SERVE | PRESERVE | INSPIRE

Architect of the Capitol

Performance and Accountability Highlights 2017

ARCHITECT OF THE CAPITOL

FISCAL YEAR 2017 PERFORMANCE AND ACCOUNTABILITY HIGHLIGHTS

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

ARCHITECT OF THE CAPITOL

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, 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 its business. We inspire the public by providing tours and exhibits of the U.S. Capitol and the surrounding grounds, as well as the U.S. Botanic Garden and the Library of Congress buildings.

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, CCM, LEED AP, Architect of the Capitol

To find out more about the Architect of the Capitol, please see the video We Are AOC: **www.aoc.gov/video/we-are**

Number of Full-Time Equivalents: 2,126 as of September 30, 2017.

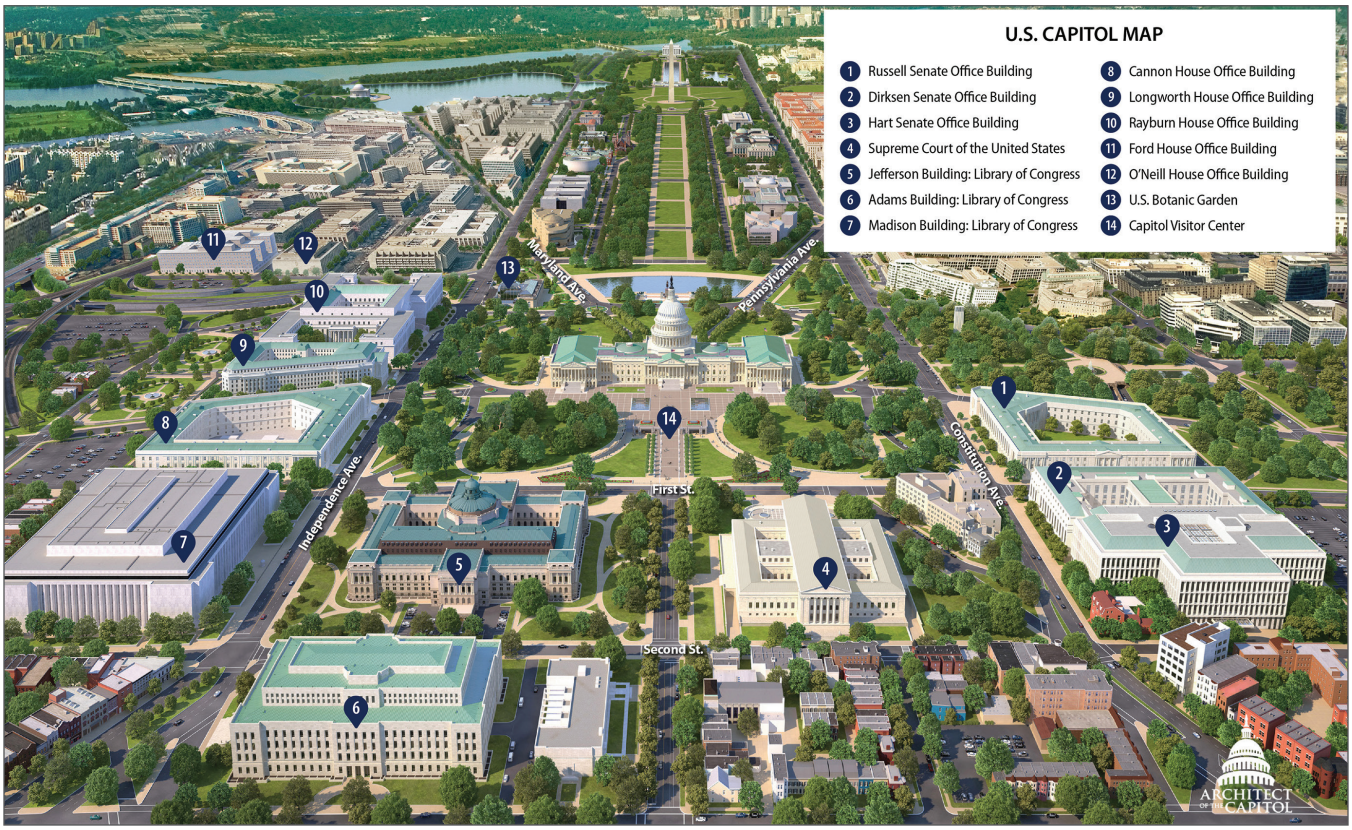
FY 2017 Budget Authority: $617.9 million

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, the U.S. Capitol Visitor Center, the House and Senate office buildings, the Library of Congress buildings, the U.S. Supreme Court, the U.S. Botanic Garden, the Capitol Power Plant, surrounding grounds 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**.

