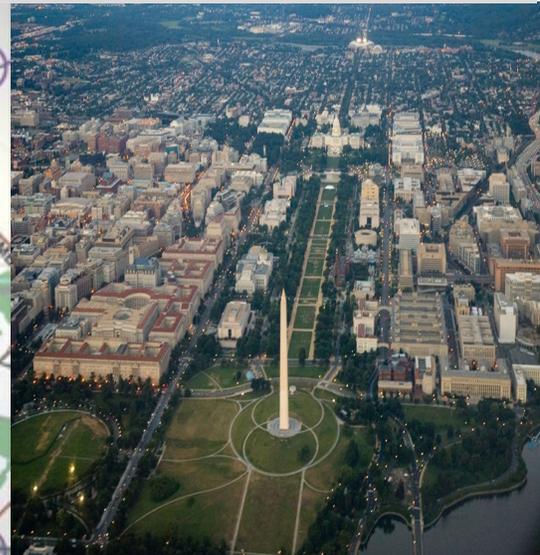
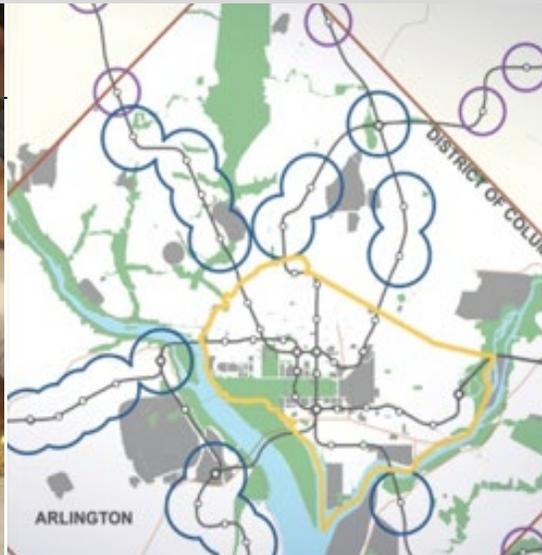


PLANNING AMERICA'S CAPITAL

# Strategic Plan 2022 - 2026



# Strategic Plan 2022 - 2026

## CONTENTS

### About the National Capital Planning Commission

Our Mission .....	1
Our Commissioners.....	1
Our Core Values.....	2
Our Core Responsibilities.....	3
Our Commitment to Stakeholders.....	4
Our Strategic Goals and Objectives for 2022 – 2026.....	5
Our Management Priorities for 2022 – 2026.....	9
Our Learning Agenda and Evidence Building Strategy for 2022 – 2026.....	10

# COMMISSION MEMBERS

## APPOINTED BY THE PRESIDENT

ELIZABETH A. WHITE  
*United States at Large*

## APPOINTED BY THE MAYOR OF THE DISTRICT OF COLUMBIA

ARRINGTON DIXON  
*District of Columbia*

LINDA ARGO  
*District of Columbia*

## EX OFFICIO MEMBERS

HONORABLE LLOYD J. AUSTIN III  
*Secretary of Defense*

HONORABLE DEB HAALAND  
*Secretary of the Interior*

HONORABLE ROBIN CARNAHAN  
*Administrator of General Services*

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

HONORABLE CAROLYN B. MALONEY  
*Chairwoman  
Committee on Oversight and Reform  
United States House of Representatives*

HONORABLE MURIEL BOWSER  
*Mayor  
District of Columbia*

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

MARCEL ACOSTA  
*Executive Director  
National Capital Planning Commission*

## OUR MISSION

*The National Capital Planning Commission (NCPC) 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.*

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*The National Capital Planning Act defines and authorizes the NCPC's core mission, and other authorities guide additional NCPC activities. A comprehensive list of the agency's authorities is at [www.ncpc.gov](http://www.ncpc.gov)*

## ABOUT US

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, the 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.

## OUR CORE VALUES

*The National Capital Planning Commission's mission is translated into action and results through its people. The agency's core values define how we treat each other, our constituents, and our partners.*

### **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 workplace and 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 equitable, inclusive, and sustainable 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.

