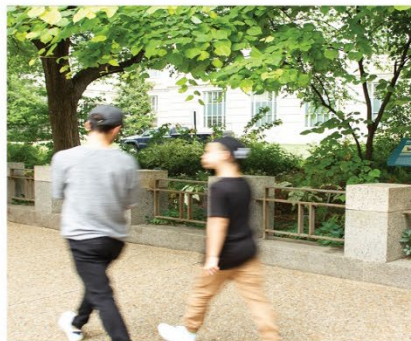


# PERFORMANCE & ACCOUNTABILITY REPORT

# 2024



# NATIONAL CAPITAL PLANNING COMMISSION

## APPOINTED BY THE PRESIDENT

TERI HAWKS GOODMAN  
*Chair, United States at Large*

ELIZABETH M. HEWLETT  
*Vice Chair, State of Maryland*

BRYAN C. GREEN  
*Commonwealth of Virginia*

## APPOINTED BY THE MAYOR OF THE DISTRICT OF COLUMBIA

ARRINGTON DIXON  
*District of Columbia*

LINDA ARGO  
*District of Columbia*

## EX OFFICIO MEMBERS

HONORABLE LLOYD J. AUSTIN III  
*Secretary of Defense*

HONORABLE DEB HAALAND  
*Secretary of the Interior*

HONORABLE ROBIN CARNAHAN  
*Administrator of General Services*

HONORABLE GARY PETERS  
*Chair, Committee on Homeland Security and Governmental Affairs  
United States Senate*

HONORABLE JAMES COMER  
*Chair, Committee on Oversight and Accountability  
United States House of Representatives*

HONORABLE MURIEL BOWSER  
*Mayor, District of Columbia*

HONORABLE PHIL MENDELSON  
*Chairman, Council of the District of Columbia*

## EXECUTIVE DIRECTOR

MARCEL ACOSTA

PERFORMANCE &  
ACCOUNTABILITY REPORT

2024

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## MESSAGE FROM THE CHAIR



I am pleased to present the National Capital Planning Commission's (NCPC) Fiscal Year (FY) 2024 Annual Performance and Accountability Report. This year's report includes the results of an independent audit of the agency's financial statements and highlights the agency's accomplishments of the past year. In FY2024, NCPC received a clean, independent audit report over its internal controls and financial statements.

The mission of NCPC is 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 residents, workers, and visitors.

NCPC provides overall planning guidance for federal land and buildings in the region. The agency also reviews the design of federal construction projects, oversees long-range planning for future development, and monitors capital investment by federal agencies.

In FY2024, NCPC remained committed to effectively stewarding its fiscal resources to achieve the agency's goals and objectives. The audited financial statements included in this report were prepared to report the agency's financial position and operations results pursuant to 31 U.S.C. § 3515(b) requirements. Based on the independent auditor's unqualified opinion and the absence of any material internal control weaknesses, I can provide reasonable assurance that the objectives of the Federal Manager's Financial Integrity Act were met. NCPC has effective internal controls to support reliable financial reporting, effective and efficient operations, and compliance with applicable laws and regulations.

In submitting this year's FY2024 annual performance and accountability report, I am very proud of NCPC's fiscal stewardship and the achievements of the Commissioners and staff.

Sincerely,

A handwritten signature in blue ink that reads "Teri Hawks Goodmann". The signature is fluid and cursive, with the first name "Teri" being more prominent.

Teri Hawks Goodmann  
Chair



# PART I: MANAGEMENT DISCUSSION & ANALYSIS

## ABOUT THE NATIONAL CAPITAL PLANNING COMMISSION

The National Capital Planning Commission (NCPC) is an independent federal government Executive Branch agency. The NCPC's core responsibilities include preparing the Comprehensive Plan for the National Capital's Federal Elements, reviewing plans and projects for federal property, preparing the Federal Capital Improvements Program, and providing recommendations to the District of Columbia Zoning Commission on the consistency of proposed text and map amendments with the Federal Elements.

### LEGISLATIVE AUTHORITIES

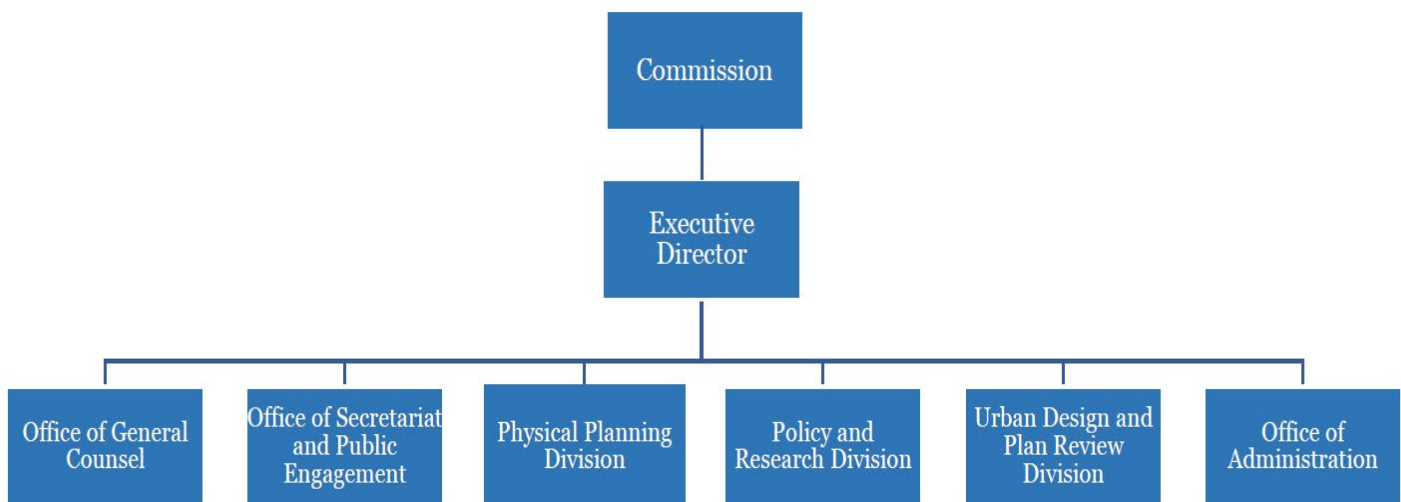
The National Capital Planning Commission (NCPC) was established by the National Capital Planning Act of 1952, as amended (40 U.S.C. §§ 8701 et seq). The Act and other statutory authorities define the agency's core responsibilities. The NCPC also possesses statutory authority to acquire and dispose of land for parks, parkways, and playgrounds.

### MISSION STATEMENT

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

### ORGANIZATIONAL STRUCTURE

The President appoints a Chair who leads the Commission. The NCPC professional staff comprises five Divisions, managed by an Executive Director. The NCPC's full-time staff includes planners, architects, urban designers, landscape architects, and other professionals. The NCPC's cadre of highly skilled specialists develops optimal solutions by balancing the needs of many different federal agencies with the concerns of local and regional authorities and the opinions of citizens and stakeholders.



## STRATEGIC GOALS: 2024 - 2028

Through planning, policymaking, and plan review, the National Capital Planning Commission (NCPC) 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; interests range from ensuring that government agencies have adequate facilities and quality workplaces to protecting the environment, public parks, and the region's historic resources. The NCPC encourages efficient transportation and smart growth, accommodates the needs of foreign missions, and balances security elements with urban planning principles.

The NCPC also incorporates broader national interests into the agency's 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. The NCPC's planning guidance also includes enhancing the visitors' experiences within and around Washington's federal buildings, commemorative works, and national parks.

To carry out the agency's mission and ensure that the nation's capital evolves, for calendar years 2024 through 2028, the Commission established four strategic goals and one management priority with several performance objectives. The agency's four-year strategic plan provides the framework for the agency's planned activities for each fiscal year. The NCPC's Strategic Plan is on the agency's website at [www.ncpc.gov](http://www.ncpc.gov).

### STRATEGIC PLAN GOALS

#### GOAL ONE:

Enhance Our Nation's Legacy

#### GOAL TWO:

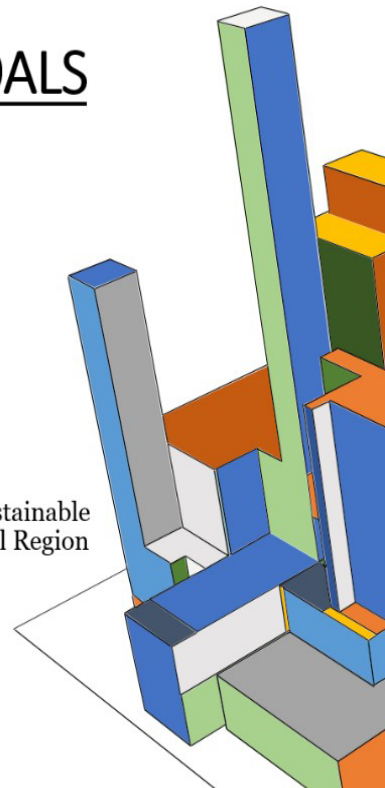
Expand Opportunities to Commemorate

#### GOAL THREE:

Balance Security and Public Access

#### GOAL FOUR:

Facilitate More Efficient, Attractive, and Sustainable Federal Development in the National Capital Region



## PART II: FY2024 PERFORMANCE OUTCOMES

The strategic objectives developed in NCPC's strategic plan for FY204 through 2028 are the roadmap for the agency's initiatives for the year. NCPC's annual FY2024 appropriation enabled the Commissioners and full-time staff to successfully accomplish the agency's strategic goals and objectives. Per the guidance in the Office of Management and Budget's May 19, 2023, Circular A-136 Financial Reporting Requirements, some of NCPC's performance outcomes are summarized and highlighted below. This annual performance report is also published on the agency's website at [www.ncpc.gov](http://www.ncpc.gov).

