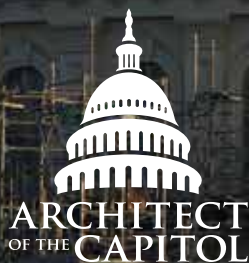




# ARCHITECT OF THE CAPITOL

**2016** PERFORMANCE &  
ACCOUNTABILITY HIGHLIGHTS

SERVE | PRESERVE | INSPIRE



# An Executive Summary of the AOC's Financial and Performance Results



## ABOUT THE ARCHITECT OF THE CAPITOL

**Who We Are:** The Architect of the Capitol (AOC) cares for more than 17.4 million square feet of facilities, 570 acres of grounds and thousands of works of art. More than 2,100 AOC employees work quietly and effectively behind the scenes day and night to provide Congress and the Supreme Court with facilities and infrastructure to conduct its business. Our employees serve in diverse roles applying both modern techniques and historical tradecrafts in the care and preservation of the Capitol campus.

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

**Branch of Government:** Legislative.

**Leadership:** The Honorable Stephen T. Ayers, FAIA, LEED AP, Architect of the Capitol.

**Number of Full-Time Equivalents:** 2,117 as of September 30, 2016.

**FY 2016 Budget Authority:** \$612.9 million.

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



### DID YOU KNOW?

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

**FIGURE 1:** Map of the U.S. Capitol





## PERFORMANCE RESULTS IN BRIEF

**TABLE 1:** The AOC’s Performance Accomplishments

### ONE TEAM, ONE MISSION

- The AOC enhanced its key acquisition and contracting processes, receiving a favorable Government Accountability Office review completed in April 2016.
- The AOC worked across jurisdictions to provide outstanding support for special events such as the Speaker of the House Transition Ceremony in October 2015.



### INNOVATIVE AND EMPOWERED WORKFORCE

- An employee-driven initiative to create a Mediterranean Collection Exhibit led to the first major renovation of a U.S. Botanic Garden Conservatory room since its 2001 re-opening.
- The AOC used creative approaches, such as CareerPath and AOCLearn, to expand training and development opportunities despite limited funding.



### AWE-INSPIRING FACILITIES

- The AOC successfully managed the restoration of the iconic U.S. Capitol Dome and Rotunda—repairing more than 1,000 cracks and deficiencies in the historic structure.
- The AOC made progress on the Ulysses S. Grant Memorial restoration—repairing severe deterioration to the bronze components and marble pedestal and refabricating missing bronze pieces.



### EXTRAORDINARY SERVICES

- The AOC welcomed more than 2.2 million visitors to the U.S. Capitol Visitor Center and more than 1.1 million visitors to the U.S. Botanic Garden over the fiscal year.
- The AOC successfully managed the late-July through early-September 2016 closure of the Capitol Rotunda, lessening its impact on the experiences of visitors and staff.



**TABLE 2:** Summary of Key Performance Indicators

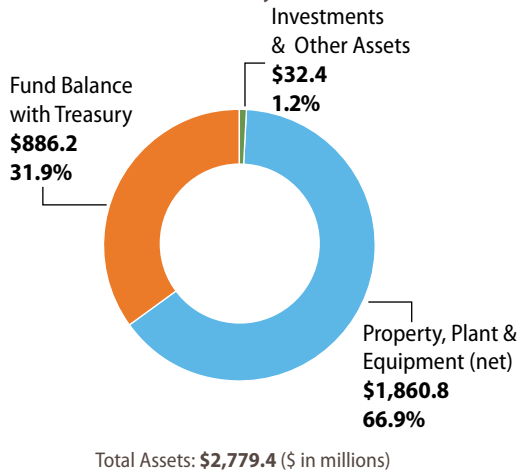
Key Performance Indicator	FY 2015 Target	FY 2015 Actual	FY 2015 Results	FY 2016 Target	FY 2016 Actual	FY 2016 Results
<b>STRATEGIC GOAL 1: One Team, One Mission</b>						
<b>Reduction in Usage of Overtime.</b> Reduce overtime hours used to fulfill mission through improved planning and scheduling.	<126,840 hours	138,752* hours	Not Met	<138,752 hours	172,078 hours	Not Met
<b>STRATEGIC GOAL 2: Innovative and Empowered Workforce</b>						
<b>Volume of Honor Awards.</b> Recognize employees who have gone above and beyond the call of duty and who have demonstrated service excellence, extraordinary teamwork or ingenuity in solving challenges.	N/A	689	Target Not Established	N/A	944	Target Not Established
<b>STRATEGIC GOAL 3: Awe-Inspiring Facilities</b>						
<b>Preventive Maintenance Work Order Timeliness.</b> Complete routine facility maintenance work on schedule.	≥ 90.0%	89.3%	Not Met	≥ 90.0%	91.1%	Met
<b>Injuries and Illnesses Rate.</b> Targeted to be less than the previous year’s rate.	<2.82%	4.26*%	Not Met	<4.26%	3.31%	Met
<b>Reduction in Energy Consumption.</b> Decrease energy consumption through effective utility usage.	≤-30.0%	-30.8%	Met	≤-32.0%	-32.2%	Met
<b>STRATEGIC GOAL 4: Extraordinary Services</b>						
<b>Service Request Work Orders Timeliness.</b> Complete service request work orders on time.	≥90.0%	92.8%	Met	≥90.0%	92.1%	Met

