



A R C H I T E C T
o f t h e
C A P I T O L

PERFORMANCE AND ACCOUNTABILITY REPORT
FISCAL YEAR 2024

Serve. Preserve. Inspire.

Introduction (unaudited)

Who We Are: The Architect of the Capitol (AOC) is responsible for the preservation, maintenance and operation of the U.S. Capitol campus. This mandate encompasses more than 18.5 million square feet of buildings and facilities, 570 acres of grounds and thousands of works of art. AOC employees are stewards of some of the nation’s most iconic buildings and assets, including the U.S. Capitol, House and Senate office buildings, the U.S. Capitol Visitor Center, the Library of Congress, the Supreme Court of the United States and the U.S. Botanic Garden. With a workforce of 2,500 people who provide around-the-clock services, the AOC creates a safe and modern working environment for the 30,000 daily occupants of the Capitol campus and provides inspiring experiences for more than three million visitors each year.

Established: The AOC traces its origins to 1793 when President George Washington laid the ceremonial cornerstone of the U.S. Capitol. The agency was formally established as a permanent authority for the care and maintenance of the U.S. Capitol by congressional legislation in 1876.

Branch of Government: Legislative

Leadership: Architect of the Capitol Thomas E. Austin

Workforce: 2,500 as of September 30, 2024

Fiscal Year 2024 Budget Authority: \$968 million

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

Vision: Working together, we strengthen and showcase the foundation, facilities and functions supporting American democracy.

Website: www.aoc.gov



ABOUT THE COVER

The cover image features a section of the “Apotheosis of Washington,” painted by Constantino Brumidi in 1865, along with a detailed view of the intricate interior of the U.S. Capitol Rotunda. The painting depicts George Washington ascending to the heavens, surrounded by figures from classical mythology. It spans 4,664 square feet and is suspended 180 feet above the Rotunda floor.

Figure 1: Map of the U.S. Capitol Campus



About This Report

The Performance and Accountability Report (PAR) provides Congress and the American public with a detailed account of the agency’s financial and operational performance. Prepared in accordance with Office of Management and Budget (OMB) Circular A-136, Federal Reporting Requirements, this report covers Fiscal Year (FY) 2024, i.e., October 1, 2023, to September 30, 2024.

As a legislative branch agency, the AOC is exempt from most federal financial management and reporting requirements. However, to promote transparency and accountability, the AOC uses generally accepted accounting principles (GAAP) for financial reporting, aligning with practices of other federal agencies. Where appropriate, the AOC also references additional federal legislation and related guidance in its financial management and reporting policies. These include:

- *Accountability of Tax Dollars Act of 2002*
- *Antideficiency Act*
- *Chief Financial Officers Act of 1990*
- *Debt Collection Improvement Act of 1996*
- *Do Not Pay Initiative*
- *Federal Financial Management Improvement Act of 1996*
- *Federal Information Security Modernization Act of 2014*
- *Federal Managers’ Financial Integrity Act of 1982*

- *Government Management Reform Act of 1994*
- *Government Performance and Results Act (GPRA) of 1993 (as amended by the GPRA Modernization Act of 2010)*
- *OMB Circular A-11, Preparation, Submission and Execution of the Budget*
- *OMB Circular A-123, Management’s Responsibility for Enterprise Risk Management and Internal Control*
- *OMB Circular A-136, Financial Reporting Requirements*
- *Reports Consolidation Act of 2000*

The PAR offers an assessment of the priorities, accomplishments and financial accountability for FY 2024. Capitol Highlights, infographics, charts, tables and photographs provide additional insight into the AOC’s mission and performance.

Designed to optimize digital viewing, the FY 2024 PAR features navigation buttons on the bottom of each page to move between sections and the table of contents. Hyperlinks to videos, websites and social media platforms provide additional information and are indicated by this symbol . The associated URLs are included in [Appendix J](#).

The downloadable PDF version of the PAR is Section 508-compliant.  The report is also available in versions compatible with Apple and Android tablets.



Infographic: Getting To Know the AOC



3 Hidden Treasures on Capitol Hill

- Great Hall in the Jefferson Building, Library of Congress
- Summerhouse, U.S. Capitol Grounds
- Bartholdi Fountain and Gardens, U.S. Botanic Garden

570⁺ 

Acres of Grounds

The Capitol campus is comprised of more than 30 buildings and 18.5 million square feet of facilities

1793 The year George Washington laid the cornerstone of the U.S. Capitol Building 



2,500⁺

Uniquely Skilled Employees



13 Number of Architects of the Capitol

Dr. William Thornton is recognized as the first Architect of the Capitol

9 Expansions of the U.S. Capitol Building

1 Original North (Senate) Wing	1793–1800
2 Original South (House) Wing	1793–1807
3 Center Section and Rotunda	1818–24
4 Present House and Senate Wings and Connecting Corridors	1851–67
5 Cast-Iron Dome	1855–66
6 Terraces	1884–92
7 East Front Extension	1958–62
8 Courtyard Infill Room	1991–93
9 U.S. Capitol Visitor Center	2002–08

29,000,000⁺ Visitors welcomed to the U.S. Capitol since the opening of the U.S. Capitol Visitor Center in 2008

Message From the Architect of the Capitol



It is both a profound privilege and great honor to serve as the 13th Architect of the Capitol. As we continue our centuries-long responsibility as stewards of the U.S. Capitol and its historic grounds, our leadership team is committed to upholding the highest standards of professionalism, integrity, accountability and transparency. The AOC team will exemplify these principles by demonstrating a deep understanding of our roles, a strong work ethic and a proactive approach to advancing the mission of the AOC. We will hold ourselves accountable by honoring our commitments, meeting our goals, acknowledging our mistakes and treating others with respect. We will prioritize transparency through open communication, well-defined expectations and consistent feedback. By steadfastly adhering to these commitments, we will strengthen our ability to Serve, Preserve and Inspire.

The AOC's historic and critical stewardship responsibilities include the operation, maintenance and care of over 18.5 million square feet of facilities, 570 acres of grounds and thousands of works of art. Our dedicated workforce plays a crucial role in meticulously preserving and enhancing the Capitol campus and ensuring it remains a functional, secure and inspiring environment for legislators, staff and visitors. The breadth of this responsibility demands a multifaceted approach, integrating historical sensitivity with modern engineering and technology. AOC architects, engineers and technicians collaborate to design, enhance and maintain both new and historic structures, spaces and building systems. Skilled trades professionals ensure that facilities and infrastructure remain in

optimal condition. Specialized teams comprised of curators, photographers, artists, painters and conservation experts document, restore and preserve our nation's most treasured heritage assets. AOC gardeners and groundskeepers care for hundreds of acres of lawns and plantings, while preserving endangered plant species and setting industry standards in environmental preservation and sustainability.

This fiscal year, the agency accomplished key objectives in alignment with our strategic goals to Maintain Awe-Inspiring Facilities, Provide Extraordinary Services, Foster an Innovative and Empowered Workforce and Operate as One Team Dedicated to One Mission. Progress in major capital delivery projects during FY 2024 highlighted significant advancements in enhancing the Capitol campus. The Cannon Renewal Project entered its fourth and final phase, concentrating on critical system improvements on the building's south side, with completion expected in FY 2025. This decade-long effort addressed accessibility and structural challenges, conserved historic elements and modernized key infrastructure systems to improve safety, energy efficiency and technology adaptability. The U.S. Capitol Exterior Stone and Metal Preservation Project also achieved a major milestone with the completion of Phase 3, which involved extensive restoration of the West Front. This effort included detailed cleaning, mortar and sealant replacement, stone treatment and metal restoration. Phase 4 will commence on the East Front following the upcoming presidential inauguration. These projects exemplify the AOC's expertise in balancing the preservation of historic buildings with the demands of modernization and compliance with contemporary codes.

In FY 2024, we reaffirmed our commitment to customer service excellence with a major focus on enhancing client experience and accessibility. A comprehensive client experience (CX) training program was delivered, which included 102 workshops and reached over 2,000 employees — 93 percent of the workforce. This agencywide training, the first in nearly a decade, resulted in a 94 percent favorable sentiment from participants who reported increased confidence in applying CX principles. Our biennial Tenant Service Satisfaction Survey also provided actionable insights into customer satisfaction, guiding further improvements.

This fiscal year also saw improvements in accessibility across the Capitol campus by addressing immediate *Americans with Disabilities Act* (ADA) compliance issues and implementing a

range of enhancements including installing accessible kiosks and water bottle fillers, expanding digital wayfinding and constructing a fully ADA-compliant pick-up/drop-off point and permanent ramp for Senate hearing rooms.

Fire safety and Capitol campus physical security were top priorities for the year as well. Collaboration with internal and external partners strengthened emergency planning and bolstered support for events at the Capitol campus. Jurisdictionwide safety stand-downs and enhanced medical surveillance ensured compliance with hazardous material exposure regulations.

The AOC's commitment to energy reduction and environmental stewardship continued to advance in FY 2024. Energy reduction reached 51.7 percent from the FY 2003 baseline levels, demonstrating the AOC's strong commitment to energy efficiency and sustainability. Sustainability efforts also produced a 35 percent overall recycling rate, expanded recycling streams, enhanced food composting and reduced single-use plastics.

The role of AOC employees is vital to the ongoing preservation and enhancement of the buildings and assets under our care. In FY 2024, the AOC continued to enhance its investment in employee development by expanding training programs and career pathways. This included ongoing efforts to develop apprenticeships and build essential skills. Key initiatives such as supporting Communities of Practice, offering new opportunities through AOC University and expanding recruitment partnerships were integral to these efforts. The agency also focused on gathering employee feedback to improve retention strategies and ensure that training and career development efforts effectively align with both individual and organizational goals.

CONCLUSION

The AOC's Fiscal Year 2024 Performance and Accountability Report (PAR) highlights this year's significant accomplishments and financial accountability. It also reflects the considerable challenges the agency has recently faced. These challenges included navigating leadership turnover, balancing the preservation of historic buildings with strict modern codes and standards, addressing labor shortages and the diminishing availability of specialized skills, managing rising costs associated with maintaining historic structures, tackling deferred maintenance issues and ensuring the safety and security of

occupants, visitors and staff across our diverse facilities. The work ahead remains substantial as the AOC continues to address these critical areas with dedication and resilience.

To fulfill our mission of safeguarding and maintaining the buildings and facilities in our care, we must address the deferred maintenance and capital renewal backlog, which has reached \$2.6 billion — a \$2.7 million increase over FY 2023. This represents a \$283 million decrease in capital renewal; however, deferred maintenance increased by \$286 million. To tackle this backlog within a constrained budget, we will continue to employ comprehensive strategies to proactively prioritize future program requirements. We will also adopt industry best practices to manage maintenance, mitigate obsolescence, reduce redundancy, improve reliability, accurately forecast costs and more effectively identify future needs.

As an agency, we remain committed to integrating best practices, adopting lessons learned and innovative thinking to improve our operations and programs, boost performance and enhance fiscal accountability. The financial information included in this report demonstrates our commitment to upholding sound fiscal practices, emphasizing data integrity and delivering reliable financial reporting. I am pleased to report that for the 20th consecutive year, we received an unmodified audit opinion of our consolidated financial statements. As presented in the Architect's Statement of Assurance, I provide my assurance that the financial and performance data presented in this report is complete, reliable and accurate.

The collective accomplishments of the AOC workforce over the years are truly remarkable. The unwavering standard of care has endured for centuries and is a powerful testament to the exceptional talent, dedication and resilience of the AOC workforce. They work behind the scenes every day to ensure the Capitol campus runs smoothly. As the new Architect charged with leading the AOC's talented employees dedicated to this mission, I am committed to ensuring the Capitol campus is preserved for future generations.



Thomas E. Austin, PE, CCM, PMP
Architect of the Capitol
November 15, 2024

How This Report Is Organized

SECTION ONE: MANAGEMENT'S DISCUSSION AND ANALYSIS

The Management's Discussion and Analysis (MD&A) section offers a concise overview of the AOC's history, mission, roles, responsibilities and organizational structure. It outlines the strategic planning framework, highlights key FY 2024 accomplishments and provides a summary of performance against the goals set in the Bridge Strategic Plan. The MD&A highlights the financial outcomes, describes the financial management systems in place and includes statements confirming compliance with financial laws and regulations, and the Architect's Statement of Assurance. Additionally, the forward-looking information describes enterprise risk management (ERM) efforts, offering insights into the critical risks facing the agency.

SECTION TWO: PERFORMANCE INFORMATION

The Performance Information section provides a detailed view of the Bridge Strategic Plan, including the strategic planning process, performance goals, objectives and key performance indicators (KPI). It includes a comprehensive review of the agency's FY 2024 accomplishments and how they align with the Bridge Strategic Plan.

SECTION THREE: FINANCIAL INFORMATION

The Financial Information section contains the independent auditors' report, the Inspector General's transmittal letter, the Architect's response to the Inspector General, the audited financial statements and accompanying notes, and other required supplementary information.

SECTION FOUR: OTHER INFORMATION

The Other Information section supplements the preceding sections of the report by providing additional context and insights. It includes a summary of the financial statements audit, management assurances, the Inspector General's Statement of Management Opportunities and Performance Challenges, details on payment integrity and real property capital planning and mandatory congressional reports on energy and sustainability, small business accomplishments and human capital management.

APPENDICES

The appendices include a list of individuals who have served as Architect of the Capitol, major facilities under the agency's stewardship, additional accomplishments and priorities for the operational jurisdictions, descriptions of major stone and preservation projects, exhibitions and visitor attendance statistics, a glossary of key terms, a compilation of abbreviations and acronyms, a directory of referenced websites and links to pertinent online information and media platforms.

CERTIFICATE OF EXCELLENCE IN ACCOUNTABILITY REPORTING PROGRAM

The AOC received the AGA's Certificate of Excellence in Accountability Reporting (CEAR) for the FY 2023 PAR — marking the 12th time the agency has earned this distinction. The CEAR program, established in conjunction with the Chief Financial Officer Council and OMB, enhances federal agency financial and program accountability by recognizing high-quality reports and promoting effective reporting practices.

The AOC also earned a Best-in-Class award for the FY 2023 report's outstanding use of graphics, charts, pictures, call-out boxes and video links, which vividly convey the agency's history and mission. The AGA acknowledged the report's visual appeal and clear and concise narratives that effectively engage readers. The CEAR special awards were designed to further encourage innovation and improvement in federal performance and accountability reporting. [↗](#)



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section

One

MANAGEMENT'S DISCUSSION AND ANALYSIS

Overview

The MD&A introduces the agency and includes information on its history, mission, vision, core values, customer service philosophy, organizational structure and operational jurisdictions. It presents an overview of the strategic planning framework and Bridge Strategic Plan and provides a high-level account of FY 2024 performance against the strategic goals established in the plan. This section also includes a discussion of the most significant risks facing the agency and the respective current and planned mitigation responses. Additionally, the MD&A includes information on the agency's financial

performance and financial management systems, strategies and challenges, management assurances required under the *Federal Managers' Financial Integrity Act of 1982*, the *Federal Financial Management Improvement Act of 1996* and OMB Circular A-123, and information on the agency's compliance with applicable federal financial laws and regulations.

About the AOC

The AOC is responsible for the maintenance, care and preservation of more than 18.5 million square feet of facilities, 570 acres of grounds and thousands of works of art on the Capitol campus. Iconic landmarks under the agency's stewardship include the U.S. Capitol Building, the Senate and House office buildings, the Supreme Court of the United States, the Library of Congress, the U.S. Botanic Garden and the U.S. Capitol Grounds.

Did You Know?

The AOC plays a vital role in preserving the historic buildings and cultural treasures across the Capitol campus, including intricate stonework, architectural features, priceless works of art and historic documents. With a legacy spanning over 225 years, these elements capture pivotal moments in American history and symbolize the nation’s enduring democracy. Guided by its preservation policy, the AOC ensures that every intervention—from routine maintenance to major restoration—integrates modern safety and technology advancements while honoring original materials and design. [↗](#)

The AOC workforce, comprised of 2,500 employees plus seasonal staff and contractors, works around the clock to maintain and preserve the buildings and grounds of the Capitol campus while supporting more than 30,000 daily occupants and visitors. **Figure 2** shows the distribution of the agency’s permanent employees by location.

The highly diverse workforce includes architects, carpenters, custodians, electricians, engineers, gardeners, historic preservation specialists, masons, mechanics, painters, planners, plasterers, plumbers, sheet metal workers, upholsterers, woodcrafters and other skilled tradespeople.

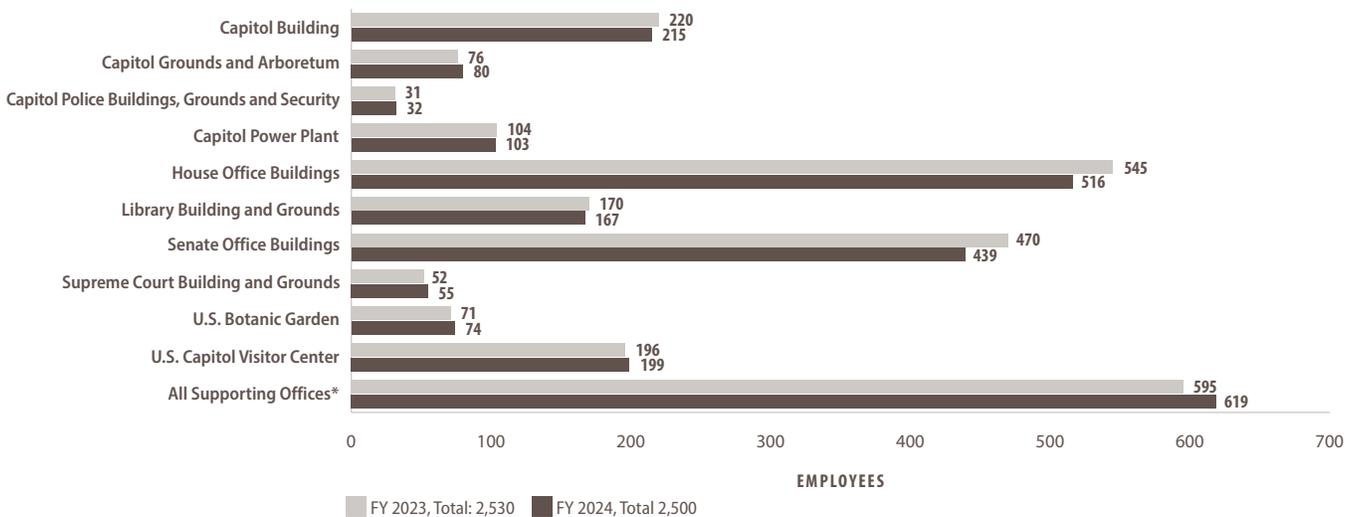
Watch Our Video: A MISSION WE LOVE



Other videos detailing the agency’s mission and accomplishments are available on the AOC YouTube channel. [↗](#)

These professionals combine modern techniques with centuries-old trade skills to fulfill the agency’s stewardship responsibilities. The **Infographic: Architect of the Capitol Responsibilities** provides a summary of the agency’s extensive responsibilities. Additional information about the workforce is available online. [↗](#)

Figure 2. Workforce by Location



* Positions under the All Supporting Offices category include the organizations supporting the operating jurisdictions and also includes the Office of the Chief Engineer, the Office of the Chief Administrative Officer and others.

Infographic: Architect of the Capitol Responsibilities



In addition to functioning as a workspace for more than 20,000 people, the Capitol campus also welcomes more than three million annual visitors. The AOC is responsible for ensuring a safe environment for these individuals while balancing the demands of a modern workspace and a visitor destination for the public.

Most AOC-managed facilities are located on or near Capitol Hill in Washington, D.C. However, the agency also manages facilities throughout the National Capital Region. **Figure 1**, on the inside front cover of the report, provides an annotated map of Capitol Hill showing the location of the major facilities. **Appendix B** lists the major facilities under the AOC’s care. **Figure 3** charts the historical growth of the agency’s facility management responsibilities from the construction of the U.S. Capitol Building to the present day.

History of the AOC

1790–1800

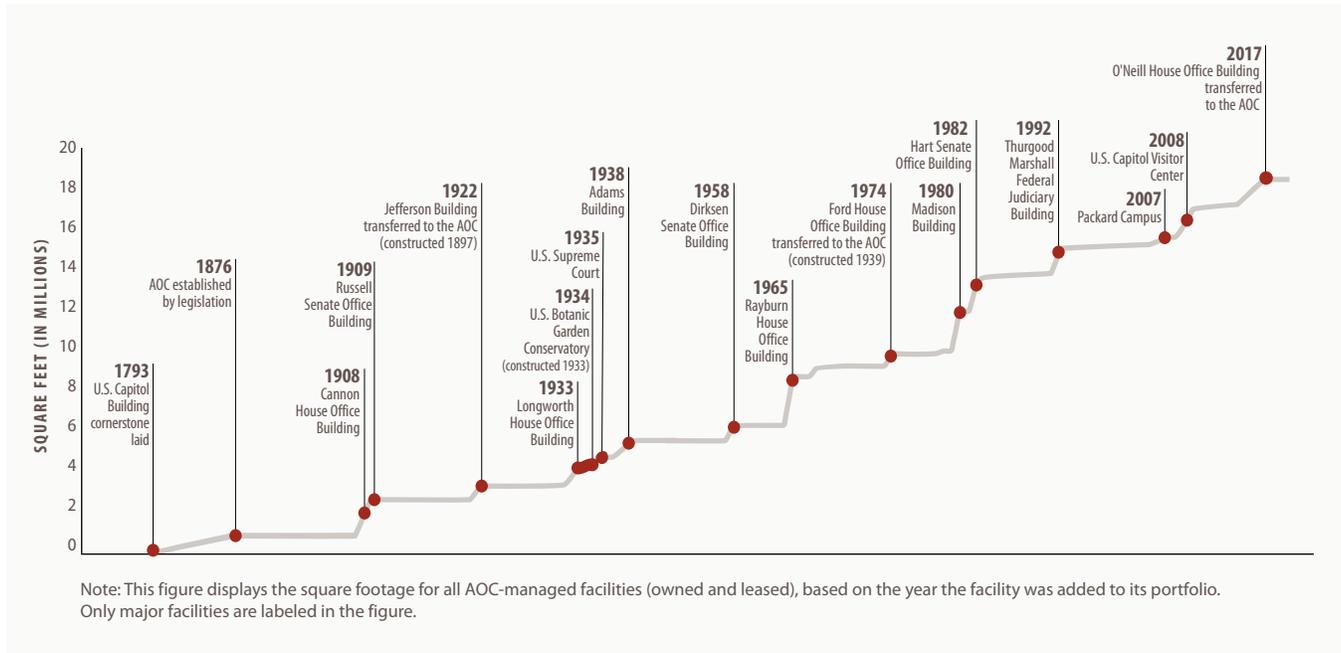
 The AOC’s origins date to the nation’s early years and the founding of the federal capital. The *Residence Act of 1790* established Washington, D.C. as the seat of the national government and authorized a Board of Commissioners to “provide suitable buildings for the accommodation of

Congress.” The commissioners appointed Pierre Charles L’Enfant to design a city plan and Andrew Ellicott to survey the boundaries of the 100-square-mile federal district. In 1792, Dr. William Thornton’s depiction of a grand, two-winged structure with a central dome won the public competition for the design of the U.S. Capitol. Construction began when President George Washington laid the building’s ceremonial cornerstone in 1793, and seven years later, in 1800, Congress convened in the U.S. Capitol for the first time.

Did You Know?

When the U.S. Capitol was constructed, sandstone from a newly acquired quarry in Aquia Creek, Virginia, was used for floors, walls, columns and the building’s exterior. Its softness made it easy to shape, but it also made the stone prone to erosion and spalling. By the mid-19th century, the sandstone was replaced with marble in the House and Senate extensions. In the mid-20th century, during the East Front extension, the sandstone façade was replicated in marble, with the original walls integrated into the interior and the exterior columns relocated to the National Arboretum. ↷

FIGURE 3. Growth in Facilities Under the AOC’s Care



1801-1900



In 1802, Congress consolidated the duties of the Board of Commissioners into a single position, the Commissioner of Public Buildings and Grounds, responsible for the care of the U.S. Capitol, which housed Congress, the Library of Congress, the Supreme Court, the district courts and other offices and the U.S. Capitol Grounds. Following the 1814 burning of the U.S. Capitol by British troops, the building was restored and expanded to accommodate the needs of a growing Congress. In the 1850s and 1860s, a new position, the Architect of the Capitol Extension, oversaw construction of the cast-iron dome and the addition of the building’s north and south extensions. Constantino Brumidi’s murals, painted between 1855 and 1880, enhanced the U.S. Capitol’s beauty and unique symbolic character.¹ In 1867, Congress combined the responsibilities of the Commissioner of Public Buildings and Grounds with those of the Architect of the Capitol Extension. Between 1874 and 1892, the grounds around the U.S. Capitol expanded according to the visionary design of American landscape architect Frederick Law Olmsted. In 1876, Congress established the Architect of the Capitol as a permanent office within the federal government’s legislative branch.

¹ Brumidi, who described himself as “the artist of the Capitol,” painted “The Apotheosis of Washington” and portions of the “Frieze of American History” in the U.S. Capitol Rotunda, along with murals throughout the building’s corridors (named the Brumidi Corridors in his honor) and rooms.

Did You Know?

The burning of the U.S. Capitol during the War of 1812 decimated the Library of Congress’s original collection. This loss prompted former President Thomas Jefferson to offer his personal library as a replacement. Congress agreed, purchasing all 6,487 volumes for \$23,950, and on January 30, 1815, President James Madison signed the bill authorizing the acquisition. However, another fire in 1851 destroyed more than half of the Library’s then 55,000-volume collection, including nearly two-thirds of Jefferson’s books. This disaster led Architect of the Capitol Thomas U. Walter to design a new, fireproof cast-iron room in the U.S. Capitol’s West Front, which opened on August 23, 1853. In 1897, the Thomas Jefferson Building was opened, providing the Library of Congress space to relocate outside of the U.S. Capitol. Today, the AOC is responsible for the stewardship of the various Library of Congress facilities that house over 175 million items in the collection, making it the largest library in the world. ➔

1901-2000



As the Capitol campus continued to expand, so did the AOC’s mission and responsibilities. During the 20th century, the agency assumed responsibility for the operation, maintenance and preservation of the Library of Congress’ Thomas Jefferson Building and the



A skilled woodcrafter from the AOC's Construction Division works on renovations and repairs in the Senate Committee Room at the Dirksen Senate Office Building.

U.S. Botanic Garden (USBG). The AOC also oversaw new construction on Capitol Hill to support the expanding requirements of Congress, the Supreme Court and the Library of Congress.² During this period, the AOC managed the construction of three House office buildings, three Senate office buildings, the Supreme Court of the United States, the Thurgood Marshall Federal Judiciary Building, the Library of Congress' John Adams Building and James Madison Memorial Building, the Capitol Power Plant's generator building and main boiler plant and other support facilities. In 1960, the U.S. Capitol was designated a National Historic Landmark. In 2000, a symbolic groundbreaking initiated the construction of the U.S. Capitol Visitor Center (CVC).

2001–Present



The 21st century began with the construction of the CVC. Its completion in 2008 significantly enhanced the security, safety, comfort and educational experience of visitors to the U.S. Capitol and was the first of several recent additions to the AOC's portfolio. In 2011, the AOC received responsibility for Union Square, a 13-acre site between the U.S. Capitol and the National Mall, and in 2017, the agency acquired the O'Neill House Office Building. In 2018, the agency completed construction on the Cogeneration Plant at the Capitol Power Plant. Currently, the AOC is engaged in a wide range of building, facility and infrastructure restoration and renewal projects across the Capitol campus.

² The AOC shares facility management responsibilities of the Supreme Court of the United States with the Marshal of the Supreme Court.

Mission, Vision, Core Values and Customer Service Philosophy

MISSION

To serve Congress and the Supreme Court, preserve America's Capitol and inspire memorable experiences.

VISION

Working together, we strengthen and showcase the foundation, facilities and functions supporting American democracy.

CORE VALUES

The AOC's shared workplace values influence the choices made and the actions taken to meet the agency's mission. These four core values (Respect, Integrity, Safety and Empowerment) allow employees to RISE together.

- **RESPECT** | We treat one another with civility and kindness, so that we honor the value and dignity of all people.
- **INTEGRITY** | We demonstrate honesty, ethics and reliability, so that we earn trust and do what is right.
- **SAFETY** | We are governed by the foundation of safety always, so that we can feel safe, make safe and be safe.
- **EMPOWERMENT** | We are one team seeking better ways to do our work, so that we all contribute to the success of the AOC.