FIGURE 1: Map of the U.S. Capitol



Performance Results in Brief

Fiscal Year (FY) 2017 was the first full year of implementation of the AOC's new Strategic Plan for FY 2017–FY 2021. 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*, using eight strategic objectives and 36 key performance indicators (KPIs). The High-Level KPIs, measuring the agency's most critical actions taken in line with the Strategic Plan, are summarized in **Table 1**.

View the AOC's performance highlights:
www.aoc.gov/performance-accountability-report

TABLE 1: Summary of High-Level Key Performance Indicators

HIGH-LEVEL KEY PERFORMANCE INDICATOR	FY 2016 TARGET	FY 2016 ACTUAL	FY 2016 RESULTS	FY 2017 TARGET	FY 2017 ACTUAL	FY 2017 RESULTS
STRATEGIC GOAL: Maintain Awe-Inspiring Facilities						
Usage of Overtime. Reduce overtime hours to fulfill mission through improved planning and scheduling.	<139,101* Hours	171,504* Hours	Not Met	<171,504* Hours	160,939 Hours	Met
Energy and Sustainability Plan Targets. Reduce energy and water usage. Increase waste diversion, recycling and composting. ***Note:*** *Only displayed Energy results in FY 2017 for comparability to prior years*	≤ -32.0%	-32.2%	Met	≤ -34.0%	-33.7%	Not Met
Preventive Maintenance Work Order Timeliness. Complete preventive facility maintenance work on schedule.	≥ 90.0%	91.1%	Met	≥ 90.0%	90.3%	Met
Corrective Maintenance Work Order Timeliness. Complete corrective facility maintenance work on schedule.	≥ 90.0%	94.8%*	Met	≥ 90.0%	94.5%	Met
Service Request Work Order Timeliness. Complete service request work orders on time.	≥ 90.0%	92.6%*	Met	≥ 90.0%	91.9%	Met
STRATEGIC GOAL: Provide Extraordinary Services						
Customer Satisfaction with Projects. Maintain high customer satisfaction with projects.	≥ 90.0%	95.4%	Met	≥ 90.0%	89.3%	Not Met
Adherence to Procurement Acquisition Lead Times. Timely award of contracts and procurement of supplies.	≥ 80.0%	77.0%	Not Met	≥ 80.0%	76.9%	Not Met
STRATEGIC GOAL: Foster an Innovative and Empowered Workforce						
Favorability Ratings for Best Places to Work Dimension. Maintain high ratings for best places to work questions in Federal Employee Viewpoint Survey (FEVS).	No Target in FY 2016	Biennial — Not Measured in FY 2016	N/A	≥ Prior Survey	73.0%	Met
Adherence to Hiring Cycle Time. Reduce amount of time to hire a new employee.	<150 Days	128 Days	Met	<150 Days	130 Days	Met
Injuries and Illnesses Rate. Targeted to be less than the previous year's rate.	≤ 4.26%	3.31%	Met	≤ 3.31%	2.41%	Met
STRATEGIC GOAL: Operate as One Team, Dedicated to One Mission						
Favorability Ratings for FEVS Communication Dimension. Maintain high rating for communication questions in FEVS.	No Target in FY 2016	Not Measured in FY 2016	N/A	≥ Prior Survey	71.0%	Baseline Established

Note: Information adjusted from that reported in the FY 2016 PAR is marked with an asterisk (*).

Financial Results in Brief

As evidence of our commitment to financial accountability and transparency, in FY 2017 the AOC:

- Earned its 13th consecutive unmodified (clean) audit opinion on the financial statements
- Received its 6th consecutive Certificate of Excellence in Accountability Reporting from the Association of Government Accountants
- Upgraded and enhanced multiple financial systems, including Momentum® (core financial system) and Maximo® (inventory)
- Began implementation of phase one of the agency's enterprise risk management program, including the development of a risk management tool and the identification of risks for a pilot office within the agency
- Initiated a workforce study to determine the AOC's current and estimated future resource requirements

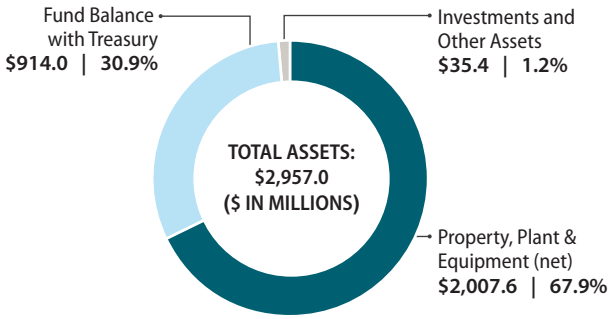
TABLE 2: Select Financial and Related Non-Financial Data ($ in millions)

