



The Federal Planning Agency for America's Capital

Justification for Appropriation : 2017 and Performance Plan

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Members of the National Capital Planning Commission

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By the Mayor of the District of Columbia

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Honorable Muriel Bowser
Mayor
District of Columbia

Honorable Phil Mendelson
Chairman
Council of the District of Columbia

Budget Request Overview

Introduction

The National Capital Planning Commission (NCPC) is the federal government's central planning agency for the National Capital Region. The NCPC preserves and enhances the extraordinary historical, cultural, natural resources, and federal assets of the National Capital Region to support the needs of the federal government and enrich the lives of the region's visitors, workers, and residents. NCPC also coordinates the planning efforts of federal agencies that construct and renovate facilities within the National Capital Region; represents the federal government on a number of local and regional planning boards; and encourages public participation in all aspects of the agency's work. The agency's work is sustained by a 37 person staff consisting of planners, architects, urban designers, and other professionals, who are governed by a 12-member Commission.

This document, including the proposed Annual Performance Plan for Fiscal Year (FY) 2017 and accompanying appendices represents NCPC's FY 2017 Budget Request. NCPC continues to emphasize programs, initiatives, activities and management strategies that will help deliver a Government that is more effective, efficient, and supportive of economic growth. During FY 2015, NCPC engaged in several initiatives and activities to protect and advance the federal government's interest in the region's development. NCPC approved and commented on 95 federal plans and projects submitted by federal applicants; and 11 District of Columbia plans and projects submitted by District government applicants. These proposals and plans involved major master plans, commemorative works and planning and revitalization projects, i.e., master plan for the Pentagon Reservation, preliminary and final site and building plans for the Dwight D. Eisenhower Memorial and the John F. Kennedy Center for the Performing Arts, and preliminary and final site development plans for temporary improvements to the perimeter fence at the White House Complex.

From a long-range planning perspective, NCPC kicked-off an initiative to improve the maintenance, operations, and programming of Pennsylvania Avenue (between the White House and the U.S. Capitol). The Initiative is committed to improving the Avenue and fostering an economically successful and culturally relevant destination for employees, tourists, and residents. NCPC completed an extensive review of the revised Zoning Regulations of the District of Columbia, which significantly impacts planning and development in the city. The agency developed the FY2016 through FY 2021 Federal Capital Improvements Program; evaluated and completed a major update to the *Comprehensive Plan for the National Capital: Federal Elements*; and continued to advance the *SW Ecodistrict Plan* through the *Target Cities Initiative*.

Looking ahead, NCPC will maintain its focus on three main areas: 1) Form and Character of the Capital City, 2) Infrastructure, and 3) Federal Workplace and Mobility, while guided by the universal goal of a more efficient and effective government.

Budget Request

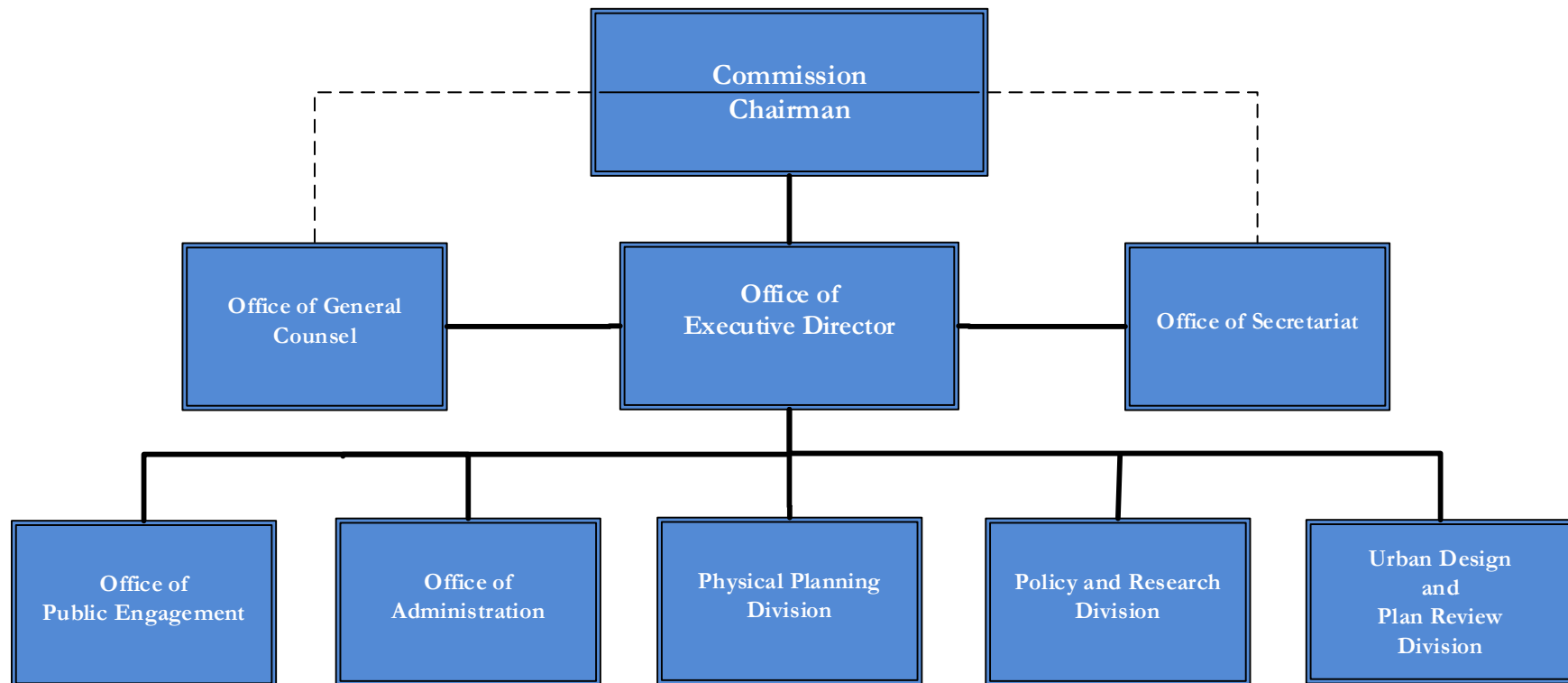
For FY 2017, NCPC is requesting \$8,089,000. This request is driven by the agency's Strategic Plan and is a result of a rigorous analysis of the resources, priorities, and strategies required to achieve NCPC's core mission. A snapshot of the agency's performance goals for FY 2017 include: reviewing federal projects and plans for consistency with the Comprehensive Plan, federal sector plans, urban planning and design principles, and other federal interests; developing an Open Space Management Plan in partnership with the National Park Service; advancing the Pennsylvania Avenue initiative to address near-term and long-term economic and operational needs; identifying strategies to integrate historic landscapes/structures with emerging sustainable practice; and amending the Pennsylvania Avenue Corporation Plan to include Guidelines for Squares 378/379 (FBI J. Edgar Hoover Building site).

This request also takes into consideration the guidance outlined in OMB Memorandum M-15-11 dated May 1, 2015. The OMB guidance stipulates that the FY 2017 budget submission to OMB should reflect a 5 percent reduction below the net discretionary total provided for the agency for FY 2017 in the FY 2016 Budget. Below is a glimpse of the NCPC's FY 17 Budget Request relative to the FY 2015 and FY 2016 Appropriations. For more information regarding NCPC's FY 2017 request, please refer to the budget analysis tables beginning on page 36. Please note that all variances reflected in the budget tables are based on a comparison between FY 2016 and FY 2017.

Account	FY 2015 Appropriation	FY 2016 Enacted	FY 2017 Request
Salaries & Expenses	\$7,948,000	\$8,348,000	\$8,089,000
Base Total	\$7,948,000	\$8,348,000	\$8,089,000

National Capital Planning Commission Organizational Chart

September 2015



Mission Statement

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

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

Strategic Goals

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

- **Goal 1:** Foster a vibrant, well-planned national capital.
- **Goal 2:** Ensure that individual projects and plans within the National Capital Region are consistent with federal interests.
- **Goal 3:** Advance the orderly federal capital improvement of the National Capital Region.
- **Goal 4:** Ensure effective management and accountability of agency resources.