### STRATEGIC GOAL ONE

*Enhance our nation's legacy.*

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In FY2024, NCPC focused on efficiently delivering mission outcomes, providing excellent service, and acting as effective stewards of our nation's capital. The agency's accomplishments toward meeting these goals include the following:

#### PROJECT AND PLAN REVIEW

In fulfilling one of the core agency missions, to coordinate regional development and protect historic, cultural, and natural resources, the Commission evaluated project submissions for consistency with the Comprehensive Plan. NCPC has review authority for (1) projects on federal land in the National Capital Region; (2) master plans for federal installations and campuses; (3) projects on District of Columbia land in Washington, DC, and (4) certain types of private development projects referred to NCPC by the District of Columbia Zoning Commission. Additionally, for many projects, NCPC has the National Environmental Policy Act (NEPA) and National Historic Preservation Act (NHPA) responsibilities, which entail planning and design consultation meetings, written analyses of planning issues, and the implementation of formal agreements. In FY2024, NCPC reviewed 147 submissions for development and planning projects. NCPC also issued exceptions for 30 other submissions during the year. Some of the projects reviewed by NCPC staff in FY2024 included the following:

COMMEMORATIVE WORKS	MASTER PLANS	PROJECTS
<ul style="list-style-type: none"> <li>*Texas Legation Memorial Design</li> <li>*Fallen Journalists Memorial Site Selection</li> </ul>	<ul style="list-style-type: none"> <li>*Pentagon Reservation</li> <li>*Washington Navy Yard</li> <li>*Joint Base Andrews Support and District Plan</li> </ul>	<ul style="list-style-type: none"> <li>*Hirschhorn Museum Plaza</li> <li>*Bureau of Engraving and Printing</li> <li>*Tidal Basin Seawall Rehabilitation</li> <li>*Taft Bridge Railing Improvements</li> <li>*Anacostia Riverwalk Trail and National Arboretum Bridge</li> <li>*St. Elizabeths West Campus Garage</li> <li>*Bezos Learning Center at National Air and Space Museum</li> <li>*Immigration and Customs Enforcement Agency Building</li> <li>*Joint Base Meyer Henderson Hall</li> <li>Enlisted Quarters Barracks</li> <li>*Rock Creek Park Golf Course</li> <li>*DC Archives Building</li> </ul>

## NATIONAL CAPITAL REGION FACILITIES OUTREACH INITIATIVE

The agency recently completed its second annual outreach initiative for federal facilities in the National Capital Region. The initiative has informed the outlook for the Commission’s work this coming year. The outreach builds upon NCPC’s annual Federal Capital Improvements Program (FCIP), department coordination meetings, and staff outreach on new guidelines and resource guides. The initiative took place this past summer and early fall, where NCPC coordinated with staff at approximately 75 different federal sites and installations. The initiative aims to facilitate effective engagement with our federal partners and local jurisdictions by coordinating earlier in the planning and development process.

NCPC, our applicants, and local jurisdictions regard the initiative as very successful. It has improved project development, particularly between local jurisdictions and applicants. Local representatives participated in all outreach meetings over the summer of 2024 and throughout many projects during the past year.

## IMPROVING CUSTOMER EXPERIENCE

In FY2024, NCPC maintained a robust website, which is the principal source of information for its stakeholders and the public. The website provides monthly information on projects considered during each Commission meeting cycle and regular updates on NCPC policy initiatives, major projects under review, and new planning initiatives. Additionally, NCPC uses



electronic media to engage the public, including monthly newsletters, webinars, blogs, streaming presentations, and social media platforms. In FY2024, NCPC's monthly newsletter had a 43% open rate, and the electronically distributed Commission meeting agenda had a 40% open rate, both higher than the industry standard of 20%. The NCPC website averages 17,000 views per month, with an average of 8,000 monthly users. NCPC conducts its Commission meetings online, providing a live stream and recordings to increase access and facilitate public participation. The agency conducted public meetings on other policy and planning initiatives online and in person at varying locations and times to encourage public engagement from diverse populations. NCPC organized public presentations, booths at major public events, and walking tours to reach additional audiences and encourage public comment.

## **FORMAL REPRESENTATION ON VARIOUS LOCAL, REGIONAL, AND FEDERAL AUTHORITIES**

In FY2024, NCPC staff continued to protect the federal interest through formal representation on various local, regional, and federal authorities such as the District of Columbia Board of Zoning Adjustment, Foreign Missions Board of Zoning Adjustment, National Capital Memorial Advisory Commission, Department of Homeland Security's Interagency Security Committee, and the Transportation Planning Board of the Metropolitan Washington Council of Governments.

## **STRATEGIC GOAL TWO**

*Expand opportunities to commemorate.*

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### **BEYOND GRANITE AND THE MEMORIALS & MUSEUMS MASTER PLAN (2M PLAN)**

The memorials and museums in Washington's monumental core symbolize our nation's values. Despite the designation of a Reserve restricting new commemorative elements on the National Mall, there is continued demand for locations on the National Mall or nearby. As this symbolic space reaches its capacity, memorials, and museums may need to be accommodated in different ways or locations. To address these challenges, NCPC is updating the *Memorials and Museums Master Plan* (2M Plan). NCPC is exploring the potential of temporary commemorative works to alleviate land constraints and provide exciting alternatives to permanent commemoration on the National Mall. The original 2M Plan (2001, amended in 2003) provided a variety of potential sites for permanent commemoration across Washington, DC. The 2M Plan update will seek to expand on temporary commemoration, advance future museum planning and siting, and assess appropriate locations for permanent memorials.

NCPC partnered with the Trust for the National Mall and the National Park Service to present *Beyond Granite-Pulling Together*, a pilot exhibition on the National Mall from August 18 through September 18, 2023. The Trust for the National Mall managed the exhibition with funding from the Mellon Foundation's Monuments Project. The exhibition was designed as a "proof of concept" to create a long-term sustainable program of temporary artworks on the National Mall by encouraging more inclusive storytelling that would protect the mall's open spaces.

In FY2024, our Beyond Granite partner released a Key Findings report from the pilot exhibition. It summarizes the lessons learned from the exhibition to inform future iterations of the *Beyond Granite* program.

The American Planning Association National Capital Area Chapter awarded the 2023 exhibition its 2024 Chapter Award for Outstanding Project. The Committee of 100 for the Federal City also recognized the 2023 exhibition with its "Vision Award" in 2024. The Vision Awards were established in 2001 to "celebrate high achievement in responsible planning, land use, design, historic preservation, and enhancement of the quality of life in our Nation's Capital."

NCPC is using knowledge gained from the *Beyond Granite* initiative to inform the 2M Plan update, develop a federal policy framework for future temporary artworks, and, as appropriate, identify criteria for permanent locations for long-term programming of temporary memorials.

In September 2024, staff launched the Commemorative Landscape Study to assess the Washington, DC, landscape and develop a thematic map. The map will help guide the locations of future memorials and museums and identify priority themes/topics. The Commemorative Landscape Study will also inform the 2M Plan update by reviewing earlier goals and developing specific recommendations.

As part of the 2M update process, NCPC staff developed a preliminary siting strategy for new museums and conducted site visits to examine the potential to adaptively reuse existing federal buildings as museums. In FY2025, NCPC staff will continue updating the 2M Plan and begin updating the Visitors and Commemoration Elements of the Comprehensive Plan.

## **PERMANENT COMMEMORATION REVIEW**

In FY2024, the Commission approved preliminary site development plans for the Texas Legation Memorial.

Under authority granted by the Commemorative Works Act of 1986, NCPC, as a member of the National Capital Memorial Advisory Commission, commented on five proposed commemorative works and legislation. Reviewed legislation includes authorization of the

National Medal of Honor Memorial and the location of the Women’s Suffrage National Monument. NCPC reviewed an extension of authorization for the National Desert Shield/Desert Storm Memorial to complete its construction, which began in the summer of 2024. NCPC reviewed the site selection for the Women’s Suffrage National Monument and the Thomas Paine Memorial. NCPC reviewed the concept design for the Fallen Journalists Memorial and Texas Legation Memorial.

## **PENNSYLVANIA AVENUE INITIATIVE**

In FY2024, NCPC, in partnership with the National Park Service, the General Services Administration, the Mayor of the District of Columbia, Events DC, and the Downtown DC Business Improvement District, completed the solicitation process and hired two consultant teams to prepare the New Pennsylvania Avenue Plan. The New Pennsylvania Avenue Plan will guide the redesign and management of this iconic street between the White House and the U.S. Capitol into an exceptional and dynamic destination with an elevated local and national role. The partners envision an inclusive public space that is welcoming and beautiful and fulfills the Avenue’s potential as a venue for extraordinary experiences, which will showcase our heritage and aspirations for the future as a place to unite, celebrate, and tell our nation’s stories. The New Plan will address infrastructure and public space improvements for the vision and an implementation program that will improve stewardship, operations, maintenance, and programming of the Avenue. NCPC continued collaborating to advance nationally significant programming on the Avenue to support the District of Columbia's economic recovery and enhance the federal presence.

## **MONUMENTAL CORE STREETSCAPE GUIDE**

In FY2024, the Commission approved streetscape guidelines for small-scale elements, completing the final component of the Monumental Core Streetscape Guide. The Federal Highway Administration, in collaboration with the Monumental Core Interagency Working Group, is updating the construction details and specifications, which will be compiled into the construction manual as part of a guide. Examples of the updates include LED streetlight performance guidance, emerging technologies, and construction best practices. NCPC continues working with local partners to develop guidelines for District controlled streets outside of the Monumental Core where there is significant federal interest.

## **INDEPENDENCE AVENUE**

NCPC, in partnership with the Smithsonian Institution, the District Department of Transportation, and the Metropolitan Washington Council of Governments, completed a transportation assessment for Independence Avenue between 3rd and 15th Streets, NW. The purpose of this initial work was to assess the level of service for pedestrians, vehicular, and

micro-mobility transportation modes to improve (1) mobility, curbside use, and the streetscape; (2) pedestrian use, safety, and experience; and (3) connectivity among adjoining communities and the National Mall. To address these issues, NCPC entered a second partnership with the Smithsonian Institution to further develop design concepts for the corridor and build a coalition of support to advance this work.

## **KENNEDY CENTER CONNECTIONS STUDY**

To minimize the impact of the highway infrastructure and reconnect the Kennedy Center to the city and the National Mall, NCPC led the development of a potential new vision. The new vision would reconnect the street grid; improve all modes of access; add 22 acres of civic space for recreation, memorials, and museums, and 6.5 acres of new private development; physically and visually link the Kennedy Center to the National Mall; and create a new gateway to the nation's capital. NCPC partnered with the District of Columbia Office of Planning and the Urban Land Institute to convene a panel of technical experts to identify a framework for addressing the complex infrastructure challenges and build a partnership among multi-local, state, and federal agencies. The experts advised on a framework and necessary transportation, urban design, and land use planning steps to realize a new vision of the area.

### **STRATEGIC GOAL THREE**

*Balance security and public access.*

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## **PARTNERSHIPS TO INCREASE SECURITY IN THE NATION'S CAPITAL**

NCPC is at the forefront of developing policy guidance to address security, urban design, and public access in a thoughtful and balanced manner. NCPC works with federal property representatives on their perimeter security projects to incorporate design practices that preserve vibrant public spaces and ensure security for people and physical assets.

With increased vehicle-ramming attacks and other threats in recent years, the focus has shifted from physical buildings to one that includes parks, plazas, and streets—and the protection of people in these spaces. In 2019, NCPC initiated the Public Space Security Initiative to address the evolving threats faced by people occupying public areas and released a proceeding report that serves as a framework for working with stakeholders to make further assessments.

In FY2023, NCPC completed the Monumental Core Perimeter Security Inventory and Assessment, which provides an inventory and assessment of perimeter security measures in the downtown monumental core to understand prevailing conditions, broad trends, and prior NCPC

guidance. This inventory and assessment inform the National Mall Road Interagency Working Group project development and NCPC review activities. In FY2023, NCPC staff also collected insights from major cities worldwide on best practices regarding open space security. This will inform the agency's Public Space and Security Initiative.