**Note:** Information adjusted from that reported in the FY 2015 PAR is marked with an asterisk (\*).

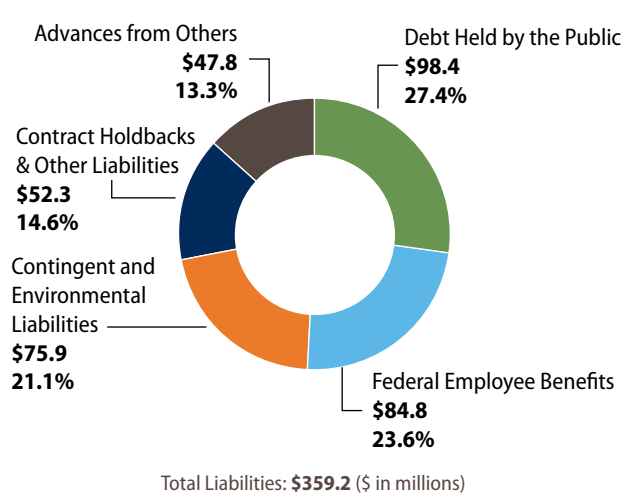
## FINANCIAL RESULTS IN BRIEF

An independent audit of the AOC’s financial statements resulted in an unmodified (clean) audit opinion in FY 2016.

**FIGURE 2:** Summary of Total Assets



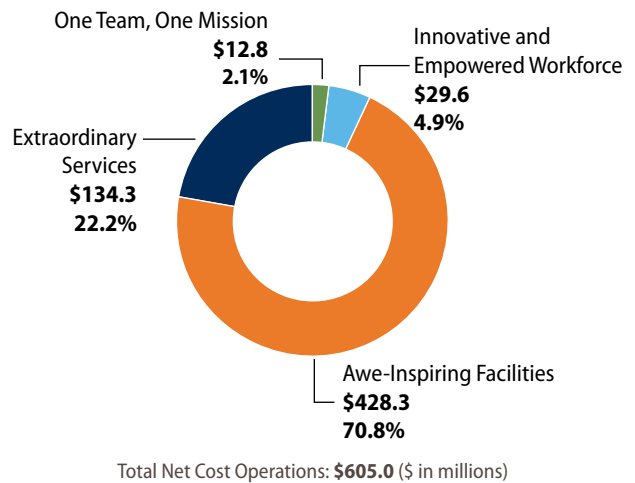
**FIGURE 3:** Summary of Total Liabilities



**TABLE 3:** Select Financial and Related Non-Financial Data (\$ in millions)

	FY 2016	FY 2015	Percent Change
Total Assets	\$2,779.4	\$2,698.2	3%
Total Liabilities	\$359.2	\$328.8	9%
Total Net Position	\$2,420.2	\$2,369.4	2%
Total Revenues	\$48.9	\$56.1	(13%)
Total Net Cost of Operations	\$605.0	\$514.8	18%
Total Enacted Appropriations	\$612.9	\$600.3	2.1%
Facility Space Managed	More than 17.4 million sq. ft.	More than 17.4 million sq. ft.	-%
Grounds Managed	More than 570 acres	More than 580 acres	(2%)
Actual FTEs at Fiscal Year End	2,117	2,103	1%

