



Strategic Plan

NCPC Commissioners

Presidential Appointees

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

Mayoral Appointees

Arrington Dixon
Robert Miller | NCPC Vice Chairman

Ex Officio Members

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

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

Honorable Daniel Tangherlini
Administrator of General Services
Represented by Mina Wright

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

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

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

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



401 9th Street, NW Suite 500 Washington, DC 20004
202.482.7200 | www.ncpc.gov | info@ncpc.gov
facebook.com/ncpc.gov | [@NCPCgov](https://twitter.com/NCPCgov)

Mission

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

What NCPC does

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

Core Responsibilities

Signature Planning

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

Federal Capital Improvements Program

Compile and review proposed federal capital projects throughout the region.

Comprehensive Planning

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

Plan Review

Review and approve plans and projects for federal and District of Columbia public buildings and installations.



Letter from the Chairman

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

The National Capital
Planning Commission
is guided by a
clear vision of
an inspiring and
livable world capital

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

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

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

L. Preston Bryant, Jr. *Chairman*





NCPC's Core Values

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

Public Service

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

Stewardship

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

Inclusiveness

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

Excellence

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

Leadership

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





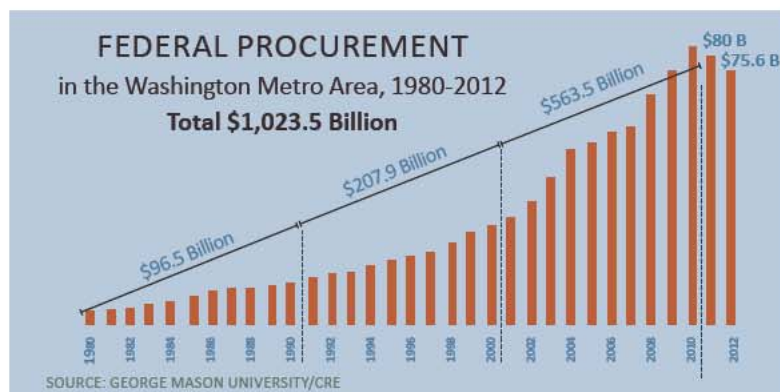
Federal Planning in the Nation's Capital