In FY2024, NCPC continued its partnership with the Department of Homeland Critical Infrastructure Security Agency's (CISA) Inter-Agency Security Committee (ISC) by participating in the ISC's monthly member meetings, annual agency meetings, and training programs and by providing comments on proposed policies. In particular, NCPC staff reviewed and provided comments on the ISC Design-Basis Threat Report 2024 Edition, Appendix A of the Risk Management Process Standard; DRAFT Interagency Security Committee Compliance Benchmarks 2024 Edition; DRAFT Resilience in Convergence: An Interagency Security Committee Appendix; DRAFT Occupant Emergency Programs: An Interagency Security Committee Guide 2024 Edition; and the DRAFT Managing Risk of Adverse/Involuntary Employee Separations: An Interagency Security Committee Guide.

In FY2025, NCPC staff will draft amendments to the Federal Urban Design Element of the Comprehensive Plan related to security and new Interagency Security Committee design standards. To inform the update, NCPC will incorporate insights and integrate new policies developed from the workshops, forums, discussions, assessment findings, proceeding reports, and case studies, including the Public Space and Security Initiative and the Monumental Core Perimeter Security Inventory and Assessment.

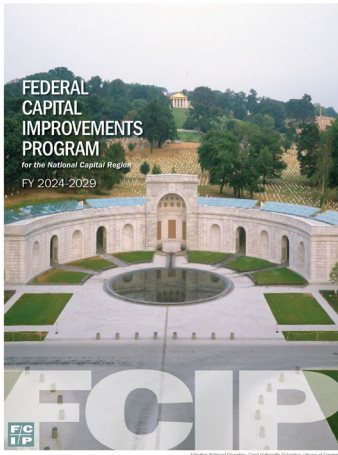


## STRATEGIC GOAL FOUR

*Facilitate more efficient, attractive, and sustainable federal development in the National Capital Region.*

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### FEDERAL CAPITAL IMPROVEMENTS PROGRAM



In FY2022, NCPC coordinated with the Office of Management and Budget to develop questions regarding potential equity impacts, climate risks, and adaptation considerations (identified in NCPC's Climate Action and Equity Action Plans) of proposed federal capital improvement projects. As part of the first phase, NCPC used the *Federal Capital Improvements Program* (FCIP) solicitation process to inquire how applicant agencies incorporate renewable energy, resiliency, climate readiness, and equity into capital project planning.

In FY2023, as part of the second phase, NCPC developed new criteria in project scorecards to evaluate how well proposals consider resiliency and equity during the conceptual stages of capital improvement proposals. The changes helped NCPC to improve and streamline the FCIP program.

In FY2024, NCPC staff reviewed and analyzed 81 proposed capital improvement projects submitted by federal agencies with an estimated cumulative value of \$10,172,464,000 for fiscal years 2025 through 2030. Compiling its review, analysis, and recommendations, NCPC prepared and submitted the *Federal Capital Improvement Program Fiscal Year 2025-2030* report to the Office of Management and Budget.

In the last quarter of FY2024, NCPC staff prepared a public version of the FCIP FY 2024-2029 report, which summarized the projects funded for FY2024. The program included 29 funded projects, with a total value of \$2,162,887,036. Of the 29 funded projects, 14 were within Equity Emphasis Areas. Equity Emphasis Areas is a planning concept adopted by the Metropolitan Washington Council of Governments that identifies 350 of the region's approximately 1,200 census tracts with high concentrations of low-income individuals and/or racial and ethnic minorities. NCPC uses the Equity Emphasis Areas to gauge prioritization and investment in underserved communities.

In FY2024, NCPC staff also reviewed and recommended comments on the District of Columbia's 2025-2030 Capital Improvement Plan (CIP) to the Commission for approval. The

2025 CIP included 24 new projects and 259 ongoing projects carried forward from the previous CIP. The total six-year proposed project spending was \$11.8 billion.

## **THE COMPREHENSIVE PLAN FOR THE NATIONAL CAPITAL: FEDERAL ELEMENTS**

### **INTRODUCTION CHAPTER**

The Comprehensive Plan is a policy document that serves as the blueprint for the region's long-term development. Recently, NCPC explored targeted policies and analysis on how the plan impacts underserved communities and could promote more equitable outcomes. In FY2024, the Commission updated the Introduction Chapter for the Comprehensive Plan for the National Capital: Federal Elements. The Introduction Chapter outlines the planning framework and guiding principles for the Federal Elements. The Commission uses the Federal Elements' policies to guide agency actions, including the review of projects, long-range plans affecting federal projects, and master plans.

The updates provide a comprehensive planning approach, including social, health, and racial equity goals, environmental sustainability, and resiliency. The new introduction will inform future element updates and other NCPC planning initiatives. The updates reflect public input gathered during the update development and formally received over a 90-day public comment period. The update went into effect 60 days after the publication of the Federal Register notice.

The Commission approved companion equity-related updates in its Submission Guidelines, which assist applicant agencies as they submit projects for NCPC review in coordination with the Comprehensive Plan's Introduction Chapter updates.

In FY 2024, NCPC staff initiated the Critical Planning Toolkit project. This initiative builds upon the Introduction Chapter framework. It informs comprehensive plan policy updates by developing tools and metrics considering federal development impacts on equity and sustainability for internal and applicant agency use.

## FEDERAL WORKPLACE ELEMENT

In March 2021, the Commission deferred updates to the Federal Workplace Element due to changes in federal operations associated with COVID-19. In FY 2023, to better understand the long cumulative impacts of federal telework and hybrid workplaces on our region, NCPC partnered with the Metropolitan Washington Council of Governments (MWCOG) to conduct a scenario planning study.



NCPC staff hosted a facilitated roundtable discussion on the Future of the Federal Workplace in the National Capital Region with regional leaders to (1) solicit perspectives on the future of federal real estate, transportation, workplace, and the regional economy and (2) frame scenarios that the study should consider. The discussion provided feedback on the direction, timing, and magnitude of key drivers and how they may affect scenarios considered in the study. NCPC staff presented at the U.S. General Services Administration (GSA) Executive Leadership Forum and later joined the MWCOG, Washington Metropolitan Area Transit Authority, and George Mason University in a panel discussion to discuss the future of the federal workplace.

NCPC staff hosted a series of virtual focus group interviews with federal stakeholders to understand how agencies incorporate telework and remote work; it then contemplated potential impacts on real estate and overall space needs, hiring and retention, and public transit and community use. The study considered three baseline scenarios – minimum telework, moderate telework, and maximum telework. It analyzed each scenario’s impact on the region’s federal real estate, federal workforce demographics, where federal workers live, and transportation patterns. In FY2024, NCPC and MWCOG summarized this analysis in *The Workplace Scenario Planning Study*, incorporating insights from the roundtable discussion, federal stakeholder interviews, and case studies. The scenario planning approach used by the study provides a tool that agencies and regional jurisdictions can use to understand better federal workforce demographics, where federal workers live, transportation patterns, and the implications of telework policies across federal real estate. The report will inform NCPC’s Comprehensive Plan for the National Capital’s Federal Elements policy updates and MWCOG’s regional planning efforts.

The American Planning Association National Capital Area Chapter honored NCPC’s Workplace Study initiative with its 2024 “Outstanding Project, Program, or Tool” award. The award category recognizes projects “significantly advancing the field of planning through innovation, effectiveness, and measurable impact, and highlights efforts that have addressed critical issues, improved community outcomes, and set new standards in planning practices.”

## TRANSPORTATION MONITORING PROGRAM

In FY2023, NCPC evaluated the performance of Transportation Demand Management (TDM) programs at federal facilities. Agency staff determined that regular reporting is critical to understanding how transportation conditions at facilities change over time and whether TDM programs effectively manage travel demand. NCPC staff will continue with biennial reporting to help the Commission understand more significant transportation trends for the facility and determine whether Transportation Management Plans (TMPs) are adequately helping facilities meet transportation goals.

## FLOOD RISK MANAGEMENT

Through its leadership role with the DC Silver Jackets, NCPC continued to help coordinate stakeholder meetings, edit, and provide content for reports comparing system-wide solutions for flooding in the Federal Triangle area and a cost and damage assessment. NCPC initiated actions to update its policies to reflect Executive Orders regarding flood standards. NCPC staff served on a stakeholder group developing a District of Columbia Flood Risk Plan.

## CLIMATE ACTION PLAN, SUSTAINABILITY REPORT, IMPLEMENTATION PLAN, AND EQUITY ACTION PLAN

In FY2022, NCPC released the agency's Climate Action Plan. As directed by Executive Order 14008: *Tackling the Climate Crisis at Home and Abroad*, major federal agencies must develop an adaptation and resilience plan to address their most significant climate risks and vulnerabilities. NCPC's Climate Action Plan identified near-term, long-term, and ongoing opportunities to incorporate climate adaptation goals and policies in its four core activities: Comprehensive Planning, the *Federal Capital Improvements Program*, Project and Plan Review, and Special Initiatives.

In FY2022, NCPC assembled a cross-divisional working group to prepare the agency's Equity Action Plan. Executive Order 13985: *Advancing Racial Equity and Support for Underserved Communities through the Federal Government* directed federal agencies to prepare a plan to address barriers to full and equal participation in programs, procurement, and contracting. NCPC updated its Equity Action Plan to reflect the substantial work completed and underway, including the Beyond Granite pilot temporary artwork exhibition to expand the diversity of stories told across the capital's commemorative landscape (discussed above); the integration of equity considerations into the *Federal Capital Improvements Program*; updates to the Comprehensive Plan's Federal Elements policies and text; updates to its Submission Guidelines, associated with the review of major projects and master plans; and NCPC's public outreach practices.

NCPC is marking its Centennial in 2024 and has prepared a digital library of 20th-century planning documents, conducted oral histories with prior Commissioners and staff, and conducted extensive research for a physical and digital exhibit that shares stories about the impact of planning on the capital city in the 20<sup>th</sup> century, including equity considerations.

Using the strategic objectives developed in NCPC's strategic plan for FY2018 through FY2022, the following are highlighted outcomes of the agency's FY2022 performance.

## **WORKFORCE TRAINING AND PROFESSIONAL DEVELOPMENT**

NCPC's leadership is committed to developing a workforce for the 21<sup>st</sup> century. In FY2023, NCPC hosted brown bag sessions to discuss and share professional experiences and industry best practices. NCPC provided staff and commissioner equity training as part of its Equity Action Plan and continued in response to E.O.'s implementation by incorporating equity considerations into the agency's core work.

## **FEDERAL COMPLIANCE AND REPORTING**

In FY2022, NCPC's leadership continued to focus on staff and agency compliance with the accomplishments in the areas of (1) NCPC's Commissioners, Executive Team, and staff successfully adhered to Equal Opportunity and Anti-Sexual Harassment laws and policies and timely submitted all annual reports as required; (2) agency employees continued to practice safe Occupational Safety and Health Practices in agency operations and all federal reporting requirements were met; (3) employees effectively followed physical and information security practices to protect the agency's physical and digital resources; (4) and (5) NCPC's General Council submitted the annual FOIA response report.