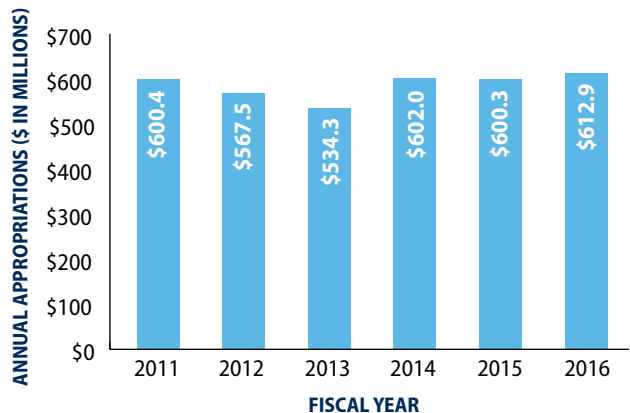
**FIGURE 4:** Net Cost of Operations by Strategic Goal



**TABLE 4:** Independent Auditor’s Internal Control Findings

Category	Audit Findings	
	FY 2016	FY 2015
Material Weaknesses	Improvements to Project Cost Capitalization Analysis	Ineffective Controls over Estimate of Asbestos Cleanup
Significant Deficiencies	Contract Holdback Reconciliation	None

**FIGURE 5:** Trend in Total Enacted Appropriations





Resource constraints have deferred maintenance and delayed important capital renewal projects, causing significant deterioration of the historic buildings and grounds under the AOC's stewardship. More than a quarter of the AOC's buildings and grounds are in poor condition, as measured by the Facility Condition Index.

## FUTURE CHALLENGES AND PRIORITIES

### **Deteriorating Condition of Grounds and Buildings.**

Resource constraints have deferred maintenance and delayed important capital renewal projects causing significant deterioration of buildings and grounds. More than a quarter of the AOC's buildings and grounds are in poor condition and significant investments are needed for preservation and to ensure the future safety of building occupants and visitors. In FY 2016, the AOC's total deferred maintenance and capital renewal backlog was estimated at \$1.55 billion.

**Energy Stewardship and Sustainability.** The AOC has established a new 10-year goal to reduce energy consumption and improve efficiency across the Capitol campus. The AOC met the FY 2016 energy reduction target of 32 percent. Looking ahead, the Capitol Power Plant's West Refrigeration Plant Revitalization and the Cogeneration program, both underway, will allow for further energy reductions when implemented.

**Physical Security of Facilities.** The AOC is responsible for supporting the U.S. Capitol Police and providing other 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.

**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 U.S. Capitol campus. The AOC does this while addressing operational needs, applicable regulations and challenging working conditions that are unique to Capitol Hill. The agency prioritizes placing people first and practicing safety always.

**Managing Concurrent Projects.** The AOC is undertaking many needed major construction and restoration projects

concurrently. To be successful, the AOC must ensure that each long-term project remains on-time and within budget, while also safeguarding that this workload minimizes impacts to the agency's people and day-to-day customers.

### **Retaining and Attracting a Skilled and Engaged**

**Workforce.** The AOC requires a high-performing and engaged workforce to achieve its mission and deliver services to stakeholders. The AOC's human capital strategy includes planning for staff retirements and turnover and working to attract and retain talented new staff — especially millennials.

In addition, the AOC's Inspector General (IG) identified one management opportunity and performance challenge facing the organization: managing the AOC's construction projects. Due to the number of major construction and repair projects underway throughout the Capitol campus, ensuring their timely completion in accordance with quality standards and within budget is a significant challenge.

The AOC Performance and Accountability Highlights provides a brief summary of the AOC's FY 2016 Performance and Accountability Report. The full report is available online at [www.aoc.gov/par](http://www.aoc.gov/par) or by scanning the QR code.



For more information about the Architect of the Capitol, visit our website at: [www.aoc.gov](http://www.aoc.gov).

This report is issued with data as of November 15, 2016.



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The complete FY 2016 AOC  
Performance and Accountability Report is available online at:  
[www.aoc.gov/par](http://www.aoc.gov/par)



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