initiated and completed six recruitment actions ranging from supervisory community planner, senior urban planner to management assistant. In response to the recruitment actions, NCPC received a high-volume of applications, all of which were screened, rated and ranked for qualification determinations and eligibility for referral to selecting officials. In the majority of the actions, the recruitment processes were completed with the selection of candidates in less than OPM's recommended 80 days.

Annual training plan

NCPC continued to place a high premium on building and maintaining a high-performing workforce. To this end, NCPC developed and promulgated its 2016 Annual Training Plan. The Plan provided a comprehensive view of the training essential to enhancing performance and filling skills gaps in order to achieve the agency's mission. The plan identified both paid and unpaid training and was the result of extensive coordination between management and employees.

FY 2015 Financial Statement Audit

NCPC satisfied the annual requirement for an independent audit of its financial statement and through this process received an unmodified audit opinion for FY 2015. The independent financial statement audit report concluded that NCPC's financial statements were presented fairly, in all

material respects, the financial position of NCPC as of September 30, 2015 and 2014, and its net costs, changes in net position, and budgetary resources for the year then ended in conformity with U.S. generally accepted accounting principles.

Fed RAMP-certified cloud solution for office automation

NCPC migrated user files from an on premise file storage solution to Microsoft-OneDrive. OneDrive is a Fed RAMP-approved cloud-based solution that reduced the need for expensive on-premise storage hardware. In addition, implementing OneDrive increased user mobility by providing a collaboration tool to retrieve files on NCPC-issued mobile devices from anywhere with an Internet connection.

PIV Card System for logical access

To ensure compliance with HSPD-12 and to protect the NCPC network and information systems from unauthorized access, NCPC implemented PIV for logical access. As of fiscal year-end, 90% of NCPC staff and contractors were using their PIV cards to authenticate to the NCPC network.

Continuous Monitoring

NCPC utilized existing security tools and applications to monitor security controls. Automated tools, such as Nessus, SolarWinds, Heat Endpoint Management System, and Symantec Anti-virus provided near real-time system and vulnerability information of the NCPC network and supporting applications. This valuable information helped NCPC identify potential misconfigurations and/or security vulnerabilities in its network environment.

NCPC participated in the DHS Continuous Diagnostic and Mitigation (CDM) program, leveraging the tools and support offered through the program. The CDM program provides federal departments and agencies with capabilities and tools that identify cybersecurity risks on an ongoing basis prioritize the risks based upon potential impacts, and enable cybersecurity personnel to mitigate the most significant problems. Participation in this program enhanced NCPC's automated security toolset and assisted in maturing its security authorizing and ongoing authorization program.

Firewall security

NCPC reviewed its firewall capabilities and made a change to the Firewall Policy #35 (Internal Network to All) – Outbound rule. As a result, NCPC blocked a large number of potentially liable groups.

Cloud-based Development and Test Environment

To maintain maximum operational capability, NCPC developed and deployed a staging area and operational procedures for a development test environment. This enabled NCPC to successfully test system design, development, and integrate without adversely affecting the agency's production environment. This Development and Test environment is physically and logically separate from the NCPC network. The NCPC Dev/Test environment hosted in the Microsoft Azure cloud environment ensured changes can be rigorously vetted and tested before deployment to the NCPC production environment.

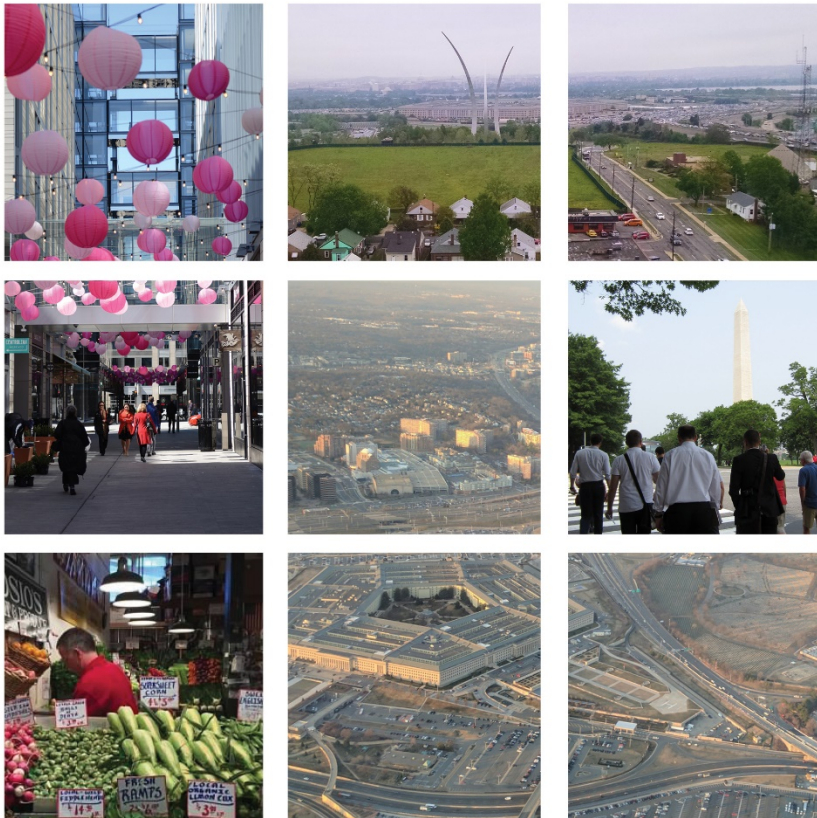
The Microsoft Azure environment is Fed RAMP certified. NCPC developed and documented a security authorization package that addresses the NCPC-responsible security controls, and will submit the authorization package to Microsoft to leverage the Fed RAMP-certified package.