# **PART III:**

## **ANALYSIS OF FINANCIAL STATEMENTS**

### **MANAGEMENT ASSURANCES**

#### **ANALYSIS OF SYSTEMS, CONTROLS AND LEGAL COMPLIANCE**

The National Capital Planning Commission is a federal agency subject to the Accountability of Tax Dollars Act (ATDA) of 2002. Agencies subject to the ATDA are not subject to the Federal Financial Management Improvement Act of 1996 (FFMIA) requirements. However, as stated in this report's message from the Chair, NCPC has complied with the Federal Managers' Financial Integrity Act § 2 (FMFIA) as well as the following applicable laws:

- The Anti-Deficiency Act (31 U.S.C. §§ 1341, 1342, 1350, 1351, 1517)
- The Prompt Payment Act (31 U.S.C. § 39)
- The Improper Payments Elimination and Recovery Act of 2010
- The Payment Integrity Act of 2019
- Fraud Reduction and Data Analytics Act of 2015
- Digital Accountability and Transparency Act of 2014

#### **LIMITATIONS OF THE FINANCIAL STATEMENTS**

In FY2023, NCPC renewed its agreement with a federal shared services provider for all fiscal-related functions. As a result of the interagency agreement, NCPC has continued its efficiency and effectiveness in its fiscal operations. Under the shared federal services agreement, the agency does not operate or maintain an independently functioning financial management system, thus significantly reducing any associated IT-related security risks. Other efficiencies included secure web-based fiscal transaction management from issuing purchase orders through vendor invoicing. Other improved efficiencies include streamlined and automated processing and tracking of purchase card expenditures, travel-related transactions, and electronic procurement management, which has integrated compliance reporting in accordance with the Digital Accountability and Transparency Act of 2014.

NCPC's financial statements were prepared to report the agency's financial position and results of operations pursuant to the requirements of 31 U.S.C. § 3515(b). While the statements were prepared from the books and records of NCPC in accordance with generally accepted accounting principles for federal entities and the formats prescribed by OMB, the statements are in addition to the financial reports used to monitor and control budgetary resources prepared from the same books and records. The statements should be read with the realization that they are for a component of the U.S. government, a sovereign entity.

## **ANALYSIS OF THE FY2024 FINANCIAL STATEMENTS**

The following section contains the National Capital Planning Commission's FY2024 financial statements, including a Balance Sheet, Statement of Net Costs, Statement of Changes in Net Position, and Statement of Budgetary Resources. The statements also include the comparative financial data for FY2024.

In FY2023, the overall financial condition of the agency was good, and there were no fiscal issues arising during the 2023 fiscal year period. There were no major changes in the types or amounts of assets, liabilities, net costs, obligations, or outlays.

# **PART IV:**

## **FINANCIAL SECTION**

# **INDEPENDENT AUDITOR'S REPORT**

**NATIONAL CAPITAL PLANNING COMMISSION**  
**FINANCIAL STATEMENTS**  
**FOR THE FISCAL YEARS ENDED SEPTEMBER 30, 2024 AND 2023**







**NATIONAL CAPITAL PLANNING COMMISSION  
FINANCIAL STATEMENTS  
FOR THE FISCAL YEARS ENDED SEPTEMBER 30, 2024 AND 2023**

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## **INDEPENDENT AUDITOR'S REPORT**

Chairman Commissioners,  
Executive Director and Director, Office of Administration  
National Capital Planning Commission  
Washington, DC

### ***Opinion***

In accordance with the Accountability of Tax Dollars Act of 2002, we have audited the accompanying balance sheets of the National Capital Planning Commission as of September 30, 2024 and 2023 and the related statements of net cost, changes in net position, and budgetary resources for the years then ended, and the related notes to the financial statements (hereinafter referred to as 'financial statements').

In our opinion, the financial statements referred to above presents fairly, in all material respects, the financial position of the National Capital Planning Commission as of September 30, 2024 and 2023, its net costs, changes in net position, and budgetary resources for the years then ended, in accordance with accounting principles generally accepted in the United States of America.

### ***Basis for Opinion***

We conducted our audits in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and Office of Management and Budget (OMB) Bulletin No. 24-02, *Audit Requirements for Federal Financial Statements*. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Financial Statements section of our report. We are required to be independent of the National Capital Planning Commission and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### ***Responsibilities of Management for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statement in accordance with accounting principles generally accepted in the United States of America and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of the financial statement that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the National Capital Planning Commission's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

W W W . B K E Y C P A . C O M

### ***Auditor's Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that indicates our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not guarantee that an audit conducted in accordance with GAAS, *Government Auditing Standards*, and the Accountability of Tax Dollars Act of 2002, will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually, or in aggregate, they would influence the judgment made by a reasonable user based on the financial statement.

In performing an audit in accordance with GAAS, *Government Auditing Standards*, and Office of Management and Budget (OMB) Bulletin No. 24-02, *Audit Requirements for Federal Financial Statements*, we:

- exercise professional judgment and maintain professional skepticism throughout the audit.
- identify and assess the risks of material misstatement of the financial statement, whether due to fraud, or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statement.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the National Capital Planning Commission's internal control. Accordingly, no such opinion is expressed.
- evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statement.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the National Capital Planning Commission's ability to continue as a going concern for a reasonable period of time.

### ***Other Matters***

U.S. generally accepted accounting principles require that the information in the Management's Discussion and Analysis section be presented to supplement the basic financial statements. Such information although not a part of the basic financial statements, is required by the Federal Accounting Standards Advisory Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures, to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of Management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audits of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

### ***Other Information***

Our audits were conducted for the purpose of forming an opinion on the basic financial statements as a whole. The President's message and other information sections of the National Capital Planning Commission's *Agency Financial Report* are presented for purposes of additional analysis and are not a required part of the basic financial statements. We read the information included in the financial statements in order to identify material inconsistencies, if any, with the audited financial statements. Such information has not been subjected to the auditing procedures applied in the audits of the basic financial statements and, accordingly, we do not express an opinion or provide any assurance on it.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

### ***Other Reporting Required by Government Auditing Standards Internal Control over Financial Reporting***

In planning and performing our audit of the financial statements, as of and for the year ended September 30, 2023, we considered the National Capital Planning Commission's internal control over the financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion of the effectiveness of the National Capital Planning Commission's internal control. Accordingly, we do not express an opinion on the effectiveness of the National Capital Planning Commission's internal control. We did not test all internal controls relevant to operating objectives as broadly defined by *the Federal Managers' Financial Integrity Act of 1982*.

Our consideration of internal control was for the limited purpose described in the preceding paragraph and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit, we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, other material weaknesses may exist that have not been identified.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect and correct misstatements on a timely basis. A material weakness is a significant deficiency or combination of deficiencies in internal control such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented or detected and corrected on a timely basis.

A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

### ***Compliance and Other Matters***

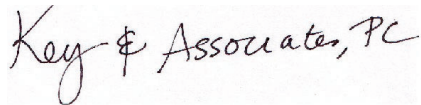
As part of obtaining reasonable assurance about whether the National Capital Planning Commission's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts, and certain provisions of other laws and regulations specified in OMB bulletin No. 24-02. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests of compliance disclosed no instances of noncompliance or other matters that are required to be reported herein under Government Auditing Standards or OMB Bulletin No. 24-02.

***Purpose of Other Reporting Required by Government Auditing Standards***

The purpose of the communication provided in the Other Reporting Required by Government Auditing Standards section is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the agency's internal control or on compliance. This communication is an integral part of an audit performed in accordance with U.S. generally accepted government auditing standards in considering internal control and compliance with provisions of laws, regulations, contracts, and grant agreements noncompliance with which could have a material effect on the closing package financial statements. Accordingly, this communication is not suitable for any other purpose.

***Restriction of Use of the Report on the Financial Statements***

This report is intended solely for the information and use of the management and members of the National Capital Planning Commission, U.S. Department of Treasury, the U.S. Office of Management and Budget, the U.S. Government Accountability Office, and the U.S. Congress in connection with the preparation and audit of the Financial Report of the U.S. Government and is not intended to be and should not be used by anyone other than these specified parties.

A handwritten signature in black ink that reads "Key & Associates, PC". The signature is written in a cursive, flowing style. Below the signature, there is a faint, light blue rectangular stamp or watermark.

Silver Spring, Maryland  
November 15, 2024



**NATIONAL CAPITAL PLANNING COMMISSION**  
**BALANCE SHEETS**  
**AS OF SEPTEMBER 30, 2024 AND 2023**  
**(In Dollars)**

	2024	2023
<b>Assets</b>		
Intragovernmental Assets		
Fund Balance with Treasury (Note 2)	\$ 9,716,862	\$ 10,752,780
Advances and Prepayments	4,965	274
<b>Total Intragovernmental Assets</b>	<b>9,721,827</b>	<b>10,753,054</b>
Other than Intragovernmental Assets		
Property, Plant, and Equipment, Net (Note 3)	474,644	474,644
<b>Total Other than Intragovernmental Assets</b>	<b>474,644</b>	<b>474,644</b>
<b>Total Assets</b>	<b>\$ 10,196,471</b>	<b>\$ 11,227,698</b>
<b>Liabilities (Note 4)</b>		
Intragovernmental Liabilities		
Accounts Payable	\$ 208,710	\$ 55,000
Accounts Payable	208,710	55,000
Advances from Others and Deferred Revenue	8,124,334	8,200,000
Other Liabilities (Note 5)	38,237	84,064
Other Liabilities (Without Reciprocals)	14,261	19,487
Other Current Liabilities - Benefit Contributions Payable	23,976	64,577
<b>Total Intragovernmental Liabilities</b>	<b>8,371,281</b>	<b>8,339,064</b>
Other than Intragovernmental Liabilities		
Accounts Payable	384,861	158,027
Federal Employee Salary, Leave, and Benefits Payable	598,051	675,828
<b>Total Other than Intragovernmental Liabilities</b>	<b>982,912</b>	<b>833,855</b>
<b>Total Liabilities</b>	<b>\$ 9,354,193</b>	<b>\$ 9,172,919</b>
<b>Net Position</b>		
Unexpended Appropriations		
Funds from Other than Dedicated Collections	\$ 1,282,975	\$ 1,965,467
Cumulative Results of Operations		
Funds from Other than Dedicated Collections	(440,697)	89,312
<b>Total Net Position</b>	<b>\$ 842,278</b>	<b>\$ 2,054,779</b>
<b>Total Liabilities and Net Position</b>	<b>\$ 10,196,471</b>	<b>\$ 11,227,698</b>

The accompanying notes are an integral part of these financial statements.