Annual Performance Plan FY 2017

Strategic Goal 1

1	Foster a vibrant, well-planned National Capital	FY 2015 Actual		FY 2016 Enacted		FY 2017 Estimate		Total Change	
		FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
	1A Create, maintain, and advance policies and plans that respond to emerging planning issues.	17	3,311	17	3,673	17	3,404	-	(269)

Overview

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

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

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

Strategic Objectives

Strategic Objective 1.A: NCPC will create, maintain, and advance policies and plans that respond to emerging planning issues and engage the public throughout the planning process.

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

Goal Leaders: Planning Directors

Performance Goals and Indicators

Performance Goal 1.A.1: *Advance the SW Ecodistrict Recommendations.*

- Performance Indicators: Build partnerships between federal and local agencies to leverage opportunities to implement place-making, stormwater, and energy recommendations.
- Targets: A general partnership/agreement between implementing entities for specific project implementation; a cohesive design plan for 10th Street, SW; construction of an interim connection between 10th Street and Maine Avenue; a near term activation plan for Reservation 113; and a Roadway and Streetscape/Public Realm concept design for Independence Avenue.
- Time Period: September 2017.

Performance Goal 1.A.2: *Advance the Pennsylvania Avenue initiative to address near-term and long-term economic and operational needs.*

- Performance Indicators: Complete the urban design concept alternatives; scope and prepare a transportation study and/or a conditions assessment.
- Target: Preliminary urban design concepts, a transportation study and a conditions assessment.
- Time Period: Urban design concepts completed by January 2017; scope and initiate transportation study and conditions assessment by September 2017.

Performance Goal 1.A.3: *Amend the Pennsylvania Avenue Development Corporation Plan to include Guidelines for Squares 378/379 (FBI J. Edgar Hoover Building site).*

- Performance Indicator: Transmit to GSA amendments to square guidelines for inclusion in the PADDC Plan.
- Target: Approved guidelines for Squares 378/379.
- Time Period: January 2017.

Performance Goal 1.A.4: *Develop a Public Realm Urban Design Framework Plan for the Monumental Core and owned federal facilities in the L'Enfant City.*

- Performance Indicators: Initiate a Public Realm Framework Plan for streets and public spaces in the monumental core and areas around federal facilities in the L'Enfant City.
- Target: An inventory and analysis of the general conditions of the public realm; with preliminary goals, objectives and strategies to inform preparation of a framework and action plan.
- Time Period: September 2017.

Performance Goal 1.A.5: *Develop a draft agency jurisdictional and regulatory resource manual.*

- Performance Indicator: Identify manual content and organizational structure.

- Target: Draft agency jurisdictional and regulatory resource manual.
- Time Period: September 2017.

Performance Goal 1.A.6: *Implement sustainability and reporting requirements.*

- Performance Indicator: Record and track sustainability components.
- Target: Sustainability report posted on CEQ website.
- Time Period: June 2017.

Performance Goal 1.A.7: *Develop the joint NPS/NCPC Open Space Management Plan and update the Memorials and Museums Master Plan.*

- Performance Indicators: Evaluate inventory of parcels under NPS ownership, determine the purpose and significance of each site, identify the fundamental cultural and natural resources, define appropriate uses for each site, develop a menu of management mechanisms and partnership opportunities, and define next steps toward implementation of the plan.
- Target: Completed Open Space Management Plan and updated Memorials and Museums Master Plan.
- Time Period: September 2017.

Performance Goal 1.A.8: *Update the Open Space Element of the Comprehensive Plan for the National Capital: Federal Elements.*

- Performance Indicators: Draft an addendum to the FY 2016 Federal Elements of the Comprehensive Plan.
- Target: Completed Open Space Element.
- Time Period: September 2017.

Performance Goal 1.A.9: *Evaluate the state of selected key areas and policies in the Federal Elements of the Comprehensive Plan for the National Capital.*

- Performance Indicators: Analyze specific policies including: Central Employment Area (CEA), Siting, Work Place Element, and Foreign Missions as it relates to Walter Reed.
- Target: Progress report approved by the Commission.
- Time Period: September 2017.

Performance Goal 1.A.10: *Conduct a joint NCPC/Arlington North South Axis Study.*

- Performance Indicators: Identify critical views on impacts to North/South views from the White House to Crystal City.
- Target: Completed study.
- Time Period: September 2017.

Performance Goal 1.A.11: *Identify opportunity areas for new chanceries in the District of Columbia.*

- Performance Indicators: Conduct a Foreign Missions study, to include interactive maps.

- Target: Completed study and maps.
- Time Period: September 2017.

Performance Goal 1.A.12: *Identify strategies to integrate historic landscapes/structures with emerging sustainable practices.*

- Performance Indicators: Conduct Historic Preservation and Sustainable Practices Study.
- Target: Completed Historic and Preservation and Sustainable Practices Study.
- Time Period: September 2017.

Performance Goal 1.A.13: *Promote transparency, public participation and collaboration through NCPC's Open Government Initiatives.*

- Performance Indicator: Complete the Fiscal Year 2016 Annual Report, update the NCPC website, publish monthly Commission actions, and produce a monthly E-Newsletter.
- Target: Completed documents, actions and reports.
- Time Period: Throughout FY 2017.

Performance Goal 1.A.14: *Respond to a variety of informational requests from Congress, federal, state and local agencies, the general public and a variety of news organizations.*

- Performance Indicator: Inquiry responses.
- Target: Varies according the nature of the inquiry.
- Time Period: Throughout FY 2017.

Strategic Goal 2

	Ensure that individual projects and plans within the NCR are consistent with federal interests.	FY 2015 Actual		FY 2016 Enacted		FY 2017 Estimate		Total Change	
		FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
2	2A Review Federal Projects and Plans	7	1,287	7	1,361	9	1,730	2	369
	2B Review State, District and Local Plans	4	786	4	822	3	557	(1)	(265)
	Sub Total	11	2,073	11	2,183	12	2,287	1	104

Overview

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

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

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

Strategic Objectives

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

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

Goal Leaders: Planning Directors

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

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

Goal Leaders: Planning Directors

Performance Goals and Indicators

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

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

Performance Goal 2.B.1: *Review and analyze proposed actions of the Zoning Commission and proposed street and alley closing and make recommendations to the Commission for action in accordance with published schedules, guidelines, and policies.*

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

Strategic Goal 3

3	Advance the Orderly Federal Capital Improvement of the NCR	FY 2015 Actual		FY 2016 Enacted		FY 2017 Estimate		Total Change	
		FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
	3A Analyze and recommend proposed capital improvement projects in consultation with stakeholders	2	286	2	247	1	208	(1)	(39)

Overview

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

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

Strategic Objectives

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

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

Goal Leaders: Planning Directors

Performance Goals and Indicators

Performance Goal 3.A.1: *Review and analyze proposed capital improvement projects submitted by federal agencies for Fiscal Year 2018 to Fiscal Year 2023.*

- Performance Indicator: Fiscal Year 2018 to Fiscal Year 2023 FCIP report.
- Target: Completed report submitted to the Office of Management and Budget.
- Time Period: September 2017.

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

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

Strategic Goal 4

	Ensure effective management and accountability of agency resources	FY 2015 Actual		FY 2016 Enacted		FY 2017 Estimate		Total Change	
		FTE	\$000	FTE	\$000	FTE	\$000	FTE	\$000
4	4A Recruit, retain, and develop a highly skilled, motivated and diverse workforce	4	704	4	647	3	519	(1)	(128)
	4B Ensure sound financial performance	1	547	1	509	1	529	-	20
	4C Establish a cohesive IT architecture	2	965	2	1,050	2	828	-	(222)
	4D Strengthen performance evaluation program	-	60	-	39	-	30	-	(9)
	4E Agency Resource Management	-	-	-	-	1	284	1	284
	Sub Total	7	2,276	7	2,245	7	2,190	-	(55)

Overview

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

Strategic Objectives

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

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

Goal Leader: Director, Office of Administration

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

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

Goal Leader: Director, Office of Administration

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

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

Goal Leader: Director, Office of Administration

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

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

Goal Leader: Performance Improvement Officer

Strategic Objective 4E: *Agency Resource Management.*

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

Goal Leader: Performance Improvement Officer

Performance Goals and Indicators

Performance Goal 4.A.1: *Evaluate NCPC's Human Resources Management policies for compliance with the latest Office of Personnel Management regulations and guidance.*

- Performance Indicator: Evaluate no less than five policies during the fiscal year.
- Target: Revised policies as needed.
- Time Period: September 2017.