CUSTOMER SERVICE PHILOSOPHY

To serve, preserve and inspire with excellence and expertise.

Organizational Structure

THE ARCHITECT OF THE CAPITOL

The Architect of the Capitol refers to both the U.S. legislative branch agency responsible for the maintenance of the Capitol campus and the title of the agency’s leader.³ The Office of the Architect is supported by a cadre of executives who provide oversight, direction and support to the agency’s jurisdictions. The jurisdictions are the frontline facility managers and service providers to Congress and the Supreme Court. This organizational structure supports the agency’s overarching vision, enhances efficiency and ensures effective mission delivery. **Figure 4** presents the organizational chart as of September 30, 2024. More information about the AOC’s organizational structure is available online. [↗](#)

In addition to leading the agency, the Architect serves as the acting director of the USBG, a member of the Capitol Police Board and the Congressional Accessibility Services Board, and an ex-officio member to the U.S. Capitol Preservation Commission and the National Building Museum. The Architect is

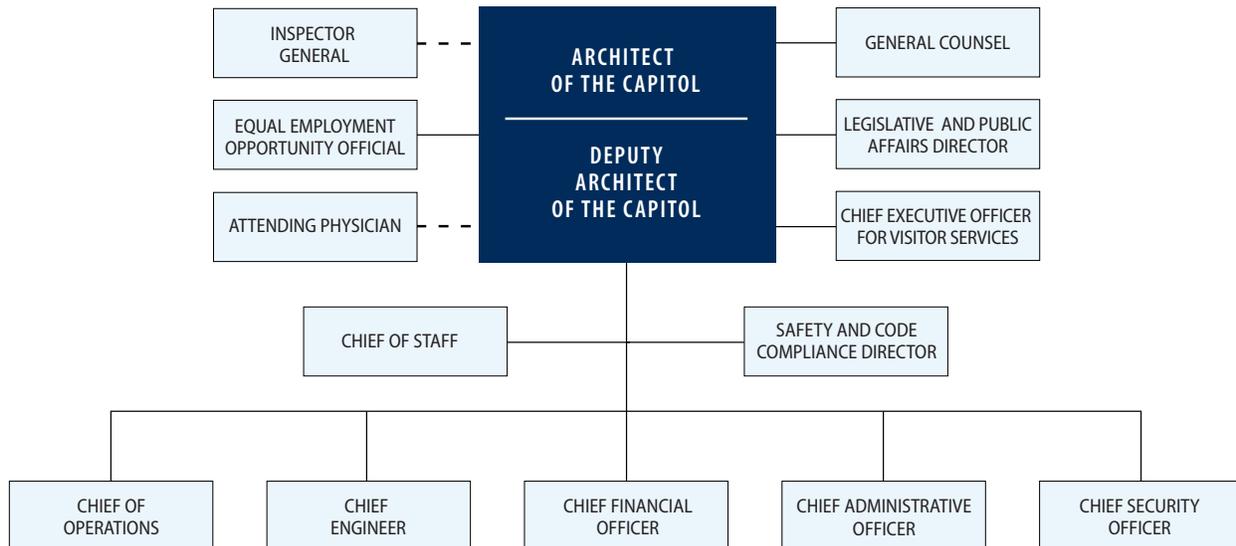
also a member of the District of Columbia Zoning Commission, the President’s Advisory Council on Historic Preservation, the National Capital Memorial Advisory Commission, the Art and Advisory Committee to the Washington Metropolitan Area Transit Authority and the National Institute for the Conservation of Cultural Property.

OFFICE OF THE ARCHITECT

The Office of the Architect provides an enterprise perspective and vision for the AOC, guiding the agency through regulatory, legal and political requirements and challenges. It includes the Architect of the Capitol, the Deputy Architect of the Capitol, the Chief of Staff, the General Counsel, the Legislative and Public Affairs Director and the Safety and Code Compliance Director. The Equal Employment Opportunity (EEO) Official reports directly to the Architect. The Inspector General and the Attending Physician operate independently, with administrative reporting relationships to the Architect. The Office of the Architect is funded through the Capital Construction and Operations appropriation.

³ The abbreviation “AOC” is used to refer to the agency. The terms “Architect of the Capitol” and “Architect” are used to refer to the head of the agency.

Figure 4. Organizational Structure



Note: The dashed lines on the chart identify offices with split reporting relationships. The Office of Inspector General is an independent office and reports to Congress, however the Inspector General reports to and is supervised by the Architect of the Capitol. The Equal Employment Opportunity Official has a direct reporting relationship to the Architect of the Capitol but is managed by the Deputy Architect of the Capitol and the Chief Administrative Officer. The Office of Attending Physician is an independent legislative branch office supported by the AOC. The Chief Executive Officer for Visitor Services reports administratively to the Architect of the Capitol but operates under the Chief of Operations.



CAPITOL HIGHLIGHTS

The Architect of the Capitol Appointment Process

The Architect of the Capitol is responsible for the care and superintendence of the Capitol campus. Since 1792, 13 individuals have held this responsibility, beginning with Dr. William Thornton who is honored as the first Architect because of his original design for the U.S. Capitol Building.

For nearly two centuries, the Architect was appointed by the President for an indefinite term. In 1989, legislation introduced a 10-year term and created a bicameral, bipartisan congressional commission to recommend candidates to the President for appointment. The *Architect of the Capitol Appointment Act of 2023* further reformed the process, transferring appointment responsibility to a 12-member bipartisan congressional commission. The commission appoints the Architect for a 10-year term by majority vote, using the same process for reappointment or removal. In addition, the act requires the Architect to appoint a Deputy within 120 days of taking office to serve in the Architect's absence, disability or vacancy. In the event of vacancies in both the Architect and Deputy Architect positions, the commission must appoint an acting Architect. The first appointment under this new process was announced on May 22, 2024, when Thomas E. Austin was unanimously chosen by the commission to serve as the 13th Architect of the Capitol.

Appendix A provides a listing of the individuals who have served as the Architect of the Capitol and links to their official biographies. [↗](#)

The Deputy Architect of the Capitol assists the Architect with day-to-day executive management of the Capitol campus.

The Chief of Staff provides executive support to the Architect and the Deputy Architect, advises agency leaders and coordinates initiatives and projects across the agency.

The Equal Employment Opportunity Official manages the agency's initiatives to maintain a work environment free of discrimination and harassment, promotes an inclusive, respectful and civil workplace and ensures supervisors and employees proactively engage in conflict resolution.

The Office of Attending Physician (OAP) provides primary care, as well as emergency, environmental and occupational health services, to the congressional community, the Supreme Court, visiting dignitaries, pages, staff and tourists. The OAP operates multiple health units across the Capitol campus. The OAP is a separate legislative branch office from the AOC and receives direction from the Attending Physician. The AOC provides administrative support to the OAP.

The Office of General Counsel (OGC) provides legal guidance on construction and service contracts, occupational safety and health, labor management and employee relations, environmental issues, new and proposed legislation, insurance and liability and property acquisition management. The OGC also serves as the supervising ethics office.

The Office of Inspector General (OIG) promotes the integrity, efficiency and effectiveness of operations and programs. It conducts independent audits and investigations, reviews existing and proposed legislation and regulations, recommends policies to enhance economy and efficiency and detects and prevents fraud and abuse. The OIG issues a semiannual report to Congress, which, along with other OIG reports, is available online. [↗](#)

The Office of Legislative and Public Affairs is responsible for strategic communication initiatives, legislative affairs and media and community relations. It oversees communications with Members of Congress and their staff, as well as external parties, including the press, government agencies and the public. The office also creates a variety of resources for agency stakeholders, including publications, graphics, videos and web content.

The Office of Safety and Code Compliance (SCC) leads agency efforts to create a world-class safety culture, reduce injuries and ensure compliance with safety, fire and environmental regulations. The office establishes safety, environmental and fire prevention and protection policy and oversees code and industry standard compliance. It serves as the point of contact with regulatory agencies for occupational safety and health, fire protection and environmental matters.

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER (OCAO)

The OCAO provides administrative and business support to the agency. It includes several key divisions and offices, including AOC University, the Curator Division, the Diversity, Inclusion and Dispute Resolution (DI/DR) Office, the Human Capital Management Division (HCMD), the Information Technology Division (ITD), the Office Services Division, the Policy and Special Programs Division and the Supplies, Services and Material Management Division. [↗](#)

Did You Know?

The Curator Division preserves and documents the rich history of the U.S. Capitol, serving as the institutional memory for the AOC. Through its three branches — Curator, Photography and Technical Imaging and Records Management and Archives — the division safeguards art, artifacts, photographs and records that reflect America's evolving story.

OFFICE OF THE CHIEF ENGINEER (OCE)

The OCE oversees long-range facility planning, architectural and engineering design, historic preservation and project, program and construction management. The office conducts master planning, building performance audits, retro-commissioning and Facility Condition Assessments (FCA). The office also manages the energy and sustainability program, provides project-funded, in-house construction services, supports critical Capitol campus systems and oversees enterprise asset management (EAM) and building automation systems. The office includes the Design & Construction Acquisition Division, which provides agencywide acquisition guidance and contract solutions. [↗](#)

OFFICE OF THE CHIEF FINANCIAL OFFICER (OCFO)

The OCFO manages the financial needs of the operational jurisdictions and central services. It carries out the core functions of budgeting, accounting, financial systems operations, program analysis and evaluation, enterprise data management and ERM.



A professional from the AOC's Sheet Metal Shop installs new copper roofing near the Dome of the U.S. Capitol, ensuring durable protection for the historic structure.

The office provides real-time financial analysis and information that promotes economies of scale, builds evidence-based requirements and maximizes performance. ↗

OFFICE OF THE CHIEF OF OPERATIONS (OCO)

The OCO oversees nine of the ten AOC jurisdictions. Each jurisdiction is funded by a separate appropriation and is described in more detail below. These nine jurisdictions, referred to as the Operational Jurisdictions, report to the Chief of Operations, as shown in **Figure 5**. ↗

OFFICE OF THE CHIEF SECURITY OFFICER (OCSO)

The OCSO includes the Capitol Police Buildings, Grounds and Security jurisdiction and oversees the execution of security-related and sensitive facility and infrastructure projects. It is responsible for the maintenance, care and operation of the buildings, grounds and physical security enhancements of the U.S. Capitol Police, campuswide physical security infrastructure and an off-site campus supporting other legislative branch agencies. The OCSO also coordinates interagency emergency preparedness and manages internal security programs and policies, including personnel suitability and badging, continuity of operations, critical infrastructure and resiliency programs and the emergency management program. ↗

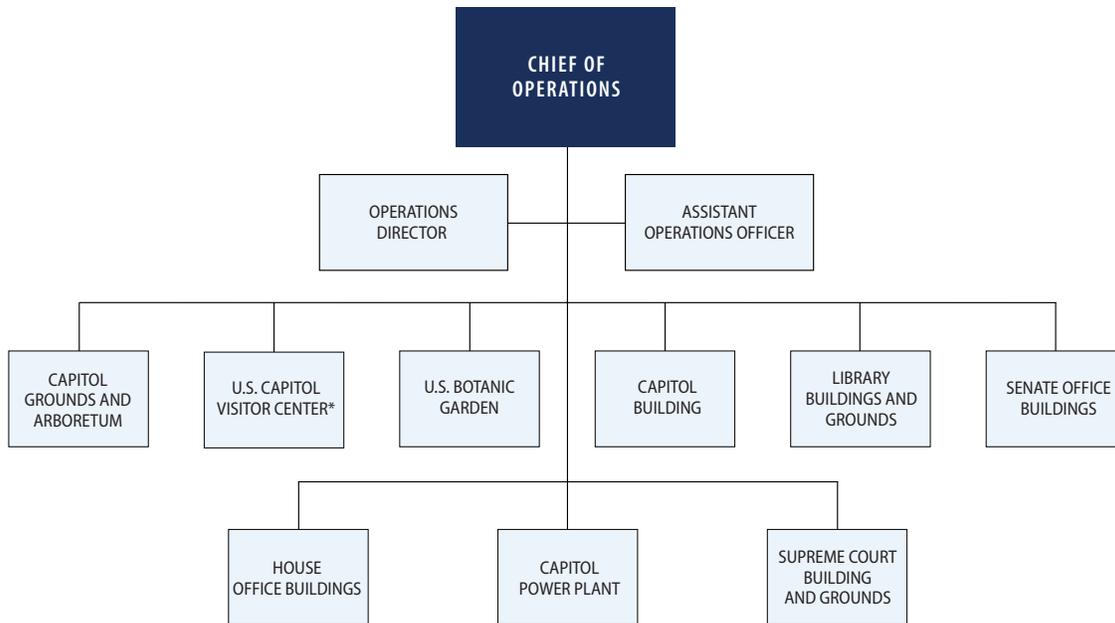
OPERATIONAL JURISDICTIONS

Nine operational jurisdictions manage distinct parts of the Capitol campus and provide frontline services to Congress and the Supreme Court. The AOC receives a separate appropriation for each jurisdiction. The jurisdictions’ most significant fiscal year accomplishments are described in the **Performance Highlights**. Additional accomplishments and FY 2025 priorities for each jurisdiction are included in **Appendix C**.

The Capitol Building jurisdiction is responsible for the care, stewardship and facility maintenance of the U.S. Capitol and U.S. Capitol Visitor Center. The jurisdiction’s services include carpentry, custodial, electrical, elevator, heating and air conditioning, insulation, labor, masonry, painting, plumbing and sheet metal. The jurisdiction supports special events held on the Capitol campus (see **Figure 6**) and programs related to occupational safety and health, sustainability, recycling and energy management, and fire detection and suppression system management. The jurisdiction also manages the Capitol Flag Program, allowing citizens to request a flag that has been flown over the U.S. Capitol. ↗

The Capitol Grounds and Arboretum jurisdiction maintains and preserves the historic landscape of the 286-acre Capitol campus, including Union Square—the 13-acre site situated between the U.S. Capitol’s West Front and the National Mall. It provides professional grounds management services, vehicle

Figure 5. The Office of the Chief of Operations



* The Chief Executive Officer for Visitor Services is in charge of the U.S. Capitol Visitor Center. The position reports administratively to the Architect of the Capitol but operates under the Chief of Operations.

and equipment maintenance, sustainable irrigation practices, masonry restoration and preservation of landscape elements and memorials. The jurisdiction also handles snow removal and trash collection services. In addition, the jurisdiction supports major events, including presidential inaugurations, lying-in-state ceremonies, National Law Enforcement Officers Memorial services and the Capitol Christmas Tree selection and display. [➤](#)

Did You Know?

The AOC's urban wood reuse pilot program, initiated in 2021, exemplifies sustainability through the repurposing of the annual Capitol Christmas Tree — also known as “The People’s Tree.” Following the 2021 holiday season, the 70-foot Capitol Christmas Tree was salvaged and transferred to the District Department of Transportation’s Urban Forestry Division, where it was converted into durable products like tabletops and benches for public school projects across Washington, D.C. The 2022 Capitol Christmas Tree, a 78-foot red spruce from Pisgah National Forest, has been recycled and will be used to create musical instruments for donation to North Carolina communities. The 2023 Capitol Christmas Tree, a 63-foot Norway Spruce from the Monongahela National Forest in West Virginia, was milled into lumber that was sent to the Shawnee Tribe in Oklahoma to be used in their ceremonial grounds. [➤](#)



AOC staff meet with U.S. Forest Service officials to select the Capitol Christmas Tree.

The Capitol Power Plant jurisdiction manages the facilities that provide and distribute steam and chilled water to heat and cool the U.S. Capitol and 22 other facilities on and around the Capitol campus. It also maintains the campus electrical distribution system, campus street lighting, the congressional cable television system and the legislative call system. The power plant operates on a reimbursable basis for noncongressional facilities and procures electricity from commercial suppliers. [➤](#)

The House Office Buildings jurisdiction is responsible for the operation, maintenance and preservation of more than five million square feet of facility space, including the Cannon, Ford, Longworth, O’Neill and Rayburn House Office Buildings, underground garages, annexes and tunnels. The jurisdiction provides facility repairs and maintenance for building infrastructure, performs client services, conducts building and safety inspections, responds to emergencies, addresses compliance issues, executes abatement and implements energy savings initiatives. Additionally, the jurisdiction serves as an agent of the House of Representatives, representing the interests of congressional operations during capital projects or building renewals. The jurisdiction also manages the biennial congressional office moves for U.S. House Members. [➤](#)

The Library Buildings and Grounds jurisdiction is responsible for the life cycle maintenance, operation, development and stewardship of the Library of Congress’ facilities and surrounding grounds. The jurisdiction’s real property assets span 4.4 million square feet of space and include the Thomas Jefferson Building, John Adams Building, James Madison Memorial Building, the Special Services Facility Center, the Packard Campus for Audio-Visual Conservation in Culpeper, Virginia, the Library Collections Storage Facilities at Fort Meade, Maryland and other leased facilities. [➤](#)

The Senate Office Buildings jurisdiction oversees office and committee spaces for the U.S. Senate. It is responsible for the management, operations, maintenance and preservation of more than three million square feet of facility space, including the Russell, Dirksen and Hart Senate Office Buildings, the Daniel Webster Senate Page Residence, the Senate Employees’ Child Care Center and off-site leased facilities housing Senate support organizations. The jurisdiction plans, designs and executes construction and renovation projects, coordinates Senate office and committee moves, oversees Senate food service operations, manages Senate garage and health and fitness facilities, maintains pedestrian tunnels and subway systems connecting the Senate buildings and the U.S. Capitol, promotes sustainability and energy-reduction initiatives, ensures compliance with accessibility, environmental and safety

standards and provides customer service to senators, staff and visitors to the Senate office buildings. ↗

The Supreme Court Building and Grounds jurisdiction operates and maintains the Supreme Court of the United States and the Thurgood Marshall Federal Judiciary Building. The AOC is responsible for the structural and mechanical care and maintenance of the Supreme Court of the United States and its grounds, performing these responsibilities under the direction of the Marshal of the Supreme Court. Appropriations for these activities are provided to the AOC through the federal judiciary branch's annual appropriation bill. The AOC provides care, maintenance, minor construction and capital project support to the Administrative Office of the U.S. Courts in the Marshall Building on a reimbursable basis. ↗

The U.S. Botanic Garden jurisdiction oversees the maintenance, operation and construction of all USBG facilities, including the Conservatory, the Regional Garden, the Pollinator Garden, the First Ladies Water Garden, the Rose Garden and the Bartholdi Fountain and Gardens. It is responsible for the USBG Administration Building and a plant production and support facility, which includes 34 greenhouse bays, outdoor nurseries and areas for storage and maintenance. The jurisdiction is also the steward of a diverse plant collection and provides ongoing educational programs, tours and exhibits. As a leader in plant conservation, the USBG was a founding member of the Sustainable SITES Initiative (SITES®), which encourages sustainable landscaping. The Architect serves as acting director of the USBG and reports on its operations to Congress. ↗

The U.S. Capitol Visitor Center jurisdiction manages the CVC visitor programs, exhibits and use of meeting spaces. The underground facility serves as the main visitor entrance to the U.S. Capitol and includes Exhibition Hall where permanent and rotating exhibits focus on the history of the legislative branch, the legislative process and the architecture and art of the U.S. Capitol. The CVC also houses a restaurant, two orientation theaters, a large auditorium, two on-site gift shops and an online gift shop. Since its opening in 2008, more than 29 million people have visited the CVC. The Chief Executive Officer for Visitor Services oversees the CVC. This position reports administratively to the Architect of the Capitol but operates under the Chief of Operations. ↗

Did You Know?

The USBG has a collection of corpse flowers (*Amorphophallus titanum*) that are known for their enormous size and foul odor, reminiscent of rotting flesh. The corpse flower bloom is a treasured spectacle, lasting only one or two days and attracting thousands of visitors.



AOC employees stand beside a corpse flower in full bloom at the USBG Production Facility.



Scaffolding is removed in the Senate Reception Room at the U.S. Capitol, revealing the Brumidi mural for the first time after the ceiling restoration project.

Performance Highlights

A Balanced Scorecard Approach to Strategic Planning

The AOC employs a Balanced Scorecard approach to strategic planning and management. The approach supports the agency's comprehensive organizational transformation and the development of a new long-term vision and strategy for the Capitol campus. The Balanced Scorecard approach will help the agency communicate its strategy, goals and objectives; align daily activities with its strategy; prioritize projects, products and services; and measure and monitor progress towards strategic targets. The Bridge Strategic Plan represents an initial step in implementing the Balanced Scorecard approach. It guides decisions and maintains the agency's focus on core objectives and mission-critical activities until the Balanced Scorecard implementation is completed and a new strategic plan is published.

STRATEGIC PLANNING FRAMEWORK

The Bridge Strategic Plan includes four strategic goals carried over from the prior five-year strategic plan. It also incorporates six strategic objectives developed during the most recent organizational transformation efforts and includes performance goals and strategic KPIs to measure progress toward achieving

these goals and objectives. Additionally, operational KPIs, also carried forward from the prior plan, help the agency monitor progress in meeting its mission.

Strategic Goals

- **Strategic Goal 1: Maintain Awe-Inspiring Facilities** addresses the agency's stewardship of the structures and grounds of the Capitol campus. This goal ensures visitors to the Capitol campus and those who work within its facilities experience the grandeur of these historic treasures at their very best.
- **Strategic Goal 2: Provide Extraordinary Services** addresses the agency's support and service to the prestigious occupants of the Capitol campus in their critical mission to govern the country. In addition, the goal addresses the services provided to AOC staff and Capitol campus visitors.
- **Strategic Goal 3: Foster an Innovative and Empowered Workforce** addresses efforts to empower agency staff to exercise greater responsibility for their performance and proactively apply informed judgments and innovations in identifying results-oriented solutions.
- **Strategic Goal 4: Operate as One Team, Dedicated to One Mission** supports and encourages collaboration among the agency's wide-ranging functions, jurisdictions and organizations.

Goals one and two—Maintain Awe-Inspiring Facilities and Provide Extraordinary Services—are externally focused. The first goal addresses the maintenance, operation and preservation of facilities, buildings, grounds and assets, while the second goal focuses on delivering exceptional client and visitor services. Goals three and four—Foster an Innovative and Empowered Workforce and Operate as One Team, Dedicated to One Mission—are internally focused. The third goal emphasizes promoting employee growth, development and engagement, whereas the fourth goal aims to create a workplace that fosters collaboration, innovation and responsible stewardship. Narrative summaries of FY 2024 program highlights under each strategic goal are provided below. In addition, the associated operational KPIs, strategic objectives, performance goals, strategic KPIs and enterprise-level risks are identified for each strategic goal.

Strategic Objectives

Each strategic objective aligns with multiple strategic goals and further hones the agency’s strategic focus and direction. **Table 1** provides descriptions for each strategic objective. **Section Two: Performance Information** provides an in-depth discussion of each strategic objective and the respective FY 2024 performance associated with that objective.

Performance Goals and Strategic KPIs

The Bridge Strategic Plan established 18 performance goals to help the agency achieve its strategic objectives. Strategic KPIs, aligned with these performance goals, measure progress. **Table 3** shows the number of performance goals and KPIs associated with each of the six strategic objectives. **Section Two: Performance Information** provides a more detailed description of the FY 2024 performance goals and the agency’s progress in meeting them.

Table 1. Strategic Objectives

STRATEGIC OBJECTIVE	DESCRIPTION
AOC University	This strategic objective assists the agency in developing highly skilled and engaged employees by fostering enterprisewide learning and knowledge. It focuses on ensuring that employees have the right skills at the right time to succeed in their jobs. By achieving this objective, the AOC will provide world-class training and education to employees, support proactive succession planning and facilitate knowledge transfer, effectively advancing the agency’s mission and the strategic goal to Foster an Innovative and Empowered Workforce.
Building Official	This objective ensures consistency of processes and compliance with nationally recognized codes and standards for construction and infrastructure. All facility construction efforts will undergo plan reviews, construction inspections and construction acceptance testing. The Building Official will also document code compliance based on the new standards with building permits, certificates of completion and certificates of occupancy.
Cultural Behaviors Transformation	This objective encourages a culture where employees and customers experience the AOC as a “best place to work” in the federal government. It emphasizes the agency’s values and empowers senior leadership and employees to embody those values. The objective supports the strategic goals to Foster an Innovative and Empowered Workforce, Provide Extraordinary Services and Operate as One Team, Dedicated to One Mission.
Enterprise Asset Management	This objective provides a comprehensive asset management strategy that informs work priorities and supports data-driven fiscal decision-making. It ensures proactive maintenance management, mitigates obsolescence, restores reliability, reduces long-term costs and forecasts resource requirements. The objective supports the strategic goals to Provide Extraordinary Services, Maintain Awe-Inspiring Facilities and Operate as One Team, Dedicated to One Mission.
Human Capital Strategy	This objective provides a framework for human capital management, focusing on talent acquisition, professional development, employee engagement and retention. It promotes agencywide collaboration to develop and implement robust recruitment strategies, proactive workforce planning and initiatives to identify and address skill gaps. The objective ensures workforce readiness, recognizes and rewards exceptional performance and enhances employee well-being. These efforts enable the agency to attract, develop, engage and retain a talented, diverse and highly skilled workforce, and supports the agency’s mission and strategic goal to Foster an Innovative and Empowered Workforce.
Capitol Complex Master Plan and Strategic Plan	This objective creates an integrated approach to strategic and physical planning, developing a unified vision for the future. It aligns goals, priorities, decisions and resources to achieve that shared vision. The Capitol Complex Master Plan (CCMP) will provide a 20-year outlook for the physical campus and project development. The Strategic Plan will establish enterprise-level guidance and direction, setting goals, objectives and KPIs with a five-year horizon. The objective supports the strategic goals to Maintain Awe-Inspiring Facilities and Operate as One Team, Dedicated to One Mission.

Operational KPIs

Operational KPIs represent the most critical metrics relating to ongoing agency operations. These KPIs are aligned with the strategic goals and are used to quantify and measure performance against these goals. **Table 2** shows the number of KPIs associated with each strategic goal and provides an overview of FY 2024 results. Detailed FY 2024 metrics and historical trend data (where available) for each KPI are presented under each strategic goal in **Tables 4** through **6**.

Table 2. Operational KPIs

STRATEGIC GOAL	KPIs	MET	NOT MET
Strategic Goal 1: Maintain Awe-Inspiring Facilities	4	3	1
Strategic Goal 2: Provide Extraordinary Services	2	2	0
Strategic Goal 3: Foster an Innovative and Empowered Workforce	1	1	0
Strategic Goal 4: Operate as One Team, Dedicated to One Mission	0	N/A	N/A

Enterprise-Level Risks

Enterprise-level risks are those risks that have the largest likelihood of occurrence and potential impact on mission-critical tasks. Each of the 11 risks are cross-walked to the strategic goals. More information on each of the enterprise-level risks and the AOC’s respective risk response is included in the **Forward-Looking Information** section.

Data Validation and Verification

In accordance with the *GPRAModernization Act* (GPRAMA), the AOC prioritizes the completeness, reliability and quality of all performance measurement data. Through established mechanisms, the agency validates and verifies the accuracy of information collected and reported, reduces the risk of inaccurate data and ensures the information is credible. These efforts include internal agency assessments that address standards and procedures, data entry and transfer, data integrity, data quality, data limitations and oversight.

Section Two: Performance Information provides additional information on the data validation and verification processes and performance results.

Did You Know?



Atop the U.S. Capitol’s cast-iron dome is the tholos, a structure of 12 columns surrounding a lantern that signals when the House, Senate or both chambers are in session. The tholos supports the Statue of Freedom and offers panoramic views of Washington, D.C.

The digital AOC employee magazine, “Tholos,” is aptly named after this significant architectural feature. The magazine, provides stories that communicate the AOC’s mission to serve, preserve and inspire. Current and past volumes of the magazine are available online. [➔](#)

Table 3. Performance Goals and KPIs

STRATEGIC OBJECTIVE	PERFORMANCE GOALS			STRATEGIC KPIS		
	MET	NOT MET		MET	NOT MET	
AOC University	2	2	-	3	1	2
Building Official	2	-	2	-	-	-
Cultural Behaviors Transformation	2	1	1	-	-	-
Enterprise Asset Management	3	3	-	3	3	-
Human Capital Strategy	7	6	1	7	4	3
Capitol Complex Master Plan and Strategic Plan	2	-	2	-	-	-



Senate Committee Room renovations in the Dirksen Senate Office Building near completion, carefully balancing modern updates with historic preservation.

Strategic Goal 1

Maintain Awe-Inspiring Facilities

This strategic goal centers on the stewardship of the Capitol campus and other assets. It addresses core responsibilities including capital renewal, preservation and restoration and facilities maintenance and operations. As part of this goal, the AOC focuses on ensuring a safe, healthy and secure campus and work environment, sustainability and the efficient use of resources.