**NATIONAL CAPITAL PLANNING COMMISSION**  
**STATEMENTS OF NET COST**  
**FOR THE FISCAL YEARS ENDED SEPTEMBER 30, 2024 AND 2023**  
**(In Dollars)**

	2024	2023
<b>Gross Program Costs</b>		
Salaries and Expenses:		
Gross Costs	\$ 10,302,569	\$ 7,846,716
Less: Earned Revenue	(75,666)	-
<b>Net Cost of Operations</b>	<b>\$ 10,226,903</b>	<b>\$ 7,846,716</b>

The accompanying notes are an integral part of these financial statements.

**NATIONAL CAPITAL PLANNING COMMISSION**  
**STATEMENTS OF CHANGES IN NET POSITION**  
**FOR THE FISCAL YEARS ENDED SEPTEMBER 30, 2024 AND 2023**  
**(In Dollars)**

	2024	2023
<b>Unexpended Appropriations</b>		
Beginning Balance	\$ 1,965,467	\$ 1,317,692
Appropriations Received	8,750,000	8,750,000
Other Adjustments	(221,648)	(190,174)
Appropriations Used	(9,210,844)	(7,912,051)
Net Change in Unexpended Appropriations	(682,492)	647,775
<b>Total Unexpended Appropriations</b>	<b>\$ 1,282,975</b>	<b>\$ 1,965,467</b>
<b>Cumulative Results of Operations</b>		
Beginning Balance	\$ 89,312	\$ (373,457)
Appropriations Used	9,210,844	7,912,051
Imputed Financing (Note 8)	486,050	397,434
Net Cost of Operations	(10,226,903)	(7,846,716)
Net Change in Cumulative Results of Operations	(530,009)	462,769
<b>Total Cumulative Results of Operations</b>	<b>\$ (440,697)</b>	<b>\$ 89,312</b>
<b>Net Position</b>	<b>\$ 842,278</b>	<b>\$ 2,054,779</b>

The accompanying notes are an integral part of these financial statements.

**NATIONAL CAPITAL PLANNING COMMISSION**  
**STATEMENTS OF BUDGETARY RESOURCES**  
**FOR THE FISCAL YEARS ENDED SEPTEMBER 30, 2024 AND 2023**  
**(In Dollars)**

	2024	2023
<b>Budgetary Resources</b>		
Unobligated Balance From Prior Year Budget Authority, Net (Note 9)	\$ 8,930,647	\$ 991,212
Appropriations	8,750,000	8,750,000
Spending Authority from Offsetting Collections	485,000	8,200,000
<b>Total Budgetary Resources</b>	<b>\$ 18,165,647</b>	<b>\$ 17,941,212</b>
<b>Status of Budgetary Resources</b>		
New Obligations and Upward Adjustments (Total)	\$ 9,899,703	\$ 8,909,444
Unobligated Balance, End of Year		
Apportioned, Unexpired Accounts	7,679,802	8,509,149
Unapportioned, Unexpired Accounts	9,477	9,477
Unexpired Unobligated Balance, End of Year	7,689,279	8,518,626
Expired Unobligated Balance, End of Year	576,665	513,142
Unobligated Balance, End of Year (Total)	8,265,944	9,031,768
<b>Total Budgetary Resources</b>	<b>\$ 18,165,647</b>	<b>\$ 17,941,212</b>
<b>Outlays, Net and Disbursements, Net</b>		
Outlays, Net (Total)	\$ 9,564,270	\$ (201,145)
<b>Agency Outlays, Net</b>	<b>\$ 9,564,270</b>	<b>\$ (201,145)</b>

The accompanying notes are an integral part of these financial statements.

**National Capital Planning Commission**  
**Notes to Financial Statements**  
**September 30, 2024 and 2023**

**NOTE 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**A. Reporting Entity**

In accordance with the GPRA Modernization Act of 2010, and to promote efficiency and transparency, the National Capital Planning Commission's (NCPC's) Budget Justification and Annual Performance Plan are aligned with the goals in its FY 2022 - 2026 Strategic Plan – 1) Foster a vibrant, well-planned National Capital; 2) Ensure that individual projects and plans within the National Capital Region are consistent with federal interest; 3) Advance the orderly federal capital improvements of the National Capital Region; and 4) Ensure effective stewardship and accountability of agency resources. The NCPC's annual budget supports five major functional areas that align respectively with NCPC's Strategic Goals: 1) Plan and Project Review; 2) Comprehensive Planning; 3) Federal Capital Improvements; 4) Equity, Diversity and Inclusion; and 5) Communication and Outreach. The NCPC outlines and adheres to financial reporting guidance in our Planning Operations.

**I. Plan and Project Review**

Through its regulatory responsibilities, the 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. The NCPC protects federal interests through its representation on local and regional planning bodies. The NCPC also reviews state, district and local plans for consistency with the Comprehensive Plan, federal sector plans, urban planning and design principles, and other federal interests.

The NCPC's Commissioners supported by the agency's full-time staff, 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, the 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, and equally important 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 are also in the federal interest, but so are 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 conducting its reviews, the NCPC's staff considers 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 staff consults 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 the NCPC's monthly Commission meetings, the 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

**National Capital Planning Commission**  
**Notes to Financial Statements**  
**September 30, 2024 and 2023**

Washington Council of Governments. The 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 one of NCPC's key statutory responsibilities, external representation must be fully integrated with the agency's other planning and plan review activities.

To coordinate development planning in the region, the NCPC reviews plans developed by regional and local planning agencies. The NCPC provides comment letters to municipalities within the region regarding major projects, such as municipal capital improvement programs and park master plans.

## **II. Comprehensive Planning**

The 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.

### *Federal Elements of the Comprehensive Plan*

The Comprehensive Plan sets forth the long-term planning vision for the National Capital Region. The NCPC drafts the Federal Elements of the Comprehensive Plan. The Mayor of the District of Columbia drafts the District Elements of the Comprehensive Plan. The Federal Elements of the Comprehensive Plan outline policies for eight 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.

### *Emerging Planning Issues*

To improve the depth of its policymaking, NCPC undertakes focused studies of key and emerging planning issues. 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. The studies conducted often form the basis for future planning initiatives and help establish priorities for updating the Comprehensive Plan or inform a new signature planning initiative.

## **III. Federal Capital Improvements Program**

The NCPC analyzes and recommends proposed capital improvement projects in consultation with stakeholders in the National Capital Region. As part of the Federal Capital Improvements Program (FCIP), the NCPC receives annual proposals from federal agencies for capital improvements to be carried out over the next six years. Each year the federal government spends millions to maintain and improve its facilities in the National Capital Region. The construction of new and rehabilitation of old office buildings; improvements to roads, bridges, and recreation, military, and cultural facilities; and building and land purchases are all included in the federal capital improvements proposed for funding. The NCPC's staff review each submission for consistency with the Comprehensive Plan and federal and local planning policies. Following the agency's review, the NCPC provides the FCIP to the Office of Management and Budget (OMB).

**National Capital Planning Commission**  
**Notes to Financial Statements**  
**September 30, 2024 and 2023**

**IV. Equity, Diversity and Inclusion**

The NCPC accepts, values, and embraces all people in our local communities. To foster inclusiveness, the agency promotes the free exchange of ideas and opinions and the fair and equitable treatment of all. The agency's leadership fosters the belief that there is strength in diversity, and encourages staff to recognize, respect, and appreciate different views.

**V. Communication and Outreach**

Engaging the public and stakeholders is integrated into our ongoing project reviews and our daily work. The NCPC will continue to utilize various communication methods to inform and update our partners, stakeholders, and the public.

**VI. Planning Operations**

To support the NCPC's planning operations, the agency ensures that appropriate resources are dedicated to federal reporting and compliance; continuity of operations and operational readiness; modernization and maintenance of information technology resources and infrastructure; training and professional development of staff; risk management; internal controls; and fiscal management.

The NCPC reporting entity is comprised of General Funds and General Miscellaneous Receipts.

General Funds are accounts used to record financial transactions arising under congressional appropriations or other authorizations to spend general revenues. NCPC manages Operations and Facilities General Fund accounts.

General Fund Miscellaneous Receipts are accounts established for receipts of non-recurring activity, such as fines, penalties, fees and other miscellaneous receipts for services and benefits.

NCPC has rights and ownership of all assets reported in these financial statements. The reporting entity is a component of the U.S Government. For this reason, some of the assets and liabilities reported by the entity may be eliminated for Government-wide reporting because they are offset by assets and liabilities of another U.S. Government entity. These financial statements should be read with the realization that they are for a component of the U.S. Government, a sovereign entity. NCPC does not possess any non-entity assets.

**B. Basis of Presentation**

The financial statements have been prepared to report the financial position and results of operations of the NCPC. The Balance Sheet presents the financial position of the agency. The Statement of Net Cost presents the agency's operating results; the Statement of Changes in Net Position displays the changes in the agency's equity accounts. The Statement of Budgetary Resources presents the sources, status, and uses of the agency's resources and follows the rules for the Budget of the United States Government.

The statements are a requirement of the Chief Financial Officers Act of 1990, the Government Management Reform Act of 1994 and the Accountability of Tax Dollars Act of 2002. They have been prepared from, and are fully supported by, the books and records of the NCPC in accordance with the hierarchy of



**National Capital Planning Commission**  
**Notes to Financial Statements**  
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accounting principles generally accepted in the United States of America, standards issued by the Federal Accounting Standards Advisory Board (FASAB), Office of Management and Budget (OMB) Circular A-136, Financial Reporting Requirements, as amended, and the NCPC's accounting policies which are summarized in this note. These statements, with the exception of the Statement of Budgetary Resources, are different from financial management reports, which are also prepared pursuant to OMB directives that are used to monitor and control the NCPC's use of budgetary resources. The financial statements and associated notes are presented on a comparative basis. Unless specified otherwise, all amounts are presented in dollars.

**C. Basis of Accounting**

Transactions are recorded on both an accrual accounting basis and a budgetary basis. Under the accrual method, revenues are recognized when earned, and expenses are recognized when a liability is incurred, without regard to receipt or payment of cash. Budgetary accounting facilitates the control and monitoring of federal funds as well as the compliance with legal requirements on the use of those funds.

**D. Fund Balance with Treasury**

Fund Balance with Treasury is an asset of a reporting entity and a liability of the General Fund. It is the aggregate amount of the NCPC's funds with the Treasury in expenditure and receipt accounts. Appropriated funds recorded in expenditure accounts are available to pay current liabilities and finance authorized purchases.

The NCPC does not maintain bank accounts of its own, has no disbursing authority, and does not maintain cash held outside of Treasury. When the reporting entity seeks to use Fund Balance with Treasury or investments in Government securities to liquidate budgetary obligations, Treasury will finance the disbursements in the same way it finances all other disbursements, which is to borrow from the public if there is a budget deficit (and to use current receipts if there is a budget surplus). Funds are disbursed for the agency on demand. Foreign currency payments are made either by Treasury or the Department of State and are reported by the NCPC in the U.S. dollar equivalents.

