

Performance & Accountability Highlights

FISCAL YEAR 2020

Architect of the Capitol



SERVE
PRESERVE
INSPIRE

FISCAL YEAR 2020

Performance and Accountability Highlights



ABOUT THE ARCHITECT OF THE CAPITOL

Who We Are: The Architect of the Capitol (AOC) cares for more than 18.4 million square feet of facilities, more than 570 acres of grounds and thousands of works of art. The AOC's employees work behind the scenes day and night to provide Congress and the Supreme Court with facilities and infrastructure to conduct their business. We inspire the public by providing tours and exhibits of the U.S. Capitol, the surrounding grounds and the U.S. Botanic Garden.

Established: The AOC traces its beginnings to 1793 and was formally established by congressional legislation in 1876.

Branch of Government: Legislative

Leadership: J. Brett Blanton, Architect of the Capitol

Number of Permanent Employees: 2,251 as of September 30, 2020

FY 2020 Budget Authority: \$728.5 million (includes \$25 million in supplemental funding)

Mission: Serve Congress and the Supreme Court, preserve America's Capitol and inspire memorable visitor experiences.

Did You Know?

The AOC serves as steward for the U.S. Capitol Building, the U.S. Capitol Visitor Center, the House and Senate office buildings, the Library of Congress buildings, the U.S. Supreme Court Building, the U.S. Botanic Garden, the Capitol Power Plant and other surrounding grounds and facilities. The major facilities on the Capitol campus that fall under the AOC's care are depicted in **Figure 1**. A virtual tour of the Capitol campus is available at www.capitol.gov.

To learn more about the Architect of the Capitol, watch our video, "We Are AOC": www.aoc.gov/about-us/who-we-are.

Figure 1
Map of the Capitol Campus



PERFORMANCE RESULTS IN BRIEF

In Fiscal Year (FY) 2020, the AOC tracked progress toward four strategic goals: (1) Maintain Awe-Inspiring Facilities, (2) Provide Extraordinary Services, (3) Foster an Innovative and Empowered Workforce and (4) Operate as One Team, Dedicated to One Mission. Eight strategic objectives, 16 strategies and 42 key performance indicators (KPI) support the goals. **Table 1** summarizes the high-level KPIs measuring the agency's most critical actions taken in line with the Strategic Plan.

View the AOC's FY 2020 performance highlights video: www.aoc.gov/PAR.



Above The AOC led the legislative branch in preparing for and responding to the COVID-19 pandemic, including the early adoption of face coverings for employees who were required to work on-site.

Table 1
Summary of High-Level Key Performance Indicators

HIGH-LEVEL KEY PERFORMANCE INDICATOR	FY 2019 TARGET	FY 2019 ACTUAL	FY 2019 RESULTS	FY 2020 TARGET	FY 2020 ACTUAL	FY 2020 RESULTS
STRATEGIC GOAL: Maintain Awe-Inspiring Facilities						
Energy and Sustainability Targets. Reduce energy intensity use, reduce potable water use, divert building occupancy waste, compost nonconstruction waste and divert construction and demolition debris.	5 of 5 Component Targets Met	4 of 5 Component Targets Met	Not Met	5 of 5 Component Targets Met	4 of 5 Component Targets Met	Not Met
New! Facility Condition Index. Reduce the percent of AOC major buildings in poor or fair condition.	New Measure for FY 2020	44.4%	Not Applicable	< 44.4%	48.1%	Not Met
STRATEGIC GOAL: Provide Extraordinary Services						
New! TripAdvisor Ratings. Establish a baseline customer experience benchmark.	New Measure for FY 2020	4.5	Not Applicable	≥ 4.5	4.5	Met
Customer Satisfaction with Projects. Maintain high customer satisfaction with projects.	≥ 90.0%	95.9%	Met	≥ 90.0%	95.0%	Met
STRATEGIC GOAL: Foster an Innovative and Empowered Workforce						
Employee Nonmandatory Training. Provide training to employees in skills and abilities applicable to their responsibilities.	> 33.3%	36.4%	Met	> 33.3%	30.0%	Not Met
Injuries and Illnesses Rate. Reduce the annual injuries and illnesses rate.	≤ 2.33%	2.23%	Met	≤ 2.23%	1.67%	Met
STRATEGIC GOAL: Operate as One Team, Dedicated to One Mission						
Number of Days to Fill a Position. Average number of days to fill a position from the initial request to the date the employee is on board (recruiting action / direct hire).	< 150 Days < 60 Days	115 Met 37 Met	Met	< 150 Days < 60 Days	113 Met 45 Met	Met

FINANCIAL RESULTS IN BRIEF

As evidence of our commitment to financial accountability and transparency, in FY 2020 the AOC:

- Received its 16th consecutive unmodified (clean) audit opinion on its financial statements
- Received its ninth consecutive Certificate of Excellence in Accountability Reporting (CEAR) award from the Association of Government Accountants, plus a Best-in-Class CEAR award for Ease of Accessibility to Multi-Media Information
- Prioritized the AOC's COVID-19 mitigation efforts by ensuring funds were available for personal protective equipment (PPE), cleaning supplies and support contractors.
- Deployed a financial system integration with the U.S. Department of the Treasury's Collection Information Repository (CIR), which reduces manual data entry and improves internal controls.