# OUR CORE RESPONSIBILITIES

## PLAN AND PROJECT REVIEW

The National Capital Planning Commission (NCPC) reviews and approves plans and projects for federal and certain District of Columbia buildings and installations. Through planning, policymaking, and plan review, the NCPC defines and protects both federal interests and broader national interests in the region's development. These interests are wide-ranging and multi-faceted, from ensuring that government agencies and foreign missions have safe, well-served facilities to addressing multiple uses of parks and open spaces. The NCPC encourages forward looking outcomes that achieve shared federal and local interests, including efficient infrastructure, a thriving economy, sustainable and safe development patterns, and natural and cultural resource stewardship.

## COMPREHENSIVE PLANNING

The NCPC develops its planning vision for the National Capital Region through the *Comprehensive Plan for the National Capital*. The Comprehensive Plan sets forth the long-term planning vision for the National Capital Region and guides the NCPC's review of plans and projects. The NCPC prepares and adopts the *Federal Elements of the Comprehensive Plan*, and the Mayor of the District of Columbia develops the *District Elements of the Comprehensive Plan*. The *Federal Elements of the Comprehensive Plan* outline policies for eight distinct planning elements. The eight elements consist of: Urban Design, Federal Workplace, Foreign Missions and International Organizations, Transportation, Federal Environment, Historic Preservation, Transportation, and Visitors and Commemoration.

## FEDERAL CAPITAL IMPROVEMENTS PROGRAM

As part of the Federal Capital Improvements Program (FCIP), the NCPC annually collects, and reviews, from federal agencies, capital budgeting proposals for projects for the National Capital Region for the coming six years. The NCPC evaluates the project submissions for consistency with the *Comprehensive Plan*, and for conformance with other federal plans and policies adopted by the Commission. The NCPC submits the six-year FCIP to the Office of Management and Budget for use in its preparation of the President's annual budget. Once Congress passes the budget, NCPC releases a list of funded FCIP projects for public dissemination.

## OUR COMMITMENT TO STAKEHOLDERS

The National Capital Planning Commission (NCPC) works with a variety of partners, including federal, state, and local agencies that have a direct stake in the agency's planning efforts. Paramount to fulfilling our core responsibilities is the NCPC's commitment to effective communication and outreach, and fostering strong working relationships with our stakeholders, partners, and the public.

### EQUITY, DIVERSITY, AND INCLUSION

One of the NCPC's core values is inclusion. In carrying out its mission, the NCPC accepts, values, and embraces all people in our local communities. To foster inclusiveness, the agency promotes the free exchange of ideas and opinions and the fair and equitable treatment of all. The agency's leadership fosters the belief that there is strength in diversity, and encourages staff to recognize, respect, and appreciate different views. The NCPC will continue to ensure that the agency's policies, processes, and procedures are devoid of barriers to equal opportunity and fairness. Advancing equity is a core component of the NCPC's decision-making framework through which all agency functions are routed.

### COMMUNICATION AND OUTREACH

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

- **Commission Meetings:** The NCPC hosts monthly Commission meetings that are open to the public and broadcast via live stream.
- **Website:** The NCPC's website is an effective communication tool; regularly updated, it is a comprehensive source of information about the NCPC's current, past, and future work.
- **Social Media:** The NCPC effectively uses social media platforms such as blogs, Facebook, and Twitter to share information and gather feedback from partners, stakeholders, and the public.
- **Federal Register:** The NCPC publishes notices in the *Federal Register* for public view and comment.
- **Workshops and Other Public Meetings:** The NCPC hosts special workshops and meetings that are open to the public.
- **Newsletters and Email Distribution Lists:** The NCPC publishes an electronic monthly newsletter and maintains an active email distribution list—the agency encourages its partners, stakeholders, and the public to subscribe.

# OUR STRATEGIC GOALS AND OBJECTIVES

## 2022 - 2026

### GOAL 1: ENHANCE OUR NATION'S LEGACY

Washington DC is the symbolic heart of the nation, and its image resonates well beyond the region and the country's borders. Through its architecture and physical design, the capital symbolizes the nation's ideals and values, and its visibility makes it a standard-bearer around the world; it is one of the world's finest urban achievements. The National Capital Planning Commission's vision and goal is to enhance our Nation's legacy by retaining its distinct world-image and encouraging forward-looking outcomes that achieve shared federal and local interests.

