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FISCAL YEAR
2018

ARCHITECT OF THE CAPITOL
Performance and Accountability Highlights

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Fiscal Year 2018 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 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 its business. We inspire the public by providing tours and exhibits of the U.S. Capitol and the surrounding grounds, 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 learn more about the Architect of the Capitol, please view our video *We Are AOC*: www.aoc.gov/video/we-are.

Number of Full-Time Equivalents: 2,181 as of September 30, 2018.

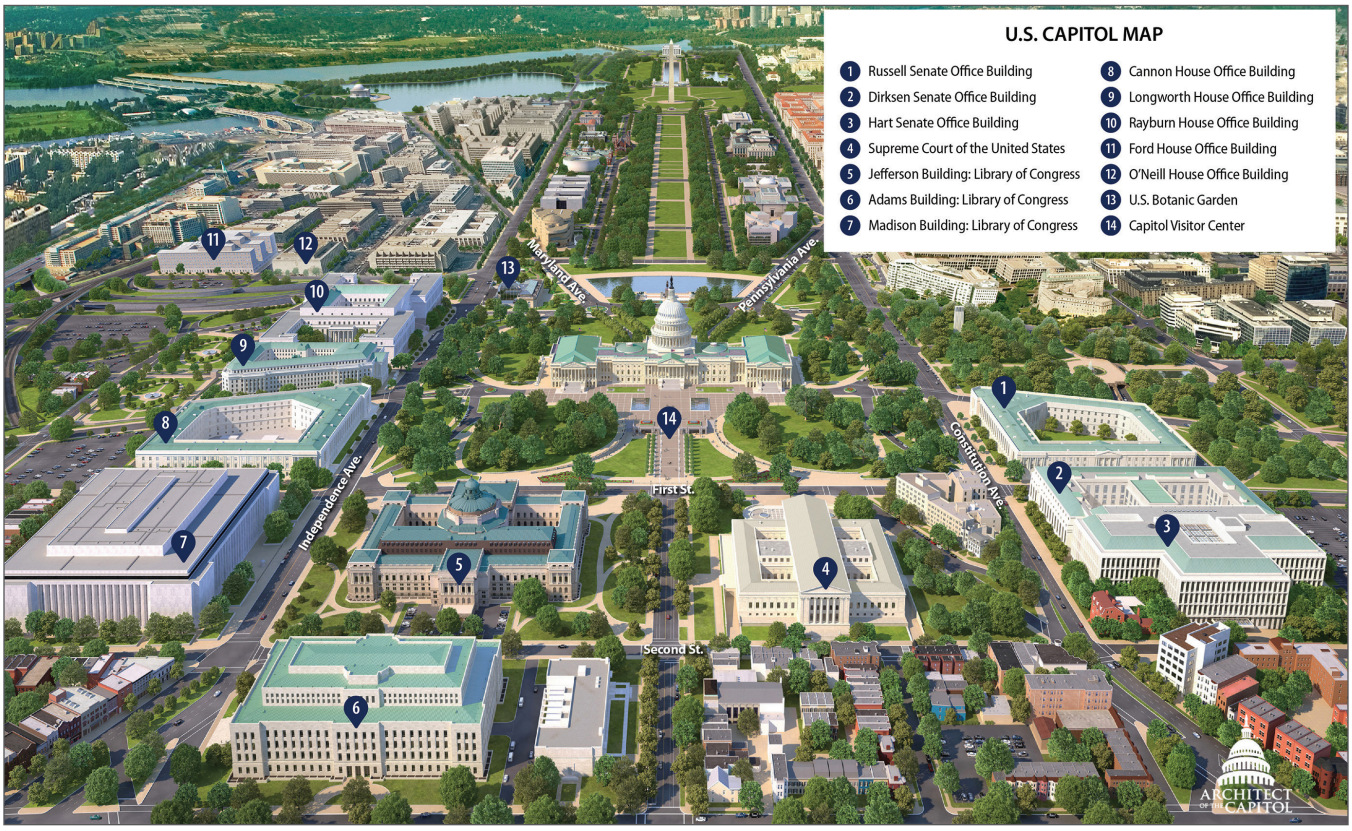
FY 2018 Budget Authority: $712.1 million.