Table 4 provides the results for the four operational KPIs associated with this strategic goal. The AOC met its targeted operational performance for three of the four operational KPIs.

Related Strategic Objectives:

- Building Official
- Enterprise Asset Management
- Capitol Complex Master Plan and Strategic Plan

Related Enterprise-Level Risks:

- Physical Security
- Deferred Maintenance and Capital Renewal
- Life Cycle Project Management
- Critical Infrastructure Failure

Table 4. Maintain Awe-Inspiring Facilities Operational KPIs

OPERATIONAL KPI	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024 TARGET	FY 2024 RESULTS
Reduce Cumulative Energy Intensity Use. Reduce energy use across the Capitol campus.	47.9% Met	50.8% Met	48.8% Met	48.3% Met	51.4% Met	≥48.0%	51.7% Met
Facility Condition Index. Reduce the percent of major buildings in poor or fair condition.	44.4% No Target Set	48.1% Not Met	55.6% Not Met	51.9% Met	59.3% Not Met	<59.3%	59.3% Not Met
Planned Work Order Performance. Maintain on-time completion rate of 90 percent.	N/A	N/A	N/A	92.1% Met	93.2% Met	≥90%	93.1% Met
Unplanned Work Order Performance. Maintain on-time completion rate of 90 percent.	N/A	N/A	N/A	94.1% Met	93.2% Met	≥90%	93.6% Met

The following narratives highlight noteworthy FY 2024 accomplishments aligned with this strategic goal.

CAPITAL PROJECT DELIVERY

Refrigeration Plant Revitalization: Upgrades and expansion of the Refrigeration Plant facilities are essential to meeting the heating and cooling needs of the U.S. Capitol and surrounding buildings. Planning efforts also continued to replace the final chiller unit and other components, upgrade electrical infrastructure in the West Refrigeration Plant and optimize plant control systems.

Rayburn Modernization: The multiyear modernization of the Rayburn House Office Building will ensure the building meets modern safety, functionality and environmental sustainability standards. This program will repair or replace the building's mechanical, electrical, fire protection, plumbing and conveyance systems, renovate the mechanical, fire protection and electrical rooms, modernize the hearing rooms, renovate the Members' suites, provide new visitor screening facilities and fully implement requirements of the ADA creating a barrier-free facility. In FY 2024, work focused on preplanning, with initial studies identified for swing space requirements to minimize disruption to occupants during construction.

Hearing Rooms Renovations: Renovation projects for hearing rooms in both the House and Senate office buildings continued in FY 2024. Renovation of the House Foreign Affairs Committee's hearing room was completed, featuring upgraded lighting, accessible dais rows, new electrical systems and an ADA-compliant bathroom and dedicated space for audiovisual equipment. The Senate's long-term Hearing Room Renovation Program also progressed, with completion of the hearing room for the Senate Committee on Homeland Security and Governmental Affairs. The renovation included significant infrastructure upgrades, such as advanced lighting, audiovisual and HVAC systems, life-safety and accessibility improvements and new furnishings and finishes that preserve the rooms' historic character and original architectural intent. Additionally, designs were completed and renovations began in the hearing room for the Senate Committee on Health, Education, Labor and Pensions, which is expected to be complete in FY 2025.

Production Facility Campus Renewal: The USBG Production Facility Renewal Project will replace an end-of-life 85,000-square-foot greenhouse with a new greenhouse range, quarantine greenhouse, storage facility and conditioned potting hall. Critical life-safety and plant care issues will

be addressed by adding fall protection, ensuring proper environmental controls and air circulation for plant health, and updating essential mechanical, electrical and plumbing systems. Additionally, a new education center include classrooms, a demonstration kitchen, an education greenhouse and an urban farm. The project incorporates sustainable technologies such as solar energy, geothermal systems and advanced stormwater management to significantly reduce energy consumption and environmental impact.

PRESERVATION PROJECTS AND INITIATIVES

U.S. Capitol Exterior Stone and Metal Preservation: Phase 3 of the U.S. Capitol Stone and Metal Preservation Project was finalized in FY 2024. This phase of the multiyear program focused on the U.S. Capitol's West Front and included a thorough cleaning and treatment of the stone surfaces, replacement of missing or irreparable stone elements and mortar and sealants in stone joints, painting the original sandstone façades, installation of a bird deterrent system, and cleaning and repairing marble terrace balustrade and lampposts. The preservation work also restored metal balcony railings. Phase 4, the final phase of the project, will begin in FY 2025, following the presidential inauguration, and will address the East Front of the U.S. Capitol.

Thurgood Marshall Building Façade Stabilization: Construction proceeded on schedule to address targeted stone veneer deficiencies with the building's exterior. These efforts address safety issues and prevent deterioration of the stone façade. The project addresses visible stone damage and hidden conditions revealed through nondestructive testing of each stone panel. Additionally, the joint sealant and weep system will be replaced to create a stable, weathertight exterior envelope. The final stage of the project will install a new safety netting system.

Learn More!

Additional information on the ongoing major stone repair and preservation projects at the Capitol campus is included in [Appendix D](#) and is available online. [↗](#)

CAPITOL HIGHLIGHTS

A Decade of Renewal for the Cannon House Office Building

Built in 1908, the Cannon House Office Building is the oldest congressional office building and serves as office space for approximately 2,000 individuals, including Members of Congress and their staff. The Cannon Renewal Project is the first comprehensive restoration and modernization of the 826,500-square-foot building since the 1930s. The project included updating mechanical services, replacing major systems, abating hazardous materials, restoring historic assets and performing complete repair and repointing of the exterior envelope, alongside various interior improvements.

The decade-long renewal project was executed in five phases to align with congressional schedules and minimize disruptions. Initial efforts focused on installing building utilities in the basement and moat area to ensure uninterrupted service. Electrical, mechanical, fire protection and plumbing systems were upgraded to comply with life-safety, accessibility, safety and environmental codes, accommodate modern technology and create a more adaptable environment for occupants. The project brought the building's infrastructure up to current codes and standards, enhancing safety, security, adaptability, flexibility, energy efficiency and potable water per Environmental Protection Agency regulations.

The renewal project also addressed the building's exterior stone façade, which received meticulous cleaning, repairs and repointing to ensure structural integrity and prevent water damage. Hazardous caulking discovered in masonry joints during the façade restoration was removed and disposed of according to federal standards. As part of the broader renewal, a new fifth floor was constructed by demolishing the existing attic walls and roof to create a new level with higher ceilings, energy-efficient windows and a new roof, while preserving the original corridor floors.



The Cannon Renewal Project showcases the craftsmanship the AOC seeks to preserve. The project restored historic windows and original plasterwork, renewed over 800 doors with refinished millwork and cleaning, and repaired and polished more than three acres of marble. The grand colonnade columns were analyzed, cleaned and repaired for stability. Architectural features, including balconies, cornices, balusters and balustrades throughout the building were also stabilized and restored. Historic light fixtures were removed, rewired, refurbished and reinstalled, with outdoor fixtures restored to near-original condition. The lighting upgrades included retrofitting fixtures with LED lamps and rewiring interior corridors with dimmable, UL-listed components.

The Cannon Renewal Project is a testament to the AOC's ability to overcome challenges posed by modernizing an occupied, nearly 120-year-old building. The renewal project skillfully merged the grandeur and historical charm of the building with modern functionality, technology and amenities, creating a space that respects its rich heritage while addressing the contemporary needs of Congress. At the end of FY 2024, congressional suites on each of the building's sides were complete and ready for the upcoming 119th congressional transition. [↗](#)

Did You Know?

During the renovation of the Cannon House Office Building, workers uncovered century-old artifacts including crumpled newspapers from the early 1900s, bottles, original construction materials and a bowler hat — a precursor to today's standard hard hats. These artifacts offer revealing glimpses into life during the building's original construction. [↗](#)

Statue of Freedom Conservation: The Statue of Freedom underwent its ninth conservation effort since a major restoration in 1993. Scaffolding built around the statue allowed conservators to examine, document, clean and repair the exterior of the statue. This included testing for leaks, refilling seams with epoxy, filling pits, applying a new protective coating and removing, sharpening and reinstalling the lightning points. The statue is scheduled for additional maintenance in three to five years.

Did You Know?

The Statue of Freedom is the tallest statue in Washington, D.C. She stands 19½ feet tall and was designed by Thomas Crawford in 1856. The plaster model of the statue is on display in the U.S. Capitol Visitor Center. [↗](#)

Summerhouse Repair and Restoration: Efforts to repair and stabilize landscape architect Frederick Law Olmsted's Summerhouse continued in FY 2024. The central water feature was dismantled, repaired and rebuilt to address stonework and plumbing issues. Based on Cultural Landscape Reports, non-original plant material was replaced to align with Olmsted's original design.

Supreme Court Courtyard Restoration: The first phase of the Supreme Court's North Courtyard restoration neared completion in FY 2024. This phase involved replacing mortar joints, cleaning and repairing marble surfaces and restoring bronze windows and lampposts. Also, the courtyard fountains were upgraded with restored marble basins and advanced water treatment systems for improved efficiency and safety. Phase 2, focused on restoring the South Courtyards, commenced and is anticipated to be completed in FY 2025.

CVC Landscape Restoration: The landscape restoration at the CVC was completed this fiscal year. In line with Olmsted's original design, trees were planted in formal arrangements on the north and south lawns and a "no-mow" grass was introduced to reduce maintenance. The irrigation system was also upgraded to improve efficiency and support the new landscape.

FACILITIES MAINTENANCE

Facility Condition Assessments: In FY 2024, facility condition assessments were completed for the Packard Campus for Audio-Visual Conservation, the Ford and O'Neill House Office Buildings, the Capitol Power Plant, House Underground



The Statue of Freedom stands tall atop the U.S. Capitol as it undergoes maintenance and restoration to preserve its iconic presence.

Garages and facilities at Fort Meade, Maryland. FCAs evaluate the condition of facilities and equipment and prioritize preventative maintenance needs. These assessments are essential for maintaining and optimizing facility and equipment conditions, guiding capital budgets and prioritizing resource expenditures.

Technology Upgrade and Integration: The AOC upgraded the Computerized Maintenance Management System, which has streamlined the management of over 540,000 annual work orders, providing real-time updates, accelerating closeouts, improving workflow efficiency and reducing administrative overhead. In FY 2024, system optimization efforts resulted in a 42 percent annual cost reduction (\$135,000) and a 100 percent increase in AOC employee mobile licenses within the first year (resulting in savings of \$382,000). Comprehensive training, developed and delivered on AOC Learn, has further enhanced the system's effectiveness.

CAPITOL HIGHLIGHTS

A Facility Management First for the Federal Government

The AOC achieved a major milestone in FY 2024 by earning ISO 55001 certification for the John Adams Building, the second-oldest structure supporting the Library of Congress. This marks the first time a federal facility has been awarded this internationally recognized standard for asset and life-cycle facility management.

To achieve certification, the AOC developed a comprehensive asset management system (AMS) aligned with ISO 55001 requirements. This involved conducting a detailed gap analysis to assess current asset management practices and identify areas for improvement. A strategic asset management plan and governance framework were implemented, defining clear objectives, roles and responsibilities for managing assets across the Capitol campus. Training was provided to employees and stakeholders to foster a culture of asset management and align the AMS with the agency's broader goals. Supporting documentation, including risk assessments and performance evaluations, was also developed to ensure the system's effectiveness.

Following the establishment of the AMS, the AOC underwent a two-stage audit conducted by an independent certification body. The first stage, a readiness review, involved examining the AMS's documentation to ensure compliance with ISO 55001. The Stage 2 audit entailed a comprehensive evaluation of the



system's implementation, assessing planning, acquisition, operation, maintenance and disposal of assets. During this stage, the auditor reviewed records, interviewed personnel and examined processes to verify the effectiveness of the AMS. Upon successful completion of this audit, the Adams Building was recommended for certification, setting a new standard for AOC-managed facilities.

Achieving ISO certification provides the AOC with a world-class framework for managing assets, upgrading infrastructure and guiding capital investments, while supporting regulatory and financial objectives. It also underscores the agency's commitment to maintaining the sustainability, longevity and historical integrity of the Capitol campus while fostering a culture of continuous improvement and innovation in asset and life-cycle facility management.

Utility Services and Infrastructure Repairs: In FY 2024, critical infrastructure repairs were completed to ensure uninterrupted utility services (steam, chilled water, electric and cable television) across the Capitol campus. These projects included water meter replacements and repairs to utility vaults, mechanical room equipment and emergency generators. The utility tunnel system was overhauled using advanced repair techniques to effectively address issues related to underground concrete with minimal disruptions. Additionally, the installation of interim switchgear at the Packard Campus restored electrical redundancy and addressed electrical hazards. This project required 12 facilitywide electrical outages, coordinated with the Library of Congress, to ensure a safe and comprehensive installation process.

FACILITIES OPERATIONS

Building Automation: Over 5,000 Building Automation System Network (BASNet) devices across the Capitol campus were upgraded with new software to enhance the automation and optimization of building functions such as HVAC, lighting and elevators. These upgrades provide a more robust system and secure network. End-of-life controllers were upgraded in the East and West House Underground Garages and the Ford and Rayburn House Office Buildings. The updates boost energy efficiency, lower operating costs and improve the comfort and safety for building occupants, ensuring a more responsive and reliable facility management system. In addition, 13 new uninterrupted power supply systems were installed to ensure

reliability in the event of brief power outages. Scanning software was implemented to further secure the BASNet from cybersecurity threats

Life-Safety Systems: Numerous life-safety projects across the Capitol campus were completed in FY 2024. These projects rectified code deficiencies, reduced the risk of system failure and increased safety for building occupants. As part of an initiative to improve fire protection in the U.S. Capitol, a code-compliant fire sprinkler system was installed in the House attic, with the Senate attic system scheduled for completion in FY 2025. Additional fire safety upgrades included replacing failing copper sprinkler systems on the fourth floor of the Adams Building and completing the fire alarm network across multiple buildings on the Capitol campus.

Operational Innovation: Technology improvements have increased efficiencies, coordination and communication. Newly installed Bluetooth nodes on irrigation valves modernized the irrigation systems on the Capitol Grounds. This technology enables the use of mobile devices to control irrigation and enhance water use efficiency. The adoption of the ArcGIS Survey123 system enables digital management of pest and disease monitoring and pesticide, fertilization and biological control applications and equipment. At the Capitol Power Plant, new mobile apps track operational metrics and streamline processes, including fuel and material unloading, generator run logs and document control. QR codes at the USBG Conservatory and Production Facility provide on-the-spot curated instructions for plant care and maintenance, reducing communication time, increasing accessibility to pertinent information and enhancing care standards for the collection.



A plumber installs a cage around a newly fitted sprinkler head, part of the Library's Sprinkler System Replacement Project at the John Adams Building.



CAPITOL HIGHLIGHTS

Recycling and Sustainability

The AOC is committed to sustainability and has set goals for energy reduction, water conservation and waste diversion to drive continuous improvement and embed sustainability into its operations and workplace culture. This fiscal year, the AOC diverted 35 percent of building occupant waste, 93 percent of construction and demolition debris and 10 percent of food and all green waste from landfills.

Metal, electronics, and paper and cardboard recycling contribute to the Recycling Program Revolving Fund to support environmental stewardship. This year five projects valued at \$470,000 are being implemented across the Capitol campus. This included energy efficient electric boilers at the Library of Congress, new electric mowers for the Capitol Grounds and Arboretum, a Senate food service study to improve sustainability, a USBG roof project with sustainability features that may include a green roof, solar panels and a rainwater harvesting system and implementation of a campuswide Small Battery Recycling Program to ensure all batteries are recycled safely, efficiently and at a lower cost to the AOC.

Each year in May, the AOC participates in a regional Bike to Work Day. This year, more than 100 bikers and eScooter riders stopped at the AOC booth near the USBG. There were attendees from each jurisdiction as well as congressional Members and staff.

More information on the AOC's recycling and sustainability programs is included in the [Energy and Sustainability Program Management Report](#).

CAPITOL HIGHLIGHTS

Pioneering Urban Forestry and Conservation in the U.S. Capitol

The AOC is entrusted with the stewardship of the U.S. Capitol Grounds, ensuring their maintenance, preservation and enhancement, as both a historic and ecologically significant area. A dedicated team of professional arborists, urban foresters and plant health care specialists meticulously manages over 4,800 trees and plants across 274 acres, including lawns, parks, historic and commemorative trees, statuary and water features. Their work exemplifies best practices in urban forestry and arboretum management.

Designated as a Level III-accredited arboretum by ArbNet, the U.S. Capitol Grounds is among an elite group of 45 globally recognized arboreta. This prestigious status underscores the AOC's commitment to scientific research, conservation, public outreach and education, all dedicated to preserving the diverse collection of woody plants.

The carefully curated landscape enhances functionality, resilience and sustainability, delivering critical ecological benefits such as improved air quality, pollinator habitats and effective pollution and runoff management. By incorporating native plant designs and advanced cultivars, the grounds increase biological diversity while reducing reliance on synthetic fertilizers and pesticides. Innovative pest control measures further enhance these ecological benefits. Specialized tools for tree risk assessments evaluate decay and wood stability and advanced tree database software generates an "eco-benefits" report, quantifying the cost savings from stormwater runoff management, carbon sequestration and cooling effects provided by the tree canopy.

The meticulous management of the U.S. Capitol grounds not only upholds best practices in environmental stewardship and urban forestry, but also sets a benchmark for excellence in sustainability and conservation.



Did You Know?

This year, a sweetgum tree was planted on the Capitol Grounds in honor of NASA's Artemis missions, which aim to explore the moon and eventually send astronauts to Mars. Grown from seeds that traveled nearly 270,000 miles to the moon aboard the Orion spacecraft, the tree symbolizes the connection between space exploration and the natural world. It enriches the landscape of the Capitol campus while celebrating the spirit of the nation's innovation and exploration. ➔



An engineer monitors the controls at the Capitol Power Plant, ensuring optimal performance and efficiency in heating and cooling services for the Capitol campus.

Strategic Goal 2

Provide Extraordinary Services

This strategic goal aims to deliver high-quality professional and integrated services that exceed customer expectations. It focuses on supporting Congress and the Supreme Court, their staff and employees, while also serving millions of annual visitors to the Capitol campus—whether for business or tourism—and those engaging with the agency virtually through its online programs. **Figure 7** provides visitations statistics for FY 2024.

As shown in **Table 5**, there are two operational KPIs associated with this strategic goal. In FY 2024, the agency met its targeted performance for both KPIs.

Related Strategic Objectives:

- Building Official
- Enterprise Asset Management
- Cultural Behaviors Transformation

Related Enterprise-Level Risks:

- Expectations (External Communications)

Table 5. Provide Extraordinary Services Operational KPIs

OPERATIONAL KPI	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024 TARGET	FY 2024 RESULTS
Customer Satisfaction with Projects. Maintain high customer satisfaction for completed projects.	95.9% Met	95.0% Met	94.9% Met	96.4% Met	93.2% Met	≥90%	90.2% Met
Customer Satisfaction with Work Orders. Maintain high customer satisfaction for completed work orders.	N/A	N/A	N/A	N/A	N/A	≥90%	95.8% Met

The following narratives highlight noteworthy FY 2024 accomplishments aligned with this strategic goal.

CLIENT SERVICES

Congressional Office Moves: Although FY 2024 was not a congressional transition year, the transfer of leadership in the House of Representatives prompted the transition over 50 rooms in the U.S. Capitol within two weeks. This effort included relocation services, space updates, rekeying and sign making. The death of Senator Dianne Feinstein also required off-cycle moves for two Senate offices. In preparation for the upcoming congressional transition, the online selection tools used for House and Senate offices were enhanced for improved functionality and user experience.

Client Event Support: High-profile events occurred at various locations across the Capitol campus, including at the U.S. Capitol, Senate office buildings, CVC, USBG, Supreme Court of the United States and U.S. Capitol Grounds. The CVC hosted 710 events sponsored by Members of Congress, including briefings, new Member orientations and swearing-in ceremonies for congressional staff and new U.S. Capitol Police members. In support of more than 800 events at the Supreme Court of the United States, the AOC assisted in preparing conceptual layouts, coordinating room setups and logistics and implementing safety and security measures. **Figure 7** lists the special events held at the AOC.

Food Services Modernization: The AOC manages 11 food service, catering and vending operations in the Senate office buildings and the U.S. Capitol. Efforts to modernize the food service program in the Senate office buildings continued in FY 2024, with the development of requirements and concept design for facilities in the Dirksen Building and on the Senate side of the U.S. Capitol. The implementation of an electronic point-of-sale system and online and mobile ordering features have decreased wait times and improved efficiency and profitability of Senate food service facilities. Installation of ADA-compliant kiosks and countertops, upgraded water bottle fillers, and improving merchandise and condiment options within accessible reach throughout food service facilities have enhanced accessibility. 

Client Experience: More than 100 client experience (CX) workshops were conducted this fiscal year, reaching 2,290 employees and marking the first agencywide CX training in nearly a decade. Post-workshop evaluations showed a 94 percent favorability sentiment, with participants reporting increased confidence in applying CX principles. Additionally, the biennial Tenant Service Satisfaction Survey was conducted,

offering valuable insights into customer satisfaction and guiding the prioritization of customer service improvements. Results of the survey will be available in FY 2025.

60th Presidential Inauguration Planning: In preparation for the January 2025 Presidential Inauguration, contracts for the construction of the Inaugural platform, audio support, ground cover, audience seating, media platforms, trailers and security measures were executed this fiscal year. The Inaugural First Nail Ceremony for the platform occurred on September 18th. The Inauguration requires extensive intra-agency and external coordination to ensure a successful and safe event.

Did You Know?

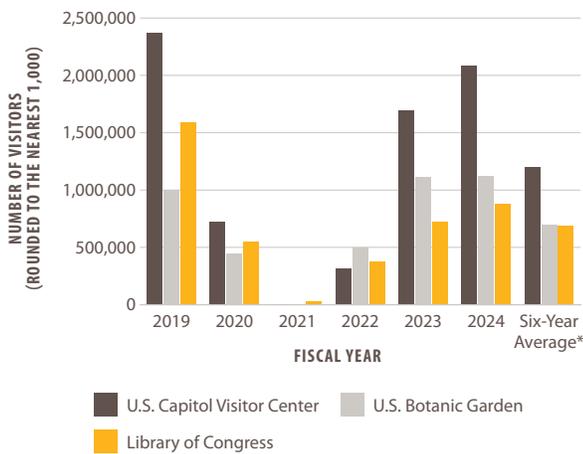
The U.S. Capitol serves as our national stage, where the process of addressing the nation's challenges and exploring its potential takes place. This iconic building hosts a range of significant public events, from solemn memorial ceremonies to lively July Fourth concerts. Within the Rotunda, the U.S. Capitol has witnessed heartfelt tributes to presidents and honored individuals, while the grounds serve as a powerful platform for free speech, from individual orators to large demonstrations. Symbolizing the freedom to express one's mind, the U.S. Capitol stands as a monument to democracy and the enduring power of the people. 

VISITOR SERVICES

Educational Programming and Exhibits: Two exhibits were launched in Exhibition Hall, "The Nation's Stage" and "Congressional Investigations," along with 133 public programs, including Seen on Screen, Artifact Spotlights and Curator Talks. A multilingual audio tour, available in English and 13 other languages, was also introduced. The expansion of educational offerings for younger learners resulted in a 64 percent increase in participants compared to FY 2023. Enhanced virtual programming included the "Know Before You Go" video and "Rotunda 360: Indigenous Peoples in Capitol Art," an interactive virtual experience showcasing Indigenous representations in Rotunda art from a Native perspective. At the Library of Congress, the four-year project to build the David M. Rubenstein Treasures Gallery was completed, providing space for the Library of Congress to display rotating thematic exhibitions of the Library of Congress' holdings. Additionally, the AOC helped manage base building design, construction and occupant concerns for the "Voices of the Early Americas" exhibition in the Jefferson Building.

CVC Visitor Experience: The CVC gift shops were updated with new fixtures for improved visibility and flow, custom displays for books and apparel, enhanced storage solutions and energy-efficient LED lighting. The restaurant redesign plan continued and will enhance traffic flow, food selection and seating arrangements. Audiovisual improvements throughout the CVC included wall-mounted event displays, wayfinding kiosks and standardized equipment in meeting rooms. In the auditorium, advanced lighting controls, LED processors for advanced content playback, improved camera control and captioning equipment that support accessibility were installed. Additionally, a Visitor Journey Mapping tool was installed to anonymously track visitor wait times, visit durations, travel paths and occupancy in the Exhibition Hall and Capitol Cafe. This tool provides insights into visitor interactions with exhibits, merchandise and amenities, facilitating data-driven decisions to improve the visitor experience.

Figure 6. Capitol Campus Visitation



*The six-year average is impacted by the temporary closure of the Capitol campus due to the COVID-19 pandemic. These closures lasted from March 2020 through February 2022.

Accessibility: In FY 2024, 938 immediate ADA compliance issues of the 1,055 confirmed barriers in the U.S. Capitol were resolved. Planning was also completed to address five mid-term and 13 long-term findings in future projects. Additionally, new wayfinding signage was installed to enhance accessibility in the CVC and House and Senate office buildings. A fully ADA-compliant pick-up and drop-off point was constructed on both the House and Senate sides of the U.S. Capitol, and a permanent ramp was designed for the Central Hearing Facility in the Hart Building.

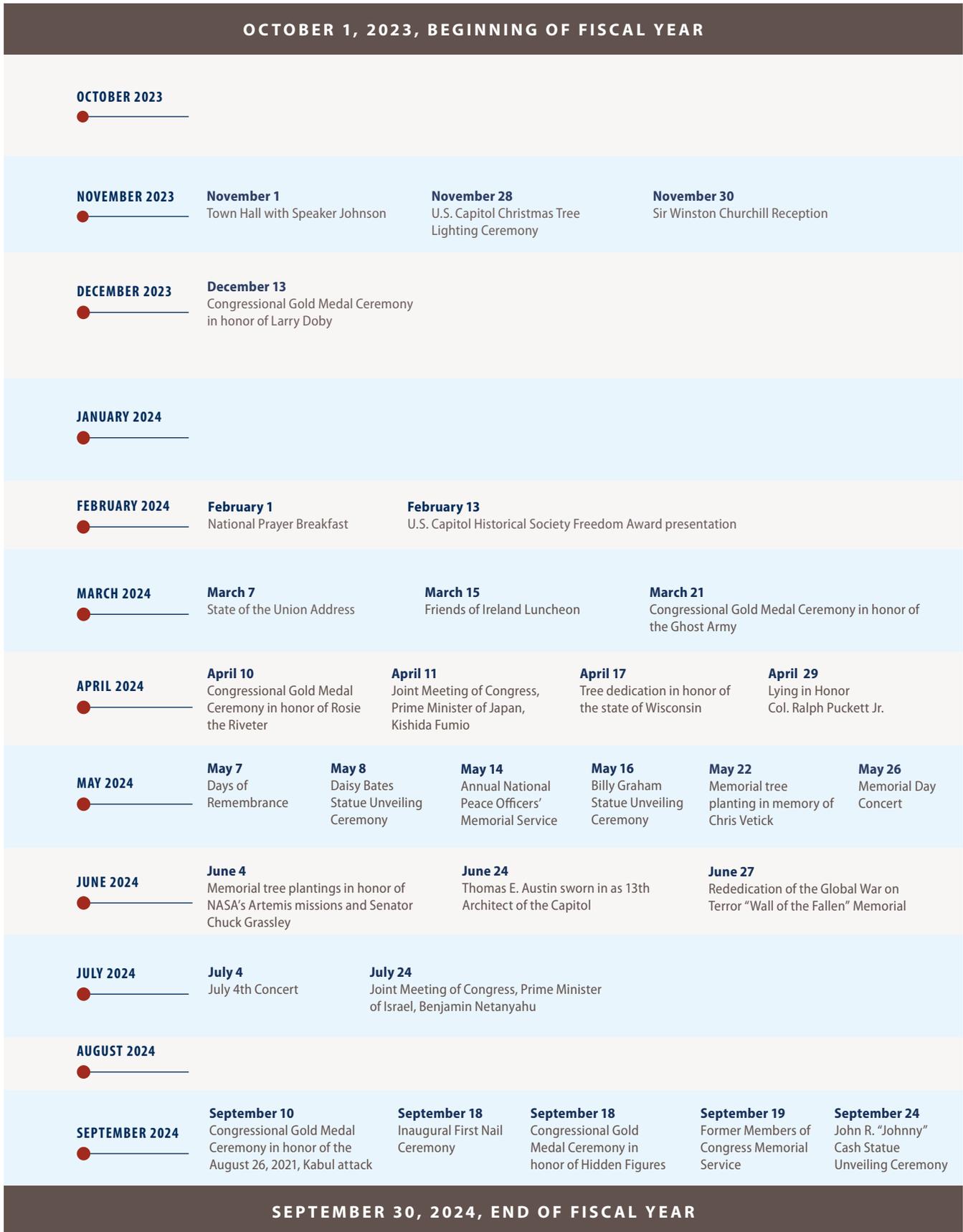
Did You Know?