Table 2

Select Financial and Related Nonfinancial Data (\$ in millions)

	FY 2020	FY 2019	PERCENT CHANGE
Total Assets	\$3,498.7	\$3,384.4	3%
Total Liabilities	\$403.7	\$409.5	(1%)
Total Net Position	\$3,095.0	\$2,975.0	4%
Earned Revenues	\$86.8	\$69.1	26%
Total Net Cost of Operations	\$627.3	\$609.5	3%
Total Appropriations (per Statement of Budgetary Resources)	\$728.5	\$749.8	(3%)
Facility Space Managed (sq. ft.)	More than 18.4 million	More than 18.4 million	—%
Grounds Managed (acres)	More than 570	More than 570	—%
Permanent Employees at Fiscal Year-End	2,251	2,236	1%

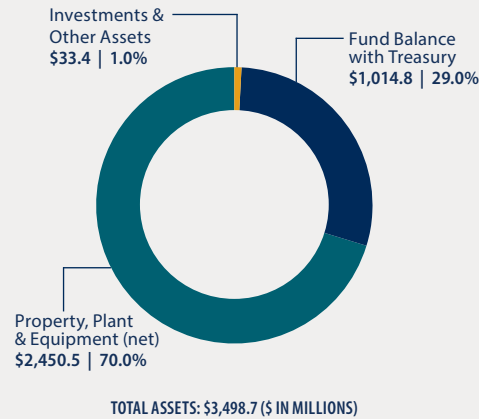
Table 3

Independent Auditor's Internal Control Findings

CATEGORY	FY 2020	FY 2019
Material Weaknesses	None	None
Significant Deficiencies	None	None

Figure 2

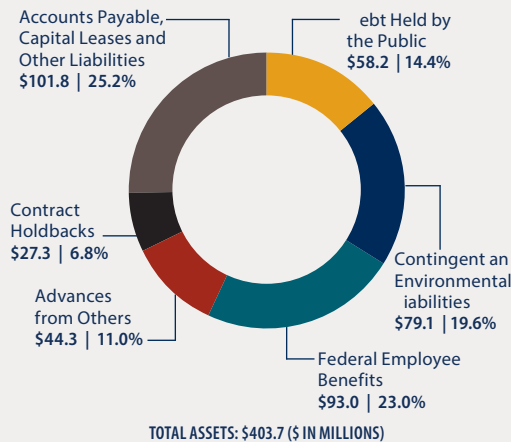
Summary of Total Assets



As of September 30, 2020, the AOC's property, plant and equipment represented more than two-thirds of the agency's total assets.

Figure 3

Summary of Total Liabilities



As of September 30, 2020, the AOC's contingent and environmental liabilities amounted to nearly 20 percent of total liabilities.

Figure 4

Trend in Total Appropriations



In FY 2020, the AOC's appropriations included \$25 million of supplemental funding via the *Coronavirus Aid, Relief, and Economic Security Act*.



A backlog in deferred maintenance and capital renewal projects is one of the most significant management challenges identified in the AOC's *Performance and Accountability Report*.

FORWARD-LOOKING INFORMATION IN BRIEF

The AOC has identified the following as the agency's most significant challenges for FY 2021 and beyond:

Backlog in Deferred Maintenance and Capital Renewal Projects. Resource constraints have deferred maintenance and delayed important capital renewal work, causing deterioration of buildings and grounds. Significant investments are needed for preservation and to ensure the future safety of building occupants and visitors. As of September 30, 2020, the AOC estimated the backlog at \$1.78 billion.

Campus Security. The AOC is responsible for supporting the U.S. Capitol Police and providing security functions around the Capitol campus. The AOC continues to focus on meeting security requirements while also ensuring that safety, preservation and accessibility needs are met.

Energy Stewardship and Sustainability. The AOC targets energy use reductions on an annual basis. This fiscal year, the AOC completed its first full year of the Capitol Power Plant's cogeneration system operations. This program, along with the Refrigeration Plant Revitalization Program and planned upgrades to the Library of Congress facilities, will enable further energy efficiencies.

Management of Concurrent Construction Projects.

The AOC is concurrently undertaking multiple major construction, renewal and restoration projects. To ensure success, the AOC must establish that each project is delivered safely, is high quality and remains on time and within budget, while creating minimal disruptions to the agency's clients.

Attracting and Retaining a Skilled and Engaged Workforce. The AOC requires a skilled and engaged workforce to achieve its mission and deliver services to stakeholders. The AOC's

human capital strategy includes attrition management and efforts to attract and retain talented staff.

Workplace Safety and Health. The AOC is responsible for ensuring that safety and health standards are met for those who work at or visit the Capitol campus. The AOC does this while addressing operational needs, applicable regulations and challenging working conditions that are unique to Capitol Hill.

The AOC's Office of Inspector General identified additional management opportunities and performance challenges facing the organization: auditability and documentation to support decisions, lack of whistleblower protection, property accountability and surplus property disposal, duplication of effort without a working capital fund, identifying and managing waste and holding personnel accountable for waste, and records retention and access.

The *AOC Performance and Accountability Highlights* provides a summary of the AOC's FY 2020 Performance and Accountability Report, following the Citizen-Centric Reporting model established by the Association of Government Accountants. The full report is available online at: www.aoc.gov/par

For more information about the Architect of the Capitol, visit our website at: www.aoc.gov.

This report is issued with data as of November 23, 2020.



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The complete FY 2020 AOC
Performance and Accountability Report is available online at:
www.aoc.gov/PAR



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www.aoc.gov