**E. Property, Equipment, and Software**

Property, equipment, and software represent furniture, fixtures, equipment, and information technology hardware and software which are recorded at original acquisition cost and are depreciated or amortized using the straight-line method over their estimated useful lives. Major alterations and renovations are capitalized, while maintenance and repair costs are expensed as incurred. The NCPC's capitalization threshold is \$50,000 for individual purchases and \$500,000 for bulk purchases. Property, equipment, and software acquisitions that do not meet the capitalization criteria are expensed upon receipt. Applicable standard governmental guidelines regulate the disposal and convertibility of agency property, equipment, and software. The useful life classifications for capitalized assets are as follows:

<b><u>Description</u></b>	<b><u>Useful Life (years)</u></b>
Leasehold Improvements	Period of Lease
Office Furniture	5
Computer Equipment	3
Office Equipment	5
Software	3

**National Capital Planning Commission**  
**Notes to Financial Statements**  
**September 30, 2024 and 2023**

**F. Advances and Prepaid Charges**

Advance payments are generally prohibited by law. There are some exceptions, such as reimbursable agreements, subscriptions and payments to contractors and employees. Payments made in advance of the receipt of goods and services are recorded as advances or prepaid charges at the time of prepayment and recognized as expenses when the related goods and services are received.

**G. Liabilities**

Liabilities represent the amount of funds likely to be paid by the NCPC as a result of transactions or events that have already occurred.

The NCPC reports its liabilities under two categories, Intragovernmental and Other than Intragovernmental. Intragovernmental liabilities represent funds owed to another government agency. Liabilities other than intragovernmental represent funds owed to any entity or person that is not a federal agency, including private sector firms and federal employees. Each of these categories may include liabilities that are covered by budgetary resources and liabilities not covered by budgetary resources.

Liabilities covered by budgetary resources are liabilities funded by a current appropriation or other funding source. These consist of accounts payable and accrued payroll and benefits. Accounts payable represent amounts owed to another entity for goods ordered and received and for services rendered except for employees. Accrued payroll and benefits represent payroll costs earned by employees during the fiscal year which are not paid until the next fiscal year.

Liabilities not covered by budgetary resources are liabilities that are not funded by any current appropriation or other funding source. These liabilities consist of accrued annual leave. Liabilities not covered by budgetary resources on the Balance Sheet are equivalent to amounts reported as components requiring or generating resources on the Reconciliation of Net Cost to Budget.

**H. Annual, Sick, and Other Leave**

Annual leave is accrued as it is earned, and the accrual is reduced as leave is taken. The balance in the accrued leave account is adjusted to reflect current pay rates. Liabilities associated with other types of vested leave, including compensatory, restored leave, and sick leave in certain circumstances, are accrued at year-end, based on latest pay rates and unused hours of leave. Funding will be obtained from future financing sources to the extent that current or prior year appropriations are not available to fund annual and other types of vested leave earned but not taken. Nonvested leave is expensed when used. Any liability for sick leave that is accrued but not taken by a Civil Service Retirement System (CSRS)-covered employee is transferred to the Office of Personnel Management (OPM) upon the retirement of that individual. Credit is given for sick leave balances in the computation of annuities upon the retirement of Federal Employees Retirement System (FERS)-covered employees.

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**September 30, 2024 and 2023**

**I. Accrued and Actuarial Workers' Compensation**

The Federal Employees' Compensation Act (FECA) administered by the U.S. Department of Labor (DOL) addresses all claims brought by the NCPC's employees for on-the-job injuries. The DOL bills each agency annually as its claims are paid, but payment of these bills is deferred for two years to allow for funding through the budget process. Similarly, employees that the NCPC terminates without cause may receive unemployment compensation benefits under the unemployment insurance program also administered by the DOL, which bills each agency quarterly for paid claims. Future appropriations will be used for the reimbursement to DOL. The liability consists of the unreimbursed cost paid by DOL for compensation to recipients under the FECA.

**J. Retirement Plans**

The NCPC's employees participate in either the CSRS or the FERS. The employees who participate in CSRS are beneficiaries of the NCPC's matching contribution, equal to seven percent of pay, distributed to their annuity account in the Civil Service Retirement and Disability Fund.

Prior to December 31, 1983, all employees were covered under the CSRS program. From January 1, 1984 through December 31, 1986, employees had the option of remaining under CSRS or joining FERS and Social Security. Employees hired as of January 1, 1987 are automatically covered by the FERS program. Both CSRS and FERS employees may participate in the federal Thrift Savings Plan (TSP). FERS employees receive an automatic agency contribution equal to one percent of pay and the NCPC matches any employee contribution up to an additional four percent of pay. For FERS participants, the NCPC also contributes the employer's matching share of Social Security.

FERS employees and certain CSRS reinstatement employees are eligible to participate in the Social Security program after retirement. In these instances, the NCPC remits the employer's share of the required contribution.

The NCPC recognizes the imputed cost of pension and other retirement benefits during the employees' active years of service. OPM actuaries determine pension cost factors by calculating the value of pension benefits expected to be paid in the future and communicate these factors to the NCPC for current period expense reporting. OPM also provides information regarding the full cost of health and life insurance benefits. The NCPC recognized the offsetting revenue as imputed financing sources to the extent these expenses will be paid by OPM.

The NCPC does not report on its financial statements information pertaining to the retirement plans covering its employees. Reporting amounts such as plan assets, accumulated plan benefits, and related unfunded liabilities, if any, is the responsibility of the OPM, as the administrator.

**K. Other Post-Employment Benefits**

The NCPC's employees eligible to participate in the Federal Employees' Health Benefits Plan (FEHBP) and the Federal Employees' Group Life Insurance Program (FEGLIP) may continue to participate in these programs after their retirement. The OPM has provided the NCPC with certain cost factors that estimate the true cost of providing the post-retirement benefit to current employees. The NCPC recognizes a current cost for these and Other Retirement Benefits (ORB) at the time the employee's services are rendered. The ORB expense is financed by OPM, and offset by the NCPC through the recognition of an imputed financing source.

**National Capital Planning Commission**  
**Notes to Financial Statements**  
**September 30, 2024 and 2023**

**L. Use of Estimates**

The preparation of the accompanying financial statements in accordance with generally accepted accounting principles requires management to make certain estimates and assumptions that affect the reported amounts of assets, liabilities, revenues, and expenses. Actual results could differ from those estimates.

**M. Reclassification**

Certain fiscal year 2023 balances have been reclassified, retitled, or combined with other financial statement line items for consistency with the current year presentation.

**N. Classified Activities**

Accounting standards require all reporting entities to disclose that accounting standards allow certain presentations and disclosures to be modified, if needed, to prevent the disclosure of classified information.

**NOTE 2. FUND BALANCE WITH TREASURY**

Fund Balance with Treasury account balances as of September 30, 2024 and 2023, were as follows:

	2024	2023
<b>Status of Fund Balance With Treasury</b>		
Unobligated Balance		
Available	\$ 7,679,802	\$ 8,509,149
Unavailable	586,142	522,619
Obligated Balance Not Yet Disbursed	1,450,918	1,721,012
<b>Total</b>	<b>\$ 9,716,862</b>	<b>\$ 10,752,780</b>

No discrepancies exist between the Fund Balance reflected on the Balance Sheet and the balances in the Treasury accounts.

The available unobligated fund balances represent the current period amount available for obligation or commitment. At the start of the next fiscal year, this amount will become part of the unavailable balance as described in the following paragraph.

The unavailable unobligated fund balances represent the amount of appropriations for which the period of availability for obligation has expired. These balances are available for upward adjustments of obligations incurred only during the period for which the appropriation was available for obligation or for paying claims attributable to the appropriations.

The obligated balance not yet disbursed includes accounts payable, accrued expenses, and undelivered orders that have reduced unexpended appropriations but have not yet decreased the fund balance on hand.

**National Capital Planning Commission**  
**Notes to Financial Statements**  
**September 30, 2024 and 2023**

**NOTE 3. PROPERTY, PLANT, AND EQUIPMENT, NET**

Schedule of General Property, Plant, and Equipment, Net as of September 30, 2024 and 2023:

	Acquisition Cost	Accumulated Depreciation and Amortization	Net Book Value
<b>2024</b>			
<b>Major Class:</b>			
Buildings	\$ 419,089	\$ 419,089	\$ -
Leasehold Improvements	626,951	626,951	-
Furniture and Equipment	305,998	305,998	-
Construction In Progress	474,644	-	474,644
<b>Total</b>	<b>\$ 1,826,682</b>	<b>\$ 1,352,038</b>	<b>\$ 474,644</b>
<b>2023</b>			
<b>Major Class:</b>			
Buildings	\$ 419,089	\$ 419,089	\$ -
Leasehold Improvements	626,951	626,951	-
Furniture and Equipment	305,998	305,998	-
Construction In Progress	474,644	-	474,644
<b>Total</b>	<b>\$ 1,826,682</b>	<b>\$ 1,352,038</b>	<b>\$ 474,644</b>

**NOTE 4. LIABILITIES NOT COVERED BY BUDGETARY RESOURCES**

The liabilities for the NCPC as of September 30, 2024 and 2023, include liabilities not covered by budgetary resources. Congressional action is needed before budgetary resources can be provided. Although future appropriations to fund these liabilities are likely and anticipated, it is not certain that appropriations will be enacted to fund these liabilities.

	2024	2023
Unfunded Leave	\$ 399,706	\$ 394,811
Total Liabilities Not Covered by Budgetary Resources	\$ 399,706	\$ 394,811
Total Liabilities Covered by Budgetary Resources	8,954,487	8,778,108
<b>Total Liabilities</b>	<b>\$ 9,354,193</b>	<b>\$ 9,172,919</b>

Unfunded leave represents a liability for earned leave and is reduced when leave is taken. The balance in the accrued annual leave account is reviewed quarterly and adjusted as needed to accurately reflect the liability at current pay rates and leave balances. Accrued annual leave is paid from future funding sources and, accordingly, is reflected as a liability not covered by budgetary resources. Sick and other leave is expensed as taken.