Performance Goal 4.A.2: *Prepare the annual training plan that addresses critical skill gaps in NCPC's workforce and prioritizes training requirements to fulfill the agency mission.*

- Performance Indicator: Draft Fiscal Year 2017 Training Plan.
- Target: Completed document.
- Time Period: December 2016.

Performance Goal 4.B.1: *Develop the FY 2019 Budget Estimate and Annual Performance Plan.*

- Performance Indicator: FY 2019 Budget Estimate and Annual Performance Plan.
- Target: Completed budget document that complies with OMB guidance.
- Time Period: Date established by OMB.

Performance Goal 4.B.2: *Maintain accurate financial records, establish and maintain effective financial management internal controls, and prepare agency financial statements in accordance with U.S. Federal Government policies and regulations.*

- Performance Indicator: Fiscal Year 2016 Financial Statement Audit.
- Target: Unqualified Opinion.
- Time Period: November 2016.

Performance Goal 4.B.3: *Develop an action plan to address all recommended actions and process improvements identified in the Fiscal Year 2016 financial audit opinion.*

- Performance Indicator: Auditor-Recommended Financial Management Improvements Action Plan.
- Target: Completed Document.
- Time Period: March 2017.

Performance Goal 4.C.1: *Migrate from custom networks and applications to more utility-based computing solutions that reduce costs and increase mobility. Assess feasibility of cloud computing solutions for office automation applications, such as file sharing and organizing files (One Drive and SharePoint).*

- Performance Indicator: Implement FedRAMP-certified cloud solution for office automation.
- Target: Satisfies the objectives in the Federal Digital Government Strategy.
- Time Period: September 2017.

Performance Goal 4.C.2: *Safeguard agency information from loss, destruction, or unauthorized disclosure.*

- Performance Indicator: Implement data encryption at rest and data encryption in transit.
- Target: Full disk encryption, digital signatures for email and secure transfer protocols.
- Time Period: June 2017.

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

- Performance Indicator: Execute Information Security Continuous Monitoring Strategy, ongoing security authorization package.
- Target: FISMA Compliant.
- Time Period: June 2017.

Performance Goal 4.C.4: *Strengthen boundary defense mechanisms.*

- Performance Indicator: Apply defense in depth strategies.
- Target: Segment network and apply security protections at each layer.
- Time Period: March 2017.

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

- Performance Indicator: Revise Performance measurement, verification and validation.
- Target: Revised Program/Performance Measurement System.
- Time Period: January 2017.

Performance Goal 4.E.1: *Revise NCPC's privacy regulations to address computer related privacy security issues.*

- Performance Indicator: Revise Privacy Regulations.
- Target: Revised Privacy Regulations.
- Time Period: June 2017.

Performance Goal 4.E.2: *Procure all supplies, goods and services needed for the agency to carry out its mission. Ensure that relevant documentation is completed.*

- Performance Indicator: Solicit quotes / request for proposals to procure needed goods and services.
- Target: Procured supplies, goods and services as needed.
- Time Period: Throughout FY 2017.

Performance Goal 4.E.3: *Maintain a complete inventory of all agency equipment and furniture.*

- Performance Indicator: An accurate inventory of agency equipment and furniture in TRAK-IT database.
- Target: Completed an annual inventory.
- Time Period: June 2017.

FY 2015 ANNUAL PERFORMANCE REPORT

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

NCPC works with a variety of partners, including federal, state, and local agencies that have a direct stake in many of its planning efforts. Achievement of performance goals is often contingent in part upon the contributions of other agencies. Additionally, unforeseen circumstances, i.e. an administration directive, congressional request, limited resources, etc., may influence the accomplishment and timing of performance goals which are established 12 to 18 months prior to implementation.

To optimize opportunities for success during FY 2015, the agency continued to foster strong affiliations with federal and local agencies on major initiatives to support its long-range planning objectives. NCPC expanded its focus on integrating urban design, sustainability and security objectives into projects in the monumental core and throughout the District. In the exercise of its core responsibilities, NCPC approved and commented on 95 federal plans and projects submitted by federal applicants, developed the Federal Capital Improvements Program, and completed a major update to the *Comprehensive Plan for the National Capital: Federal Elements*. A more complete discussion of results by strategic goals is provided on the following pages.

Strategic Goal 1

Foster a vibrant, well planned national capital.

Performance Goal 1.A.1: *Advance the Monumental Core Framework Plan.*

- Performance Indicator: Development of a Monumental Core Streetscape Framework Plan and Manual.
- Target: Completed Framework Plan and Manual.
- Time Period: September 2015.

Result: This project was deferred pending completion of the Urban Design Element.

Discussion: NCPC identified the need for a Monumental Core Streetscape Framework Plan and Manual during initial drafting of the Urban Design Element of the Comprehensive Plan's Federal Elements. NCPC determined that this work should build on broader urban design policies to be developed during preparation of the element. Development of the Urban Design Element was deferred when Congress directed NCPC to work with the District of Columbia to reevaluate the 1910 Height Act. Work on the Urban Design Element resumed in FY 2015 and the new element was adopted by the NCPC in the last quarter of FY 2015.

Performance Goal 1.A.1(a): *Facilitate the Monumental Core Climate Adaptation Initiative to advance implementation of Executive Orders related to sustainability and climate adaptation.*

- Performance Indicator: Update the Environment Element of the Federal Elements of the Comprehensive Plan.
- Target: Shared adaptation priorities among the federal agencies in the region to inform the update to the Environmental Element.
- Time Period: September 2015

Results: In January 2015, President Obama issued Executive Order (E.O.) 13690, *Establishing a Federal Flood Management Standard*, which asks federal agencies to consider how climate change can increase the risk of floods. This prompted NCPC to re-evaluate the Environment Element of the Comprehensive Plan to ensure it supports the Executive Order's objectives. NCPC established a working group of the major federal landholding agencies in the region to collaborate on a unified approach in applying the E.O. The results of the collaboration and a host of other activities led to changes to the Comprehensive Plan's Environment Element, to be released for public comment in October 2015.

Discussion: NCPC hosted four Monumental Core Climate Adaptation Working Group meetings that included national experts on topics such as flood inundation mapping, infrastructure vulnerability, and flood mitigation techniques. NCPC also met with regional interagency groups such as the DC Silver Jackets (flood risk management), the Department of Homeland Security Interagency Security Committee, and two Metropolitan Washington Council of Government's groups: the Climate, Energy, and Environment Committee and the Multi Sector Working Group.

Performance Goal 1.A.2: *Continue to partner with federal and local agencies to move the SW Ecodistrict toward implementation.*

- Performance Indicator: Advance near-term and long-term development and infrastructure projects in the SW Ecodistrict.
- Target: A preliminary Program Management Plan agreement; zoning provisions; implementation tools and next steps for a Master Development Plan, as well as the recommended energy and water systems; and a concept plan for 10th Street SW and the Banneker Interim Connection.
- Time Period: September 2015.

Results: Throughout 2015, NCPC collaborated with federal and local agencies, including the newly formed SW Business Improvement District (SW BID) to advance projects that will move the SW Ecodistrict toward implementation.

Discussion: NCPC spearheaded a partnership including, the General Services Administration (GSA) and the District of Columbia to join the National Ecodistrict's Target Cities Program. The two-year program, which began in the summer of 2014, helps individual ecodistricts accelerate identification and development of an organizational structure necessary to prepare and carry out

master development plans and district-scale energy and water recommendations, as well as create a governance model for implementation.

Commitment to this program by NCPC, GSA, and the District has served as a non-binding agreement to work together to advance implementation of the *SW Ecodistrict Plan*. As a result, the SW BID has committed to form the SW Ecodistrict Task Force in early FY 2016. This new organization will provide the initial steps needed to formalize agency and private sector cooperation to implement the *SW Ecodistrict Plan* recommendations.

NCPC worked closely with the District Office of Planning and GSA to draft zoning regulations (development controls) that will protect cultural and historic resources and other federal interests as the SW Ecodistrict is implemented. NCPC completed an exhaustive review of the revised Zoning Regulations and sent comments and recommendations to the Zoning Commission in early September 2015.