This year, C-SPAN’s American History TV featured CVC Exhibits Curator Christine Blackerby in a tour of the special exhibit “Congressional Investigations.” The exhibit explores significant moments in congressional history, including the first investigation in the late 1700s into a military defeat by Native American Tribal Nations, the 1950s probe into organized crime and the inquiry into Japanese American incarceration during World War II. This showcase highlights the AOC’s role in educating the public on a wide range of historical and political topics. The video, along with lesson plans and resources from C-SPAN Classroom, is available online. [↗](#)

INTERNAL SERVICES

Employee Safety and Well-Being: The monthly “Safety Matters” newsletter, introduced in FY 2024, enhanced safety by informing AOC members about resources, training, initiatives, new processes and safety best practices. The newsletter fosters a culture of safety within the agency, reinforces safety policies and procedures, reduces accidents and injuries, improves employee morale and reinforces the AOC’s commitment to employee safety and well-being. This platform motivates and encourages staff to keep safety front of mind. In addition, the self-inspection program, which empowers employees to proactively identify and address risks and improve safety and compliance within work areas, has been formalized as agency policy. A total of 130 essential personnel were trained through 17 in-person sessions, supplemented by the creation of an on-demand training program to provide continuous access for employees. Medical surveillance efforts, i.e., the analysis of health information to identify workplace health issues that require targeted prevention, were implemented to improve agency readiness and meet regulatory requirements associated with employee exposure to hazardous materials and contaminants.

Figure 7. Special Events at the AOC





Employees from the AOC Plumbing/Pipefitting Shop pose for a picture in the U.S. Capitol.

Strategic Goal 3

Foster an Innovative and Empowered Workforce

This strategic goal is intended to cultivate a 21st-century workplace that attracts, develops, engages and retains a talented, diverse and highly skilled workforce. The goal focuses on developing and implementing progressive human capital strategies; promoting employee learning, growth and innovation through the provision of state-of-the-art training and education; and fostering an inclusive work environment that provides equitable opportunities for professional development and career advancement.

As shown in **Table 6**, there is one operational KPI associated with this strategic goal. In FY 2024, the agency met its targeted performance for this operational metric.

Related Strategic Objectives:

- AOC University
- Cultural Behaviors Transformation
- Human Capital Strategy

Related Enterprise-Level Risks:

- Manager-Employee Engagement Expectations (Internal Communications)
- Recruitment and Retention

Table 6. Foster and Innovative and Empowered Workforce Operational KPI

OPERATIONAL KPI	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024 TARGET	FY 2024 RESULTS
External Safety Inspection Findings. Reduce the safety findings identified by the Office of Congressional Workplace Rights. KPI results are based on the prior year’s inspections due to the delay in receiving inspection results.	2,179 No Target Set	1,170 No Target Set	710 Met	502 Met	604 Met	<1,033 5-Year Average	347 Met

The following narratives highlight noteworthy FY 2024 accomplishments aligned with this strategic goal.

Workforce Development and Training: Training offerings for employees to maintain their skills and improve performance, effectiveness and safety increased in FY 2024. A training needs assessment, completed this fiscal year, identified targeted training needs. To expand offerings, a pilot program was initiated with a commercial online platform providing on-demand courses in electrical systems, HVAC, plumbing, sustainability, facility management and project management. Internal online training offerings were also expanded to include over 1,000 courses covering topics such as ergonomics, slips, trips and falls, workplace well-being, hazard communication, lockout/tagout, customer service, safety inspections, fall protection, CPR and first aid, electrical safety, water hammer prevention and heat-stress and cold-weather safety. Additional workforce development efforts were implemented at the jurisdiction level, including tailored career guides, expanded supervisory paths and career ladders, enhanced talent acquisition strategies and succession planning. New programs included a steam plant qualification program, a decorative painter apprentice program and streamlined recertification and continuing education for pesticide applicators and arborists. National Safety Month tools and training resources were also developed for hazard recognition, slips, trips and falls, self-inspections, Safety Observations and Reflections (SOAR) and AOC Safety Committees.

Leadership Development: AOC University offered a suite of courses focused on enhancing leadership, teamwork and productivity. Key programs included “Speed of Trust,” “7 Habits of Highly Effective People” and “Crucial Conversations for Mastering Dialogue.” The agency also expanded its Supervisory Academy with on-demand modules to equip leaders with essential skills to lead teams effectively, improve communications, ensure compliance and foster a positive work environment. Additionally, a pilot mentorship program under the HCMD was introduced, pairing experienced mentors with mentees to support professional growth, foster knowledge sharing and help build networks across the agency. This six-month program incorporated input from both employees and supervisors and was modeled on best practices from other federal agencies and the private sector.

Employee Engagement And Retention: Efforts to enhance employee engagement and retention included targeted initiatives across the agency. The Library Buildings and Grounds jurisdiction conducted focus groups to improve communication and address issues such as conflict resolution, trust-building and feedback exchange. At the Capitol Power Plant, insights from focus groups and the Federal Employee Viewpoint Survey (FEVS) informed an action plan to boost employee engagement and retention. The Senate Office Buildings jurisdiction piloted an on-site Human Resources Services Specialist to provide retirement and benefits counseling, helping staff make informed decisions. Meanwhile, the CVC introduced Gallup’s CliftonStrengths assessment, which enables employees to leverage their natural talents for greater engagement, improved interactions and enhanced performance.

Recruitment: Recruitment efforts were expanded by establishing strategic partnerships with 20 organizations, including trade schools, colleges, universities and workforce development agencies. This expansion helped promote the Summer Internship Program, which attracted over 3,000 applicants. The agency also participated in 20 recruitment events, hosted two career information sessions and enhanced its social media presence on LinkedIn, Handshake and X, thereby increasing visibility and broadening applicant pools. Additionally, a compensation study addressed skilled trades positions. The study compared AOC positions to those in 13 public and private sector organizations and resulted in a proposed pay structure to better attract and retain top talent for those positions.

Did You Know?

Beginning in January 1877, women have had a long history of working for the AOC. Today, women serve in diverse positions across the Capitol campus—as architects, lawyers, archivists, curators, engineers, human resources specialists, gardeners, custodians, technicians, arborists, technology developers and more. While there is an iron dome on the U.S. Capitol, there are no glass ceilings. [↗](#)



Capitol Grounds and Arboretum employees gather in front of Olmsted’s Summerhouse for a ribbon-cutting ceremony, marking the completion of improvements to the historic structure.

Strategic Goal 4

Operate As One Team, Dedicated To One Mission

This strategic goal promotes a culture of learning, collaboration and teamwork that enhances the agency’s overall effectiveness, efficiency and responsible stewardship of the facilities and assets under its care. It encourages a shared commitment to the mission while promoting information and knowledge sharing among team members to increase innovation and optimize resources. There are no operational KPIs associated with this strategic goal this fiscal year.

The following narratives highlight noteworthy FY 2024 accomplishments aligned with this strategic goal.

Integrated Agency Planning: Phase 1 of the CCMP was completed, encompassing a thorough documentation of existing conditions, historical context, space requirements and client inputs. Work to develop Phase 2 of the CCMP began, focusing on developing comprehensive campus-wide frameworks that emphasize sustainability, resilience and accessibility. Initial efforts were directed toward the House and Senate office buildings, the Capitol Power Plant and the U.S. Capitol Police facilities. When complete, the CCMP will guide strategic facility investments for the next 20 years. In addition,

Related Strategic Objectives:

- Enterprise Asset Management
- Human Capital Strategy
- Capitol Complex Master Plan and Strategic Plan

Related Enterprise-Level Risks:

- Cybersecurity
- Workplace Health and Safety
- Data Quality and Governance
- IT Infrastructure

data-driven dashboards have been developed to support strategic decision-making in enterprise risk management, deferred maintenance, facilities management, customer service and budget management. These dashboards aggregate data points to provide quick, accurate insights, enabling staff to enforce policies, adhere to standards and facilitate key discussions. Over 200 users access these dashboards for performance metrics and reporting, improving decision-making and oversight.

Energy Reduction and Sustainability: Efforts to reduce energy usage continued to produce results. Cumulative energy use reduction reached 51.7 percent across the Capitol campus relative to the FY 2003 baseline. A new system for managing campuswide green waste saved 4,444 vehicle miles and 822 workhours, minimized deferred maintenance on vehicles and achieved \$2,296 in savings by conserving 574 gallons of fuel. In the Senate office buildings, a pilot project was launched to upgrade lighting controls and replace outdated fluorescent fixtures with energy-efficient alternatives.

Sustainability: Sustainability efforts included an expanded recycling program for waste streams, strengthening the food composting program and reducing single-use plastics. There are now campuswide recycling programs for metals, electronics, bottles, cans, paper, cardboard and batteries. These initiatives produced a 35 percent overall recycling rate and diversion of 93 percent of construction waste from landfills.

This fiscal year saw a 30 percent increase in preconsumer food composting in the Senate and House kitchens allowing the AOC to meet its goal of composting 10 percent of food and green waste. Additional sustainability efforts included upgrading the electric vehicle charging infrastructure with the addition of 16 private vehicle charging stations.

Did You Know?

Electric cargo bikes are a powerful symbol of the AOC's commitment to sustainability. Unlike traditional vehicles, these electric bikes eliminate the need for costly fuel, oil changes and extensive maintenance. Without a combustion engine, they also reduce noise pollution, offering a quieter, more environmentally friendly mode of transportation. These bikes reflect the agency's dedication to preserving the natural beauty of historic grounds while actively reducing its carbon footprint. ↗



A gardener from the Capitol Grounds and Arboretum jurisdiction demonstrates the use of a new electric cargo trike, showcasing sustainable transportation for groundskeeping tasks.

Forward-Looking Information

The AOC's Enterprise Risk Management (ERM) program, overseen by the Integrated Risk Management Division (IRMD) and led by the Risk Management Officer, is an agencywide approach to addressing the most significant risks to AOC mission delivery. As a vital component of the AOC's governance process, ERM provides a comprehensive, enterprisewide view of organizational challenges, while improving insight on how to allocate resources to address the highest priority risks.

ERM PROGRAM MATURITY

During FY 2024, the IRMD assessed and measured the AOC's ERM program performance across five objectives and 20 key management activities using Gartner's Risk Management Score tool. Based on the results of the assessment, IRMD focused on three high-priority functional areas to include during FY 2024. (i.e., respond to risk, manage risk management technology and build enterprisewide risk management skills). Progress and status for each area is described below.

Respond to Risks: Risk response planning in prior fiscal years has focused primarily on defining those specific actions to address identified risks, including target dates, key dependencies and resource requirements. As the ERM program matures, IRMD has pushed to improve the risk response planning process by working with risk owners and liaisons to identify key risk indicators and metrics to better track progress on how the agency is managing their enterprise-level risks. Identified metrics will be implemented in FY 2025.

Manage Risk Management Technology: To modernize risk management technology, IRMD implemented the new Governance, Risk and Compliance (GRC) Tool to streamline and automate manual ERM processes and better communicate risk information. The GRC Tool has been successful and instrumental in surveying leaders on enterprise-level risks within the existing enterprise risk profile. Leveraging the new GRC Tool during FY 2024 risk assessments yielded the highest response rate of any risk assessment conducted since the program's inception.

Build Enterprisewide Risk Management Skills: Past full enterprise risk assessments noted the need for risk management training. In response, IRMD developed an ERM 101 training course that includes four modules: Introduction to ERM, Risk Assessment Process, Risk Management Process and Risk Governance. Each module will contribute to enhancing the awareness, knowledge and skills of the foundational concepts and practices for executing ERM activities across the organization. The first module (i.e., Introduction to ERM) will be available in FY 2025.

ANNUAL ENTERPRISE RISK ASSESSMENT

The IRMD conducts an annual enterprise risk assessment with agency leaders to identify and prioritize the risks most critical to further evaluate, manage and monitor. Full risk assessments are conducted in even-numbered fiscal years and targeted risk assessments are conducted in odd-numbered fiscal years. The full risk assessments gather information from agency leaders, management and staff on known risks and potential impacts. The targeted risk assessments focus on gathering input from senior leaders to identify new or emerging risks not already included in the enterprise risk profile.

The FY 2024 full risk assessment requested input from a larger part of the agency to include GS-14s, 15s and Senior Rated leaders to evaluate the 11 known enterprise-level risks. An additional component this fiscal year consisted of a final free text question allowing respondents to provide their view of what the top risk (existing or new) facing the agency was. More than half of respondents mentioned either Recruitment and Retention or Leadership at the Top as the top risk. Leadership at the Top was not only noted as a risk but was a crosscutting theme across several of the known risks with the most glaring issue consisting of employee engagement. Respondents mentioned a desire to have more of a connection with senior leadership through improved engagement.

Each risk assessment helps identify and prioritize the most significant risks facing the agency based on their likelihood of occurrence and potential impact on mission-critical tasks. Risks are prioritized and scored by multiplying three factors: likelihood of occurrence, impact if realized and the velocity of the impact. Velocity represents the predicted time frame for the impact to be felt if the risk materialized. Likelihood and impact are measured on a five-point scale, with five denoting the highest probability or impact. Velocity is rated on a scale from 1.05 (very slow) to 1.40 (very rapid). After scoring, risks are grouped into three tiers based on their potential impact on the agency's ability to achieve its mission.

In addition to the 11 enterprise-level risks, the OIG identified seven management challenges, three of which align with the enterprise-level risks. **Figure 8** provides a consolidated overview of the risks and challenges. The AOC leadership has reviewed the OIG's recommendations and will take appropriate actions to mitigate the impact of the seven challenges. The OIG's statement of management challenges is included in **Section Four: Other Information**.

Figure 8. Summary of Enterprise-Level Risks and OIG Management Challenges

DESCRIPTION	TIER	ENTERPRISE-LEVEL RISKS	OIG MANAGEMENT CHALLENGES
Recruitment and Retention (OIG Description: Human Capital Management)	Tier 1	✓	✓
Critical Infrastructure Failure	Tier 1	✓	
Deferred Maintenance and Capital Renewal	Tier 1	✓	
Cybersecurity	Tier 1	✓	✓
Physical Security (OIG Description: Balancing Safety, Security and Preservation)	Tier 2	✓	✓
Expectation (External Communications)	Tier 2	✓	
IT Infrastructure	Tier 2	✓	
Life Cycle Project Management	Tier 2	✓	
Manager-Employee Engagement Expectations (Internal Communications) (OIG Description: Operational Strategy and Leadership Challenges)	Tier 2	✓	✓
Data Quality and Governance (OIG Description: Accessibility, Auditability and Records Retention)	Tier 3	✓	✓
Workplace Health and Safety	Tier 3	✓	
Waste and Accountability	N/A		✓
Whistleblower Protections	N/A		✓

TIER 1 RISKS

These risks are the highest-level risks, which may have a significant impact on the AOC and the ability to achieve its mission. Tier 1 risks are a top priority that requires immediate leadership attention along with direct allocation of resources within the budget cycle to manage actions a part of Risk Response Plans. For FY 2024, the AOC assessed and prioritized four enterprise-level risks as Tier 1.

TIER 2 RISKS

These risks may have a moderately disruptive effect on the agency and its ability to achieve its mission. Tier 2 risks are a near-term priority and require a response plan. Necessary resources to address these risks may be allocated in the upcoming budget cycles. There were five Tier 2 risks in FY 2024.

TIER 3 RISKS

These risks may have a minimum disruption to the mission and or are effectively controlled. Tier 3 risks are not immediate priorities. Nonetheless, the AOC monitors these risks and responds to the risks as necessary. There were two Tier 3 risks in FY 2024.



Recruitment and Retention

Enterprise Risk Statement: The risk that the AOC does not effectively attract, develop, engage, reward and/or retain a highly skilled, motivated and diverse workforce, which directly impacts its ability to advance the agency mission, vision and values.

RISK RATING

Likelihood	3.85 (High)
Impact	3.86 (High)
Velocity	1.35 (Rapidly)
Risk Score	20.06

TIER 1 RISK

Explanation: Recruitment and Retention continued to be the highest enterprise-level risk. Insights from the FY 2024 enterprise risk assessment noted that the AOC would benefit from greater diversity and skills development, a simplified hiring process and improved compensation and working conditions to attract and retain talent. This is crucial to tackle issues such as high turnover. Furthermore, effective management practices, including knowledge management and succession planning, independent compensation studies and increased HR staffing, are critical to the organization's success.

Risk Responses: Response actions for this risk align with the AOC's five-year Human Capital Strategic Plan, which is focused on building and strengthening recruitment and outreach efforts, providing professional development opportunities to enhance employee skills and maximizing individual performance and enhancing the employee experience to strengthen employee engagement, well-being and retention. During FY 2024, the AOC concluded its evaluation of the salaries of skilled trades positions against labor market compensation rates and worked on a comprehensive salary study to benchmark classifications, along with identifying recommendations for salary increases based on survey results.

To enable supervisors and employees to engage in continuous communication, exchange information and provide ongoing feedback regarding employee performance, the AOC has committed to enhance the capabilities of the Performance, Communication, and Evaluation System (PCES) and implement the changes recommended by the PCES Working Group. Promoting monthly sessions among the 11 Communities of Practice has also encouraged engagement with members to solve problems, build knowledge, support recruitment initiatives and foster retention efforts. Further, the agency's employee wellness plan will remain all-encompassing, cultivating a healthier, more engaged workforce and drive long-term positive changes.



Critical Infrastructure Failure

Enterprise Risk Statement: The risk of critical infrastructure (i.e., vital building systems, facilities, roads, bridges, pipelines and power grids) failure due to aging facilities, extreme weather, accidents or cyberattacks will significantly delay the AOC mission and operations.

RISK RATING

Likelihood	3.08 (Medium)
Impact	3.88 (High)
Velocity	1.35 (Rapidly)
Risk Score	16.12

TIER 1 RISK

Explanation: Critical Infrastructure Failure, a top risk would have significant impacts to agency operations. Key insights from this year’s enterprise risk assessment suggest that it is crucial for the AOC to prioritize substantial investment in modernizing its outdated campus infrastructure to minimize the risk of public incidents or negative repercussions. Despite recent improvements, the infrastructure’s age presents substantial risks, indicating the need for a comprehensive replacement and upgrade plan. A dedicated budget for infrastructure projects and the standardization and prioritization of preventative maintenance practices are also urgently required.

Risk Responses: The planning and development of the response actions for this risk are underway. Preparation of the risk response planning activities include the facilitation of root cause analysis sessions to identify drivers contributing to the risk. Upon completion of the root cause analysis, the AOC will begin risk response activities to generate response ideas to manage the critical infrastructure failure risk to an acceptable level.



Deferred Maintenance and Capital Renewal

Enterprise Risk Statement: The risk that the AOC does not obtain the resources required or implement the processes needed to adequately reduce the deferred maintenance and capital renewal backlog.

RISK RATING

Likelihood	3.60 (High)
Impact	3.53 (High)
Velocity	1.20 (Slowly)
Risk Score	15.26

TIER 1 RISK

Explanation: As a facility maintenance organization, it is evident that there are concerns surrounding the management of the deferred maintenance and capital renewal backlog for an aging infrastructure. Insights from the FY 2024 enterprise risk assessment suggests the need for a comprehensive, well-supported and sufficiently funded plan to address potential system failures and ongoing maintenance issues, which may have considerable implications for the AOC's day-to-day operations. Ultimately, greater strategic planning and resource allocation are urgently needed to address these challenges.

Risk Responses: The planning and development of the response actions for this risk are underway.



Cybersecurity

Enterprise Risk Statement: The risk of network intrusion by malicious internal and external threats.

RISK RATING

Likelihood	2.99 (Medium)
Impact	3.72 (High)
Velocity	1.35 (Rapidly)
Risk Score	15.03

TIER 1 RISK

Explanation: In recent years, cybersecurity threats have increased in frequency, magnitude and sophistication. Accordingly, insights from the agency’s FY 2024 enterprise risk assessment assert that the AOC needs to bolster cybersecurity defenses through increased resources and investment. The organization faces many challenges brought on by complex cyber threats, such as phishing, social engineering and artificial intelligence empowered threat actors, requiring more advanced cybersecurity tools and practices to boost IT infrastructure security. Even with regular system replacements, patching updates and clear contingency plans for significant facility or network disruptions, the AOC faces an imperative for enhanced communication and investment in cyber incident prevention and response strategies.

Risk Responses: The AOC continued to manage cybersecurity risk through several activities related to operational security practices, testing, communication, reporting and training during FY 2024. Penetration testing across the enterprise is critical in identifying potential vulnerabilities. This fiscal year’s penetration assessment was favorable for the agency and provided a baseline for annual penetration testing program.

From a communication perspective, the AOC has been consistent in the execution of its cybersecurity communications plan to provide both recurring and timely cybersecurity training and information dissemination. Further, communication and reporting to leadership persisted with the development and implementation of an executive dashboard to emphasize the agency’s cybersecurity posture and inspire data-driven decision-making from senior leaders.

In addition, enhanced phishing training remains an ongoing activity to help users recognize and avoid phishing attempts. Other response actions include the maturing practices associated with authority to operate, assessment and authorization, plan of action and milestones, disciplined configuration management, replacement of end of life hardware and software, timely vulnerability management data center resiliency, supply chain threat management and recent advancements towards the agency’s zero-trust architecture practices and posture.



Physical Security

Enterprise Risk Statement: The risk that the AOC fails to protect people, property, physical assets and information from threats actions and undesirable events that could cause damage and/or loss.

RISK RATING

Likelihood	2.79 (Medium)
Impact	3.61 (High)
Velocity	1.35 (Rapidly)
Risk Score	13.57

TIER 2 RISK

Explanation: Providing comprehensive physical security across the Capitol campus requires expertise across a broad range of physical environments and threat types. Insights from the FY 2024 enterprise risk assessment noted that the AOC and its partners should place a higher priority on security and safety, being better prepared for upcoming technological threats such as Artificial Intelligence (AI) and strengthening their defenses against prevalent challenges like data breaches, especially as the use of cloud-based services continues to expand. Strengthening communications and safety training is also key to enhancing physical security measures.

Risk Responses: Due to the unique role that the AOC plays in the physical security of the Capitol campus, the AOC has prioritized two main response actions related to the collaboration with supporting federal law enforcement agencies and security awareness training. During FY 2024, the AOC actively participated in Capitol Police Board working groups to develop artifacts that will impact and safeguard the Capitol campus. The outcomes and recommendations identified by the working groups will influence the development of all future AOC physical security governance to include roles and responsibilities. In addition, security awareness training is ongoing and continues to be a strategy to foster a culture that empowers employees to become knowledgeable on how to identify and handle security threats.



Expectations (External Communications)

Enterprise Risk Statement: The risk that the AOC does not manage the needs and expectations of key stakeholders based on the actual level of capacity the AOC has to fulfill requests.

RISK RATING

Likelihood	2.95 (Medium)
Impact	3.30 (Medium)
Velocity	1.35 (Rapidly)
Risk Score	13.12

TIER 2 RISK

Explanation: The AOC engages both internal and external stakeholders, which can be a challenge to manage as each stakeholder has distinct needs and expectations. The FY 2024 enterprise risk assessment gathered that the AOC is experiencing increased scrutiny from oversight entities and the OIG is placing a significant burden on resources, as the AOC is investing heavily in supporting audits and evaluations and implementing those recommendations. While the AOC’s admirable client responsiveness is commendable, it can unintentionally heighten client expectations. Therefore, it is imperative for the AOC to enhance internal transparency and foster cross-departmental collaboration to present a united front, as inadequate management of external communication could potentially jeopardize congressional support for the AOC’s funding needs.

Risk Responses: Response actions for this risk are under development but will leverage existing agency communication protocols and identify an established hierarchy when evaluating and disseminating messages.



IT Infrastructure

Enterprise Risk Statement: The risk that the AOC does not have a proper IT infrastructure in place to support current and future technology requirements.

RISK RATING

Likelihood **2.87 (Medium)**

Impact **3.19 (Medium)**

Velocity **1.35 (Rapidly)**

Risk Score **13.35**

TIER 2 RISK

Explanation: The AOC’s IT Infrastructure is vital to seamless operations, data security and technological adaption. Insights from the FY 2024 enterprise risk assessment show that to stay ahead of rapidly evolving IT threats, including the emergence of AI, continuous investment in new technology and security is crucial. The AOC’s outdated IT infrastructure components pose a risk, requiring a comprehensive replacement plan and a shift towards industry-standard software. Ultimately, it would be beneficial for the AOC to collaborate with experienced federal agencies to adopt best practices for secure data management.

Risk Responses: During FY 2024, the AOC completed a technology road map to ensure IT infrastructure is scaled to meet future business requirements. In addition, the current fiber optic infrastructure was analyzed to identify requirements to increase network speed across the Capitol campus to meet future demand with the goal of ultimately upgrading the Capitol campus fiber optic infrastructure. Future response actions include plans to relocate and modernize existing data center locations contingent upon resource allocations and the implementation of the Capital Equipment Replacement Program to circumvent end of life equipment on the network and forecast future IT needs.



Life Cycle Project Management

Enterprise Risk Statement: Failure to implement effective project management processes may lead to increased costs, delays, significant infrastructure disruptions, safety concerns and reduced quality.

RISK RATING

Likelihood	3.05 (Medium)
Impact	3.20 (Medium)
Velocity	1.20 (Slowly)
Risk Score	11.71

TIER 2 RISK

Explanation: Managing a historic campus presents unique challenges, as echoed from insights of the FY 2024 enterprise risk assessment, emphasizing the need for effective project management practices such as maintaining a single project contact from start to finish to streamline execution. However, the AOC’s project managers, often operating in crisis management mode, need additional resources and training to be more effective. Improved interdepartmental coordination and communication may also help prevent overlapping work and prolonged timelines, ensuring successful project management.

Risk Responses: The AOC has continued to work to draft a standard definition of the term, “project” to include its purpose and characteristics such as the process to be followed, record of work completed and funding approach. During FY 2024, the Project Management Policy was revised to include an agency-wide definition and is currently under review.

Project management training remains important with monthly meetings to discuss various topics to include risk management, preservation, scheduling, energy and sustainability, environmental, budget, Project Management Professional certifications and lessons learned. Future plans include hosting an annual multi-day project manager workshop. Additionally, as part of the Office of the Chief Engineer Assessment Program, monthly reviews of project metrics and out-of-tolerance projects with established cost, schedule and safety targets will occur. With an established baseline, project managers will be able to compare current targets with future project performance. Upon reconciliation, the assessment program can be refined to focus on known risks and mitigation gaps.



Manager–Employee Engagement Expectations (Internal Communications)

Enterprise Risk Statement: The lack of intentional, routine and timely communications from management impacts employee engagement and alignment around AOC goals and priorities.

RISK RATING

Likelihood	3.11 (Medium)
Impact	3.04 (Medium)
Velocity	1.20 (Slowly)
Risk Score	11.34

TIER 2 RISK

Explanation: Effective communication between managers and employees is vital to build a positive work environment and improve employee engagement. Insights from the FY 2024 enterprise risk assessment noted that the AOC’s current lack of clear internal communication, coupled with high leadership turnover, has driven employees to seek external information sources, which has eroded trust. This issue is further exacerbated by the absence of a unified vision, information hoarding and operational silos, which collectively contribute to organizational communication breakdowns. Adopting a “One Team, One Mission” approach, along with a comprehensive communications strategy aimed at fostering information flow and trust within the organization, could significantly enhance communication and process efficiency, effectively addressing these concerns. Furthermore, leadership should consider the insights of middle managers and lower-level staff during decision-making processes to preclude unforeseen impacts on employees.

Risk Responses: In conjunction with the Human Capital Strategic Plan, the AOC continues to improve employee communication and engagement. To measure the employee experience, agency employees were encouraged to participate in this fiscal year’s FEVS, an organizational climate survey that assesses how employees jointly experience the policies, practices and procedures unique to the agency and leadership. In addition, with the launch of Blueprint, the biweekly AOC employee newsletter, and the distribution of AOC-issued cell phones, employees are now equipped and exposed to all AOC happenings, news and priorities. Future response actions include establishing 360-degree performance appraisals and additional efforts to disseminate essential messaging.



Data Quality and Governance

Enterprise Risk Statement: The risk that decision-quality data may not be readily available to inform priority initiatives, and there is no established data governance structure, which comprises data security.