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 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 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

In Fiscal Year (FY) 2018, 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 49 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 FY 2018 performance highlights: **www.aoc.gov/PAR**

TABLE 1: Summary of High-Level Key Performance Indicators

HIGH-LEVEL KEY PERFORMANCE INDICATOR	FY 2017 TARGET	FY 2017 ACTUAL	FY 2017 RESULTS	FY 2018 TARGET	FY 2018 ACTUAL	FY 2018 RESULTS
STRATEGIC GOAL: Maintain Awe-Inspiring Facilities						
Energy and Sustainability Targets. Reduce energy and water usage. Increase waste diversion, recycling and composting. *Note: Only energy results are displayed.*	≤ (34.0)%	(35.0)%*	Met*	≤ (36.0)%	(33.3)%	Not Met
Preventive Maintenance Work Order Timeliness. Complete preventive facility maintenance work on schedule.	≥ 90.0%	90.3%	Met	≥ 90.0%	90.5%	Met
Corrective Maintenance Work Order Timeliness. Complete corrective facility maintenance work on schedule.	≥ 90.0%	94.5%	Met	≥ 90.0%	95.5%	Met
Service Request Work Order Timeliness. Complete service request work orders on time.	≥ 90.0%	91.9%	Met	≥ 90.0%	92.4%	Met
Usage of Overtime. Reduce overtime hours to fulfill mission through improved planning and scheduling.	< 171,497* hours	161,085* hours	Met	< 161,085 hours	151,836	Met
STRATEGIC GOAL: Provide Extraordinary Services						
Customer Satisfaction with Projects. Maintain high customer satisfaction with projects.	≥ 90.0%	92.4%*	Not Met	≥ 90.0%	94.7%	Met
Adherence to Procurement Acquisition Lead Times. Timely award of contracts and procurement of supplies.	≥ 80.0%	76.9%	Not Met	≥ 80.0%	75.8%	Not Met
STRATEGIC GOAL: Foster an Innovative and Empowered Workforce						
Favorability Ratings for Best Places to Work Dimension. Maintain high rankings for best places to work questions in Federal Employee Viewpoint Survey (FEVS).	No target in FY 2017*	Biennial — Not measured in FY 2017*	N/A*	≥ Prior Survey (≥ 72.9%*)	76.4%	Met
Adherence to Hiring Cycle Time. Reduce amount of time to hire a new employee.	< 150 days	107 days*	Met	< 150 days	108 days	Met
Injuries and Illnesses Rate. Reduce injuries and illnesses experienced by agency staff.	≤ 3.31%	2.37%*	Met	≤ 2.37%	2.79%	Not 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 2017*	Biennial — Not measured in FY 2017*	N/A*	≥ Prior Survey (≥ 70.7%*)	73.4%	Met

Note: Information adjusted from that reported in the FY 2017 PAR is marked with an asterisk (*).

FINANCIAL RESULTS IN BRIEF

As evidence of our commitment to financial accountability and transparency, in FY 2018 the AOC:

- Earned its 14th consecutive unmodified (clean) audit opinion on the financial statements
- Received its seventh consecutive *Certificate of Excellence in Accountability Reporting* (CEAR) award from the Association of Government Accountants plus a special CEAR award for "Best Executive Summary"
- Continued to replace legacy financial reporting tools and enhanced multiple business systems, including a new mobile app for Maximo® Inventory Control System
- Implemented a web-based tool to support the tracking of risks in support of the agency's enterprise risk management (ERM) program and completed an initial ERM risk assessment that identified and ranked critical risks
- Completed a pilot workforce study for the Chief Financial Officer and Chief Administrative Officer to determine the AOC's current and estimated future resource requirements

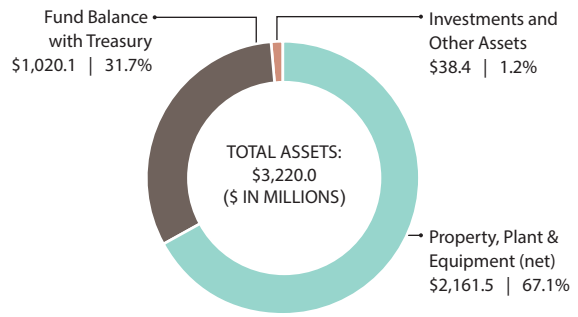
TABLE 2: Select Financial and Related Non-Financial Data ($ in millions)