NCPC provided planning expertise and assistance to GSA in the pre-development work for the revitalization of 22 acres of federal land within the ecodistrict, including the proposed exchange acquisition for the Cotton Annex and GSA Regional Office Building sites. NCPC also led conversations between the Ecodistricts organization, GSA, and the District regarding improvements to the central utility plant in accordance with *SW Ecodistrict Plan's* recommendations.

NCPC provided planning expertise to the National Park Service (NPS) and the city during preparation of a concept design for a staircase connection at Banneker Park and for an integrated streetscape and stormwater management plan for 10th Street, SW, respectfully. These concepts were approved by the Commission in March 2015. NPS and NCPC initiated the NEPA process for the staircase connection; and hosted a public meeting in August 2015. The developer of The Wharf at the SW waterfront has committed to build the staircase connection as part of their waterfront development approval. Additionally, NCPC worked closely with the city to obtain agreement to advance development of the 10th Street Programmatic Concept. This will leverage private capital investment occurring at L'Enfant Plaza, the proposed location for the new International Spy Museum, ensuring 10th Street is planned and implemented as a cohesively designed corridor between the National Mall and Banneker Park.

Performance Goal 1.A.2(a): Comply with the Council on Environmental Quality Greenhouse Gas Emissions and sustainability reporting.

- Performance Indicator: Monitor and report NCPC's Annual Greenhouse Gas Inventory and Agency Strategic Sustainability Plan.
- Target: Annual Greenhouse Gas Inventory and Agency Strategic Sustainability Plan submitted to CEQ.
- Time Period: Greenhouse Gas Inventory January 2015; Sustainability Plan June 2015.

Result: In January 2015, NCPC submitted its FY 2014 Greenhouse Gas Inventory to OMB and CEQ.

Discussion: NCPC showed a slight decrease in greenhouse gasses and a decrease in Scope 3 greenhouse gas emissions for FY2014, from 60 metric tons in FY2013 to 41 metric tons in FY2014. This can be attributed to decreases in air travel and commute distances.

Per Executive Order 13514, NCPC submitted its 6th Strategic Sustainability Performance Plan in June 2015. The Sustainability Plan highlights NCPC's FY2014 accomplishments as they relate to Executive Order 13514: *Federal Leadership in Environmental, Energy, and Economic Performance* and current efforts for FY2015. It also discusses the results of NCPC's greenhouse gas inventory for FY2014.

Performance Goal 1.A.2(b): *Consult and coordinate to design the Northwest Heritage Trail; prepare implementation and funding plan for the Southwest Heritage Trail.*

- Performance Indicator: Develop a funding and implementation strategy for the Northwest Heritage Trail and Southwest Federal Heritage Trail.
- Target: A Heritage Trail implementation Report with funding and implementation strategies and recommendations.
- Time Period: September 2015.

Result: NCPC commenced the research necessary to document and analyze alternative heritage trail approaches to advance implementation of the Northwest Rectangle and Southwest Rectangle Heritage Trails. This work will be completed in FY 2016.

Discussion: The *Monumental Core Framework Plan* identifies strategies to establish new destinations and improve connections. In 2013, NCPC completed the Northwest Rectangle and the Southwest Federal Center (SW Ecodistrict) Heritage Trail Assessment Reports that concluded these trails are a viable strategy to strengthen connections. Traditionally, these trails consist of a static signage system that no longer has a dedicated funding source. The purpose of this performance goal is to study and make recommendations on alternative ways to implement these heritage trail systems. While this work was delayed due to realignment of priorities, NCPC has begun to assess visitor needs, aesthetics, and maintenance costs by conducting relevant case studies and consulting with local stakeholders. A final report with recommendations will be completed in FY 2016.

Performance Goal 1.A.2(c): *Develop a conceptual Potomac Heritage National Scenic Trail route recommendation.*

- Performance Indicator: Prepare Recreational Trail Route alternatives for consideration by the implementing agencies, Department of Defense (DOD) and National Park Service.
- Target: A Trail Route Alternatives Report.
- Time Period: Background and analysis September 2015.

Result: A Memorandum of Understanding was signed, establishing roles and responsibilities for the evaluation of a trail route alignment in Fairfax County; and a case study report completed

evaluating public trails on military installations and how they address security, public access and use.

Discussion: NCPC signed a MOU with the National Park Service, the Department of the Army (U.S. Garrison Fort Belvoir), and the Northern Virginia Regional Commission (NVRC) to evaluate a potential trail alignment of the Potomac Heritage National Scenic Trail in southern Fairfax County from Mount Vernon to Pohick Bay Regional Park, including potentially on Fort Belvoir.

To inform the evaluation, NCPC conducted a case study analysis assessing how military installations address security concerns relative to public access and the use of recreational trails on military installations. In consultation with DOD and NPS, NCPC will hold a series of public meetings in the 1st quarter of 2016 to obtain input on potential trail routes for DOD consideration.

Performance Goal 1.A.3: *Establish and commence work with the Northwest Rectangle Task Force to develop and carry out the project work plan.*

- Performance Indicator: Establish working group and develop a scope of work to inventory existing conditions, identify problems, opportunities, and strategies to advance the *Monumental Core Framework Plan* recommendations.
- Target: A partnership to prepare a scope of work for the Northwest Rectangle.
- Time Period: September 2015.

Result: This goal has been deferred.

Discussion: The Framework Plan included recommendations addressing federal facilities and public space. The facility related recommendations are being addressed in the near-term through current capital projects of the State Department and the Kennedy Center for the Performing Arts. Work to carry out the public space recommendations is deferred until release of the Urban Design Element which includes policies that will also inform public space planning in the Northwest Rectangle.

Performance Goal 1.A.4: *Coordinate with federal and local partners to prepare a Pennsylvania Avenue Management and Operations Plan.*

- Performance Indicator: Update the 1996 Memorandum of Agreement to outline a Management and Operations Plan, including jurisdictional responsibilities and agreement on ways to address physical and programmatic improvements.
- Target: Executed Memorandum of Agreement among the four primary jurisdictional partners outlining a strategy to improve maintenance and operations.
- Time Period: September 2015.

Result: NCPC formed an Executive Committee in November 2014 to oversee the preparation of the Pennsylvania Avenue Management and Operations Plan. The committee agreed to commit funding and/or resources to complete the first phase of work.

Discussion: Congress dissolved the Pennsylvania Avenue Development Corporation (PADC) in 1996 and transferred its responsibilities to GSA, NPS, and NCPC. DDOT retained jurisdiction of the cartway. Each agency represents a unique mission and different interests regarding the avenue.

NCPC led a series of discussions and workshops among the partner agencies to evaluate the 1974 Pennsylvania Avenue Plan, considering today's challenges and opportunities related to maintenance, operations, activation, and planning. The committee determined that additional information was needed to address near-term operational and maintenance issues, as well as long-term issues related to the need to update the Pennsylvania Avenue Plan.

NCPC worked with federal and local agencies to prepare recommendations to improve permitting and maintenance in the near-term. To address long-term issues, NCPC and its partners developed a scope of work to carry out a high-level Economic and Urban Design Study. This study will inform a series of actions necessary to improve operations and maintenance and a future update to the Pennsylvania Avenue Plan. This work will be completed in the second quarter of 2016.

Performance Goal 1.A.4(a): *Collaborate with federal and local partners to support efforts to improve Pennsylvania Avenue west of the White House between 17th and 23rd Streets, NW.*

- Performance Indicator: Preparation of a streetscape improvement plan for Pennsylvania Avenue west of the White House that supports federal interests and identifies common strategies with the Pennsylvania Avenue initiative, the area east of the White House.
- Target: A streetscape and parks improvement concept plan, including Smart Technology to improve visitor services and operations.
- Time Period: September 2015.

Result: Completed a concept streetscape plan and a smart sensor technology pilot project.

Discussion: In 2015, NCPC consulted with local partners on the streetscape improvements, including potential strategies to relocate special events on the avenue from the east side to the west of the White House, to meet federal and local objectives. NCPC also worked with the National Institute of Science and Technology (NIST) and the Office of the Chief Technology Officer to develop a Smart Cities project to improve maintenance and operations. The project was NIST's June 2015 Global City Teams Challenge event. Together, these projects have the potential to inform improvements to Pennsylvania Avenue east of the White House.