RISK RATING

Likelihood	2.85 (Medium)
Impact	2.90 (Medium)
Velocity	1.20 (Slowly)
Risk Score	9.92

TIER 3 RISK

Explanation: Data quality and governance work together to ensure data is accurate, complete and fit for purpose. Insights from this fiscal year’s enterprise risk assessment highlighted that the onset of AI has raised significant data quality and security issues for the AOC. While the agency has a wealth of data, it requires refinement to be reliable for planning and decision-making. Additionally, despite having quantitative data, the AOC lacks qualitative data critical for understanding behavior and faces challenges in comparing data consistently due to differing operational structures. To address these issues, there is a need to trial a new governance structure, enhance data quality and create a regular communication channel for discussing data governance initiatives.

Risk Responses: For FY 2024, the AOC drafted a data governance policy that outlines roles, responsibilities and data management procedures. To help the agency understand the data assets, including where data is stored, who can access them and how they are used, the AOC procured Alation as its data cataloging and governance system. Alation will be used to house a population of identified and prioritized data sources. This will assist with data governance and aid in assessing the quality of data, further prioritizing efforts to improve it.

With the creation of a data stewards group in FY 2023, the AOC has developed and launched training courses related to data governance and stewardship activities, empowering stewards to curate agency data assets and communicate information about those assets to agency users.

Future response actions include the development and implementation of a structured communication plan that engages data governance members and supports the consistent flow of information that conveys the vision for improving data quality and governance across the organization.



Workplace Health and Safety

Enterprise Risk Statement: The risk that the AOC fails to provide a physically and emotionally safe work environment.

RISK RATING

Likelihood	2.60 (Medium)
Impact	3.12 (Medium)
Velocity	1.20 (Slowly)
Risk Score	9.71

TIER 3 RISK

Explanation: Everyone at the AOC, from leadership to staff should be involved in the health and safety of the agency and feel empowered to converse about any concerns. Insights from the FY 2024 enterprise risk assessment indicate that the AOC is dealing with significant security issues that may pose risks to human safety and the need for a better work-life balance for staff, especially as it transitions back to the office. The situation is further complicated by leadership vacancies, leading to uncertainty about the agency’s direction. The AOC must focus on enhancing transparency, empowering lower-level staff and managing workloads more effectively to avoid employee burnout. Additionally, fostering a supportive environment is integral to curbing high staff turnover and addressing employees’ psychological safety concerns.

Risk Responses: To manage this risk, the agency will establish a robust foundation for the safety program. This approach is critical to many of the Office of Safety and Code Compliance activities that are unforeseen and typically reactive. During FY 2024, an AOC self-inspection policy memo was developed, published and communicated to all AOC offices and jurisdictions, instructing the routine identification, correction and evaluation of safety and health hazards across the agency. To fulfill the requirement of the policy memorandum, AOC offices and jurisdictions assigned self-inspectors to complete quarterly inspections of high-risk areas/spaces and entered inspection results into the Computerized Maintenance Management System.

Future response actions include the expansion of the self-inspection program to capture non-high-risk areas and spaces, a methodology to measure policy implementation and the inclusion of the self-inspection program within the AOC’s safety manual. In addition, the Office of Safety and Code Compliance will develop a divisional strategic plan to establish initiatives and a playbook outlining the way forward to facilitate continuous improvement of the organization.



A layer of snow blankets the Senate Portico at the U.S. Capitol.

Climate-Related Financial Risk

The May 2021 *Executive Order on Climate-Related Financial Risk* encourages federal agencies to summarize efforts taken or planned to assess, measure and mitigate risks related to climate change that could affect the entity's financial performance, position or condition. While exempt from the executive order, as part of a prior strategic planning effort, the AOC commissioned a report to evaluate the potential impacts that extreme weather conditions may pose to the agency's mission and infrastructure. The report, completed in FY 2022, provided a high-level analysis of likely extreme weather impacts to the Washington, D.C. region and recommended strategies the agency could employ to minimize or remediate the risks posed to the Capitol campus.

The report focused on the most critical facilities under the AOC's care and narrowed the analysis to four likely areas of impact: sea level rise and severe rainstorms, ice and snowstorms, extreme temperatures, and hurricanes and windstorms. The evaluation included 27 facilities. It revealed consistent areas of vulnerability and recommended strategies for mitigating potential damage. The key themes in the report included: facilities are susceptible to water infiltration and exterior envelope damage from multiple extreme weather impacts and systems and specialized collections and spaces are insufficiently supported by standby power. Additionally, many of the emergency power systems are vulnerable to extreme weather.

As part of this report, the AOC developed a summary scorecard for each facility that shows the weather risks, possible courses of action and a model to access the approximate cost for each course of action. The report also identified simple and immediate remediation efforts for the risks, including regular visual inspections and assessments, frequent updates to preventive maintenance plans, improved standard operating procedures and updated project identification and program development processes. The AOC is developing projects that address issues outlined in the report.

In FY 2024, the AOC expanded the Capitol Power Plant Master Plan to evaluate additional options to improve resiliency and sustainability. Evaluation of these options will be completed in FY 2025. These climate assessments will inform the CCMP.

Financial Highlights

This section provides an overview of the AOC's financial statements that appear within **Section Three: Financial Information**. The principal financial statements are independently audited by KPMG and consist of the Balance Sheets, Statements of Net Cost, Statements of Changes in Net Position and Combined Statements of Budgetary Resources for the fiscal year ended September 30, 2024. **Table 7** summarizes key data from the financial statements. FY 2024 financial results include:

- Assets exceeded liabilities by \$4.3 billion, an increase in net position of \$218 million (5 percent) over FY 2023. This change primarily resulted from the increase in Property, Plant and Equipment and the Fund Balance with Treasury (FBWT).

- Property, Plant and Equipment (PP&E) (net of accumulated depreciation), the largest asset, totaled \$2.9 billion, a \$224 million (8 percent) increase over FY 2023, due primarily to the capitalization of costs from various projects on the Capitol campus.
- The net cost of operations amounted to \$781 million, a \$46 million (6 percent) decrease from the prior year. This primarily resulted from an increase in the costs associated with environmental and disposal liabilities and additional costs associated with various projects on the Capitol campus.

Table 7. Summary Financial Statements Data (Dollars in Thousands)

BALANCE SHEETS SUMMARY	FY 2024	FY 2023	CHANGE
Fund Balance with Treasury	\$ 1,674,354	\$ 1,612,659	4%
Investments	26,302	21,576	22%
Property, Plant and Equipment, Net	2,899,411	2,675,467	8%
Advances and Prepayments	255,260	285,570	(11%)
All Other Assets	2,225	2,283	(3%)
Total Assets	\$ 4,857,552	\$ 4,597,555	6%
Accounts Payable	\$ 95,178	\$ 85,840	11%
Advances From Others and Deferred Revenue	36,921	39,423	(6%)
Federal Debt and Interest Payable	587	16,892	(97%)
Environmental and Disposal Liabilities	249,086	271,197	(8%)
Federal Employee Benefits, Pensions and Related Accruals	65,880	78,677	(16%)
Lease Liabilities	88,594	N/A	N/A
All Other Liabilities	68,990	71,352	(3%)
Total Liabilities	\$ 605,236	\$ 563,381	7%
Unexpended Appropriations	\$ 1,667,913	1,633,124	2%
Cumulative Results of Operations	2,584,403	2,401,050	8%
Total Net Position	\$ 4,252,316	\$ 4,034,174	5%
Total Liabilities and Net Position	\$ 4,857,552	\$ 4,597,555	6%
STATEMENTS OF NET COST SUMMARY			
Gross Cost	\$ 850,443	\$ 890,434	(4%)
Less: Earned Revenue	(69,116)	(62,837)	10%
Net Cost of Operations	\$ 781,327	\$ 827,597	(6%)
STATEMENTS OF BUDGETARY RESOURCES SUMMARY			
Unobligated Balance Brought Forward	\$ 997,008	\$ 501,857	99%
Appropriations*	958,808	1,344,302	(29%)
Borrowing Authority	950	2,283	(58%)
Spending Authority from Offsetting Collections	60,972	63,691	(4%)
Total Budgetary Resources	\$ 2,017,738	\$ 1,912,403	6%

* Appropriations of \$958.8 million in FY 2024, as reported on the Statements of Budgetary Resources, include direct appropriations of \$947.3 million, \$20.7 million in Judiciary appropriations (administered by the AOC for the care of the Supreme Court of the United States and its grounds), a \$2.1 million appropriations transfer from the Library of Congress and \$53 thousand authority from the special fund receipts, less a House Office Building Fund transfer of \$11.3 million. In FY 2023, the AOC received \$1,344.3 million in total appropriations, composed of direct appropriations of \$1,319.0 million, \$29.2 million in Judiciary appropriations (administered by the AOC for the care of the Supreme Court of the United States and its grounds), and \$54 thousand authority from the special fund receipts, less a House Office Building Fund transfer of \$4.0 million.

INDEPENDENT FINANCIAL STATEMENTS AUDIT

The AOC received an unmodified (clean) opinion on the financial statements prepared as of and for the fiscal years ended September 30, 2024, and 2023 — the 20th consecutive year in which the agency received a clean audit opinion. An unmodified opinion provides reasonable assurance that the financial statements are free of material misstatement. Reasonable assurance, while not absolute, is nonetheless a high level of assurance. The audit identified no material weaknesses or significant deficiencies. **Figure 9** shows the number of material weaknesses and significant deficiencies for each fiscal year that the AOC has submitted its four principal financial statements for an audit.

GUIDE TO THE FINANCIAL STATEMENTS

The AOC generally references the executive branch requirements for accounting and reporting standards as a best practice and to improve financial transparency and accountability. The AOC prepares its consolidated financial statements from accounting records in conformity with generally accepted accounting principles (GAAP). For federal entities, GAAP are the standards prescribed by the Federal Accounting Standards Advisory Board (FASAB).

This section provides a brief description of each financial statement, their significant balances, major fluctuations and their relevance to the agency’s operations.

FINANCIAL POSITION OVERVIEW: BALANCE SHEETS

The Balance Sheets provide a snapshot of the financial position at the end of the fiscal year. They display the amounts of current and future economic benefits owned or available (Assets), amounts owed (Liabilities) and remaining amounts (Net Position).

Assets: As of September 30, 2024, the AOC reported total assets of \$4.9 billion. This represents an increase of \$260 million (6 percent) over the FY 2023 total assets of \$4.6 billion. This change is primarily due to a \$224 million (8 percent) increase in PP&E and a \$62 million (4 percent) increase in FBWT. **Figure 10** summarizes the total assets by major component as of September 30, 2024.

PP&E and FBWT, the two largest asset classes, account for 94 percent of the agency’s total assets. PP&E, net of accumulated

Figure 10. Summary of Total Assets

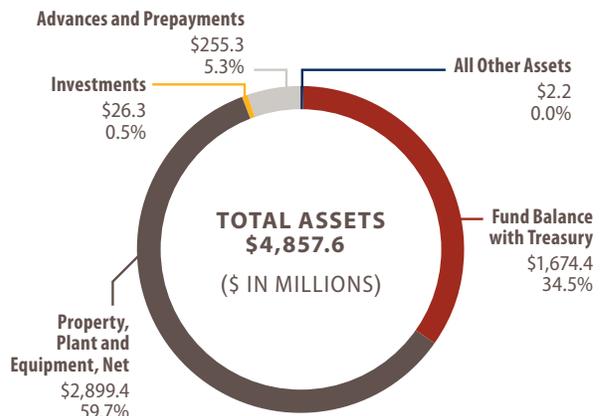
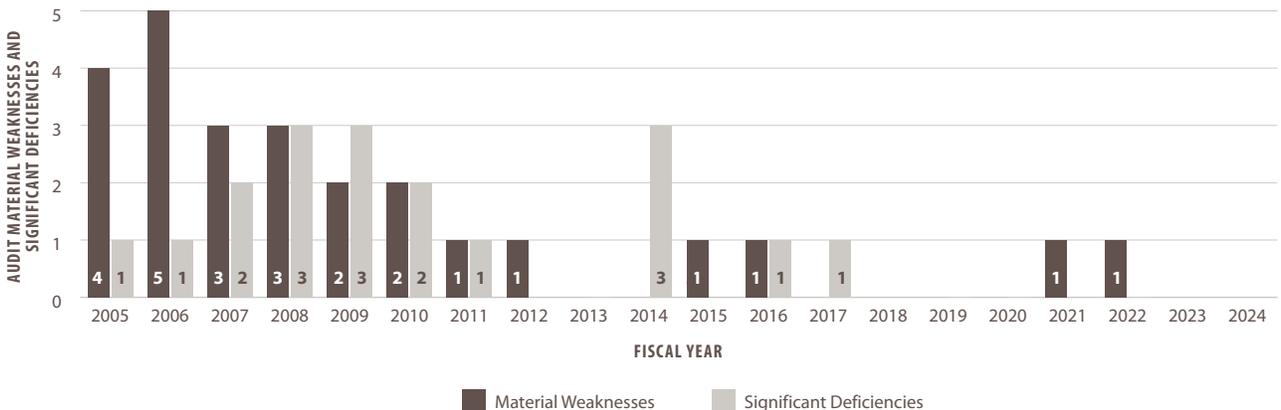


Figure 9. Audit Material Weakness and Significant Deficiencies



depreciation, was \$2.9 billion at fiscal year-end (60 percent of total assets). The increase in PP&E is primarily due the recognition of additional fixed assets as work is completed on various capital improvement projects including Phase 4 of the Cannon Renewal project (\$105 million) and Phase 3 of the Exterior Stone and Metal Preservation project (\$22 million) and the recognition of \$89 million in leased assets due to the change in accounting principle associated Statement of Federal Financial Accounting Standards (SFFAS) 54.

Figure 11 summarizes the PP&E balances by asset class at the end of the fiscal year. As of September 30, 2024, the largest asset class of the PP&E balance is buildings improvements (\$1.6 billion, 55 percent of total PP&E). This category is followed by buildings (\$542 million, 19 percent) and construction work-in-progress (\$472 million, 16 percent).

The FBWT, at \$1.7 billion (34 percent of total assets), represents the next largest asset category. Its \$62 million increase from the prior fiscal year was primarily attributed to reduced spending in the current year on various construction projects that were completed or nearly completed this fiscal year, including the Cannon Renewal (\$23 million), Phase 3 of the Exterior Stone & Metal Preservation (\$8 million) and various other capital improvement projects. Spending for utility services also decreased in FY 2024 due to adjustments for estimated versus billed consumption (\$4 million). Additionally, there was an increase in FBWT associated with amounts collected for work to be completed under reimbursable projects (\$9 million).

Advances and Prepayments (\$255 million, 5 percent of total assets) was the third largest asset category. This category decreased by \$30 million from the FY 2023 amount due to the

Figure 11. Net PP&E by Asset Class

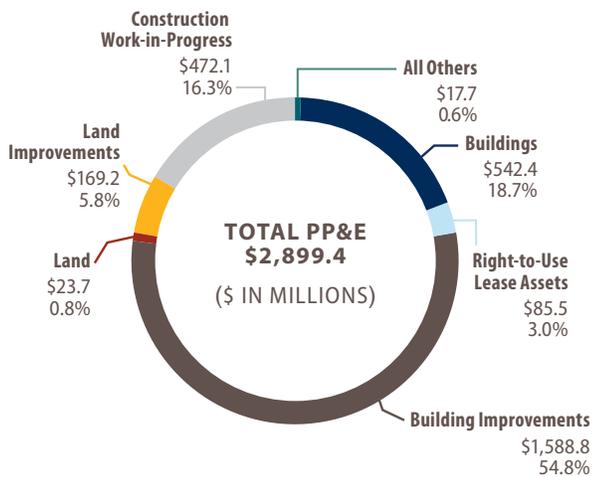
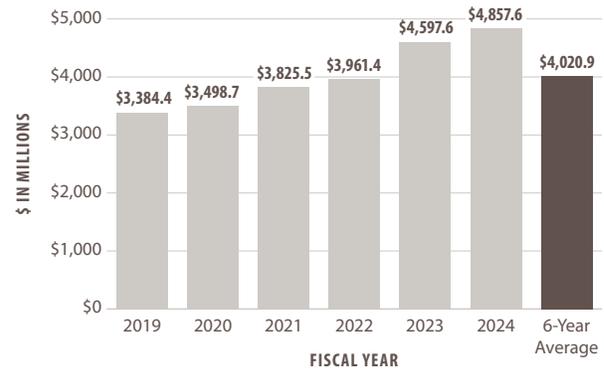


Figure 12. Trend in Total Assets



liquidation of advance payments as services were rendered and costs incurred for the Capitol Complex Security Improvement project (\$32 million). This was partially offset by an increase in advances paid for Phase 4 of the Cannon Renewal (\$2 million).

The remainder of the assets are comprised of investments, accounts receivable, retail inventory held for sale in the CVC Gift Shops and other assets. Investments are composed of two primary instruments: the U.S. Capitol Visitor Center Revolving Fund held with Treasury (\$14 million) and an escrow balance held with the public related to the Thurgood Marshall Judiciary Building (\$12 million).⁴ Total investments equaled \$26 million, representing a net increase of \$5 million from FY 2023. This increase is primarily due to an increase of invested proceeds from the CVC’s daily sales (in response to higher visitation) and an increase in interest earned, resulting from a higher market yield percentage in FY 2024.

The annual trend in total assets between FY 2019 through FY 2024 is presented in **Figure 12**. Total assets increased by \$1.5 billion (44 percent) over this period. This increase is principally the result of a \$649 million (29 percent) growth in PP&E, Net of accumulated depreciation, and a \$580 million (53 percent) increase in the FBWT. The PP&E increase was a result of the growth of capital improvements, including the Cannon Renewal, the cogeneration plant and multiple stone restoration and preservation projects. The FBWT increased largely due to

⁴ The AOC’s investments include funds held by a trustee outside of the U.S. Department of Treasury for financing the construction of the Marshall Building. Congress did not appropriate funds for this building’s construction but, instead, authorized the use of private financing to cover its cost. In 1989, the AOC entered into a development management agreement with Boston Properties for its design, development and construction. Shearson Lehman Hutton, Inc. and Kidder, Peabody, & Co., Inc., issued 30-year Serial Zero Coupon Certificates of Participation to finance the construction. Pursuant to a Trust Agreement, the proceeds were received by a trustee, The United States Trust Company of New York (now the Bank of New York Mellon). The Operating Reserve Fund is held in reserve to cover the future renovation needs of the building.

the \$321.9 million FY 2022 emergency security supplemental appropriation and increases in construction project funding. The AOC uses multiyear and no-year appropriations to fund many of the long-term construction projects on the Capitol campus.

Heritage Assets and Stewardship Land: The AOC maintains an important collection of heritage assets, including artworks, architectural features, reference and library materials, archival collections and living botanical assets, as well as stewardship land, including the U.S. Capitol Grounds. Heritage assets and stewardship land have historic or natural significance, are of cultural, educational or artistic importance, or have significant architectural characteristics. In accordance with FASAB standards, the Balance Sheets do not include a value for heritage assets and stewardship land. These assets are expected to be preserved indefinitely, and they are generally treated as an expense on the Statements of Net Cost and carried at no value on the Balance Sheets.⁵ However, an exception applies for multiuse heritage assets — namely, heritage assets that are primarily used for general government operations. The multiuse heritage assets identified in **Table 8** are included on the Balance Sheets net of accumulated depreciation.

Liabilities: At the end of FY 2024, total liabilities amounted to \$605 million, a \$42 million (7 percent) increase from FY 2023. The increase was due to the change in accounting principle associated SFFAS 54 requiring recognition of \$89 million in Lease Liabilities that were not reported previously and a \$9 million (11 percent) increase in Accounts Payable. The increases were offset by decreases of \$22 million (8 percent) in Environmental and Disposal Liabilities, \$9 million (26 percent) in Federal Employee Salary, Leave and Benefits Payable, \$4 million (9 percent) in Pensions, Other Post-Employment and Veterans Benefits Payable, \$3 million (6 percent) in Advances From Others and Deferred Revenue and \$19 million (21 percent) in Other Liabilities.

The decrease in environmental and disposal liabilities was primarily attributed to a reduction of COVID-19 pandemic-related considerations in the current year rates used to calculate the liability. The decrease in Federal Employee Salary, Leave and Benefits Payable is primarily due to accruing less days for the payroll accrual (\$9 million) in FY 2024 compared to FY 2023. The decrease in the Federal Employees Compensation Act (FECA) Actuarial Workers' Compensation liability was associated with a lower liability projection as per the U.S. Department of Labor's (DOL) FECA model and cost factors (\$4 million).

⁵ Federal entities are required to provide a description of major heritage asset categories and physical unit information at the end of the fiscal year — including their condition, the number of units added or withdrawn during the year and a description of the methods of acquisition or withdrawal. See financial statements Note 9: Stewardship PP&E and Required Supplementary Information in **Section Three: Financial Information**.

Table 8. Multiuse Heritage Assets

FACILITY	JURISDICTION
U.S. Capitol Building	Capitol Building
East Refrigeration Plant	Capitol Power Plant
Main Boiler Building	Capitol Power Plant
Old Generator Building	Capitol Power Plant
Cannon House Office Building	House Office Buildings
East and West House Underground Garages	House Office Buildings
Ford House Office Building	House Office Buildings
Longworth House Office Building	House Office Buildings
Rayburn House Office Building	House Office Buildings
James Madison Memorial Building	Library Buildings and Grounds
John Adams Building	Library Buildings and Grounds
Thomas Jefferson Building	Library Buildings and Grounds
Daniel Webster Senate Page Residence	Senate Office Buildings
Dirksen Senate Office Building	Senate Office Buildings
Hart Senate Office Building	Senate Office Buildings
Russell Senate Office Building	Senate Office Buildings
Senate Underground Garage	Senate Office Buildings
Supreme Court of the United States	Supreme Court Building and Grounds
Thurgood Marshall Federal Judiciary Building	Supreme Court Building and Grounds
Administration Building	U.S. Botanic Garden
Conservatory	U.S. Botanic Garden

Figure 13. Summary of Total Liabilities

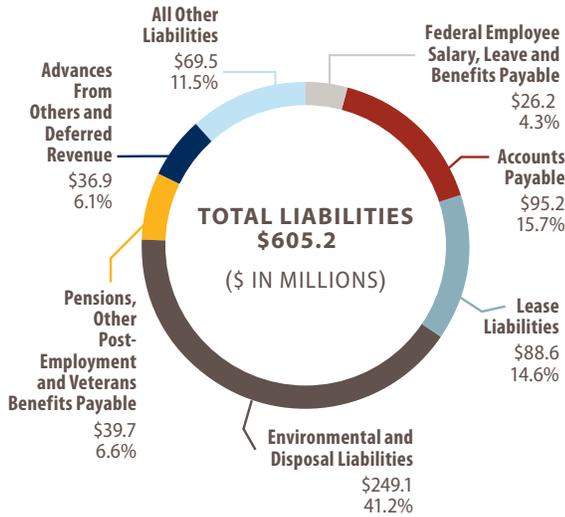
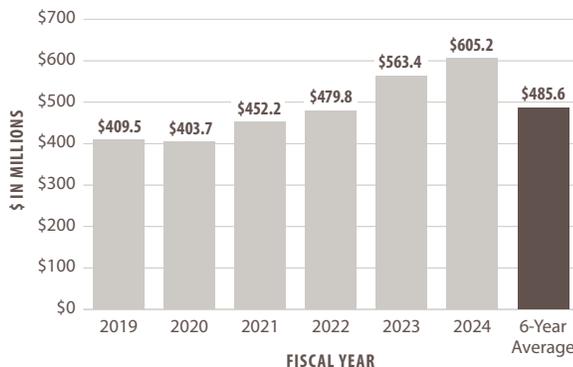


Figure 13 provides the total liabilities by component as of September 30, 2024. The largest component of total liabilities was Environmental and Disposal Liabilities (\$249 million, 41 percent of the total liabilities), primarily related to accrued asbestos cleanup costs. This was followed by intragovernmental and public Accounts Payable (\$95 million, 16 percent) and then by Lease Liabilities (\$89 million, 15 percent). Additional major liabilities included Pensions, Other Post-Employment and Veterans Benefits Payable (\$40 million, 7 percent), Advances From Others and Deferred Revenue (\$37 million, 6 percent) and Federal Employee Salary, Leave and Benefits Payable (\$26 million, 4 percent) and Other Liabilities combining to \$70 million (12 percent).

The annual trend in the total liabilities between FY 2019 through FY 2024 is presented in **Figure 14**. Since FY 2019, the AOC’s total liabilities have increased by \$196 million (48

Figure 14. Trend in Total Liabilities



percent). This change was primarily driven by increases of \$170 million in Environmental and Disposal Liabilities and \$92 million in Accounts Payable and the inclusion of \$89 million in Lease Liabilities. The increases were offset by decreases of \$69 million in Federal Debt and Interest Payable, and \$13 million in Advances From Others and Deferred Revenue.

OPERATIONAL RESULTS: STATEMENTS OF NET COST

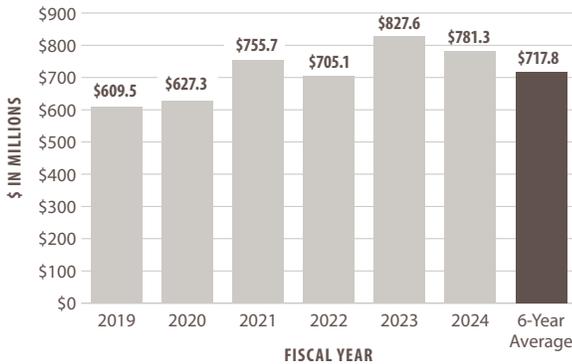
The Statements of Net Cost presents the total net cost of operations by responsibility segment. The responsibility segments were determined based on the FASAB concepts and standards applicable to the federal government. The 11 responsibility segments, and the organizational units included within, are identified in **Table 9**.

Net cost of operations includes total program costs, less all earned revenues attributed to and permitted to be offset against those costs. The FY 2024 net cost of operations totaled \$781 million, a decrease of \$46 million (6 percent) from FY 2023.

Table 9. Responsibility Segments

RESPONSIBILITY SEGMENT	ORGANIZATIONAL UNIT
Capital Construction and Operations	Architect of the Capitol, Deputy Architect of the Capitol, Chief Engineer, Chief Financial Officer, Chief Administrative Officer, Chief of Operations (front office only), Equal Employment Opportunity Officials, General Counsel, Inspector General, Legislative and Public Affairs, Safety and Code Compliance
Capitol Building	Chief of Operations: Capitol Building jurisdiction
Capitol Grounds and Arboretum	Chief of Operations: Capitol Grounds and Arboretum jurisdiction
Capitol Police Buildings, Grounds and Security	Chief Security Officer
Capitol Power Plant	Chief of Operations: Capitol Power Plant jurisdiction
House Office Buildings	Chief of Operations: House Office Buildings jurisdiction
Library Buildings and Grounds	Chief of Operations: Library Buildings and Grounds jurisdiction
Senate Office Buildings	Chief of Operations: Senate Office Buildings jurisdiction
Supreme Court Building and Grounds	Chief of Operations: Supreme Court Building and Grounds jurisdiction
U.S. Botanic Garden	Chief of Operations: U.S. Botanic Garden jurisdiction
U.S. Capitol Visitor Center	Chief of Operations: U.S. Capitol Visitor Center jurisdiction

Figure 15. Trend in Net Cost of Operations



The trend in the net cost of operations is displayed in **Figure 15**.

A comparison of the AOC’s gross cost by responsibility segment for FY 2024 and FY 2023 is displayed in **Figure 16**. Significant increases, year over year, included:

- **Capital Construction and Operations:** Net costs increased by \$14 million (9 percent) due to an increase in personnel compensation and benefits (\$6 million) associated with the annual basic pay increase that went into effect in January 2024. Additionally, there was an increase in support services for general and IT operations, including applications development (\$3 million), network infrastructure and operations (\$2 million) and cyber security support services (\$945,000).
- **Capitol Police Buildings, Grounds and Security:** Net costs increased by \$13 million (20 percent) due an increase in costs

associated with the logistics warehouse (\$5 million), and Joint Audible Warning System (JAWS) (\$4 million) projects and the Camera Replacement Program (\$3 million).

- **Capitol Power Plant:** Net costs increased by \$10 million (8 percent) due to increased costs associated with gas services (\$6 million), a temporary boiler (\$1 million), a safety inspection and certification (\$1 million) and a project to reinsulate steam lines (\$1 million).