### GOAL 1 PERFORMANCE OBJECTIVES

- Continue to develop, update, and advance comprehensive planning policies to guide development in the National Capital Region.
- Work with federal partners and local agencies to shape the future of Pennsylvania Avenue; begin collaborations and preliminary work to update the *1974 Pennsylvania Avenue Plan* and agreements.
- Complete the *Monumental Core Streetscape Guidelines* and initiate the *Construction Manual Update*.
- Collaborate with stakeholder agencies to undertake a transportation study of Independence Avenue (gateway to SW Washington, DC, and the National Mall) to assess and improve mobility, streetscape, use, connectivity, safety, and overall experience.

# OUR STRATEGIC GOALS AND OBJECTIVES

## 2022 - 2026

### GOAL 2: EXPAND OPPORTUNITIES TO COMMEMORATE

Washington, DC's commemorative landscape reflects the history, heritage, and experiences of the Nation. Through its role in guiding the location and design of federal commemorative works through policy and review, the NCPC's mission and goal is to ensure that current and future generations have expanded opportunities for new commemoration that include equity, more diverse representation, and the unique and collective experiences of our Nation's people. The NCPC's goal is to encourage and explore expanded commemoration typologies, using new technologies, and temporary and mobile memorials, while protecting the National Mall's open spaces. Following is the NCPC's FY2023 performance objective to expand opportunities to commemorate.

#### GOAL 2 PERFORMANCE OBJECTIVES

- Update the *Memorials and Museums Master Plan* to include greater emphasis on museums, feasibility of future sites, diverse narratives, increased representation, and land needs.
- Test temporary commemoration and other innovative models to encourage diverse representation and themes.
- Collaborate with stakeholders to assess the feasibility of future museum sites, including two proposed national museums, the *National Museum of the American Latino* and the *American Woman's History Museum*.
- Work with stakeholders to continue to develop new and innovative commemoration strategies and improve memorial guidance.
- Commemorate the NCPC's centennial anniversary to celebrate the role of urban planning in the nation's capital, conduct public outreach to educate, build awareness, facilitate better master planning, and promote the NCPC's expertise.

# OUR STRATEGIC GOALS AND OBJECTIVES

## 2022 - 2026

### GOAL 3: BALANCE SECURITY AND PUBLIC ACCESS

As the federal government's central planning agency for the National Capital Region (NCR), the NCPC is committed to be at the forefront in developing effective approaches and guidelines to preserve the openness of Washington, DC's public spaces and enhance security in the public realm. Through planning, policymaking, and project review, the NCPC's goal is to continue to advance and evaluate new and effective methods to address security and public access in a thoughtful and balanced manner.

#### GOAL 3 PERFORMANCE OBJECTIVES

- Cultivate ongoing partnerships with security-focused federal, and local agencies to assist in the evolution of the NCPC's security related efforts.
- Collaborate with stakeholders to develop and share an urban design and security toolkit for application in a variety of types of public spaces in the NCR and across the county.
- Use the findings from the FY2020 *Rethinking Security and Access in Public Public Space Symposium Proceedings Report* and the FY2021 *What's the Big Deal with a Little Security Forum* to plan, make policies, and conduct reviews in a manner that will minimize risks, deter attacks and threats, and make the nation's public spaces safer and more attractive.
- Conduct studies, develop resource materials, and participate in stakeholder groups to share and gather information to address natural and manmade hazards and other security risks.

# OUR STRATEGIC GOALS AND OBJECTIVES

## 2022 - 2026

### **GOAL 4: FACILITATE MORE EFFICIENT, ATTRACTIVE, AND SUSTAINABLE FEDERAL DEVELOPMENT IN THE NATIONAL CAPITAL REGION**

The National Capital Region (NCR) is a growing, urbanizing region with unparalleled cultural, historic, and environmental resources, where local, state, and federal agencies have important planning, policymaking, and review roles to facilitate a more productive and attractive national capital. Using learning agendas, evidence-based approaches, and data-driven decision making, the NCPC's goal is to continue to efficiently coordinate its review processes with its federal partners, local entities, stakeholders, and the public to promote better project outcomes that preserves and enhances the NCR.