The Federal Planning Agency for America's Capital

Budget Justification Appentices

2018



Analysis of FY 2018 Budget Request Budget Changes

This table provides a summary of the differences in the four major cost categories between the FY 2018 Budget Request and the FY 2017.

Labor Costs		\$000
	FY18 WGI & COLA Personnel Compensation	91 104
	Labor Cost Subtotal	195
Non Labor Costs		\$000
	Program Support	(605)
	Leased Space	26
	Non-Labor Cost Subtotal	(579)
Total Budget Change		(384)

Changes in Labor Cost Fiscal Year 2018

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

			FY 2018 COLA & WGs \$000	FY 2018 Compensation \$000	Total Change \$000
	Foster a vibrant, well-planned National Capital				
1	1A Create, maintain, and advance policies and plans that respond to emerging planning issues	-	50	78	128
	Sub Total	-	50	78	128
	Ensure that individual projects and plans within the NCR are consistent with federal interests.				
2	2A Review Federal Projects and Plans	-	19	20	39
	2B Review State, District and Local Plans	-	2	2	4
	Sub Total	-	21	22	43
	Advance the Orderly Federal Capital Improvement of the NCR				
3	3A Analyze and recommend proposed capital improvement projects in consultation with stakeholders	-	2	3	5
	Sub Total	-	2	3	5
	Ensure effective management and accountability of agency resources				
4	4A Recruit, retain, and develop a highly skilled, motivated and diverse workforce	-	3	(1)	2
	4B Ensure sound financial performance	-	1	(5)	(4)
	4C Establish a cohesive IT architecture	-	7	3	10
	4D Strengthen performance evaluation program	-	-	(1)	(1)
	4E Agency Resource Management	-	7	5	12
	Sub Total	-	18	1	19
	NCPG Total Change to General Salary	-	91	104	195

Changes in Program Support

Fiscal Year 2018

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

Program Support			\$000
1	Foster a vibrant, well-planned National Capital		
	1A	Create, maintain, and advance policies and plans that respond to emerging planning issues	(132)
	Sub Total		(132)
2	Ensure that individual projects and plans within the NCR are consistent with federal interests.		
	2A	Review Federal Projects and Plans	(78)
	2B	Review State, District and Local Plans	(28)
	Sub Total		(106)
3	Advance the Orderly Federal Capital Improvement of the NCR		
	3A	Analyze and recommend proposed capital improvement projects in consultation with stakeholders	(1)
	Sub Total		(1)
4	Ensure effective management and accountability of agency resources		
	4A	Recruit, retain, and develop a highly skilled, motivated and diverse workforce	(32)
	4B	Ensure sound financial performance	2
	4C	Establish a cohesive IT architecture	(309)
	4D	Strengthen performance evaluation program	-
	4E	Agency Resource Management	(27)
Sub Total			(366)
Net Change to Program Support			(605)

Changes in Leased Space

Fiscal Year 2018

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

Leased Space			\$000
1	Foster a vibrant, well-planned National Capital		
	1A	Create, maintain, and advance policies and plans that respond to emerging planning issues	98
	Sub Total		98
2	Ensure that individual projects and plans within the NCR are consistent with federal interests.		
	2A	Review Federal Projects and Plans	(38)
	2B	Review State, District and Local Plans	(77)
Sub Total			(115)
3	Advance the Orderly Federal Capital Improvement of the NCR		
	3A	Analyze and recommend proposed capital improvement projects in consultation with stakeholders	(19)
	Sub Total		(19)
4	Ensure effective management and accountability of agency resources		
	4A	Recruit, retain, and develop a highly skilled, motivated and diverse workforce	(63)
	4B	Ensure sound financial performance	3
	4C	Establish a cohesive IT architecture	35
	4D	Strengthen performance evaluation program	(1)
	4E	Agency Resource Management	88
Sub Total			62
Net Change to Leased Space			26