Significant decreases, year over year, included:

- **House Office Buildings:** Net costs decreased by \$57 million (43 percent) due to cost fluctuations related to the asbestos liability estimate (\$64 million). In FY 2024, pandemic related considerations were reduced and subsequently reflected in the lower rates used to calculate the estimated liability. This was partially offset by an increase an increase in pensions (\$2 million).
- **Library Buildings and Grounds:** Net costs decreased by \$14 million (27 percent), primarily due to cost fluctuations related to the asbestos liability estimate (\$19 million).
- **Capitol Building:** Net costs decreased by \$10 million (15 percent) due to cost fluctuations related to the asbestos liability estimate (\$14 million). This was partially offset by an increase in costs associated with various projects such as Conservation of Fine and Architectural Art (\$1 million), repairs to the East Front Plaza fountains (\$1 million).

Earned Revenues by Source: Total earned revenues increased from \$63 million in FY 2023 to \$69 million in FY 2024, a \$6 million

Figure 16. Summary of Net Cost of Operations by Responsibility Segment

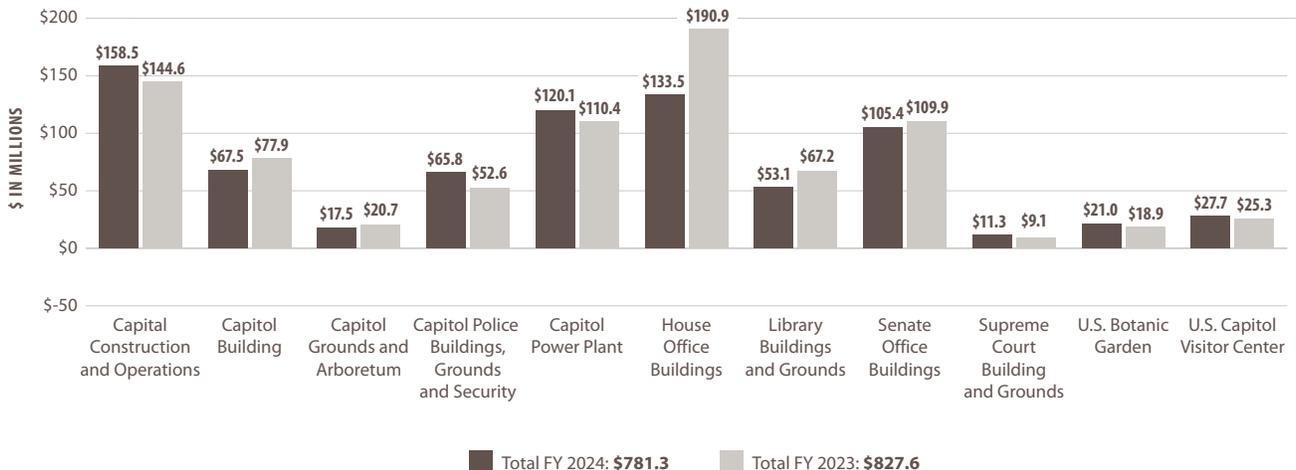
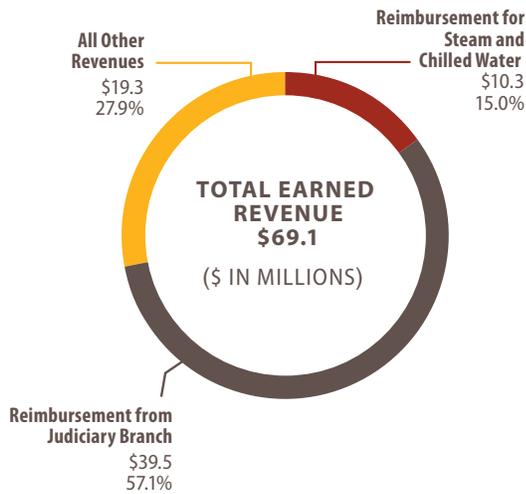


Figure 17. Earned Revenue by Source



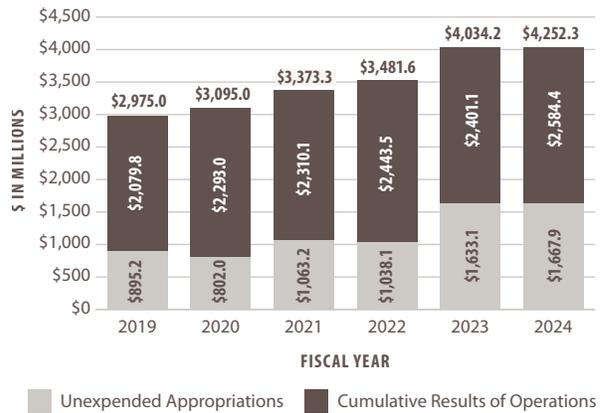
(9 percent) change. As shown in **Figure 17**, the primary FY 2024 source of revenue was intragovernmental reimbursements from the federal judiciary branch for facility operations and construction projects (\$39 million, 57 percent of total earned revenues). Reimbursements paid to the Capitol Power Plant for the provision of steam and chilled water generated \$10 million (15 percent). Other principal revenue sources were from rent, recycling proceeds, online gift shop sales, and miscellaneous revenues earned at multiple responsibility segments (\$19 million, 28 percent) and shown as “All Other Revenues.”

CUMULATIVE OVERVIEW: STATEMENTS OF CHANGES IN NET POSITION

The Statements of Changes in Net Position identifies the difference between all financing sources available to and used to support the net cost of operations. Net position is the sum of two components: cumulative results of operations and unexpended appropriations. Each component is displayed to facilitate a more detailed understanding of the changes to the net position.

Net position on September 30, 2024, shown on the Balance Sheets and the Statements of Changes in Net Position, was \$4.3 billion, a \$218 million (5 percent) increase from FY 2023. This change was due to increases of \$35 million (2 percent) in Unexpended Appropriations and \$183.3 million (8 percent) in Cumulative Results of Operations. As shown in **Figure 18**, net position increased by \$1.3 billion (43 percent) over the past six fiscal years, primarily due to multiyear and no-year appropriations received over this period to address deferred maintenance needs across the Capitol campus, along with capital projects to renew or improve aging infrastructure and Capitol campus security.

Figure 18. Trend in Net Position by Category

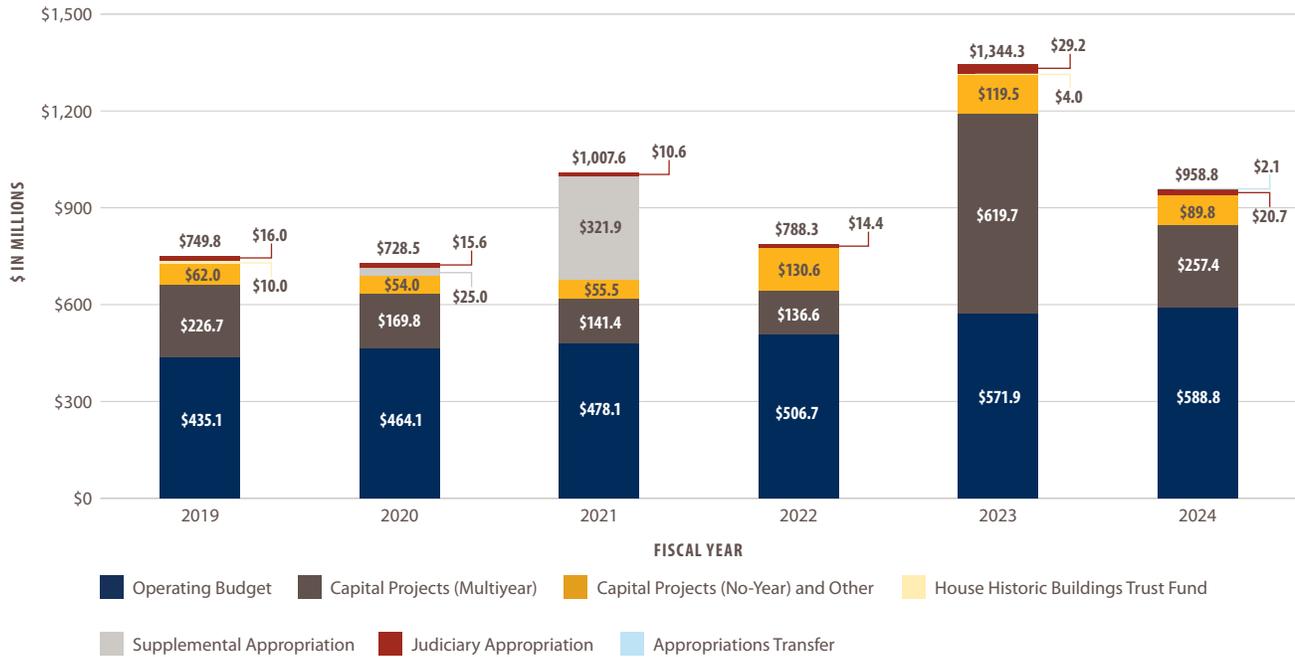


COMBINED STATEMENTS OF BUDGETARY RESOURCES

The Combined Statements of Budgetary Resources details source of budgetary resources and the status of these resources at the end of the fiscal year. The AOC receives general funds appropriated for its use by Congress and administered by the Treasury. Congress enacts separate appropriations for the operating jurisdictions, plus a Capital Construction and Operations appropriation for intra-agency support. The AOC also has stewardship responsibility for trust, special and revolving funds (e.g., the Flag Office Revolving Fund), which are administered in accordance with applicable laws and regulations. Details related to trust, special and revolving funds can be found in Note 1.G. Trust and Revolving Funds to the financial statements.

Fiscal Year 2024 total appropriations amounted to \$959 million, a \$385 million (29 percent) decrease from FY 2023 levels. These resources consisted of three components. The operating budget of \$589 million (61 percent of the appropriated resources) funds payroll, utilities, facilities maintenance, centralized activities, information services, power plant operations, grounds care, safety operations, as well as architecture, engineering, visitor and curatorial services. The multiyear capital projects budget of \$257 million (27 percent) supports construction, upgrades, improvements and preservation projects. No-year funding of \$90 million (9 percent) provided additional funding for the renewal of the Cannon House Office Building, the Senate Restaurant Renovation Program. In addition, the AOC received \$21 million from the Judiciary appropriation for the care of the

Figure 19. Trend in Total Appropriations



Supreme Court of the United States and its grounds.⁶ The AOC also received an appropriations transfer of \$2.1 million from the Library of Congress on behalf of the Senate Commission on Art for a restoration and re-installation of the Calder Clouds Mobile in the Hart Senate Office Building.

Figure 19 displays the AOC’s total appropriations for FY 2019 through FY 2024. The \$209 million (28 percent) net increase in budgetary resources was primarily due increases of \$154 million in operating funds, \$31 million in multiyear capital project funding, \$28 million in no-year capital project funding and \$5 million for the care of the Supreme Court of the United States and its grounds. The House Historic Buildings Trust Fund was closed in FY 2024 and the remaining funds were transferred to the AOC to offset the appropriated amount in the FY 2024 Appropriations Act.

LIMITATIONS OF THE PRINCIPAL FINANCIAL STATEMENTS

The principal financial statements are prepared to report the AOC’s financial position and results of operations consistent with the requirements of 31 U.S.C. § 3515(b). The statements are prepared from the AOC’s books and records in accordance with federal GAAP and referencing the formats prescribed by OMB. Reports used to monitor and control budgetary resources are prepared from the same books and records. The financial statements should be read with the realization that they are for a component of the U.S. government, a sovereign entity.

COVID-19 IMPACT

The AOC was not appropriated additional funding related to the COVID-19 pandemic in FY 2024 but did continue to disburse funding received in for COVID-19 relief. In FY 2021, the AOC received \$21.9 million in funds under the *Emergency Security Supplemental Appropriations Act*, with \$19.4 million of the funding carried over and spent in FY 2022. Additional details regarding the COVID-19 funding are provided in Note 24, COVID-19 Activity, of the notes to the financial statements.

⁶ The AOC is responsible for the care of the Supreme Court of the United States and its grounds, although the corresponding budgetary resources are included in the annual judiciary branch appropriations.

Financial Management Systems Framework

The AOC utilizes the Legislative Branch Financial Management System (LBFMS) as its core financial management system. The LBFMS is a shared-service system hosted by the Library of Congress that conforms to the requirements of the *Federal Financial Management Improvement Act of 1996* (FFMIA).

Infographic: Legislative Branch Financial Management System Users displays the participating agencies and the systems included in this shared environment.

The LBFMS uses commercial off-the-shelf (COTS) software (Momentum®) designed for the federal government. Momentum® includes the following financial system modules: Budget Execution, Acquisitions, Purchasing, Receiving, Accounts Payable, Automated Disbursements, General Ledger, Credit Card, Fixed Assets, Workload and Travel. In addition to Momentum®, the AOC’s financial and reporting systems include:

- Central Contractor Registration Connector (CCRC) is a Momentum® application that receives a batch upload of the latest vendor information from the U.S. General Services Administration (GSA) System for Award Management (SAM) and updates the LBFMS vendor records.

- Citibank® credit card interface transmits credit card transaction data to the LBFMS via a batch file. The AOC uses the GSA SmartPay 3 shared services structure and contract.
- CVC Point-of-Sale System is a stand-alone, back-office retail inventory management system used to record daily sales and inventory transactions from the CVC Gift Shops.
- CWTSatoTravel E2 Solutions Travel System (E2 Solutions) provides end-to-end travel management services via a secure web portal and interfaces with the LBFMS. The E2 Solutions system is part of the GSA E-Gov Travel Service, a federal, web-based, shared travel management service.
- Data Marts assists in data management, including staging data during off-peak times and simplifying data structure for use by multiple systems.
- e-Builder Project Management Information System (PMIS) tracks the status of construction projects. The AOC data marts provide financial information for the projects managed in e-Builder PMIS.
- Inventory Control System (ICS) is COTS software (IBM Maximo®) used to track materials, supplies and accountable property inventories. The ICS provides life cycle and asset

Infographic: Legislative Branch Financial Management System Users

ARCHITECT OF THE CAPITOL

CONGRESSIONAL BUDGET OFFICE

U.S. GOVERNMENT ACCOUNTABILITY OFFICE

LIBRARY OF CONGRESS

THE MEDICARE PAYMENT ADVISORY COMMISSION

OFFICE OF CONGRESSIONAL WORKPLACE RIGHTS

CONGRESSIONAL OFFICE FOR INTERNATIONAL LEADERSHIP

U.S. CAPITOL POLICE

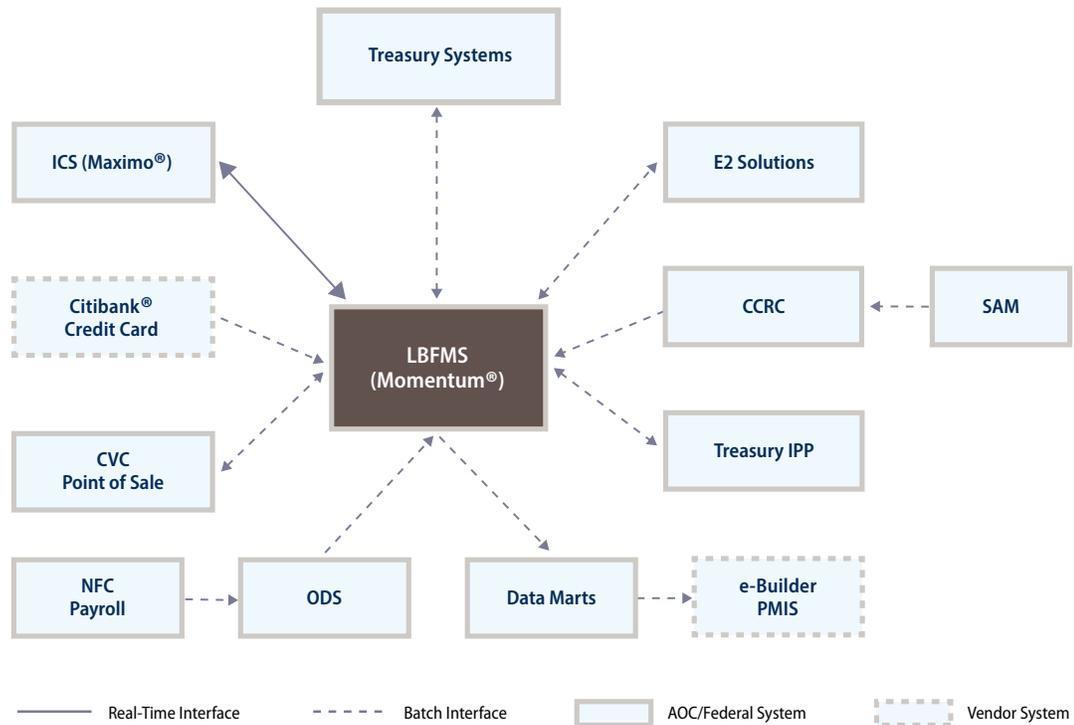
SYSTEMS INCLUDED:
 MOMENTUM® — CORE FINANCIAL MANAGEMENT SYSTEM
 MAXIMO® — INVENTORY CONTROL SYSTEM

management functionality. Real-time interfaces integrate the ICS with the LBFMS obligations, receipt of transactions and inventory drawdowns.

- Invoice Processing Platform (IPP) is a secure, web-based electronic invoicing system provided by the Treasury to simplify management of vendor invoices. The IPP interfaces with the LBFMS.
- National Finance Center (NFC) provides payroll and personnel services as part of a cross-servicing agreement with the U.S. Department of Agriculture. The NFC data is submitted to the LBFMS via a payroll application.
- Operational Data Store (ODS) is the payroll and personnel database, which is also used as a warehouse for detailed employee payroll information. The ODS receives a batch file of NFC payroll data, and a payroll application creates a batch file of transactions for export to the LBFMS.
- Reporting and Analytics business intelligence tools used by the AOC include Microsoft SQL Server Reporting Services and Tableau. For visual clarity, these tools are not shown in the financial management systems framework (Figure 20).

- U.S. Department of Treasury Systems allow the AOC to collect, disburse, reconcile and report on funds. These Bureau of the Fiscal Service systems include: the Central Accounting Reporting System for monthly financial reconciliation; Collections Information Repository (CIR) that provides detailed information on collections from the Treasury’s Pay.gov website; FedInvest for investment in Government Account Series securities; G-Invoicing to manage intragovernmental buy/sell transactions; Governmentwide Treasury Account Symbol Adjusted Trial Balance System for quarterly trial balance reporting; Intra-Governmental Payment and Collection supporting intra-agency transactions; Over-the-Counter Channel Application (OTCnet) to manage and report payment transactions and deposits; Payment Automation Manager for payments to employees and vendors; and Secure Payment System to securely create, certify and submit payments to Treasury’s Fiscal Service.

Figure 20. Financial Management Systems Framework





A test lighting illuminates the Capitol Christmas Tree at dawn on the U.S. Capitol's West Lawn.

Financial Management Systems Improvement Strategy

The financial systems strategy supports mission performance, facilitates interagency planning and improves transparency and accountability. Continued standardization of financial activities within a shared services environment improves business processes, leading to greater efficiencies and cost stabilization. Efforts to upgrade existing systems and capabilities continued in FY 2024, with implementation of new functionality that better supports financial management, data analytics and data-driven decisions.

Ongoing improvements to the procedures for the Treasury's mandated G-Invoicing solution have made the process more efficient and intuitive. A hybrid approach effectively manages buy/sell activity utilizing G-Invoicing with trading partners who were ready to comply and using a manual approach for agreements with trading partners that were not compliant. The AOC worked in parallel with other LBFMS users to prepare a seamless interface with G-Invoicing. These proactive efforts and the collaborative approach led to successfully integrating

Momentum and G-Invoicing in FY 2023. In FY 2024, the AOC established protocols to monitor the integration. The agency has also successfully implemented customizations and process improvements to internal workflows, making the agency's use of G-Invoicing more efficient.

The robotic process automation (RPA) program continues to evolve. The deployment of attended automated applications, or BOTS, for reconciliations has streamlined accounting data entry and month- and quarter-end processing, contributing to a time savings of 29 work hours per week while reducing errors and cycle times inherent in manual data entry and validation. The Financial Systems Branch has been granted an Authority to Operate for the RPA software functionality to manage unattended automations. Attended automations will be configured and migrated to unattended automations, further freeing up agency resources and enhancing operational efficiency and productivity. Additionally, the newly developed Process Automation Center of Excellence (CoE) will be deployed in FY 2025 and will serve as a repository of guidance for automation managers and users.

Analysis of Systems, Control and Legal Compliance

FEDERAL MANAGERS' FINANCIAL INTEGRITY ACT OF 1982

Agency leadership is responsible for establishing and maintaining effective internal controls and financial management systems that meet the objectives of the *Federal Managers' Financial Integrity Act of 1982* (FMFIA). The FMFIA requires agencies to establish internal controls and financial systems that provide reasonable assurance that the following objectives are achieved: effective and efficient operations, compliance with applicable laws and regulations and financial reporting reliability. OMB Circular A-123, Management's Responsibility for Enterprise Risk Management and Internal Control, implements the FMFIA. The FMFIA requires agencies to provide an annual statement addressing internal accounting and administrative controls, and to perform ongoing evaluations and reporting of the adequacy of the controls within the agency.

As a legislative branch agency, the AOC is not subject to FMFIA requirements. Nonetheless, the AOC considers internal controls to be an integral part of the systems and processes it uses to manage daily operations in support of its mission and strategic goals and objectives. The AOC holds its managers accountable for efficiently and effectively performing their duties in compliance with applicable laws and regulations, and for using internal controls to maintain the integrity of their activities.

The Chief Financial Officer manages the internal control program. The Risk Management Officer manages the program's internal controls components that follow the principles of OMB Circular A-123, Appendix A, Management of Reporting and Data Integrity Risk and the U.S. Government Accountability Office (GAO) Green Book. The components include the control environment, risk assessment, control activities, information, communication and monitoring.

FINANCIAL REPORTING

This fiscal year, the AOC relied on the independent financial statements audit to support the agency's assessment of internal controls over financial reporting.

RISK MANAGEMENT

Consistent with the latest guidance, the AOC uses a maturity model approach to implement OMB Circular A-123, Appendix A, and integrates risk management activities throughout the

agency. The AOC will continue to explore logical integration points between ERM activities and internal control processes to preserve organizational value and enhance decision-making.

Further implementation of the ERM program will build upon the strategic review process guided by the *GPRRA Modernization Act of 2010*. Planned activities include the linkage of ERM to the agency's strategic goals, objectives and outcomes, which will improve mission delivery. Successful implementation will require a transparent culture that encourages open communication about potential risks. The ERM program improves processes and performance and formalizes the work already undertaken.

FINANCIAL SYSTEMS

The FMFIA requires federal agencies' financial management systems to provide reliable financial data that complies with federal financial system requirements, applicable federal accounting standards and the U.S. Standard General Ledger (USSGL) at the transaction level. An agency achieves substantial compliance when its financial management systems routinely provide reliable and timely financial information for managing day-to-day operations and produce reliable financial statements. Internal controls assessments based on implementation guidance from the OMB, results of reports from the OIG and the annual independent financial statements audit help measure performance. The overall assessment relies upon the evaluations made under the OMB Circular A-123, Appendix A. When applicable, particular importance is given to any material weakness or significant deficiency identified during the internal controls assessments. The AOC substantially complied with the FMFIA in FY 2024.

OVERALL ASSESSMENT

Based on the procedures performed, the AOC does not consider any identified deficiencies to be material weaknesses in internal controls. The AOC also does not consider any identified weaknesses to warrant a less than unqualified assertion on internal control over reporting or significant deficiency reporting for FMFIA systems purposes.

OTHER INFORMATION

A summary of the management assurances and The Inspector General's Statement of Management Opportunities and Performance Challenges is provided in [Section Four: Other Information](#).

Architect's Statement of Assurance

**Architect of the Capitol**

U.S. Capitol, Room SB-16
Washington, DC 20515
202.228.1793

www.aoc.gov

ARCHITECT OF THE CAPITOL'S STATEMENT OF ASSURANCE

As a legislative branch agency, the Architect of the Capitol (AOC) is not subject to the *Federal Managers' Financial Integrity Act* (FMFIA). However, the AOC considers internal control to be a critical element of the processes and systems used to manage its operations and, therefore, embraces the FMFIA principles as a best practice and is committed to assessing the effectiveness of its internal control environment, with a particular focus on strengthening controls around payment integrity activities.

The AOC assessed risk and internal controls per Office of Management and Budget Circular No. A-123, Management's Responsibility for Enterprise Risk Management and Internal Control. Based on the results of the assessment, the AOC can provide reasonable assurance that, in accordance with Section 2 of the FMFIA, its internal control over operations, reporting and compliance were operating effectively as of September 30, 2024.

In Fiscal Year (FY) 2023, the assessment identified control deficiencies in the operating effectiveness for the review of litigation cases and potential contingent liabilities, and a control gap in succession and contingency plans for key roles at the organization. However, in FY 2024, the AOC successfully closed the control gaps related to the operating effectiveness for reviewing litigation cases and potential contingent liabilities, as well as succession and contingency planning for key organizational roles. Further, the FY 2024 assessment yielded zero material weaknesses, no significant deficiencies and no control deficiencies.

In addition, the AOC can provide reasonable assurance that its financial management system conforms to Section 4 of the FMFIA.

Sincerely,

Thomas E. Austin, PE, CCM, PMP
Architect of the Capitol

November 15, 2024

Doc. No. 241028-04-03



Ornate stonework on the West Front of the U.S. Capitol is being restored as part of the Exterior Stone and Metal Preservation project.

Summary of Financial Statements Audit Material Weaknesses and Nonconformances

The AOC's FY 2024 financial statements audit identified no material weaknesses and no noncompliance with applicable laws and regulations. The audit did, however, identify two nonconformances in internal control over program operations. Material weaknesses and reportable conditions are determined by AOC management. Using a variety of information sources, agency managers and staff assess the effectiveness of internal controls for program operations and identify opportunities for improvement. These information sources include management knowledge gained from the daily operation of programs and systems, management reviews, program evaluations and the annual independent financial statements audit.

MATERIAL WEAKNESSES SUMMARY

A material weakness is a reportable condition that the agency head determines to be significant enough to be reported outside the agency. The AOC's FY 2024 financial statements audit did not identify any material weaknesses.

NONCONFORMANCES SUMMARY

A reportable condition is a control deficiency or combination of control deficiencies that in management's judgment represent significant deficiencies in the design or operation of internal controls that could adversely affect the organization's ability to meet its internal control objectives. The AOC's FY 2024 financial statements audit identified no control deficiencies.

Other Financial Compliances

ANTIDEFICIENCY ACT

The *Antideficiency Act*, as amended, prohibits federal agencies from obligating or expending federal funds in advance or more than a congressional appropriation, and from accepting voluntary services. The AOC had no *Antideficiency Act* violations for FY 2024.

DEBT COLLECTION IMPROVEMENT ACT OF 1996

The *Debt Collection Improvement Act of 1996* requires that any nontax debt or claim owed to the U.S. government that is 180 days delinquent, with certain exceptions, be referred to Treasury

for collection. Debt that is in litigation or foreclosure with a collection agency or designated federal debt collection center, or that will be disposed of under an asset sales program, is exempt from this requirement. The AOC referred employee debt to Treasury's Debt Management Services for collection in FY 2024.

DIGITAL ACCOUNTABILITY AND TRANSPARENCY ACT OF 2014

The *Digital Accountability and Transparency Act of 2014* (DATA Act) sets standards for federal financial data to make federal spending information more accessible, searchable and reliable. As a legislative branch agency, the AOC is not required to comply with the DATA Act and does not participate in the report submissions.

FEDERAL INFORMATION SECURITY MODERNIZATION ACT OF 2002

The *Federal Information Security Management Act of 2002* (FISMA) requires each executive branch agency to develop, document and implement an agencywide program to provide security for the information and information systems that support the agency's operations and assets. The AOC, as a legislative branch agency, is not required to comply with FISMA.

The AOC proactively, voluntarily and selectively adopts cybersecurity best practices, including elements of FISMA, National Institute of Standards and Technology (NIST) Special Publications and the Government Accountability Office (GAO) Federal Information System Controls Audit Manual, to create and maintain its risk-based information security program.

The risk management and monitoring strategy is based on the current NIST framework and guidelines. The AOC, with support from an independent third party, authorizes and reauthorizes information systems on a three-year cycle, testing approximately one-third of all systems annually. This effort evaluates the information security controls for compliance with the agency policies.