Performance Goal 1.A.4(b): *Work with federal and local partners on the potential reuse or redevelopment of the Federal Bureau of Investigation Headquarters site on Pennsylvania Avenue, NW.*

- Performance Indicator: Coordination with the General Services Administration to amend the Pennsylvania Avenue Plan to codify guidance for the future redevelopment of the FBI Headquarters site, Squares 378 and 379.
- Target: Work plan to amend the PADC Plan and the Development Square Guidelines.

- Time Period: September 2015.

Result: NCPC, in consultation with GSA, developed a work plan to amend the PADC Plan and develop Square Guidelines.

Discussion: The GSA is working to consolidate the offices of the Federal Bureau of Investigation (FBI) in the national capital region into a single headquarters location. This will result in the transfer of title of the existing headquarters property located at 901 Pennsylvania Avenue to private ownership. GSA has initiated the work to fulfill its NEPA and Section 106 responsibilities. This includes preparation of a Section 106 Programmatic Agreement to identify a process to avoid, minimize, or mitigate potential adverse effects on historic properties resulting from reuse or redevelopment of the site.

To accomplish this, NCPC initiated the work to amend the plan which will inform the development of more detailed square guidelines. This is necessary because the property is located within the 1974 Pennsylvania Avenue Development Plan, a congressionally approved plan with unique jurisdictional and procedural provisions. The plan and square guidelines for this property will provide guidance to the future developer, as well as to regulatory agencies.

Performance Goal 1.A.5: *Update the Memorials and Museum Master Plan (2M Plan)*

- Performance Indicator: Initiate Memorials and Museum Master Plan update.
- Target: 2M Master Plan Update
- Time Period: September 2015 (new proposed completion date is 2017, after completion of NPS/NCPC Small Parks Study)

Result: The update to the 2M Plan is dependent upon the results of the National Park Service (NPS) and NCPC Small Parks Management Study initiated in FY 2015. The study is expected to be completed in FY 2016 and the 2M Plan completed in FY 2017.

Discussion: The NPS and NCPC initiated a Small Parks Management Study for approximately 300 NPS sites within the District of Columbia. This work complements the *CapitalSpace Initiative* completed by NPS, NCPC and the District of Columbia in 2010. The study will also evaluate certain *Memorials and Museum Master Plan* sites to determine their significance and identify the fundamental cultural resources and contextual changes relevant to each site. The Small Parks Study will also evaluate the inventory of parcels under NPS ownership, determine their purpose and significance, identify the fundamental cultural and natural resources, develop a Cultural Landscape Inventory, identify appropriate uses for each site, develop a menu of management mechanisms and partnership opportunities, and define next steps for implementing the study's recommendations. The data collected during the study will be integrated into a management information system that will help inform decisions concerning the small parks by developing criteria for analyzing the potential of 300 small park sites as new memorial candidate locations. The criteria may include but are not limited to: park size, accessibility, proximity to Metro/parking/bikeshare, surrounding land uses as they relate to user experience of the memorial, predominantly residential or commercial area, proximity to existing surrounding memorials, and

types of existing surrounding memorials (i.e. international gifts, Presidential memorials, cultural commemorative works).

Performance Goals 1.A.6: *Evaluate the state of the Federal Elements of the Comprehensive Plan for the National Capital.*

- Performance Indicator: Review selected policies in the Comprehensive Plan.
- Target: Completed evaluation and updated policies.
- Time Period: September 2015.

Result: Updated the policies in the Environment Element of the Comprehensive Plan to ensure consistency with recently issued Executive Orders.

Discussion: Since the development of the Federal Environment Element in 2012, three executive orders regarding climate change, flooding, and sustainability were issued:

- Executive Order 13653: *Preparing the United States for the Impacts of Climate Change.*
- Executive Order 13690: *Establishing a Federal Flood Risk Management Standard and a Process for Further Soliciting and Considering Stakeholder.*
- Executive Order 13693: *Planning for Federal Sustainability in the Next Decade.*

The revised element includes policies and background information to help the National Capital Region meet the goals of the new executive orders and conform to the latest federal standards. The updated element includes measures to mitigate climate change through the reduction of greenhouse gas emissions, utilizing energy efficiency, renewable energy, alternative modes of transportation, and implementation of other technologies and sustainable measures. The policy framework supports making informed decisions that consider the impacts of climate change, reduces energy usage, and protects federal assets from flooding. These new policies and direction will provide climate change solutions beneficial to many environmental resources; and help the region think strategically about its growth and development.

Performance Goals 1.A.6(a): *Develop an Urban Design Element of the Comprehensive Plan for the National Capital: Federal Elements.*

- Performance Indicator: Draft an Urban Design Element of the Comprehensive Plan
- Target: Urban Design Element adopted by the Commission.
- Time Period: September 2015.

Result: A completed Urban Design Element.

Discussion: Updates to the Comprehensive Plan Elements, ensures that the Plan remains effective and supports the most recent planning policies, goals and initiatives. Additionally, the policies are being evaluated for their alignment with goals specifically related to Executive Order 13690: *Establishing a Federal Flood Risk Management Standard and a Process for Further Soliciting*

and Considering Stakeholder Input, Executive Order 13653: Preparing the United States for the Impacts of Climate Change, Executive Order 13693: Planning for Federal Sustainability in the Next Decade and The White House Council on Environmental Quality (CEQ) Implementing Instructions for Executive Order 13693. Further, the updates are intended to support recent work in improving federal building design and perimeter security, activating public spaces, and defining the role of federal buildings and land in supporting the character of the National Capital Region.

Performance Goal 1.A.7: *Complete the Fiscal Year 2014 Annual Report*

- Performance Indicator: FY 2014 Annual Report.
- Target: Completed and published document.
- Time Period: December 2014.

Result: Published the 2014 Annual Report.

Discussion: NCPC published its first digital annual report, *2014 Year in Review*. The report details NCPC's efforts over the past year to meet federal and local needs. It also highlights NCPC's progress in priority areas including New and Transformative Landmarks, Form of the City, and Sustainable Planning. The annual report provides the public and stakeholders a single resource with information on the Commission's activities for the past fiscal year.

Performance Goal 1.A.8: *Publish a monthly newsletter to inform and educate the public.*

- Performance Indicator: Monthly E-Newsletter.
- Target: Published document.
- Time Period: Monthly.

Result: A monthly E-Newsletter was published prior to the end of each month updating the public on NCPC activities and initiatives.

Discussion: NCPC's E-Newsletter provides an update on monthly Commission actions as well as convened and upcoming events.

Performance Goal 1.A.9: *Inform the public of the results of Commission meetings.*

- Performance Indicator: Commission Actions posted on the NCPC public website.
- Target: Three business days after Commission Meetings.
- Time Period: Five business days following a Commission meeting.

Result: All Commission actions were posted on the agency website no later than two business days following the Commission meeting.

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

Performance Goal 1.A.10: *Respond to a variety of informational requests from Congress, federal, state and local agencies, and the general public and a variety of news organizations.*

- Performance Indicator: Request for planning assistance.
- Target: Expert planning advise.
- Time Period: Based on the scope and complexity of the subject.

Result: Completed the review and analysis of the Arlington County *Envision Courthouse Square Plan*.

Discussion: Arlington County *Envision Courthouse Square Plan* is a proposal that builds upon Arlington County's Courthouse Sector Plan adopted in 1993. NCPC's analysis focused on the building location, height and design components of the Courthouse Square Plan. NCPC completed a series of technical 3D Computer Aided Design urban design analysis and written commentary as a basis for the staff review. NCPC's recommendations concerning building heights were accepted by the Arlington County Board of Supervisors and incorporated into the July 19, 2015 *Courthouse Sector Plan Addendum: Courthouse Square*.