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

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

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

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



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

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

Public Engagement and the Planning Process



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

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

Partnerships and the Planning Process

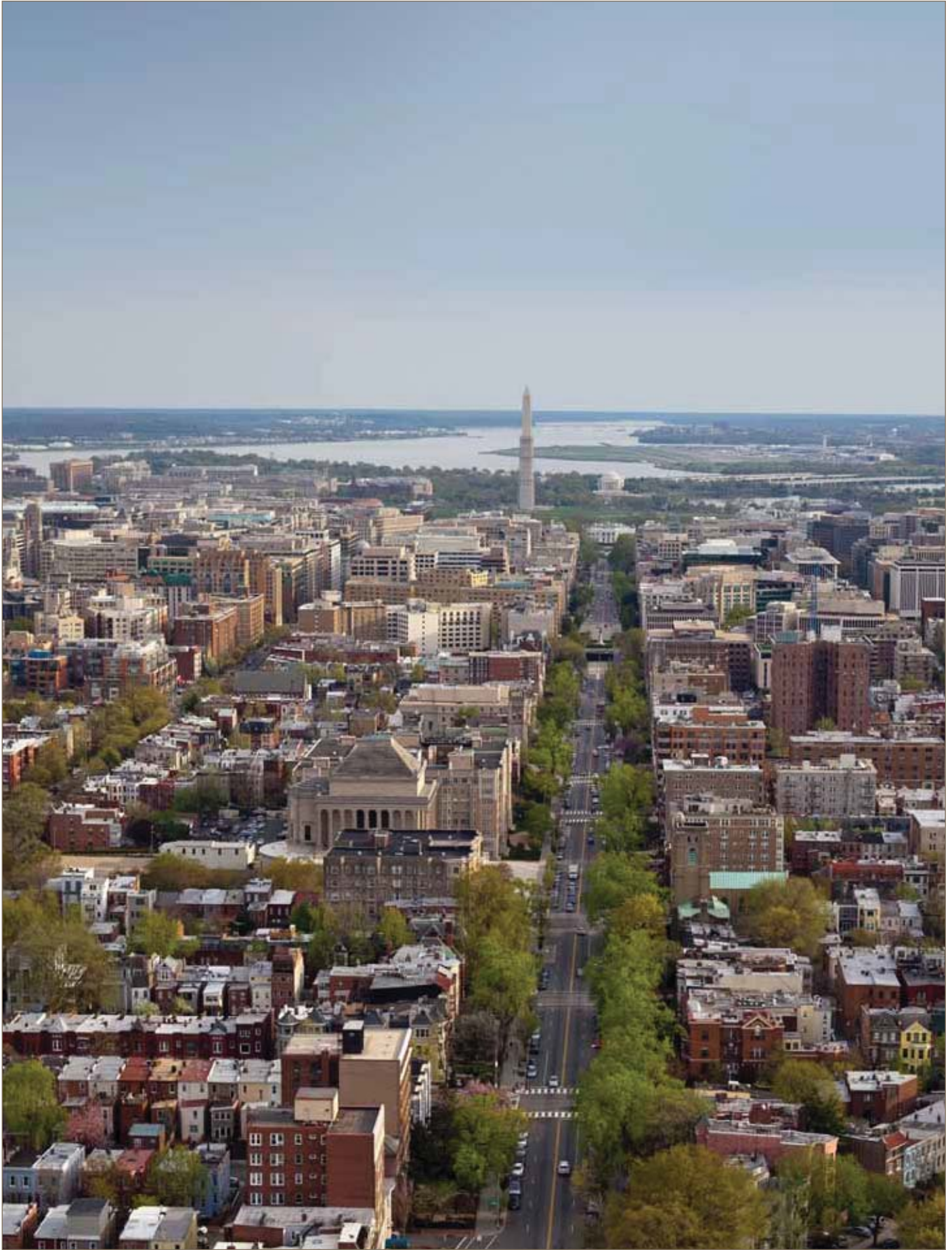
As part of the participation process, NCPC also focuses on building consensus and facilitating cooperation to move plans and policies toward fruition. The National Capital Planning Act, 40 U.S.C. §8901 et seq., identifies NCPC as the agency through which all other federal entities responsible for public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

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

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

IN 2013, THE AGENCY:

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



CREDIT: DISTRICT OF COLUMBIA OFFICE OF PLANNING



L'Enfant Plan, 1791



The McMillan Plan, 1901

NCPC's Roots

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

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

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

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

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

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

What Does NCPC Want to Achieve?

Mission

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

Strategic Goals

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

Strategic Goal 1

Foster a vibrant, well-planned national capital.

Strategic Goal 2

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

Strategic Goal 3

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

Management Goal 4

Ensure effective management and accountability of agency resources.

Strategic Goal 1:

Foster a vibrant, well-planned national capital.

Program Objective 1.A:

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

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

The Federal Elements of The Comprehensive Plan

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

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

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

Signature Planning Activities and Sector Plans

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

The Monumental Core Framework Plan

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



Concept rendering for the 10th Street, SW Corridor

Recent and Ongoing Planning Initiatives:

The SW Ecodistrict Initiative

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

Project goals include:

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



Concept rendering for Banneker Overlook

Emerging Planning Issues

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

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

Security

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

Transportation

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

Stormwater and Flooding in Washington

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

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

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

Examples of current emerging topics and studies include:

Infrastructure

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

Climate Change

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

Form of the Capital City

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

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

Commemorative Works

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

Evaluating Success

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

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

Strategic Goal 2

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

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

Program Objective 2.A:

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

The Commission reviews a wide range of plans and projects to determine whether they are consistent with the federal interest. Federal interests in the development of the National Capital Region encompasses many policy areas, and because the needs and priorities of any one agency may not align with those of another, NCPC weighs varying concerns to determine how best to serve the broader federal interest. For example, securing public buildings and monuments is an important federal interest, but so is maintaining the image of the capital city's architecture and public spaces. Building new facilities in locations that serve the needs of particular agencies is also in the federal interest, but so is preventing urban sprawl and increasing the use of public transit. The review of plans and proposals is a rigorous and systematic process, and assessing the federal interests in any given situation is contingent upon many factors.



In evaluating designs for site and building projects, NCPC's staff professionals consider the federal interest within the context of federal, state and local laws; the policies and guidelines articulated in the *Comprehensive Plan* and other long-range plans; the plans and policies of local and regional planning authorities; the needs and master plans of the applicant agency; the concerns of other agencies; and public input. The public is invited to comment on projects under Commission consideration.

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

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

Program Objective 2.B:

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

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

Evaluating Success

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

Strategic Goal 3

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

Program Objective 3.A:

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

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

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

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

FCIP evaluation scorecard

Project Title, Project No., Location	Category	Rating	Rating Criteria
Chesapeake Place Federal District	Federal Workplace	Green	Project consistent with Comprehensive Plan and plans
Foreign Mission and International Organizations	Foreign Mission and International Organizations	Yellow	Minor inconsistencies with Comprehensive Plan and plans
Transportation	Transportation	Red	Major deficiencies with installation plans and studies
Parks and Open Space	Parks and Open Space	Green	Project consistent with Comprehensive Plan and plans
Federal Environment	Federal Environment	Yellow	Minor inconsistencies with Comprehensive Plan and plans
Other Design, Historic Preservation	Other Design, Historic Preservation	Green	Project consistent with Comprehensive Plan and plans
Not a Federal Workplace	Not a Federal Workplace	N/A	Not Applicable
Planning Policy	Planning Policy	Green	Project consistent with Comprehensive Plan and plans
Strategic Plan	Strategic Plan	Yellow	Minor inconsistencies with Comprehensive Plan and plans
Local Jurisdiction Plans	Local Jurisdiction Plans	Green	Project consistent with Comprehensive Plan and plans
Other	Other	Yellow	Minor inconsistencies with Comprehensive Plan and plans

Legend:

- Green: Project consistent with installation plans and studies
- Yellow: Minor inconsistencies with installation plans and studies
- Red: Major deficiencies with installation plans and studies
- N/A: Not Applicable

Notes: See required criteria planning evaluation are not quantitative.

Evaluating Success

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

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

Management Goal 4

Ensure effective stewardship and accountability of agency resources.

Program Objective 4.A:

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

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

Program Objective 4.B:

Ensure sound financial performance.

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

Program Objective 4.C:

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

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

Program Objective 4.D:

Strengthen the agency's performance evaluation program.