In FY 2024, the AOC improved its information systems security posture through additional updates to its computer security awareness training, role-based training, policy memorandum on responsible artificial intelligence adoption, regular testing of security controls and enforcement of procedures for preventing, detecting, reporting and responding to security incidents. In FY2024, the AOC regularly reviewed, tested and monitored the IT contingency and incident response plans. IT staff, empowered by effective cyber security appliances, 24x7 security monitoring tools and external enterprise security services comprise the system monitoring and incident response capability. The AOC accelerated its vulnerability management processes to respond to increased

frequency, magnitude and sophistication of current cybersecurity threats. The AOC increased the operational technology systems posture by including enhanced industrial security controls in its security standards. The AOC completed its proof of value and secured funding for a multiyear program to implement federal zero trust architecture based on NIST standards (SP 800-207).

The AOC's information systems and information system security programs are evaluated each year through independent assessments and multiple audits. These assessments and audits improve the information system configurations, documentation and processes while mitigating identified security risks and weaknesses.

In FY 2023, the OIG contracted with an external assessor to conduct an independent evaluation of the information security program and practices. The assessor used a maturity model developed by Council of the Inspectors General on Integrity and Efficiency, Department of Homeland Security, OMB, NIST and other stakeholders, to evaluate the maturity level of each selected metric. The OIG completed its evaluation, and the AOC submitted its management response to the findings and recommendations. In FY 2024, the AOC developed a comprehensive plan to address all OIG findings and recommendations, and the OIG completed its review of the AOC's response that included evidence of the AOC's implementation of all OIG recommendations. The OIG determined that the AOC had taken positive corrective and preventative action to satisfy the intent of the OIG's FY 2022 FISMA recommendations. As such, the OIG closed 19 of the 20 recommendations and the status of the respective recommendations will be reflected in the upcoming semiannual report to Congress.

PROMPT PAYMENT ACT

The *Prompt Payment Act* requires certain federal agencies to pay their bills on time, pay interest penalties for late payments and take discounts only when payments are made by the discount date and the discount is economically justified. Although the AOC is exempt from the *Prompt Payment Act*, agency policy is to approve and pay invoices within 30 days. The AOC uses the Treasury's IPP to reinforce compliance with prompt payment business processes through invoice aging reports, configurable workflow escalation strategies and email alerts.

OTHER LEGISLATION

Section Four: Other Information provides a summary of additional financial management legislation and their applicability to the AOC.



An early aerial photograph from 1949 documents renovation efforts at the House and Senate wings of the U.S. Capitol before the East Front Extension.

75 YEARS OF AOC PHOTOGRAPHY

In FY 2024, the AOC's Photography and Technical Imaging Branch celebrated its 75th anniversary. Following a hiatus during the Great Depression and World War II, the branch resumed its photography work in 1949. Today, AOC photographers operate around the clock, enduring all weather and lighting conditions to capture the grandeur of the U.S. Capitol and document the historic buildings, grounds and assets under the agency's care. Their images provide a comprehensive visual record of the Capitol campus's beauty and resilience, making its historical and architectural significance accessible to a global audience. These photographs also play a crucial role in future conservation and preservation efforts by meticulously documenting major construction, maintenance and stonework restoration projects. This visual archive is essential for maintaining detailed records of building conditions and features, ensuring that restorations are accurate and align with the original designs.

With an archive of over 300,000 items, this extensive collection is a testament to the AOC's dedication to maintaining an enduring visual record of the historic buildings, grounds and heritage assets under its stewardship. Utilizing advanced 3D imaging and scanning technologies, AOC archivists play an important role in the long-term preservation and management of photographic and video assets. Their efforts ensure that the historical and architectural significance of these national treasures are preserved and accessible for future educational, reference and restoration purposes.

The following images are a small selection of the historical photography done by the Photography and Technical Imaging Branch in its 75-year history.

1949 to 1975

1949

This historic view from a C Street, N.E. rooftop captures the demolition of a block of row houses to clear the way for the future Dirksen Senate Office Building.
Photo by Harry Burnett.



1957

Construction of the future Dirksen Senate Office Building nears completion, a key milestone in the Capitol's expansion.
Photo by Harry Burnett.



1953

President Eisenhower delivering his inaugural address, with President Truman and Vice President Nixon in the foreground.
Photo by Harry Burnett.



1958

A new portrait is installed in its ornate gilt frame within the Senate Reception Room in the U.S. Capitol.
Photo by Harry Burnett.



1958

An AOC photographer gets a lift from a D.C. fire ladder truck to capture images of the House pediment's sculptural grouping for historical records. Photo by Mark Blair.



1958

This aerial view of the Capitol shows the Rayburn and Dirksen buildings under construction, while the future sites of the Madison and Hart buildings remain residential. Photo by Harry Burnett.



1949 to 1975 (continued)

1958

Horse-drawn caissons carry caskets during the Unknown Soldier's funeral on the East Plaza of the U.S. Capitol. Photo by George Holmes.



1959

This wide-angle view of the U.S. Capitol East Front Extension Project serves as vital references for future restoration efforts. Photo by Harry Burnett.



1960

The Capitol Dome is coated in red primer during the East Front Extension Project, capturing a unique moment before its final coat of paint. This is an example of early color photography. Photo by Harry Burnett.



1960

AOC iron workers carefully position an unpainted rib on the Capitol Dome, another example of early color photography. Photo by Harry Burnett.



1962

President Kennedy delivers remarks at the cornerstone-laying ceremony for the Rayburn House Office Building, marking the beginning of a new phase of Capitol expansion. Photo by Harry Burnett.



1966

This winter photo of a snow-covered Summerhouse, with the U.S. Capitol in the background is an example of the AOC's early use of color film to document the Capitol grounds. Photo by Harry Burnett.



1968

House Republican Leader Gerald Ford lights the national Christmas tree at the U.S. Capitol with Architect J. George Stewart. Photo by Harry Burnett.



1975 to 2000



1977
President James E. Carter and outgoing President Gerald R. Ford shake hands during the inauguration, memorializing the transition of leadership. Photo by Harry Burnett.



1978
Senator Hubert H. Humphrey's casket is carried up the East steps of the U.S. Capitol, where he lies in state in the Capitol Rotunda. Photo by Harry Burnett.



1979
The Dirksen Building Extension and Hart Building's steel superstructure are shown with the adjacent site reserved for the Sewell House. Photo by Harry Burnett.



1987
Conservators clean and preserve Brumidi's mural in the U.S. Capitol's Rotunda. Photo by Wayne Firth.



1989
AOC photographers navigate scaffolding to document the condition of the "Apotheosis of Washington" before conservation, creating important historic records of the mural.



1989
An aerial view of the U.S. Capitol's West Front set up in preparation for President George H.W. Bush's inauguration captures the symmetry of the Capitol complex. Photo by Wayne Firth.

1975 to 2000 (continued)



1991
The renovation and reconstruction of the West Terrace and steps of the U.S. Supreme Court. Photo by Loretta Beasley.



1993
A scaffold view captures an image of the Statue of Freedom as riggers position it atop the Capitol Dome's pedestal after conservation. Photo by AOC Photography.



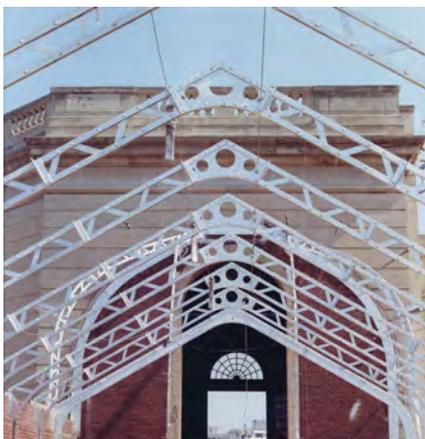
1993
President Clinton's inaugural address at the West Front of the U.S. Capitol. Photo by Wayne Firth.



1993
Completed upgrades and renovations to the European Reading Room and staff offices at the Thomas Jefferson Building. Photo by Steve Payne.



1993
An image of Bartholdi Fountain framed by a second-story window of the Botanic Garden Administrative Office Building highlights the grandeur of the Capitol grounds. Photo by Loretta Beasley.



1999
Construction of the USBG Conservatory was one of the last projects captured entirely on photographic film before AOC photographers transitioned to digital photography. Photo by Chuck Badal.



1997
From an elevated vantage point, AOC photographers document the reinstallation of the gilt copper flame atop the Thomas Jefferson Building. Photo by Chuck Badal.

2000 to 2024



2001

A somber moment in history is recorded from the West Terrace of the U.S. Capitol, showing smoke rising from the Pentagon after the September 11, 2001, attack. Photo by Chuck Badal.



2001

The nearly completed excavation on the Capitol's East Front, clearing the site for the future Capitol Visitor Center. Photo by Chuck Badal.



2009

AOC photographers document the 2009 presidential inauguration of Barack Obama from an elevated platform, using 4K digital video technology for the first time. Photo by Chuck Badal.



2010

Taken from a location in Virginia, this image captures the Independence Day fireworks with a striking alignment of the Lincoln and Washington monuments with the U.S. Capitol. Photo by Chuck Badal.



2015

Pope Francis addresses a joint session of Congress, while Vice President Joe Biden and Speaker of the House John Boehner look on. Photo by Susanne Bledsoe.



2015

This photograph is part of a time-lapse series documenting the U.S. Capitol Dome renovation, captured by a camera on the Thomas Jefferson Building roof. Photo by Chuck Badal.



2016

Painters in protective gear applying a prime coat to the interlocking cast iron stars at the oculus level of the U.S. Capitol inner dome. Photo by Chuck Badal.

2000 to 2024 (continued)



2018
Conservators use inpainting techniques to address water damage in the frieze mural of the U.S. Capitol Rotunda. Photo by James Rosenthal.



2018
In the first photo taken from the Rotunda oculus using a custom-built trolley, U.S. Military Honor Guard pallbearers position President George H.W. Bush's coffin for his lying in state. Photo by Thomas Hatzenbuehler.



2021
An AOC woodcrafter restoring doors damaged in the events of January 6, 2021, using century-old mahogany donated by the U.S. Forest Service. Photo by Dewitt Roseborough.



2021
An AOC photographer captures images of the Capitol complex from a helicopter. Photo by Luke Walter.



2023
An aerial view showcases the Cannon House Office Building renovation with the U.S. Capitol and Northwest Washington, D.C., in the background. Photo by Thomas Hatzenbuehler.



2024
Japanese Prime Minister Fumio Kishida's address to Congress in the House Chamber. Photo by Rodney Norman.



2024
Progress of the Cannon House Office Building Renewal as the project nears completion. Photo by Sean Greene.



Tulips in bloom at the Olmsted Fountain planter brighten the East Plaza of the U.S. Capitol.

section

Two

PERFORMANCE INFORMATION

Overview

The Performance Information section provides a detailed account of the agency's efforts to achieve the goals and objectives defined in the Bridge Strategic Plan and a description of progress made against annual performance goals and KPIs. The section also provides additional insight on the strategic planning approach and performance data verification process.

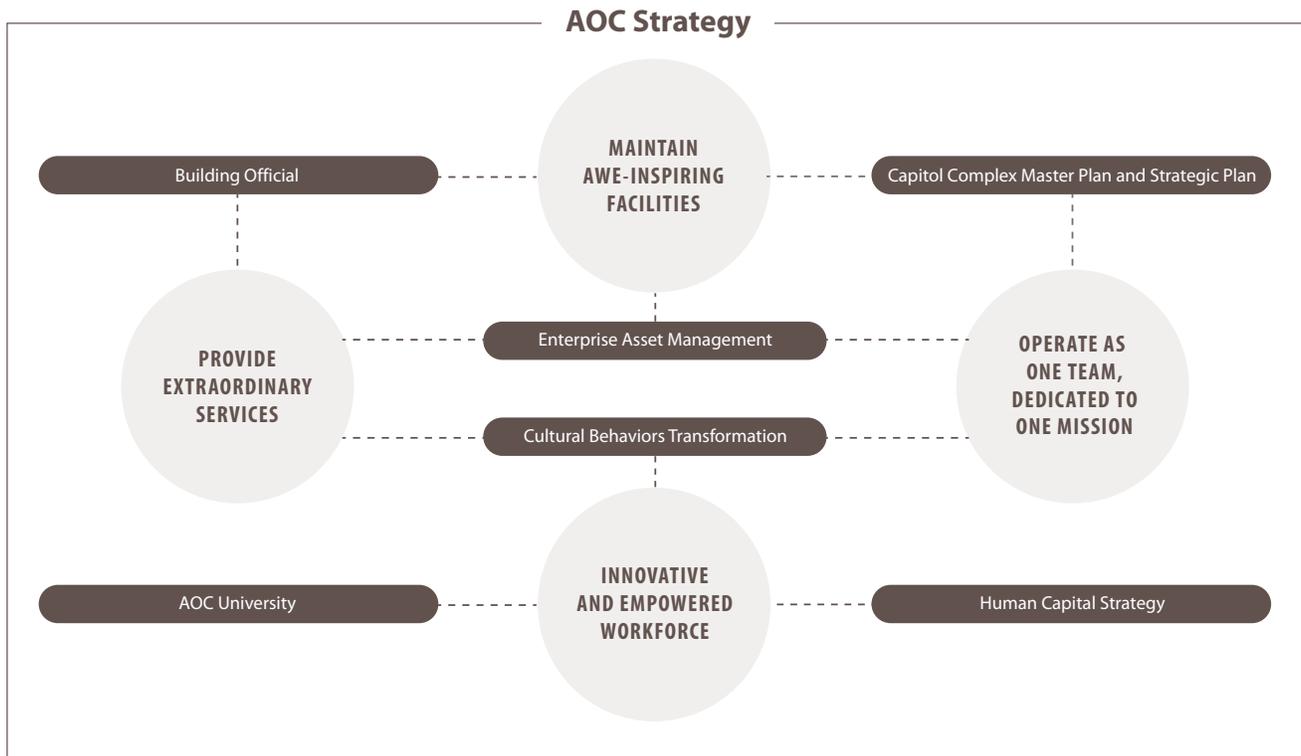
Introduction

As part of its organizational transformation and development of a long-term vision for the agency, the AOC adopted a Balanced Scorecard approach to strategic planning. This

approach enables the agency to effectively communicate goals, align day-to-day work with strategy, prioritize projects, products and services, and measure progress toward strategic targets. It connects projects and programs, KPIs, strategic objectives, and the agency's mission, vision and strategy. The Balanced Scorecard Institute has defined Nine Steps to Success™ for a Balanced Scorecard strategy framework: Assessment, Strategy, Strategic Objectives, Strategy Mapping, Performance Measures, Strategic Initiatives, Performance Analysis, Alignment and Evaluation.

The Bridge Strategic Plan was developed under the initial assessment step. In FY 2024, the AOC sustained its focus on high-level business strategies, advancing key goals and objectives that positively impacted organizational processes and operations. Guided by the Bridge Strategic Plan, the AOC has continued to make progress, laying a solid foundation for the future. As the AOC moves forward under new leadership, the agency will prioritize critical projects and initiatives aligned

Figure 21. Strategic Goals and Objectives



with the strategic priorities to address evolving organizational needs. Updates on these initiatives and specific areas of focus will be developed in FY 2025 with direction from AOC Leadership. The AOC remains committed to continuous improvement and will adapt as necessary to maintain alignment with the mission to serve, preserve and inspire.

The Bridge Strategic Plan, which maintains the agency’s four strategic goals from the prior strategic plan, serves as an important transition document during the development of a long-term vision and strategic plan for the Capitol campus.

The first two strategic goals, Maintain Awe-Inspiring Facilities and Provide Extraordinary Services, are externally focused. The first goal guides facilities maintenance, operations, preservation and renewal; the second goal focuses on providing exceptional client and visitor services. The third and fourth strategic goals, Foster an Innovative and Empowered Workforce and Operate as One Team, Dedicated to One Mission, are internally focused. They concentrate respectively on promoting employee growth, development and engagement, and creating a workplace that fosters innovation, collaboration and responsible stewardship. Each of the four strategic goals are described in detail below. Where applicable, operational KPIs indicate progress toward the strategic goal.

The agency’s organizational transformation began in FY 2021. At that time, AOC leadership identified six initiatives critical to the agency’s long-term success: AOC University, Building Official, Cultural Behaviors Transformation, Enterprise Asset Management, Human Capital Strategy and Capitol Complex Master Plan and Strategic Plan. These initiatives serve as the agency’s six strategic objectives in the Bridge Strategic Plan. Each strategic objective aligns with one or more strategic goals, as shown in **Figure 21**.

The Bridge Strategic Plan also establishes annual performance goals for each strategic goal and objective. These performance goals provide specific, near-term targets to guide the agency’s progress towards its broader strategic goals and objectives. Where appropriate, the performance goals include KPIs and measurable targets, expressed in objective and quantifiable terms. In some cases, alternative performance goals, such as milestones, are used to track progress toward a particular strategic goal or objective. As the strategic planning process matures and a new strategic plan is published, the AOC will revisit and refine the strategic objectives, performance goals and KPIs.

As a legislative branch agency, the AOC does not have mandated performance reporting requirements, though it uses this

report to publish its performance results for transparency and accountability. The agency is not required to submit its performance results to the OMB and this section of the PAR is not linked to the executive branch's performance and accountability website, www.performance.gov. Similarly, the AOC does not contribute to the OMB's Cross-Agency Priority (CAP) goals.

Data Validation and Verification

The AOC is committed to ensuring the completeness, reliability, usefulness and quality of the performance data included in the PAR and has mechanisms in place to validate and verify the accuracy of reported information. These efforts include regular assessments of standards and processes related to data entry, transfer, integrity, limitations and governance. These assessments are conducted frequently during the development of dashboards and management reports to mitigate errors before deployment and ensure the data's usefulness in decision-making. Subject matter experts and agency executives also hold data-driven meetings to evaluate performance.

The AOC's data validation and verification process includes:

- Use of applied measurement techniques to identify sources, validate data and generate meaningful information
- Identification and implementation of authoritative sources, calculations and standards
- Use of automated data collection systems
- Use of automated and manual data checking procedures
- Analysis of data and identification of discrepancies for resolution
- Implementation of controls such as restricting permissible values, flagging outliers for review and visualizing results
- Review by data owners, data users and subject matter experts
- Deployment of enterprise tools for standardized reporting
- Review and discussion of performance results with senior leadership
- Improvement of data integrity by ensuring internal reports and dashboards use the same data sources and support calculations

The strategic goals in the Bridge Strategic Plan inform the development of KPIs. Each operational KPI is documented with a description of the KPI's relevance, data sources and owners, underlying calculations, data validation steps, definitions of relevant terms and a summary of data limitations and risks that might impair reporting accuracy. This thorough documentation improves the validity, accuracy and depth of the data used to measure performance. Performance dashboards facilitate performance assessment, ensure data quality and automate analytics. To improve the reliability of its performance data, the AOC certifies data sources, performs quality checks of indicator outputs and uses dashboard software to flag input errors and execute test calculations.



Blooming trees frame the West Façade of the Russell Senate Office Building, announcing the arrival of spring.

Strategic Goal 1

Maintain Awe-Inspiring Facilities

This strategic goal focuses on the core responsibilities of operating, managing and preserving the iconic buildings, grounds and heritage assets of the Capitol campus. The agency supports congressional and Supreme Court operations by providing effective facilities, building and grounds management and maintenance, project delivery and renewal, preservation and a range of other related services. This goal also emphasizes sustainability practices across the Capitol campus — including the Capitol Power Plant — to reduce energy usage and save taxpayer dollars. Additionally, it prioritizes deferred maintenance and capital renewal projects. Three strategic objectives support this goal: Building Official, Enterprise Asset Management, and Capitol Complex Master Plan and Strategic Plan.

The AOC's mission centers on our stewardship of the structures and grounds of the nation's capitol. We must ensure every visitor to Capitol Hill experiences the grandeur of these architectural treasures at their very best.

INSIGHT  OPERATIONAL KPI

Reduce Cumulative Energy Intensity Use

OVERVIEW

This operational KPI measures the cumulative reduction of energy use on the Capitol campus. Through FY 2015, cumulative energy reductions exceeded 30 percent, as mandated under the *Energy Independence and Security Act of 2007*. This capped 10 years of energy reductions, saving over \$94 million. Starting in FY 2016, the AOC targeted an additional 2 percent reduction per year through FY 2025. The 32 percent target for FY 2016 increased to 48 percent for FY 2024 and will reach 50 percent in FY 2025.

PERFORMANCE

This fiscal year, the AOC exceeded its targeted performance, achieving a cumulative reduction of 51.7 percent. Completed energy savings performance contract (ESPC) projects provided energy and water savings for the Capitol campus. Further savings resulted from retro-commissioning mechanical systems and improving building system monitoring. The implementation of large-scale Capitol campus infrastructure renewal projects, such as the Cannon Renewal, will help the agency further build on energy savings. In FY 2024, the Library ESPC energy savings exceeded expectations and the Capitol Power Plant cogeneration system improved production and the plant improved efficiency — leading to lower utility consumption and enabling reductions above the 48 percent goal. **Target Met** ✓

Figure 22. Reduce Cumulative Energy Intensity



Definition

British thermal units (BTU) divided by buildings' gross square feet

Source

Utility Bills, Actuals through September 30, 2024, and estimates for missing invoices

Target

Reduce cumulative annual energy intensity use by 48 percent

✓ TARGET MET

INSIGHT  OPERATIONAL KPI

Facility Condition Index

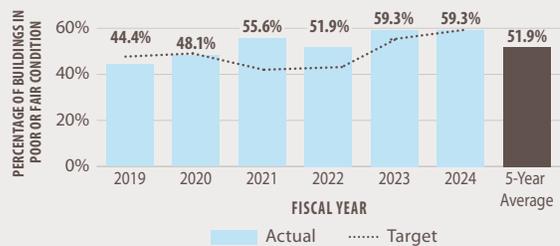
OVERVIEW

This operational KPI measures the agency's ability to maintain its facility inventory and is based on the Facility Condition Index (FCI), a benchmark used to objectively assess a facility's current and projected condition. The FCI categorizes facilities either as poor, fair, good or very good and is calculated as the estimated cost of all identified deferred maintenance divided by a building's current replacement value. A ratio of less than 0.02 is considered very good, between 0.02 to 0.05 is good, between 0.05 to 0.10 is fair and more than 0.10 is poor. The performance target is for the percent of major buildings in poor or fair condition to be less than or equal to the previous year. For the purposes of this indicator, 27 facilities are considered major buildings. There has been no change in the methodology for computing deferred maintenance and current replacement value from prior years. Due to the advanced age of many of the facilities, maintaining them in at least good condition is a priority.

PERFORMANCE

In FY 2024, 59.3 percent of major buildings were either in poor or fair condition (16 of the 27 major buildings), the same percentage as in FY 2023. To ensure that the information used to measure building conditions was up-to-date, the AOC completed 10 FCAs to modify the FCI computations and identify ongoing facility issues. An FCA dashboard provides live facility data and allows the agency to monitor its portfolio of major buildings and optimize the public's investment in these facilities. **Target Not Met** ✗

Figure 23. Facility Condition Index



Definition

Percentage of buildings in poor or fair condition

Source

Facility Condition Assessments, FY 2024

Target

Percent of buildings in poor or fair condition is less than the previous year

✗ TARGET NOT MET

INSIGHT  OPERATIONAL KPI

Planned Work Order Performance

OVERVIEW

This operational KPI measures the annual planned work order performance for scheduled maintenance work that is characterized as Preventative Maintenance or Recurring Work performed to ensure equipment is maintained and in good condition. This work is performed regularly throughout the fiscal year. The performance target is that 90 percent of planned work orders are completed on time.

PERFORMANCE

In FY 2024, the AOC issued 381,924 planned work orders and 355,588 (93.1 percent) were completed on time. **Target Met** ✓

Figure 24. Planned Work Orders



Definition

Number of completed planned work orders completed on time divided by the total number of planned work orders

Source

AOC Computerized Maintenance Management System, October 3, 2024

Target

90 percent of planned work orders are completed on time

✓ TARGET MET

INSIGHT  OPERATIONAL KPI

Unplanned Work Orders Performance

OVERVIEW

This operational KPI measures the unplanned work order performance for service requests (e.g., hanging a picture, painting a room, delivering furniture, etc.) and corrective maintenance (e.g., adjusting temperatures, repairing holes, fixing a leaky pipe, etc.). Some of these work orders are direct requests from AOC clients and others address emergency repairs that require immediate attention. The work is performed regularly throughout the fiscal year. The performance target for this KPI is that 90 percent of unplanned work orders are completed on time.

PERFORMANCE

In FY 2024, 116,300 unplanned work orders were issued for service requests and corrective maintenance and 108,867 (93.6 percent) were completed on time. **Target Met** ✓

Figure 25. Unplanned Work Orders



Definition

Number completed on-time unplanned work orders divided by total number of unplanned work orders

Source

AOC Computerized Maintenance Management System, October 1, 2024

Target

90 percent of unplanned work orders are completed on time

✓ TARGET MET



During restoration work on the Statue of Freedom, a worker applies bronze filler to help preserve the integrity of this iconic sculpture.

Strategic Goal 2

Provide Extraordinary Services

This strategic goal promotes an organizational culture focused on consistently recognizing and meeting customer needs through responsiveness, courtesy and taking ownership of actions. **Table 10** defines the types of customer service that are associated with this goal. Three strategic objectives support this strategic goal: Building Official, Enterprise Asset Management and Cultural Behaviors Transformation.

We support our prestigious occupants in their critical mission to govern our country. We fulfill the journey of visitors from across our nation and around the world to celebrate and discover the center and symbol of American democracy. Our internal and external services are equally essential in the successful fulfillment of our mission, values and vision.

Table 10. Customer Service Types

CUSTOMER SERVICE TYPE	DESCRIPTION
Client Services	Client services include normal and special request services provided to building tenants. A service call, written request or technician work order typically initiates normal client services (e.g., painting services). Client services also include special event support and the biennial congressional office moves.
Visitor Services	Visitor services include providing a welcoming, informative, inspiring and safe experience on the Capitol campus. The AOC provides public tours, training, exhibitions, lectures and online programs to enhance the visitor experience. Visitor services also include restaurant and gift shop operations.
Internal Services	Internal services are comprehensive support functions designed to enhance the employee experience and operational efficiency. These services include life-safety measures, accessibility, workplace safety and security, Capitol campus amenities and essential administrative support.

INSIGHT  OPERATIONAL KPI

Customer Satisfaction With Projects

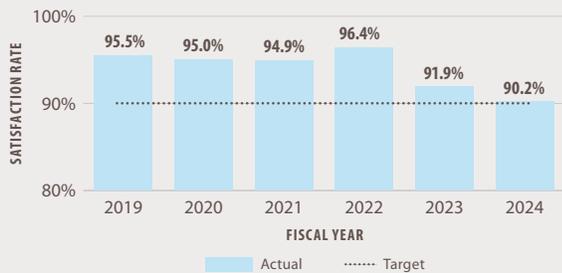
OVERVIEW

This KPI measures customer satisfaction with design services and construction management. Following the completion of a design or construction project, the project coordinator receives a customer satisfaction survey. Completed surveys provide the data for this KPI. The performance target is that clients rate 90 percent of projects as satisfactorily completed.

PERFORMANCE

In FY 2024, the AOC received 44 project survey responses, representing 14 Construction Division projects, 12 design and study projects by contractors, 12 in-house designs, and six construction projects by contractors. The projects included an electrical resiliency project for the Supreme Court of the United States and a design for a secure courtyard and waterproofing restoration of the West Plaza of the Rayburn House Office Building. The in-house designs included ADA-compliant restrooms in the USBG and a video wall and rack room redesign for the House Committee on Education and Workforce hearing room. This fiscal year there was a 90.2% satisfaction rate for design and construction projects. **Target Met** ✓

Figure 26. Customer Satisfaction With Projects



Definition

Number of projects rated as satisfactorily completed divided by total evaluated

Source

FY 2024 Customer Satisfaction Survey

Target

90 percent of projects are rated by clients as satisfactorily completed

✓ TARGET MET

INSIGHT  OPERATIONAL KPI

Work Order Customer Satisfaction

OVERVIEW

This KPI measures customer satisfaction on completed work orders for service requests and corrective maintenance. Following the completion of work orders, tenant customers receive a customer satisfaction survey. This KPI compliments the unplanned work order performance KPI for tenant clients. Survey results are reviewed monthly and scored responses are used for follow-up information and additional insights. The surveys were first used in FY 2023. Fiscal Year 2024 is the first full year of surveys with reportable data. The performance target is that 90 percent of completed work order customer satisfaction survey responses are rated satisfactorily.