**National Capital Planning Commission**  
**Notes to Financial Statements**  
**September 30, 2024 and 2023**

**NOTE 5. OTHER LIABILITIES**

Other liabilities account balances as of September 30, 2024 and 2023, were as follows:

	Current	Non-Current	Total
<b>2024</b>			
Intragovernmental:			
Employer Contributions and Payroll Taxes Payable (without reciprocals)	\$ 14,261	\$ -	\$ 14,261
Employer Contributions and Payroll Taxes Payable	23,976	-	23,976
<b>Total Intragovernmental</b>	<b>\$ 38,237</b>	<b>\$ -</b>	<b>\$ 38,237</b>
<b>Total Other Liabilities</b>	<b>\$ 38,237</b>	<b>\$ -</b>	<b>\$ 38,237</b>
<b>2023</b>			
Intragovernmental:			
Employer Contributions and Payroll Taxes Payable (without reciprocals)	\$ 19,487	\$ -	\$ 19,487
Employer Contributions and Payroll Taxes Payable	64,577	-	64,577
<b>Total Intragovernmental</b>	<b>\$ 84,064</b>	<b>\$ -</b>	<b>\$ 84,064</b>
<b>Total Other Liabilities</b>	<b>\$ 84,064</b>	<b>\$ -</b>	<b>\$ 84,064</b>

**NOTE 6. LEASES**

The NCPC occupies office space under a lease agreement that is accounted for as an intragovernmental leases per SFFAS 54 guidance. The lease term begins on December 1, 2020 and expires on November 30, 2035. Lease payments are increased annually based on the adjustments for operating cost and real estate tax escalations. The total lease expenses for fiscal years 2024 and 2023 were \$1,023,000 and \$143,878, respectively.

Below is a schedule of future payments for the term of the lease:

	Buildings	Total Federal
<b>Fiscal Year</b>		
2025	\$ 1,182,772	\$ 1,182,772
2026	1,242,991	1,242,991
2027	1,269,414	1,269,414
2028	1,287,793	1,287,793
2029	1,306,724	1,306,724
2030-2034	7,035,377	7,035,377
2035-2039	1,708,663	1,708,663
<b>Total</b>	<b>\$ 15,033,734</b>	<b>\$ 15,033,734</b>

The operating lease amount does not include estimated payments for leases with annual renewal options.

**National Capital Planning Commission**  
**Notes to Financial Statements**  
**September 30, 2024 and 2023**

**NOTE 7. COMMITMENTS AND CONTINGENCIES**

The NCPC did not have any material contingent liabilities that met disclosure requirements as of September 30, 2024 and 2023.

**NOTE 8. INTER-ENTITY COSTS**

NCPC recognizes certain inter-entity costs for goods and services that are received from other federal entities at no cost or at a cost less than the full cost. Certain costs of the providing entity that are not fully reimbursed are recognized as imputed cost and are offset by imputed revenue. Such imputed costs and revenues relate to employee benefits and claims to be settled by the Treasury Judgement Fund. NCPC recognizes as inter-entity costs the amount of accrued pension and post-retirement benefit expenses for current employees.

The assets and liabilities associated with such benefits are the responsibility of the administering agency, OPM. For the fiscal years ended September 30, 2024 and 2023, respectively, inter-entity costs were as follows:

	<b>2024</b>		<b>2023</b>	
Office of Personnel Management	\$	486,050	\$	397,434
<b>Total Imputed Financing Sources</b>	<b>\$</b>	<b>486,050</b>	<b>\$</b>	<b>397,434</b>

**NOTE 9. NET ADJUSTMENTS TO UNOBLIGATED BALANCE, BROUGHT FORWARD, OCTOBER 1**

The Unobligated Balance Brought Forward from the prior fiscal year has been adjusted for recoveries of prior year paid and unpaid obligations and other changes such as canceled authority. The Adjustments to Unobligated Balance Brought Forward, October 1, as of September 30, 2024 and 2023, consisted of the following:

	<b>2024</b>		<b>2023</b>	
Unobligated Balance Brought Forward from Prior Year, October 1	\$	9,031,768	\$	872,151
Recoveries of Prior Year Obligations		120,527		309,235
Other Changes in Unobligated Balances		(221,648)		(190,174)
<b>Unobligated Balance from Prior Year Budget Authority, Net (Discretionary and Mandatory)</b>	<b>\$</b>	<b>8,930,647</b>	<b>\$</b>	<b>991,212</b>



**National Capital Planning Commission**  
**Notes to Financial Statements**  
**September 30, 2024 and 2023**

**NOTE 10. UNDELIVERED ORDERS AT THE END OF THE PERIOD**

Budgetary resources obligated for undelivered orders as of September 30, 2024 and 2023 were as follows:

	Intragovernmental	Other than Intragovernmental	Total
<b>2024</b>			
Paid Undelivered Orders	\$ 4,965	\$ -	\$ 4,965
Unpaid Undelivered Orders	12,490	1,093,275	1,105,765
<b>Total Undelivered Orders</b>	<b>\$ 17,455</b>	<b>\$ 1,093,275</b>	<b>\$ 1,110,730</b>
<b>2023</b>			
Paid Undelivered Orders	\$ 274	\$ -	\$ 274
Unpaid Undelivered Orders	121,205	1,021,698	1,142,903
<b>Total Undelivered Orders</b>	<b>\$ 121,479</b>	<b>\$ 1,021,698</b>	<b>\$ 1,143,177</b>

**NOTE 11. EXPLANATION OF DIFFERENCES BETWEEN THE STATEMENT OF BUDGETARY RESOURCES AND THE BUDGET OF THE U.S. GOVERNMENT**

The President's Budget that will include fiscal year 2024 actual budgetary execution information has not yet been published. The President's Budget is scheduled for publication in February 2025 and can be found at the OMB website: <http://www.whitehouse.gov/omb/>. The Fiscal Year 2025 Budget of the United States Government, with the "Actual" column completed for 2023, has been reconciled to the Statement of Budgetary Resources and there were no material differences.

(In Millions)

	Budgetary Resources	New Obligations & Upward Adjustments (Total)	Distributed Offsetting Receipts	Net Outlays
Combined Statement of Budgetary Resources	\$ 18	\$ 9	\$ -	\$ -
Unobligated Balance Not Available	(1)	-	-	-
Difference Due to Rounding	-	(1)	-	-
<b>Budget of the U.S. Government</b>	<b>\$ 17</b>	<b>\$ 8</b>	<b>\$ -</b>	<b>\$ -</b>

**NOTE 12: RECONCILIATION OF NET OPERATING COST & NET BUDGETARY OUTLAYS**

The reconciliation of net outlays, presented on a budgetary basis, and the net cost, presented on an accrual basis, provides an explanation of the relationship between budgetary and financial accounting information.

**National Capital Planning Commission**  
**Notes to Financial Statements**  
**September 30, 2024 and 2023**

The reconciliation of Net Cost to Net Outlays as of September 30, 2024:

	Intragovern- mental	Other than Intragovern- mental	Total
<b>Net Operating Cost (Revenue) Reported on Statement of Net Cost</b>	<b>\$ 3,472,083</b>	<b>\$ 6,754,820</b>	<b>\$ 10,226,903</b>
<b>Components of Net Operating Cost Not Part of the Budgetary Outlays</b>			
<b>Increase/(Decrease) in Assets Not Affecting Budgetary Outlays:</b>			
Advances and Prepayments	4,691	-	4,691
<b>(Increase)/Decrease in Liabilities Not Affecting Budgetary Outlays:</b>			
Accounts Payable	(153,710)	(226,834)	(380,544)
Federal Employee Salary, Leave, and Benefits Payable	-	77,777	77,777
Advances from Others and Deferred Revenue	75,666	-	75,666
Other Liabilities	45,827	-	45,827
<b>Financing Sources:</b>			
Imputed Cost	(486,050)	-	(486,050)
<b>Total Components of Net Operating Cost Not Part of the Budgetary Outlays</b>	<b>\$ (513,576)</b>	<b>\$ (149,057)</b>	<b>\$ (662,633)</b>
<b>Total Net Outlays (Calculated Total)</b>	<b>\$ 2,958,507</b>	<b>\$ 6,605,763</b>	<b>\$ 9,564,270</b>
<b>Budgetary Agency Outlays, net</b>			<b>\$ 9,564,270</b>

The reconciliation of Net Cost to Net Outlays as of September 30, 2023:

	Intragovern- mental	Other than Intragovern- mental	Total
<b>Net Operating Cost (Revenue) Reported on Statement of Net Cost</b>	<b>\$ 2,382,374</b>	<b>\$ 5,464,342</b>	<b>\$ 7,846,716</b>
<b>Components of Net Operating Cost Not Part of the Budgetary Outlays</b>			
Property, Plant, and Equipment Depreciation Expense	-	(10,280)	(10,280)
<b>Increase/(Decrease) in Assets Not Affecting Budgetary Outlays:</b>			
Advances and Prepayments	274	-	274
<b>(Increase)/Decrease in Liabilities Not Affecting Budgetary Outlays:</b>			

**National Capital Planning Commission**  
**Notes to Financial Statements**  
**September 30, 2024 and 2023**

Accounts Payable	31,033	(13,357)	17,676
Federal Employee Salary, Leave, and Benefits Payable	-	65,161	65,161
Advances from Others and Deferred Revenue	(8,200,000)	-	(8,200,000)
Other Liabilities	2,095	-	2,095
<b>Financing Sources:</b>			
Imputed Cost	(397,434)	-	(397,434)
<b>Total Components of Net Operating Cost Not Part of the Budgetary Outlays</b>	<b>\$ (8,564,032)</b>	<b>\$ 41,524</b>	<b>\$ (8,522,508)</b>
<b>Components of the Budgetary Outlays That Are Not Part of Net Operating Cost</b>			
Acquisition of Capital Assets	-	474,647	474,647
<b>Total Components of the Budgetary Outlays That Are Not Part of Net Operating Cost</b>	<b>\$ -</b>	<b>\$ 474,647</b>	<b>\$ 474,647</b>
<b>Total Net Outlays (Calculated Total)</b>	<b>\$ (6,181,658)</b>	<b>\$ 5,980,513</b>	<b>\$ (201,145)</b>
<b>Budgetary Agency Outlays, net</b>			<b>\$ (201,145)</b>

**NOTE 13. SUBSEQUENT EVENTS**

NCPC has evaluated subsequent events occurring after the balance sheet date and through the date of November 14, 2024, the date the financial statements were available for release. Based upon this evaluation, NCPC has determined that no subsequent events have occurred which require disclosure in the financial statements.



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November 14, 2024

Beatrice Key  
Key & Associates, P.C.  
8720 Georgia Avenue, Suite 800  
Silver Spring, MD 20910

Dear Ms. Key:

We are providing you this letter in connection with your audits of the financial statements of the National Capital Planning Commission's (NCPC or the Commission), which comprise the balance sheets as of September 30, 2024 and 2023, and the related statements of net costs, changes in net position, and budgetary resources, for the years then ended (collectively, the "financial statements" for the purposes of : (1) expressing an opinion as to whether the financial statements are presented fairly, in all material respects, in conformity with accounting principles generally accepted in the United States of America (U.S. GAAP), (2) reporting whether the agency's internal control over financial reporting and compliance with laws and regulations as of September 30, 2024, and (3) reporting on tests for compliance with applicable laws and regulations. In addition, you have performed certain audit procedures with respect to the National Capital Planning Commission's 2024 Management's Discussion and Analysis (MD&A) and other supplementary information, which is included as part of the 2024 financial statements of the National Capital Planning Commission.