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



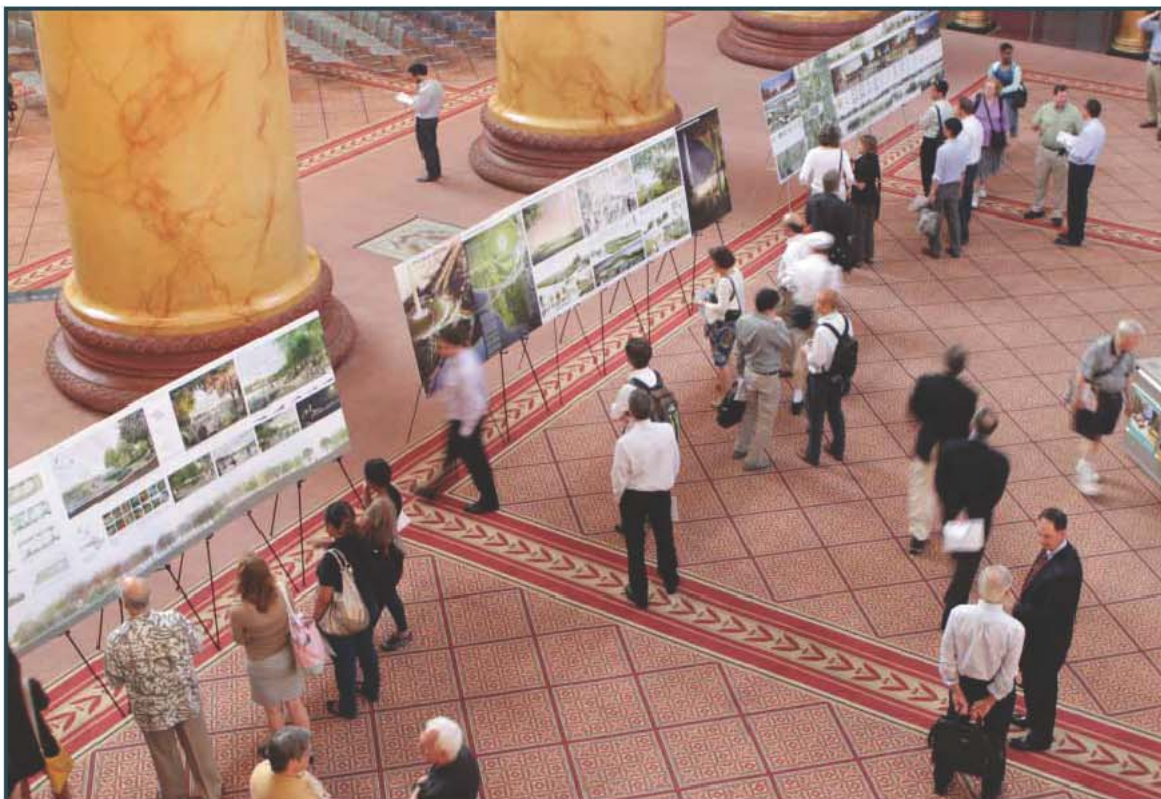
External Factors

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

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

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

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



Summary

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

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

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

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

Appendix: Statutory Framework

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

National Capital Planning Act

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

Commemorative Works Act

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

District of Columbia Zoning Act

This law is set forth at DC Code §6-641.01 et seq. It authorizes the District of Columbia Zoning Commission to regulate the location, height, bulk, number of stories and size of buildings and other structures; lot occupancy; the sizes of open spaces; the density of population; and building and land uses. Federal buildings are exempt from zoning controls, but the Act mandates that NCPC serve on the DC Board of Zoning Adjustment, which hears many cases involving land near or affected by federal landholdings.

Height of Buildings Act of 1910

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

National Historic Preservation Act

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

National Environmental Policy Act

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

Foreign Missions Act and International Center Act

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

The International Center Act, passed in 1968 and amended in 1982 (Section 1 of P.L. 90-553 (82 Stat. 958) and P.L. 97-186 (96 Stat. 101), authorizes the Secretary of State to sell or lease to foreign governments and international organizations federal property located within the International Center along Van Ness Street in Northwest Washington, DC. Plans for all chanceries in the 47-acre International Center are subject to NCPC's approval.

District of Columbia Home Rule Act

The District of Columbia Self-Government and Governmental Reorganization Act, known as the Home Rule Act, P.L. 93-198 (87 Stat. 774), and codified at DC Code §1-101 et seq., made the Mayor of the District of Columbia the chief planner for the city of Washington. As a result of the Home Rule Act, the District became responsible for its own planning, including social and economic development, land use, and housing and transportation policies. NCPC approves District projects in the central area of the city, reviews and advises on other District of Columbia projects and the District of Columbia Elements of the Comprehensive Plan, and reviews and advises on amendments to city zoning regulations and maps.