#### **GOAL 4 PERFORMANCE OBJECTIVES**

- Analyze and evaluate proposed *Federal Capital Improvement Projects* to ensure that projects and plans within the NCR are consistent with federal interests, the *Comprehensive Plan*, and federal and local planning policies.
- Complete updates to various Elements of the *Comprehensive Plan* to include the Federal Workplace Element, the Urban Design Element, the Environmental Element, and the Visitors and Commemoration Element, to address matters of equity and climate change, and guide the Commission's plan and project reviews.
- Monitor, evaluate, and analyze the performance of *Transportation Demand Management* programs at federal facilities and develop the first biennial report to the Commission.
- Assess transportation and parking trends and requirements, flood protection, and stormwater, and energy systems to support effective, high performing federal government operations in the NCR.

# OUR MANAGEMENT PRIORITIES 2022 - 2026

## MANAGEMENT PRIORITY: BECOME MORE EFFICIENT ACROSS THE BOARD

The National Capital Planning Commission's leadership is focused on maintaining the agency's ability to deliver mission-driven outcomes. While meeting the *2022 through 2026 Strategic Goals and Objectives*, the NCPC will continue to provide exceptional, cutting-edge, and innovative service to its partners, stakeholders, and the public. The NCPC will adhere to its core values as the agency's leaders and staff develop and implement strategies to meet its goal to become more efficient across the board.

### MANAGEMENT PERFORMANCE OBJECTIVES

- Ensure the agency staff are appropriately qualified, highly skilled, and adequately trained to perform at levels that meet or exceed the agency's performance standards.
- Create opportunities and initiatives to attract and retain top talent to increase mission effectiveness.
- Evaluate, assess, and modernize the agency's information technology infrastructure to include efficiently hosting hybrid public meetings, fully digitizing agency records and project submission portal, and making continuous upgrades and improvements to the agency's website.
- Integrate and comply with, sound and effective cybersecurity strategies and principles.
- Commit to ongoing efforts to achieve equity in the agency's internal and external facing policies, practices, and procedures and eliminate any barriers to equitable treatment and opportunities for all.
- Prioritize NCPC employees' health and well-being by developing and implementing policies, practices, approaches, and new innovations that promote effective work life balance and a healthy and safe workplace.
- Meet all applicable federal compliance and reporting requirements as mandated by agencies such as OGE, OPM, OMB, OSHA, EEOC, DHS, NIST, DOJ, and others.

# OUR LEARNING AGENDA AND EVIDENCE BUILDING STRATEGY

## EVALUATING OUR PERFORMANCE

The National Capital Planning Commission's (NCPC) Learning Agenda and Evidence Building Strategy helps to evaluate our performance and guide the agency's decision-making to:

- Establish annual strategic performance goals and objectives;
- Develop personnel, program, and operational priorities;
- Allocate fiscal and human resources;
- Establish collaborative relationships with stakeholders and potential partners;
- Identify potential risks, gaps, threats, or barriers that may impede performance outcomes.

## OUR LEARNING AGENDA AND EVIDENCE-BUILDING STRATEGY

As the federal government's central planning agency for the National Capital Region, the NCPC works with a variety of partners, including federal, state, and local agencies that have a direct stake in the agency's planning, policymaking, and project review efforts. To achieve successful performance outcomes, transparency, effective communication, inclusive collaboration, and equitable outreach are important to the NCPC's evidence building strategy.

The agency establishes learning agendas and builds evidence to inform agency decision-making through its aggressive internal and external communication and outreach efforts. The NCPC gathers data by hosting public meetings, workshops, symposiums, forums, and panel discussions. Evidence is also gathered through social media exchanges, website and livestream metrics, agency newsletter subscriptions, annual viewpoint surveys, staff meetings, brown-bag sessions, internal surveys, and questionnaires, and through staffs' and Commissioners' professional affiliations and partnerships with industry associations, organizations, and academic institutions.

While taking into consideration any legal, ethical, national security, or other constraints for disclosing information, the NCPC incorporates transparency and equity throughout the evidence-building process by creating and publishing reports, summaries, policies, and procedures, or by implementing processes that were informed by the collected data. In addition to that, the NCPC uses the evidence and learning agendas to evaluate its performance, to learn what works, to learn what does not work, and to develop methods and strategies for improvement.