The Envision Courthouse Square project scope addressed:

- **Open Space** - location and use of public open space, an integral component of the County's government center.
- **Building Use** – the uses of public and private buildings in the study area, including types of public resources (if any) that would be best fit to the site.
- **Building Location and Design** - the location, height, and density of buildings in the study area. The study will incorporate the consideration of a future 300-400,000 square foot County office building.
- **Circulation and Parking** - the overall pedestrian, bicycle and vehicular network, as well as connections to the surrounding neighborhood. Objectives to guide the future development of a detailed parking program will be defined with existing parking supply and demand considerations.
- **Cultural Resources** - the treatment of cultural resources, including historic buildings, the "Memorial" and "Mother's" trees, public art, and a potential cultural facility.
- **Sustainability** – the incorporation of building and landscape technologies, district energy, and an integrated energy master plan.

The Arlington County board's acceptance of NCPC's recommendations concerning building height ensures that this critical viewshed in the Monumental Core is respected. The axis from the Capitol east towards the Lincoln memorial is a component of the L' Enfant Plan and identified in the Urban Design Element as a critical viewshed. This view also features the U.S. Capitol Dome and the Washington Monument. These iconic skyline elements reflect the significance and founding of Washington as the capitol city of the United States, with public institutions at its core. NCPC's recommendations help to ensure that this iconic view is enjoyed by residents and visitors of the nation's capital for generations to come.

Strategic Goal 2

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

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

- Performance Indicator: Review the planning, urban design, and architectural components of federal plans and projects and make recommendations to the Commission in a timely manner in accordance with published schedules, guidelines, and policies.
- Target: Thirty-five days from the date of submission.
- Time Period: Monthly Commission meetings.

Result: Approved and commented on 95 federal plans and projects submitted by federal applicants.

Discussion: Through staff consultation and Commission action, these projects were evaluated against the highest planning standards. Key evaluation standards include meeting environmental performance, developing sound transportation strategies, protecting natural resources and enhancing the quality and livability of the city. A few of the notable projects include:

- Final master plan for the Pentagon Reservation, Arlington County, Virginia.
- Final master plan for the Naval Support Facility, Naval Research Laboratory, Southwest, Washington, DC.
- Final master plan for the Washington Navy Yard, Southeast, Washington, DC.
- Draft master plan for Fort Belvoir, Fairfax County Virginia.
- Draft master plan for the Marine Corps Base Quantico, Prince William County, Virginia.
- Final real property master plans for the Arlington National Cemetery and the United States Soldier's and Airmen's Home National Cemetery.
- Final master plan for the National Institutes of Health Bethesda Campus, Maryland.
- Comments on the concept design for the rehabilitation of Constitution Gardens on the National Mall.
- Preliminary and final site development plans for temporary improvements to the perimeter fence at the White House Complex.
- Preliminary and final site development plans for the temporary security improvements for vehicle access points on the Ellipse.
- Preliminary and final site and building plans for the expansion of the John F. Kennedy Center for the Performing Arts.
- Preliminary and final site and building plans for the Dwight D. Eisenhower Memorial.
- Final approval for the Vietnam Veterans Memorial Visitors Center on the National Mall.
- Preliminary master site development plans for the Intelligence Community Campus-Bethesda, Maryland.

- Final approval of the Urban Design and Preservation and Historic Features Elements of the Federal Elements of the Comprehensive Plan: for the National Capital.

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

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

- Performance Indicator: Review and analyze urban design and architectural components of District of Columbia public projects and present to the Commission in a timely manner.
- Target: Thirty-five days from the date of submission.
- Time Period: Monthly Commission Meetings.

Result: NCPC approved and commented on 11 District of Columbia plans and projects submitted by District government applicants. Through staff consultation and Commission action, these projects were evaluated against the highest planning standards. Key evaluation standards include meeting environmental performance, developing sound transportation strategies, protecting natural resources, and enhancing the quality and livability of the city. A few of the notable projects include:

- Preliminary and final site and building plans for the renovation of the Ridge Road Recreation Center in Southeast.
- Final site development plans for the Metro Memorial Park at the intersection of New Hampshire Avenue and South Dakota Avenue, Northeast.
- Final site development plan for architectural lighting on the Francis Case Memorial Bridge between Washington Channel and Maine Avenue, Southwest.

Performance Goal 2.B.2: *Review and analyze proposed actions of the Zoning Commission and proposed street and alley closings in a timely manner.*

- Performance Indicator: Review Zoning Commission actions and proposed street and alley closings in a timely manner.
- Target: Thirty-five days from the date of submission.
- Time Period: Monthly Commission meetings.

Result: NCPC commented on 38 proposed zoning actions, highway plan amendments, and street and alley closing projects

Discussion: The Commission's review is to determine if the proposed action will affect any identified federal interest.

Performance Goal 2.B.2.1: *Review and analyze the Zoning Regulations Rewrite.*

- Performance Indicator: Review and comment on the District of Columbia Zoning Regulations Rewrite (ZRR) as it relates to federal and national interests.

- Target: Review draft ZRR and forward approved NCPC comments to the Zoning Commission
- Time Period: September 2015.

Result: NCPC staff reviewed the 1,000 page ZRR proposed by the District of Columbia for private development and provided two sets of formal comments to the Zoning Commission. NCPC staff worked with District staff to address its concerns. The National Capital Planning Commission provided official comments to the Zoning Commission.

Discussion: The District of Columbia began the ZRR in 2007. The purpose of the ZRR is to update the District's 56 year old zoning ordinance by adding clarity, relevance, and ease of use. NCPC worked with the District over the last eight years to address the impacts of the regulations on federal and national interests. The federal government's interests include those related to Washington's role as the seat of the federal government (federal interests) and those related to Washington's role as the nation's capital (national interests). Changes in zoning could potentially impact already developed and future federal assets, as well as federal responsibilities to design and program assets, provide physical and operational security, and meet requirements for such things as historic preservation and environmental protection. The District zoning regulations also help to enhance the city's national resources such as viewsheds and protect the unique characteristics that have defined the capital city for decades.

Strategic Goal 3

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

Performance Goal 3.A.1: *Review and analyze proposed capital improvement projects by federal agencies for the Fiscal Year 2016 to Fiscal Year 2021.*

- Performance Indicator: Fiscal Year 2016 to Fiscal Year 2021 FCIP report.
- Target: Completed report submitted to the Office of Management and Budget.
- Time Period: September 2015.

Result: The FY 2016-2021 annual six-year program of recommended public works projects for the federal government was adopted by the Commission and submitted to the Office of Management and Budget.

Discussion: The FY 2016-2021 FCIP contained 72 proposed federal projects submitted by eleven agencies, totaling \$ 4.6 billion. The FCIP program ensures that proposed capital projects in the NCR are consistent with the policy goals of the Comprehensive Plan thereby assisting in the orderly and efficient development of the nation's capital.

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

- Performance Indicator: Review of non-federal capital programs in the NCR.
- Target: Completed report.

- Time Period: Within 35 days of receipt of document.

Results: NCPC provided advisory comments on six capital budgets in the region. These plans included:

- Loudoun County's Capital Improvement Program (CIP) in the FY 2016 Proposed Budget under review.
- Prince William County's Proposed FY 2016-2021 Capital Improvement Program (CIP).
- County of Fairfax, Virginia FY 2016-2020 Advertised Capital Improvement Program (CIP).
- District of Columbia Annual Operating Budget and Capital Plan – FY 2016 - FY 2021.
- Metropolitan Washington Council of Governments, National Capital Region's 2015 Financially Constrained Long Range Transportation Plan (CLRP).

Discussion: NCPC commented on capital budgets prepared by local jurisdictions as well as those prepared by regional authorities to help guide development in the NCR.

Strategic Goal 4

Ensure effective management and accountability of agency resources.

Performance Goal 4.A.1: *Implement an internal professional development program designed to increase employee awareness of the agency's operations.*

- Performance Indicator: Internal professional development program
- Target: Cross-divisional team.
- Time Period: As needed throughout FY 2015.

Result: Implemented cross-divisional teams to leverage subject matter expertise more effectively and foster employee development.

Discussion: Due to limited resources and declining budgets, NCPC formed cross-divisional teams as an effective means to cross train and develop its staff. These teams were comprised of staff from all planning divisions. The teams assisted with the project and plan review, the Federal Capital Improvements Program, the Pennsylvania Avenue Initiative and updates to the Comprehensive Plan. These assignments increased employees' knowledge of agency functions, sparked creativity and enhanced teamwork. Each member offered alternative perspectives to various circumstances, which compelled others to be open to new ideas and ways of conducting the business of the agency.