Summary of Budget Estimate by Strategic Goals and Objectives

			Summary of Budget Estimate by Strategic Objectives and Strategic Goals										
			FY 2016 Appropriation		FY 2017 Appropriation		FY 2018 Estimate		FY 2017 Budget to FY 2018				
			Total Labor & Non Labor		Total Labor & Non Labor		Total Labor & Non Labor		Analysis of Changes			Overall Change	
									Labor	Non Labor	Non Labor		
Strategic Objective			FTE	\$000	FTE	\$000	FTE	\$000	Salary & Benefits	Program Support	Leased Space	FTE	\$000
1	Foster a vibrant, well-planned National Capital												
	1A	Create, maintain, and advance policies and plans that respond to emerging planning issues	17	3,673	19	3,584	19	3,679	128	(132)	98	-	94
	Sub Total		17	3,673	19	3,584	19	3,679	128	(132)	98	-	94
2	Ensure that individual projects and plans within the												
	2A	Review Federal Projects and Plans	7	1,361	8	1,557	8	1,479	39	(78)	(38)	-	(77)
	2B	Review State, District and Local Plans	4	822	1	377	1	276	4	(28)	(77)	-	(101)
	Sub Total		11	2,183	9	1,934	9	1,755	43	(106)	(115)	-	(178)
3	Advance the Orderly Federal Capital Improvement of												
	3A	Analyze and recommend proposed capital improvement projects in consultation with stakeholders	2	247	1	154	1	140	5	(1)	(19)	-	(15)
	Sub Total		2	247	1	154	1	140	5	(1)	(19)	-	(15)
4	Ensure effective management and accountability of												
	4A	Recruit, retain, and develop a highly skilled, motivated and diverse workforce	4	-	1	370	1	277	2	(32)	(63)	-	(93)
	4B	Ensure sound financial performance	1	509	1	516	1	517	(4)	2	3	-	1
	4C	Establish a cohesive IT architecture	2	1,050	3	1,155	3	891	10	(309)	35	-	(264)
	4D	Strengthen performance evaluation program	-	39	-	19	-	17	(1)	-	(1)	-	(2)
	4E	Agency Resource Management	-	-	2	600	2	672	12	(27)	88	-	73
	Sub Total		7	1,598	7	2,660	7	2,374	19	(366)	62	-	(285)
Total, National Capital Planning Commission:			37	7,701	36	8,332	36	7,948	195	(605)	26	-	(384)

Comparative Spending Analysis by Object Classification

Appropriated Funds (In Thousands)

Budget Account			2016	2017	2018
95-2500-01			Appropriation	Annualized CR	Budget Request
Direct Obligations					
Personnel Compensation					
111	11.1	Full-Time Permanent	\$3,949	\$3,915	\$4,121
113	11.3	Other than Full-Time Permanent	\$60	\$39	\$43
115	11.5	Other Personnel Compensation	\$58	\$59	\$0
119	11.9	Total Personnel Compensation	\$4,067	\$4,013	\$4,164
121	12.1	Personnel Benefits	\$1,265	\$1,204	\$1,249
Program Support					
210	21.0	Travel & Transportation	\$24	\$39	\$25
231	23.1	Rental Payments to GSA	\$1,518	\$1,472	\$1,498
233	23.3	Communications, utilities & misc.	\$213	\$188	\$188
240	24.0	Printing & Reproduction	\$9	\$10	\$7
251	25.1	Advisory & Assistance Services	\$878	\$893	\$494
252	25.2	Training and Misc. Expenses	\$35	\$96	\$54
253	25.3	Government Services	\$73	\$69	\$50
254	25.4	Facilities Maintenance	\$47	\$47	\$45
257	25.7	Machine Maintenance	\$101	\$187	\$158
260	26.0	Supplies (General/ADP)	\$17	\$14	\$14
310	31.0	ADP Hardware / Software	\$101	\$100	\$2
320	32.0	Fixed Equipment/Space Alterations	\$0	\$0	\$0
		Sub-Total Other Expenses	\$3,016	\$3,115	\$2,535
99	Total Obligations		\$8,348	\$8,332	\$7,948
Full-Time Equivalent Employment			37	36	36

Detail of Permanent Positions

Budget Account
95-2500-01

	2016 Actual	2017 Annualized CR	2018 Estimate
Direct Obligations			
Executive Schedule (EX)	1	1	1
Senior Executive Service (SES)			
SES	2	2	2
Sub-Total of FTE's	3	3	3
General Service (GS)			
GS-15	6	6	6
GS-14	5	5	5
GS-13	9	12	16
GS-12	5	5	1
GS-11	2	2	3
GS-10	0	0	0
GS-9	0	1	0
GS-8	0	0	0
GS-7	1	1	1
GS-6	0	0	0
GS-5	1	1	1
GS-4	0	0	0
GS-3	0	0	0
GS-2	0	0	0
Sub-Total of FTE's	29	33	33
Total Permanent Positions	32	36	36
Unfilled Positions at End of Year	(5)	-	-
Total Permanent Employment at End of Year	37	36	36

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, \$7,948,000:

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.

Note: A full year 2017 appropriation for this account was not enacted at the time the budget was prepared; therefore, the budget assumes this account is operating under the Further Continuing Appropriations Act, 2017 (P.L. 114-254). The amounts included for 2017 reflect the annualized level provided by the continuing resolution.

(Department of the Interior, Environment, and Related Agencies Appropriations Act, 2018)

National Capital Planning Commission

401 Ninth Street, NW
Suite 500, North Lobby
Washington, DC 20004

www.ncpc.gov

Voice: 202-482-7200

Fax: 202-482-7272