	FY 2017	FY 2016	PERCENT CHANGE
Total Assets	$2,957.0	$2,779.4	6%
Total Liabilities	$356.9	$359.2	(1%)
Total Net Position	$2,600.1	$2,420.2	7%
Total Revenues	$59.9	$48.9	23%
Total Net Cost of Operations	$575.1	$605.0	(5%)
Total Enacted Appropriations	$617.9	$612.9	1%
Facility Space Managed (sq. ft.)	More than 18.4	More than 17.4	6%
Grounds Managed (acres)	More than 570	More than 570	-%
Actual FTEs at Fiscal Year-End	2,126	2,117	-%

TABLE 3: Independent Auditor's Internal Control Findings

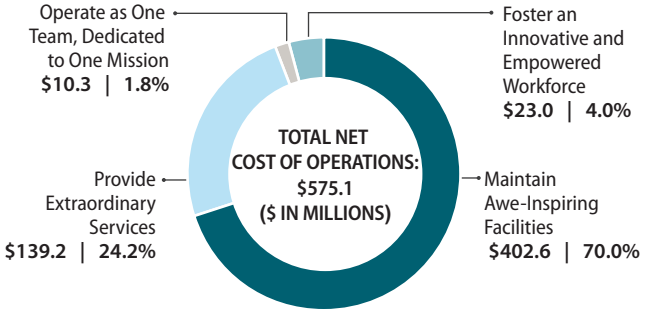
CATEGORY	AUDIT FINDINGS	
	FY 2017	FY 2016
Material Weaknesses	None	Improvements to Project Cost Capitalization Analysis (Cleared in FY 2017)
Significant Deficiencies	Incomplete Review of Service Organization Controls Reports from the National Finance Center	Contract Holdback Reconciliation (Cleared in FY 2017)

FIGURE 2: Summary of Total Assets



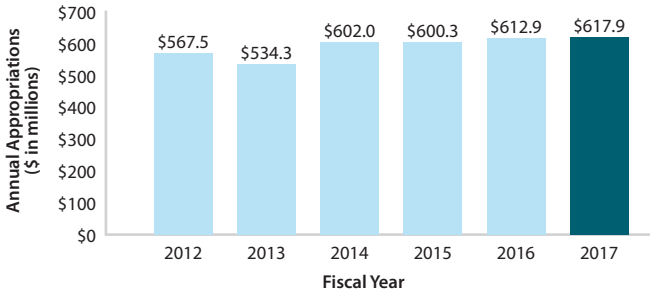
As of September 30, 2017, the AOC managed nearly $3 billion in total assets to accomplish its mission. More than two-thirds of total assets were represented by property, plant and equipment.

FIGURE 3: Net Cost of Operations by Strategic Goal



The AOC's net cost of operations for the fiscal year ending September 30, 2017, amounted to $575.1 million. Seventy percent was devoted to the strategic goal *Maintain Awe-Inspiring Facilities*.

FIGURE 4: Trend in Total Enacted Appropriations



In FY 2017, the AOC received $617.9 million in enacted appropriations, a $5 million or nearly 1 percent increase from FY 2016.

The Cannon Renewal Project, currently underway, will provide a comprehensive upgrade to this century-old facility serving the U.S. House of Representatives. The 10-year renewal process will address key safety, health, environmental and operational issues.

Future Challenges and Priorities

Backlog in Deferred Maintenance and Capital Renewal. Resource constraints have deferred maintenance and delayed important capital renewal work causing significant 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, 2017, the AOC's total backlog was estimated at $1.376 billion.

Energy Stewardship and Sustainability. Last fiscal year, the AOC established a new 10-year goal to reduce energy consumption across the Capitol campus. Although the AOC did not meet the FY 2017 energy use reduction target of 34 percent, the Capitol Power Plant's West Refrigeration Plant revitalization and the cogeneration program (both underway), along with upgrades planned for the Library of Congress' facilities, will enable further energy efficiencies.

Security of Facilities. 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.

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.

Management of Concurrent Projects. The AOC is undertaking many needed major construction and restoration projects concurrently. To be successful, the AOC must ensure that each project remains on-time and within budget with minimal disruptions to the agency's people and clients.

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 staffing retirements and working to attract and retain talented staff.

In addition, the AOC's Inspector General identified five management opportunities and performance challenges facing the organization: internal control structure weaknesses, having a single person serve as liaison for multiple construction projects, improving data quality for monitoring projects, cyber security, and lack of whistleblower protection.

The AOC Performance and Accountability Highlights provides a brief summary of the AOC's FY 2017 Performance and Accountability Report, following the Citizen-Centric Reporting model established by the Association of Government Accountants. The AOC received a *Certificate of Excellence in Citizen-Centric Reporting* for FY 2016. The reports are available online at: **www.aoc.gov/performance-accountability-report.**

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 15, 2017.

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The complete FY 2017 AOC
Performance and Accountability Report is available online at:
www.aoc.gov/performance-accountability-report

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