Performance Goal 4.A.2: *Prepare the annual training plan that addresses critical skill gaps in NCPC's workforce and prioritizes NCPC's training requirements to meet agency mission priorities.*

- Performance Indicator: Fiscal Year 2015 Training Plan.
- Target: Completed document.

- Time Period: December 2014.

Result: Completed NCPC 2015 Annual Training Plan on schedule.

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

Performance Goal 4.A.3.: *Review and evaluate NCPC's Succession Plan.*

- Performance Indicator: NCPC's Succession Plan
- Target: Completed document.
- Time Period: December 2014.

Result: NCPC Succession Plan completed on schedule.

Discussion: NCPC's succession plan provides managers with a framework for planning current and future staffing decisions based on organizational mission, strategic plans and objectives, budgetary resources, and a set of desired workforce skills and competencies. It provides a long-term view of organizational needs and how those needs may change based on internal and external factors.

Performance Goal 4.B.1: *Develop the FY 2017 Budget Estimate and Annual Performance Plan.*

- Performance Indicator: FY 2017 Budget Estimate and Annual Performance Plan.
- Target: Draft budget estimate that complies with OMB guidance.
- Time Period: Date established by OMB.

Result: Budget estimate submitted to OMB on September 14, 2015.

Discussion: NCPC FY 2017 budget estimate was prepared in accordance with OMB's guidance. It reflects a five percent reduction below the net discretionary in NCPC's FY 2016 budget.

Performance Goal 4.B.2: *Maintain accurate financial records, establish and maintain effective financial management internal controls, and prepare agency financial statements in accordance with U.S. Federal Government policies and regulations.*

- Performance Indicator: FY 2014 Financial Statement Audit
- Target: Unqualified Opinion.
- Time Period: December 2014.

Result: Unqualified audit opinion for FY 2014.

Discussion: The independent financial statement audit report concluded that NCPC's financial statements were presented fairly, in all material respects, the financial position of NCPC as of

September 30, 2014 and 2013, and its net costs, changes in net position, and budgetary resources for the year then ended in conformity with U.S. generally accepted accounting principles.

Performance Goal 4.B.3: *Develop an action plan to address all recommended actions and process improvements identified in the Fiscal Year 2014 financial audit opinion.*

- Performance Indicator: Auditor-Recommended Financial Management Improvements Action Plan.
- Target: Completed document.
- Time Period: March 2015.

Result: NCPC received a clean audit opinion and there were no auditor-recommended process improvements identified.

Performance Goal 4.C.1: *Establish and review policies and procedures for the agency's compliance with the Federal Information Security Management Act (FISMA).*

- Performance Indicator: IT policies and procedures.
- Target: FISMA compliant
- Time Period: September 2015.

Result: The following policies were developed and approved:

- Information Security Policy
- Information Security Procedures
- General Rule of Behavior
- Security Assessment and Authorization Procedures
- Security Planning Procedures
- NGSS Contingency Plan
- NGSS Security Plan
- Risk Management Procedures
- System Development Life Cycle Procedures

Discussion: NCPC developed and documented information security procedures in accordance with NIST SP 800-53, Revision 4, *Security and Privacy Controls for Federal Information Systems and Organizations*. The information security procedures facilitate the implementation of NCPC's policy and security control requirements. (Reference: NIST SP 800-53, Rev. 1).

Performance Goal 4.C.2: *Assuming sufficient resources, migrate NCPC's IT infrastructure to a cloud based solution.*

- Performance Indicator: Migrate to cloud base solution.
- Target: Cloud platform
- Time Period: September 2015.

Result: Implemented Microsoft Office 365 Multi-Tenant Cloud Service Solution (O365 MT).

Discussion: NCPC implemented O365 to provide a reliable, secure, and cost-efficient solution to provide its users with cloud versions of Exchange Online, SharePoint Online, and Visio Online. O365MT is a multi-tenant cloud computing-based subscription service offering from Microsoft that is FedRAMP-compliant. Cloud computing has been defined by NIST as a model for enabling convenient, on-demand network access to a shared pool of configurable computing resources (e.g., networks, servers, storage, applications, and services) that can be rapidly provisioned and released with minimal management effort or cloud provider interaction.

Performance Goal 4.C.3. *Security assessment and authorization.*

- Performance Indicator: Assess and authorize the NCPC General Support System (NGSS)
- Target: Completed assessment.
- Time Period: March 2015.

Result: An independent contractor, assessed the NGSS in accordance with in accordance with National Institute of Standards and Technology (NIST) Special Publication (SP) 800-37 Revision 1, *Guide for Applying the Risk Management Framework to Federal Information Systems*, in November 2014.

Discussion: The Authorizing Official (AO) granted an Interim Authority to Operate (IATO) in February 2015 with conditions to remediate the high findings within three months of signing the IATO.

The IT team remediated the high findings within the three month period and presented the remediated weaknesses to the AO in May 2015. The AO granted the NGSS an ATO on May 5, 2015. The ATO is valid for three years from the date of signature, or sooner if significant changes are made to the system engineering design and architecture.

Performance Goal 4.C.4: *Upgrade NCPC's Firewall security.*

- Performance Indicator: Ensure integrity of NCPC's firewall.
- Target: Review of firewall.
- Time Period: September 2015.

Result: NCPC reviewed and updated its firewall rules to protect the confidentiality and integrity of data transmitted within the NCPC environment and to external entities. (Reference: NIST SP 800-53, Rev. 4; SC-7, Boundary Protection)

Discussion: NCPC updated its firewall hardware and rules to improve the network security by:

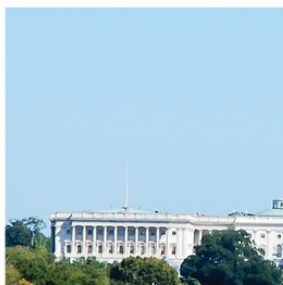
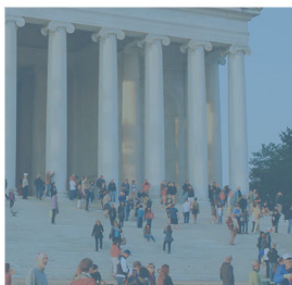
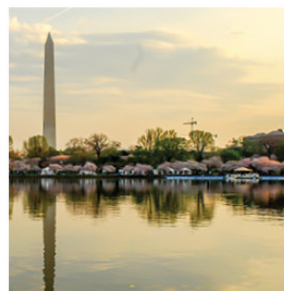
- Upgrading firewall from a 100D to a 300C unit with additional security features – web content filtering, AV and URL filtering and Data Loss Prevention.
- Removing rules that were no longer used.
- Adding rules to make network connections more secure.
- Sending system log data to the SolarWinds Log and Event Manager for monitoring and analysis.



The Federal Planning Agency for America's Capital

Budget Justification Appendices

2017



Analysis of FY 2017 Budget Request

Budget Changes

This table provides a summary of the differences in the four major cost categories between the FY 2017 Budget Request and the FY 2016 Appropriation.

Labor Costs	\$000
Personnel Compensation ¹	(5)
Personnel Benefits	(16)
Labor Cost Subtotal	(21)
Non Labor Costs	\$000
Program Support	(212)
Leased Space	(26)
Non-Labor Cost Subtotal	(238)
Total Budget Change	(259)

This table provides a summary of the major differences between the FY 2017 Budget Request and the FY 2016 Appropriation.