	FY 2018	FY 2017	PERCENT CHANGE
Total Assets	$3,220.0	$2,957.0	9%
Total Liabilities	$404.1	$356.9	13%
Total Net Position	$2,815.9	$2,600.1	8%
Total Revenues	$63.9	$59.9	7%
Total Net Cost of Operations	$550.6	$575.1	(4%)
Total Enacted Appropriations	$712.1	$617.9	15%
Facility Space Managed (sq. ft.)	More than 18.4 million	More than 18.4 million	-%
Grounds Managed (acres)	More than 570	More than 570	-%
Actual FTEs at Fiscal Year-End	2,181	2,126	3%

TABLE 3: Independent Auditor's Internal Control Findings

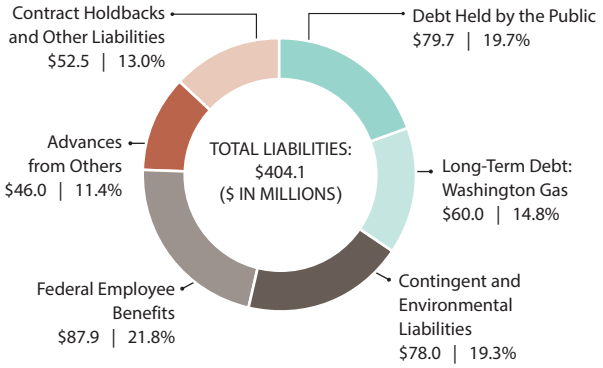
	FY 2018	FY 2017
Material Weaknesses	None	None
Significant Deficiencies	None	Incomplete Review of Service Organization Controls Reports from the National Finance Center (Cleared in FY 2018)

FIGURE 2: Summary of Total Assets



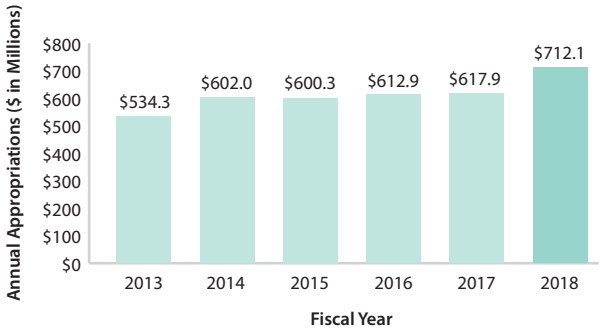
As of September 30, 2018, the AOC managed more than $3 billion in total assets to accomplish its mission. More than two-thirds of total assets were represented by property, plant and equipment.

FIGURE 3: Summary of Total Liabilities



The AOC's total liabilities for the fiscal year ending September 30, 2018, amounted to $404.1 million. Nearly one-quarter of the total liabilities were related to employee payroll and benefits.

FIGURE 4: Trend in Total Enacted Appropriations



In FY 2018, the AOC received $712.1 million in enacted appropriations, a $94 million or 15.2 percent increase from FY 2017.

The AOC's Performance and Accountability Report includes forward-looking information regarding the future effects of existing, currently-known demands, risks, uncertainties, events, conditions and trends.

FORWARD-LOOKING INFORMATION

The AOC has identified the following as the agency's most significant challenges for FY 2019 and beyond:

Backlog in Deferred Maintenance and Capital Renewal Projects. Prior year resource constraints have deferred maintenance and delayed important capital renewal work causing significant deterioration of buildings and grounds. As of September 30, 2018, the AOC's total backlog was estimated at $1.480 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 established a 10-year goal to reduce energy consumption across the Capitol campus. Although the AOC did not meet the FY 2018 energy use reduction target of 36 percent, the Capitol Power Plant's cogeneration system began producing electricity and steam in the summer of FY 2018 and the agency continued meeting all waste diversion goals. This program, coupled with the West Refrigeration Plant revitalization and planned upgrades for the Library of Congress' facilities, will enable further energy efficiencies.

Management of Concurrent Construction 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, within budget and with minimal disruptions to the agency's stakeholders.

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 succession planning 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's Inspector General identified additional management opportunities and performance challenges facing the organization: internal control structure weaknesses, improving data quality for monitoring projects, cyber security, lack of whistleblower protection, property accountability and surplus property disposal, and managing user-requested changes related to large construction projects.

The AOC *Performance and Accountability Highlights* provides a brief summary of the AOC's FY 2018 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 15, 2018.

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The complete FY 2018 AOC
Performance and Accountability Report is available online at:
www.aoc.gov/PAR

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