Certain representations in this letter are described as being limited to matters that are material. For the purposes of this letter, matters are considered material if they involve \$87,000 or more. Items also are considered material, regardless of size, if they involve an omission or misstatement of accounting information that, in the light of surrounding circumstances, makes it probable that the judgment of a reasonable person relying on the information would be changed or influenced by the omission or misstatement.

Except where otherwise stated below, immaterial matters less than \$87,000 collectively are not considered to be exceptions that require disclosure for the purpose of the following representations. This amount is not necessarily indicative of amounts that would require adjustment to or disclosure in the financial statements. Such quantitative materiality considerations do not apply to representations that are not directly related to amounts included in the financial statements.

We confirm, to the best of our knowledge and belief, as of November 14, 2024, the date of your auditor's report, the following representations made to you during your audits. These representations pertain to both years' financial statements and update the representations we provided in the prior year.

## **Financial Statements, RSI and Other Information**

1. We have fulfilled our responsibilities, as set out in the terms of the audit engagement letter dated June 24, 2024 for the preparation and fair presentation of the financial statements, including accompanying notes in accordance with U.S. Generally Accepted Accounting Principles (GAAP), issued by Federal Accounting Standards Advisory Board (FASAB). The financial statements are fairly presented in accordance with U.S. GAAP. We are also responsible for the preparation of the MD&A, and (if any): required supplementary information (RSI) and other supplementary information.
2. We have fulfilled our responsibility for the presentation of supplementary information in accordance with the applicable criteria and prescribed guidelines and:
  - a. The supplementary information is fairly presented in accordance with the applicable criteria and prescribed guidelines.
  - b. There are no changes in the methods of measurement or presentation of the supplementary information from the prior year that have not been disclosed to you, including the reasons for such changes.
  - c. There are no significant assumptions or interpretations underlying the measurement or presentation of the supplementary information that have not been disclosed to you.
3. We have fulfilled our responsibilities for the measurement, preparation, and presentation of the RSI in accordance with prescribed guidelines established in U.S. GAAP and:
  - a. The RSI is measured and presented in accordance with prescribed guidelines established in U.S. GAAP and are consistent with the financial statements and contain no material misstatement of fact.
  - b. There are no changes in the methods of measurement or presentation of the RSI from the prior year that have not been disclosed to you including the reasons for such changes.
  - c. There are no significant assumptions or interpretations underlying the measurement or presentation of the RSI that have not been disclosed to you.
4. We have fulfilled our responsibilities for the preparation and presentation of the Other Information (OI) included in documents containing the audited financial statements and auditor's report, and for ensuring the consistency of that information with the audited financial statements and RSI.
  - a. The OI included in the document containing the audited financial statements and auditor's report is consistent with the financial statements and RSI and contains no material misstatement of fact.
  - b. There are no changes in the methods of measurement or presentation of the OI from the prior year that have not been disclosed to you, including the reasons for such changes.

- c. There are no significant assumptions or interpretations underlying the measurement or presentation of the OI that have not been disclosed to you.
- 5. Significant assumptions used by us in making accounting estimates, including those measured at fair value, are reasonable.
- 6. Except as disclosed to you in writing, there have been no:
  - a. Circumstances that have resulted in communications from the National Capital Planning Commission's legal counsel reporting evidence of a material violation of law or breach of fiduciary duty, or similar violations by the National Capital Planning Commission of any agent thereof.
  - b. Communications from the regulatory/oversight agencies (such as OMB and GAO), other government entities or agencies, governmental representatives, employees, or others concerning investigations or allegations of noncompliance with laws or regulations, deficiencies in financial reporting practices, or other matters that could have a material adverse effect on the financial statements, supplementary information, RSI and OI.
- 7. All transactions have been recorded in the accounting records and are reflected in the financial statements.
- 8. There are no uncorrected misstatements in the financial statements, as we have corrected the financial statements for any misstatements you have identified during the audit and communicated to us.
- 9. The National Capital Planning Commission has satisfactory title to all owned assets, including stewardship property, plant, and equipment. There are no liens or encumbrances on these assets and no assets have been pledged.
- 10. We have provided you with all the relevant information and access, as agreed upon in the terms of the audit engagement letter, including:
  - a. Access to all information that is relevant to the preparation and fair presentation of the financial statements, such as records, documentation, and other matters;
  - b. Additional information that you have requested from us for the purpose of the audit including, but not limited to:
    - I. Minutes of meetings of the Commissioners, or summaries of actions of recent meetings for which minutes have not been prepared; and
    - II. Any communications from the Office of Management and Budget (OMB) concerning noncompliance with, or deficiencies in, financial reporting practices.
  - c. Unrestricted access to and full cooperation of personnel within the entity from whom you determined it necessary to obtain audit evidence; and
  - d. All reports obtained from the National Capital Planning Commission's service organizations.

11. We have no plans or intentions that may materially affect the recognition, measurement, presentation, disclosure, or classification of assets and liabilities.
12. We have disclosed to you the identities of NCPC's related parties and all the related party relationships and transactions of which we are aware.
13. Disclosure entities and related-party relationships and transactions have been appropriately accounted for and disclosed in the financial statements in accordance with U.S. GAAP and do not prevent the financial statements from achieving fair presentation.
14. There are no guarantees under which NCPC is contingently liable that require reporting or disclosure in the financial statements.
15. We are not aware of any pending or threatened litigation and claims whose effects should be considered when preparing the financial statements.
16. The effects of all known actual or possible litigation, claims, and assessments, including those related to treaties and other international agreements, have been accounted for and disclosed in the financial statements in accordance with U.S. GAAP.
17. All events or transactions subsequent to September 30, 2024 and for which U.S. GAAP requires adjustment or disclosure have been adjusted or disclosed in the financial statements.
18. There are no changes in accounting principles that affect the consistency of the financial statements between the periods presented.

#### **Intragovernmental Activities**

19. All intra-entity transactions and balances have been appropriately identified and eliminated for financial reporting purposes. All Intragovernmental transactions and activities have been appropriately identified, recorded, and disclosed in the financial statement. We have reconciled material Intra-governmental transactions and balances with the Federal entity trading partners.

#### **Internal Control**

20. We acknowledge our responsibility for establishing and maintaining effective control over financial reporting. We are responsible for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.



21. We have fulfilled our responsibility for maintaining effective internal control over financial reporting. We have fulfilled our responsibility for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.
22. We are responsible for evaluating the effectiveness of internal control over financial reporting based on the criteria established under 31 U.S.C. 3512 (c) (d) (commonly known as the Federal Manager's Financial Integrity Act) and providing our assessment about the effectiveness of internal control over financial reporting as of September 30, 2024, based on our evaluation.
23. We evaluated the effectiveness of NCPC's internal control over financial reporting as of September 30, 2024, based on the criteria established under 31 U.S. C 3512 (c) (d) (commonly known as the Federal Managers' Financial Integrity Act), NCPC's internal control over financial reporting is a process effected by those charged with governance, management, and other personnel, the objectives of which are to provide reasonable assurance that (a) transactions are properly recorded, processed, and summarized to permit the preparation of the financial statements in accordance with U. S. GAAP, and assets are safeguarded against loss from unauthorized acquisition, use, or disposition; and (b) transactions are executed in accordance with provisions of applicable laws, including those governing the use of budget authority; regulations; contracts and grant agreements noncompliance with which could have a material effect on the financial statements.
24. During the audits of the financial statements for the year ended September 30, 2024, the auditor or GAO did not communicate any significant deficiencies or material weakness to us.
25. We have identified to you all previous audits, attestation engagements, and other studies that relate to the objectives of this audit, including whether related recommendations have been implemented.
26. There have been no changes to internal control over financial reporting subsequent to September 30, 2024 or other factors that might significantly affect the effectiveness of internal control over financial reporting, other than the change in the financial management system and the use of third-party to produce and submit the DATA Act filings.

**Fraud**

27. We acknowledge our responsibility for the design and implementation, and maintenance of effective internal control to prevent and detect fraud.
28. We have fulfilled our responsibility for the design, implementation, and maintenance of internal control to prevent or detect fraud.

29. We have no knowledge of any or disclosed to you all the information that we are aware of regarding fraud or suspected fraud affecting the National Capital Planning Commission involving (1) management, (2) employees who have significant roles in internal control over financial reporting or (3) others when the fraud could have a material effect on the financial statements.
30. We have no knowledge of any or disclosed to you all information that we are aware of regarding fraud or suspected fraud affecting the National Capital Planning Commission's financial statements, and RSI.
31. We have no knowledge of any allegations of fraud, or suspected fraud, affecting the financial statements communicated by employees, former employees, or others.
32. We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.
33. We have no knowledge of any officer of the National Capital Planning Commission, or any other person acting under the direction thereof, having taken any action to fraudulently influence, coerce, manipulate, or mislead you during your audit.

#### **Laws and Regulations**

34. As of September 30, 2024, NCPC's financial management systems comply substantially with Federal accounting standards and application of the USSGL at the transaction level, but did not comply substantially with Federal financial management systems requirements regarding FISMA.
35. We are responsible for complying with laws, regulations, contracts, and grant agreements applicable to NCPC.
36. We have identified and disclosed to you all provisions of laws, regulations, contracts and grant agreements applicable to NCPC's noncompliance with which could have a direct and material effect on the determination of the closing financial statements amounts.
37. There are no instances of noncompliance or suspected noncompliance with laws, regulations, contracts, and grant agreements applicable to NCPC whose effects should be considered when preparing the financial statements.
38. We are not aware of any pending or threatened litigation and claims whose effect should be considered when preparing the financial statements.

39. We are not aware of any violations of the Anti-Deficiency Act that we must report to the Congress and the President (and provide a copy of the report to the Comptroller General) for the year ended September 30, 2024 and through the date of this letter.
40. We are not aware of any FISMA violations other than what has been disclosed.
41. We are not aware of any DATA ACT violations.

### **Budgetary and Restricted Funds**

42. The information presented in NCPC's Statement of Budgetary Resources (Materially – defined in the Federal Audit Manual (FAM) paragraph 2 on page 1001 A-1) agrees with information submitted in its year-end Reports of Budget Execution and Budgetary Resources (SF-133s).

### **Service Organizations**

43. Service organizations that we use have not reported to us, nor are we otherwise aware of, any (1) fraud; (2) noncompliance with applicable laws, regulations, contracts, or grant agreements; or (3) uncorrected misstatements affecting the financial statements that are attributable to such service.
44. Service organizations that we use have not reported to us, nor are we otherwise aware of, any changes in the design, implementation, or operating effectiveness of internal controls at the service organizations, subsequent to the effective dates of the service and subservice organizations report (s) provided to you that could (1) affect the risks of material misstatements of the financial statements or (2) result in material misstatements of the financial statements arising from processing errors that would not be prevented, or detected and corrected, on a timely basis.

**TAMARA LEWIS** Digitally signed by TAMARA  
LEWIS  
Date: 2024.11.15 10:32:44 -05'00'

Mrs. Tamara Lewis  
Director, Operations and Administration



Mr. Marcel Acosta  
Executive Director