	\$000
FY 2016 Appropriation	\$8,348
Pennsylvania Ave Project	(250)
IT Security Project	(150)
Inflationary Increase	151
FY 2017 Budget Request	\$8,099

¹ Includes WGI: Within-Grade Increases and
COLA: Cost-of-Living Adjustment

Changes in Labor Cost

Fiscal Year 2017

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

		FTE	COLA & WIGI \$000	Personnel Compensation \$000	Total Pay Factors \$000
1	Foster a vibrant, well-planned National Capital				
	1A Create, maintain, and advance policies and plans that respond to emerging planning issues	-	37	(125)	(88)
2	Ensure that individual projects and plans within the NCR are consistent with federal interests.				
	2A Review Federal Projects and Plans	2	7	239	257
	2B Review State, District and Local Plans	(1)	(199)	(206)	(199)
	Sub Total	1	3	33	58
3	Advance the Orderly Federal Capital Improvement of the NCR				
	3A Analyze and recommend proposed capital improvement projects in consultation with stakeholders	(1)	(11)	(14)	(11)
4	Ensure effective management and accountability of agency resources				
	4A Recruit, retain, and develop a highly skilled, motivated and diverse workforce	(1)	7	(66)	(59)
	4B Ensure sound financial performance	-	1	4	5
	4C Establish a cohesive IT architecture	-	4	(54)	(50)
	4D Strengthen performance evaluation program	-	0	3	3
	4E Agency Resource Management	1	2	119	121
	Sub Total	-	15	5	(20)
NCPC Total Change to Labor Cost		-	80	(101)	(21)

Changes in Program Support

Fiscal Year 2017

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

Program Support		\$000
Foster a vibrant, well-planned National Capital		
1	1A Create, maintain, and advance policies and plans that respond to emerging planning issues	(165)
	Sub Total	(165)
Ensure that individual projects and plans within the NCR are consistent with federal interests.		
2	2A Review Federal Projects and Plans	13
	2B Review State, District and Local Plans	(11)
	Sub Total	2
Advance the Orderly Federal Capital Improvement of the NCR		
3	3A Analyze and recommend proposed capital improvement projects in consultation with stakeholders	(11)
	Sub Total	(11)
Ensure effective management and accountability of agency resources		
4	4A Recruit, retain, and develop a highly skilled, motivated and diverse workforce	(35)
	4B Ensure sound financial performance	23
	4C Establish a cohesive IT architecture	(186)
	4D Strengthen performance evaluation program	(3)
	4E Agency Resource Management	163
	Sub Total	(38)
Net Change to Program Support		(212)

Changes in Leased Space

Fiscal Year 2017

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

Leased Space		\$000
Foster a vibrant, well-planned National Capital		
1	1A Create, maintain, and advance policies and plans that respond to emerging planning issues	(16)
	Sub Total	(16)
Ensure that individual projects and plans within the NCR are consistent with federal interests.		
2	2A Review Federal Projects and Plans	99
	2B Review State, District and Local Plans	(55)
	Sub Total	44
Advance the Orderly Federal Capital Improvement of the NCR		
3	3A Analyze and recommend proposed capital improvement projects in consultation with stakeholders	(17)
	Sub Total	(17)
Ensure effective management and accountability of agency resources		
4	4A Recruit, retain, and develop a highly skilled, motivated and diverse workforce	(33)
	4B Ensure sound financial performance	(8)
	4C Establish a cohesive IT architecture	13
	4D Strengthen performance evaluation program	(9)
	4E Agency Resource Management	-
	Sub Total	(37)
Net Change to Leased Space		(26)

Summary of Budget Estimate by Strategic Goals and Objectives

			Summary of Budget Estimate by Strategic Objectives and Strategic Goals										
			FY 2015 Appropriation		FY 2016 Justification		FY 2017 Estimate		FY 2016 Budget to FY 2017				
			Total Labor & Non Labor		Total Labor & Non Labor		Total Labor & Non Labor		Analysis of Changes			Overall Change	
									Labor	Non Labor	Non Labor		
									Salary & Benefits	Program Support	Leased Space		
Strategic Objective			FTE	\$000	FTE	\$000	FTE	\$000				FTE	\$000
1	Foster a vibrant, well-planned National Capital												
	1A	Create, maintain, and advance policies and plans that respond to emerging planning issues	17	3,311	17	3,673	17	3,404	(88)	(165)	(16)	-	(269)
	Sub Total		17	3,311	17	3,673	17	3,404	(88)	(165)	(16)	-	(269)
2	Ensure that individual projects and plans within the												
	2A	Review Federal Projects and Plans	7	1,287	7	1,361	9	1,730	257	13	99	2	369
	2B	Review State, District and Local Plans	4	786	4	822	3	557	(199)	(11)	(55)	(1)	(265)
Sub Total		11	2,073	11	2,183	12	2,287	58	2	44	1	104	
3	Advance the Orderly Federal Capital Improvement of												
	3A	Analyze and recommend proposed capital improvement projects in consultation with stakeholders	2	286	2	247	1	208	(11)	(11)	(17)	(1)	(39)
	Sub Total		2	286	2	247	1	208	(11)	(11)	(17)	(1)	(39)
4	Ensure effective management and accountability of												
	4A	Recruit, retain, and develop a highly skilled, motivated and diverse workforce	4	704	4	647	3	519	(59)	(35)	(33)	(1)	(127)
	4B	Ensure sound financial performance	1	547	1	509	1	529	5	23	(8)	-	20
	4C	Establish a cohesive IT architecture	2	965	2	1,050	2	828	(50)	(186)	13	-	(223)
	4D	Strengthen performance evaluation program	-	60	-	39	-	30	3	(3)	(9)	-	(9)
	4E	Agency Resource Management	-	-	-	-	1	284	121	163	-	1	284
Sub Total		7	2,276	7	2,245	7	2,190	20	(38)	(37)	-	(55)	
Total, National Capital Planning Commission:			37	7,948	37	8,348	37	8,089	(21)	(212)	(26)	-	(259)

Comparative Spending Analysis by Object Classification
Appropriated Funds (In Thousands)

Budget Account 95-2500-01		2015 Appropriation	2016 Enacted	2017 Estimate
Direct Obligations				
Personnel Compensation				
11.1	Full-Time Permanent	\$3,839	\$3,949	\$3,943
11.3	Other than Full-Time Permanent	\$58	\$60	\$53
11.5	Other Personnel Compensation	\$18	\$58	\$55
11.9	Total Personnel Compensation	\$3,915	\$4,067	\$4,051
12.1	Personnel Benefits	\$1,236	\$1,265	\$1,260
Program Support				
21.0	Travel & Transportation	\$24	\$24	\$24
23.1	Rental Payments to GSA	\$1,512	\$1,518	\$1,492
23.3	Communications, utilities & misc.	\$205	\$213	\$204
24.0	Printing & Reproduction	\$11	\$9	\$5
25.1	Advisory & Assistance Services	\$657	\$878	\$700
25.2	Training and Misc. Expenses	\$34	\$35	\$56
25.3	Government Services	\$71	\$73	\$66
25.4	Facilities Maintenance	\$42	\$47	\$47
25.7	Machine Maintenance	\$98	\$101	\$122
26.0	Supplies (General/ADP)	\$24	\$17	\$20
31.0	ADP Hardware / Software	\$119	\$101	\$42
32.0	Fixed Equipment/Space Alterations	\$0	\$0	\$0
	Sub-Total Other Expenses	\$2,797	\$3,016	\$2,778
99	Total Obligations	\$7,948	\$8,348	\$8,089
Full-Time Equivalent Employment:				
		37	37	37

National Capital Planning Commission
Detail of Permanent Positions

**Budget Account
95-2500-01**

	2015 Actual	2016 Enacted	2017 Estimate
Direct Obligations			
Executive Schedule (EX)	1	1	1
Senior Executive Service (SES)			
SES	2	2	2
Sub-Total of FTE's	3	3	3
General Service (GS)			
GS-15	6	6	6
GS-14	4	5	5
GS-13	10	11	13
GS-12	4	4	6
GS-11	5	5	1
GS-10	0	0	0
GS-9	0	1	1
GS-8	0	0	0
GS-7	0	1	1
GS-6	0	0	0
GS-5	1	1	1
GS-4	0	0	0
GS-3	0	0	0
GS-2	0	0	0
Sub-Total of FTE's	30	34	34
Total Permanent Positions	33	37	37
Unfilled Positions at End of Year	(4)	-	-
Total Permanent Employment at End of Year	37	37	37

Status of Pertinent Authorization

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

Appropriation Language

Salaries and Expenses

For necessary expenses of the National Capital Planning Commission under chapter 87 of title 40, United States Code, including services as authorized by 5 U.S.C. 3109, \$8,348,000:

Provided, That one-quarter of 1 percent of the funds provided under this heading may be used for official reception and representational expenses associated with hosting international visitors engaged in planning and physical development of world capitals.

(Department of the Interior, Environment, and Related Agencies Appropriations Act, 2017)

National Capital Planning Commission

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