PERFORMANCE

In FY 2024, the AOC received 1,986 work order satisfaction survey responses related to service requests and corrective maintenance. Of those, 1,903 (95.8 percent) rated the services provided as either high or very high. **Target Met** ✓

Figure 27. Work Order Customer Satisfaction



Definition

Number survey responses rated as satisfied or very satisfied divided by the total number of survey responses received

Source

AOC Computerized Maintenance Management System, September 30, 2024

Target

90 percent of survey responses are rated as high or very high

✓ TARGET MET

CAPITOL HIGHLIGHTS

Statuary Hall, an Evolving Collection

Authorized by Congress in 1864, the National Statuary Hall collection consists of two statues provided by each state that honor persons notable in their respective state's history for display in the U.S. Capitol. The first statue, depicting Nathanael Greene, was contributed by Rhode Island in 1870.

Since 2000, states have had the authority to replace statues they originally donated. Since then, 15 statues have been replaced. Kansas was the first state to replace a statue in 2003 and became the first state to replace both of its statues in 2022.

In FY 2024, three statues were replaced. Arkansas replaced statues of Uriah Rose and James Paul Clarke with those of civil rights leader Daisy Lee Gatson Bates and country music legend John R. "Johnny" Cash. The Bates statue is the second statue honoring a Black woman in the National Statuary Hall Collection [👉](#); Florida had previously added a statue of educator Mary McLeod Bethune in July 2022.

North Carolina replaced the statue of Charles B. Aycock with one of Reverend William Franklin "Billy" Graham Jr. [👉](#)

Michigan, Utah, Virginia and Washington are each in the process of replacing one of their representative statues.

These changes reflect the nation's ongoing journey of growth and reevaluation, honoring figures who more accurately embody the diverse and evolving ideals of American society. Today, 13 statues in the collection celebrate women. Additionally, women artists have sculpted 17 of the statues in the collection.

The AOC is responsible for the care and preservation of these cultural assets. At the close of FY 2024, all statues in the collection were assessed to be in excellent condition. A complete listing of the statues in the National Statuary Hall Collection is included in [Section Four: Other Information](#).



DAISY LEE GATSON BATES
1914-1999

ARKANSAS

CIVIL RIGHTS LEADER • JOURNALIST
AUTHOR • PUBLISHER

Champion of the integration of schools
Provided leadership for the Little Rock Nine



New plants take root at the Summerhouse as a Capitol Grounds and Arboretum gardener prepares the area for fresh landscaping.

Strategic Goal 3

Foster an Innovative and Empowered Workforce

This strategic goal embraces a commitment to continuous and focused employee learning, growth and development to sustain the agency's mission. It develops and promotes efforts that equip employees with the tools, training and environment needed to build new skill sets, advance in their careers and excel in their roles. Additionally, the goal fosters a work environment that cultivates leadership, diversity and inclusion, rewards excellence and creativity and includes strategic and intentional efforts to attract, recruit, develop, engage and retain exceptional employees. Three strategic objectives support this goal: AOC University, Human Capital Strategy and Cultural Behaviors Transformation.

An empowered workforce will exercise greater responsibility for its performance and proactively apply well-informed judgment and innovation to solve problems with solutions that focus on results.

INSIGHT  **OPERATIONAL KPI**

External Safety Inspection Findings

OVERVIEW

This operational KPI measures the number of safety inspection findings identified by the Office of Congressional Workplace Rights (OCWR). Congress established the OCWR to enforce and administer workplace rights, accessibility, safety and health for congressional workers and visitors to the Capitol campus. During each biennial congressional cycle, the OCWR assesses the AOC’s spaces for safety hazards that require corrective action. KPI results are based on the prior year’s inspections due to the delay in receiving inspection results.

PERFORMANCE

The OCWR identified 347 instances of safety noncompliance in FY 2023 inspections, marking a 43 percent decrease from FY 2022 and falling below the 5-year rolling average of 1,033 findings. This improvement is due to an increased focus on abating hazards within the timelines prescribed in the AOC Safety Manual Chapter E Risk Management. Regular meetings between the Office of Safety and Code Compliance, AOC offices and jurisdictions and OCWR have strengthened communication and ensured alignment, which has facilitated more efficient closure of findings. Additionally, potential safety hazards are proactively addressed through project design reviews, further contributing to a safer environment and enhanced compliance. In FY 2024, the AOC received results for five completed inspections and was awaiting results from 10 scheduled and completed inspections. The results of these inspections will be reported in FY 2025. **Target Met** ✓

Figure 28. External Safety Inspection Findings



Definition

OCWR Findings

Source

OCWR Summary Report

Target

Less than the average number of findings over the previous five years

✓ TARGET MET



The AOC team assembles a media stand in Emancipation Hall for a Congressional Gold Medal Ceremony at the U.S. Capitol Visitor Center.

Strategic Goal 4

Operate as One Team, Dedicated to One Mission

Delivering organizational excellence is a shared responsibility at the AOC. The agency works collectively to preserve and maintain the Capitol campus buildings, facilities and grounds by providing innovative, safe and professional services. This strategic goal promotes a culture of learning, collaboration and teamwork to enhance the agency's effectiveness, efficiency and responsible stewardship.

Building a mission-oriented culture relies on a unified vision, aligned priorities and resources, high-quality customer experiences, reliable workforce planning and modern technology. This goal encourages a unified and shared commitment to the mission and promotes information and knowledge sharing to drive innovation and optimize resources.

Although the AOC does not directly contribute to the OMB's CAP goals, it monitors progress to address governmentwide priorities and challenges, particularly those related to

leveraging data as a strategic asset, workforce development and improving the customer experience. This goal promotes communication and collaboration within and among the agency's jurisdictions and administrative offices to create a more efficient organization. Three strategic objectives support this goal: Cultural Behaviors Transformation, Enterprise Asset Management and Capitol Complex Master Plan and Strategic Plan.

We must recognize and value that what may appear to be competing priorities for different AOC functions are ultimately in service to our united mission, values and vision.

Operate as One Team, Dedicated to One Mission

The AOC cultivates an environment that values growth, cooperation, inclusivity and accountability. In FY 2024, AOC leadership recognized the following employees for embodying the AOC mission to serve, preserve and inspire.



Left to Right: Emily Mueller, Kimberly Coats, Dewitt Roseborough, Ann Powell (Bottom), Matthew Flechner (Top), Derek Falzoi, Diane Soriano (Bottom), Perfecto Sanchez (Top), Denise McNair, Jacob Field, Jamie Lee (Bottom), Kevin Salvador (Top), Keith Adams, Domenico Dipasquale.

KEITH ADAMS AND JAMIE LEE

Office of the Chief Engineer

Keith, a general engineer, and Jamie, an architect, oversee teams responsible for major AOC procurement initiatives valued at over \$200 million annually—about a fifth of the agency’s overall budget. Under their leadership, these initiatives are executed efficiently, effectively and with the highest level of integrity.

ROBERTO AVILA-ALICEA

Office of the Chief Security Officer

Roberto is an influential program manager. He served as the Acting Associate Director for the SIP division and manages contractor efforts for multi-million-dollar projects. His performance in these roles highlights his expertise and leadership.

RONALD BROOKS AND DOMENICO

DIPASQUALE Library Buildings and Grounds

Ronald and Domenico, both decorative painters, demonstrated outstanding craftsmanship in restoring the historic paneling in the David M. Rubenstein Treasures Gallery. They meticulously restored stenciling, painting, aluminum leafing and line work, often working overtime and on off-hours to complete the project.

KIMBERLY COATS *Capitol Building*

Kimberly consistently takes the lead in planning and executing high-profile congressional special events for the jurisdiction, a role that falls outside her duties as a business financial analyst. Her ability to deliver superior service and ensure seamless event execution reflects her commitment, leadership and versatility.

BRIAN DUCHESNEAU

Office of the Chief of Operations

Brian’s leadership as a Customer Service Program Manager was pivotal in delivering a comprehensive CX training program that reached 93 percent of the AOC workforce and resulted in a 94 percent favorability rating from participants.

DEREK FALZOI *Office of Safety and Code Compliance*

Derek’s leadership, dedication and expertise as an Industrial Hygienist have impacted key safety initiatives and elevated overall safety standards at the Capitol campus.

JACOB FIELD *U.S. Capitol Visitor Center*

Jacob, recognized as a CVC Employee of the Year, provides extraordinary customer service, delivers exceptional U.S. Capitol tours and supports the CVC team by mentoring his colleagues.

MATTHEW FLECHNER *Senate Office Buildings*

Matthew has provided over 25 years of outstanding leadership and skilled craftsmanship at the AOC. He has spearheaded hundreds of custom woodcrafting projects, including 64 bespoke senator pieces during the 118th Congress, a flawless Senate hearing room dais extension and ancillary furniture for a hearing room.

SAM KUHN *Capitol Power Plant*

As a Facility Operations Specialist in the Utility Distribution Branch, Sam is responsible for the underground utility tunnels and piping across Capitol Hill. His extensive institutional knowledge and his dedication to customer service excellence ensure that all building occupants have air conditioning, heating and hot water.

CHELSEA MCKINLEY *U.S. Botanic Garden*

As a Plant Health Specialist, Chelsea consistently demonstrates leadership in horticulture management through her efforts to enhance sustainability practices, improve processes and foster collaboration. She leads plant collection maintenance at the USBG, spearheads horticulture continuous process improvements and builds effective partnerships with institutions, scientists and researchers to advance best practices in horticulture stewardship and sustainability.

DENISE MCNAIR*Capitol Power Plant*

In her role as a Purchasing Agent, Denise supports all Capitol Power Plant shop supervisors to procure needed goods and services for power plant equipment. Her service-with-a-smile lightens up the workplace and ensures the continued reliability of AOC utility systems.

EMILY MUELLER *Capitol Grounds and Arboretum*

Emily's initiative and professionalism as a Plant Health Care Specialist have greatly advanced the jurisdiction's horticulture expertise and leadership. She established strategic partnerships with major institutions, launched innovative programs for pesticide recertification and pest management and streamlined training processes. These efforts have resulted in significant resource savings and a strengthened commitment to sustainable landscape management.

BESSY PLAZA *AOC University*

As a training specialist at AOC University, Bessy skillfully engages with stakeholders to develop customized training programs that enhance the knowledge and skills of the AOC workforce. Her deep expertise in adult learning principles, instructional design and distance learning methodologies ensures the delivery of high-quality, interactive training that effectively engages, educates and empowers employees.

ANN POWELL*Human Capital Management Division*

In her role as an HR specialist, Ann is consistently recognized for her dedication and exceptional service in implementing and supporting the enhanced Performance, Communication and Evaluation System. Ann conducted over 100 training sessions, using various forums to facilitate an informed transition to electronic evaluations. Her exemplary customer service and HR expertise have earned accolades from multiple offices and jurisdictions.

DEWITT ROSEBOROUGH *Curator Division*

Dewitt has been a valued member of the Photography and Technical Imaging Branch for nearly two decades. His expertise in photography and skill in team building and cross-jurisdictional collaboration have been instrumental in enhancing the AOC's institutional memory and creating a comprehensive pictorial record of the care and preservation of the U.S. Capitol.

KEVIN SALVADOR*Supreme Court Building and Grounds*

Kevin has proactively advanced his skills and expertise, consistently pursuing professional development to prepare for increasingly complex and challenging roles. His technical proficiency and exceptional interpersonal abilities, along with his recent achievements—such as passing the PE exam and completing the Aspiring Leaders Program—underscore his readiness for higher-level responsibilities and roles.

PERFECTO SANCHEZ*Supreme Court Building and Grounds*

Perfecto, an elevator mechanic, embodies proactive customer service excellence, consistently upholding the AOC's core values and principles. His efforts contribute to a positive and productive work environment and his commitment to preserving the historical integrity of building systems is a source of inspiration for his peers.

DIANE SORIANO *House Office Buildings*

Diane exemplifies the AOC's mission to serve, preserve and inspire through her critical support of operations, unwavering dedication and commitment to excellence. Although her work as a Management and Program Analyst often occurs behind the scenes, her extraordinary efforts are evident and deeply appreciated by colleagues throughout the organization.

Strategic Objectives

AOC UNIVERSITY

This strategic objective establishes AOC University as a permanent organization focused on providing mission-critical training and education, and supporting employees in their professional development, growth and advancement. AOC University is already making a significant impact by equipping employees with the skills and training to be successful in their jobs. It currently offers valuable learning and development opportunities, with plans to expand further. As it continues to evolve, AOC University will enhance its enterprisewide offerings, strengthening employee skills and capabilities and facilitating career advancement. This strategic objective directly supports the strategic goal to Foster an Innovative and Empowered Workforce.



Two performance goals were associated with this strategic objective in FY 2024; both were met.

1. Expand the Learning Management System. **Goal Met** ✓
2. Develop and/or enhance and deliver leadership, supervisory and other trainings to meet enterprise priorities. **Goal Met** ✓

AOC University improved the functionality and user experience of its learning management system, AOC Learn. The training approval process was streamlined, allowing for efficient and transparent requests for external training. It enables real-time tracking of requests, integrates training completions into employee histories, and eliminates manual data entry, thereby enhancing data accuracy and agency-wide procedures. The additional Subscribe Button functionality allows employees to express interest in courses without current sessions or seats, creating a waitlist mechanism. It also collects data on course interests, training topics and shift preferences. The new Not Attended Status Report enhancement tracks and reports missed training sessions, sending notifications to employees, supervisors and training coordinators. It helps ensure training resources are effectively utilized by identifying no-shows. Interactive Training History Page: Employees can now access their training records, retrieve past certificates and search for

specific courses or attendance statuses, promoting ownership of their professional development and enhancing transparency.

In alignment with AOC University’s performance goal to enhance and deliver leadership and supervisory training, AOC University offered the online Crucial Conversations for Mastering Dialogue training. This course introduced supervisors and managers to the foundations of holding impactful dialogue and provided a deeper dive into mastering the most challenging conversations at work. AOC University also began efforts to enhance the online Supervisory Academy training modules for on-demand learning needs. The online modules provide supervisors with agency-specific skills needed to lead teams effectively, improve communications, ensure compliance and foster a productive and positive work environment.

The FY 2024 Agency Strategic Performance Plan defined three strategic KPIs to measure progress for this strategic objective and met one of the three KPIs. See **Table 11**.

The AOC met the KPI that measures the satisfaction rate for the availability of training, receiving a 72 percent satisfaction rating in the FY 2024 Federal Employee Viewpoint Survey. The AOC did not meet the KPI that measured the percentage of courses that included participant satisfaction evaluations. The FY 2023 baseline of 11.6 percent was not surpassed this fiscal year due to a lack of resources (both personnel and budgetary) to create new courses that incorporate evaluation measures. The KPI that measures supervisor satisfaction for work unit knowledge and skills was also not met. The satisfaction percentage decreased slightly from the previous survey (FY 2022) because new supervisors may not be aware of their employees’ knowledge and skill levels. To address this, AOC University implemented a training needs assessment to help supervisors engage with employees. Additionally, AOC University introduced skill benchmarks in AOC Learn Percipio to help assess employee skill levels on various competencies.

Table 11. Strategic KPIs Associated with the AOC University Strategic Objective

STRATEGIC KPI	FY 2024 TARGET	FY 2024 RESULTS	STATUS
Satisfaction Rate for Training Availability	72%	72%	Met
Percent of Courses With Participant Satisfaction Evaluations	15%	9%	Not Met
Supervisor Satisfaction for Work Unit Knowledge/ Skills	86%	85%	Not Met

BUILDING OFFICIAL

This strategic objective establishes the Building Official program as the centralized authority responsible for ensuring compliance with nationally recognized building codes, safety standards, industrial hygiene, fire and environmental regulations, and industry standards in all construction and infrastructure work at AOC-managed facilities, buildings and grounds. The Building Official serves as the primary point of contact, providing guidance and oversight on code requirements, preventing system failures and improving overall life safety across the Capitol campus. Key responsibilities include implementing a uniform permitting process, maintaining a centralized data management system to track code compliance activities and providing independent verification of compliance with code requirements and standards. The Building Official also acts as the final approval authority for building permits, certificates of completion and certificates of occupancy. This uniform approach enhances efficiency, ensures cost-effectiveness, reduces the need for rework, mitigates potential hazards and reduces risks to building occupants as well as the historic fabric and architecture across the Capitol campus.

Two performance goals were associated with this strategic objective in FY 2024:

1. Audit/evaluate Building Official implementation. **Goal Not Met** ❌
2. Submit a formal report to executive leadership on the implementation and effectiveness of the Building Official program. **Goal Not Met** ❌

The Building Official program was put on hold in October 2023, pending the appointment of the new Architect. In FY 2025 the AOC will re-evaluate the program and its role in future strategic planning.

There were no KPIs associated with the strategic objective in FY 2024.

CULTURAL BEHAVIORS TRANSFORMATION

This strategic objective is designed to strengthen core values, empower employees to uphold these values, and improve workplace climate and culture. It focuses on enhancing employee engagement and satisfaction and fostering a positive workplace. Implementation of this objective will help create a culture that minimizes conflicts and disputes, reduces harassment and discrimination, and fosters efficient operations. The goal is to elevate the AOC to a “best place to work,” while delivering an excellent customer experience. This objective

aims to foster positive experiences by enabling employee engagement groups to lead the transformation process. Through learning and education, employees will master techniques for cultivating a healthy workplace culture and will consistently exhibit these principles through their actions, contributing to a respectful and valued work environment.

Two performance goals were associated with this strategic objective in FY 2024:

1. Evaluate efforts and update and implement an action plan to address findings. **Goal Not Met** ❌
2. Submit a formal report to the agency’s executive leaders on implementation and effectiveness of the Cultural Behaviors Transformation. **Goal Met** ✔️

The AOC did not meet the goal to evaluate efforts and update and implement an action plan to address the finding from its evaluations. Due to recent leadership turnover, including a Cultural Behaviors Transformation leader, an action plan was not implemented. However, a formal report on the implementation and effectiveness of the Cultural Behaviors Transformation was delivered to AOC leadership and key stakeholders. The report included an overview of a five-year cultural transformation effort and general findings from facilitated conversations, employee groups and executive coaching.

There were no KPIs associated with this strategic objective in FY 2024.

ENTERPRISE ASSET MANAGEMENT

This strategic objective is focused on implementation of a centralized EAM strategy. When fully implemented, EAM will optimize performance by eliminating redundancy, enhancing productivity and safety, improving reliability and reducing operating costs. EAM will provide important data and insight to inform decisions about operating, maintaining and renewing buildings, infrastructure and other assets. In addition, EAM will enable centralized asset monitoring, forecast resource requirements, translate risks into asset management plans and effectively prioritize condition-based facility maintenance. Importantly, EAM will support data-based decisions and identification of priorities to manage the \$2.6 billion deferred maintenance and capital renewal backlog. The strategic objective supports responsible stewardship. It also positions the agency to identify and implement best practices under the International Standards Organization (ISO) 55001 standard of asset management.

Three performance goals were associated with this strategic objective in FY 2024:

1. Define and establish AOC enterprise metrics for asset management across all jurisdictions. **Goal Met** ✓
2. Establish reporting requirements for EAM metrics. **Goal Met** ✓
3. Obtain ISO certification for one eligible AOC system. **Goal Met** ✓

In FY 2024, the EAM Steering Committee worked to obtain approval for the Strategic Asset Management Plan and to guide the use of the asset management system (AMS) ISO certification process. Additional EAM efforts included developing a prototype approach to identify and track the deferred maintenance and capital renewal backlog, updating the AMS manual to include requirements for enterprise metrics and pilot software tools to manage FCA data and integrate it with capital planning. In FY 2024, FCAs for the Packard Campus Audio Visual Conservation facility, the Ford and O'Neill House Office Buildings, the Capitol Power Plant, the House Underground Garages and facilities at Fort Meade, Maryland were completed.

As a first for a federal agency, the AOC achieved ISO 55001 certification using its AMS for the Adams Building. This certification emphasizes the AOC's efforts to implement a robust asset management systems that optimizes performance, mitigates risks and maximizes value. The certification process for the Adams Building will be used as a framework to expand ISO certification across the Capitol campus.

Three strategic KPIs were measured for this strategic objective in FY 2024. See **Table 12**.

Table 12. Strategic KPIs associated with Strategic Objective

STRATEGIC KPI	FY 2024 TARGET	FY 2024 RESULTS	STATUS
Augment AMS Manual to Include Requirements for Enterprise Metrics	Update Manual	Manual Updated	Target Met
Develop Deferred Maintenance and Capital Renewal Prototype	Develop Prototype	Prototype Developed	Target Met
Complete ISO Certification Process and Achieve ISO Certification for One System	Complete	Audit and Certification Achieved	Target Met

HUMAN CAPITAL STRATEGY

This strategic objective focuses on optimizing human capital capabilities for more effective realization of the agency's mission, vision and strategic goals. Workforce trends significantly impact the agency's ability to recruit, develop and retain highly skilled staff. Federal pay scales are less competitive compared to private sector options, and safety concerns related to the Capitol campus have intensified. Additionally, declining trade school enrollments have reduced the pool of candidates with the specialized skills needed for critical agency roles, such as trades, artisans and crafts positions. The AOC also faces challenges with an aging workforce, posing additional risks related to the loss of invaluable legacy knowledge essential for maintaining the Capitol campus.

This strategic objective addresses these challenges through proactive human capital planning, targeted recruitment outreach, expanded employee training and development opportunities, enhanced focus on talent retention and the introduction of employee well-being programs. The Human Capital Strategy addresses skill gaps and ensure that the AOC attracts, hires, develops, retains, engages, promotes and rewards its employees through progressive strategies that support and advance the agency's mission and goals.

The AOC met six of the seven goals established for this strategic objective:

1. Continue to develop new sources and strategies for recruitment and retention of employees. **Goal Met** ✓
2. Report and implement the results of job studies involving skilled trades positions. **Goal Met** ✓
3. Conclude the compensation study and report findings and recommendations to senior leaders. **Goal Met** ✓
4. Broaden the human resources supervisory training series to include the fundamentals of management. **Goal Met** ✓
5. Pilot the AOC mentoring program. **Goal Met** ✓
6. Develop an executive development program to prepare GS-14 and GS-15 employees for senior leadership roles and develop a succession planning strategy for skilled trade employees. **Goal Not Met** ✗
7. Enhance mechanisms to provide regular reporting of talent acquisition and other human capital data to inform talent management decisions. **Goal Met** ✓

In FY 2024, the AOC enhanced outreach and recruitment efforts by increasing partnerships and engagement with over 20 educational institutions and trades organizations. The AOC also hosted local trade school and university students on the Capitol campus, providing career information sessions and tours of the U.S. Capitol. Internally, the AOC offered career ladder and detail opportunities for employees and developed career paths for custodial and administrative positions. The AOC conducted studies for 16 skilled trades jobs. These studies assessed and evaluated the accuracy of position descriptions and the appropriateness of grade levels to address challenges with wage grade compensation and resulted in upgraded to multiple positions. The AOC also concluded a compensation study to address wage grade pay challenges. The study included a salary survey that analyzed labor market compensation for wage grade positions. AOC leadership is reviewing the results to determine if updates to the AOC compensation model would better position the AOC to recruit and retain wage grade staff.

As part of the agency’s supervisory training initiatives, the AOC developed an eight-week training program for supervisors. The program covers a spectrum of human capital subjects including talent acquisition, benefits administration, workers’ compensation, discipline, labor relations, performance management, rewards and recognition. The AOC also implemented a six-month pilot mentorship program. Twenty AOC employees (10 mentors and 10 mentees) participated in FY 2024. The program included opportunities for mentees to shadow their mentors and career and personal development training. Surveys and individual meetings helped to assess the program’s success and indicated an over positive experience for the participants. The formal program will start in FY 2025.

In FY 2024, the AOC developed programs to improve succession planning. A skilled trade employees program leveraged other development programs such as the Architect’s Mobility Program and partnerships with trade schools. The AOC also developed a strategy of using focus groups with hiring managers to identify barriers that prevent greater participation in the Architect’s Mobility Program and began researching best-in-practice executive development programs to prepare GS-14 and GS-15 grade employees for senior leadership roles.

To enhance human capital reporting, the AOC developed a data dashboard to track the hiring process and measure the time to fill vacancies based on an 80-day time to hire goal. This new dashboard provides position vacancy data to senior leaders that inform talent management decisions.

Seven strategic KPIs measured progress against this strategic objective in FY 2024. Accomplishments for these KPIs are presented in **Table 13**.

Table 13. Strategic KPIs Associated With the Human Capital Strategy Strategic Objective

STRATEGIC KPI	FY 2024 TARGET	FY 2024 RESULTS	STATUS
Time to Fill – Direct Hire Positions	≤50 days	52 days	Target Not Met
Time to Fill – Competitive Positions	90 days	97 days	Target Not Met
Internal Promotion Rate	≥8%	11.6%	Target Met
Voluntary Turnover Rate	≤13%	9.1%	Target Met
Average Cost Per Hire – Competitive Positions	≤\$5,466	\$4,359	Target Met
Employee Engagement	≥72.8%	72.5%	Target Not Met
Career Ladder and Detail Positions	25	157	Target Met

CAPITOL COMPLEX MASTER PLAN AND STRATEGIC PLAN

This strategic objective is focused on integrating physical and strategic planning across the agency, and creating a unified approach to prioritizing needs, setting goals and allocating resources. Historically, the agency's structure has promoted jurisdictional operations as separate entities, resulting in missed opportunities for synergy and innovation, as well as a reactive approach to doing business. Establishing an enterprisewide, and integrated approach to physical and strategic planning will establish a shared vision for the Capitol campus and align priorities, decisions and resources around achieving that vision.

The CCMP will provide a 20-year outlook on campus development. The Strategic Plan, currently being developed using the Balanced Scorecard methodology, will offer enterprise-level guidance and establish clear goals, priorities and resource allocations with a five-year horizon. This alignment will ensure a cohesive and forward-looking strategy for the Capitol campus.

The AOC did not meet the two performance goals associated with this strategic objective in FY 2024:

1. Complete CCMP Phase 2 and publish a CCMP framework.
Goal Not Met 
2. Initiate and draft CCMP Phase 3 - technical document and five-year implementation plan. **Goal Not Met** 

The AOC continued to develop Phase 2 of the CCMP in FY 2024. This phase will identify future development recommendations for buildings under the House and Senate, Capitol Power Plant and U.S. Capitol Police jurisdictions, and provide a Capitol campuswide framework to guide future growth, resource efficiency and asset life extension for all assets under the AOC's care and supervision. This includes roads, utilities, public spaces, landscape features and outdoor cultural resources. Work on Phases 2A, which addresses campuswide frameworks, and 2B, which addresses jurisdiction frameworks, continued in FY 2024 and will be completed in FY 2025 with input from the congressional oversight committees. Phase 2C, which focuses on the operational space use framework, was initiated in FY 2024 and will also be completed in FY 2025. Phase 3 of the CCMP was not initiated due to availability of funding. The AOC requested funds in the FY 2026 budget to execute this phase.

There were no KPIs identified for this strategic objective for FY 2024.

CAPITOL HIGHLIGHTS

Staff Recognized for More Than 35 Years of Service



Valerie Chaney
OCAO/ITD, 40 years

Valerie L. Chaney, Management Analyst

Office of the Chief Administrative Officer, Information Technology Division

Valerie has been a dedicated member of the AOC for 38 years, with a federal career spanning over four decades. She began her service with the Department of Transportation in 1983 before joining the AOC in 1986, where she has since advanced steadily through key positions. Valerie started her AOC journey in the Payroll Branch, transitioned to the Accounting Division and now serves in the Information Technology Division. Throughout her tenure with the AOC, she has excelled in various capacities, including administrative assistant, purchasing specialist and currently as a management analyst, where she expertly oversees IT purchases and budget management. Valerie's exceptional attention to detail, unwavering dedication and long-standing commitment make her an invaluable asset to the agency.



Anitra Reed
SCC, 40 years

Anitra R. Reed, Safety and Occupational Health Manager

Office of Safety and Code Compliance, Safety Division

Anitra has been an integral member of the AOC team for 18 years and is recognized as the first African American female safety professional in the Office of Safety and Code Compliance. Before joining the AOC, she served as a Department of the Army civilian for 22 years. Since joining the AOC, Anitra has advanced numerous safety initiatives, including authoring the agency's first Incident Notification, Investigation and Reporting policy, which remains in effect today. As a Policy Manager, she oversees critical safety policies, including Ergonomics and Personal Protective Equipment. Anitra's expertise is vital in ensuring a safe, secure and compliant environment on the Capitol campus.

35 Years of Service

James A. Atkins Jr.

Woodcrafter Supervisor, Senate Office Buildings, Tenant Services Division

Louis A. Burrell

Gardener (Advanced) Supervisor, Supreme Court Building and Grounds, Operations and Maintenance Division

Timothy R. Chambers

Maintenance Worker, Senate Office Buildings, Client Services Division

Bruce D. Harris

A/C Equipment Mechanic, House Office Buildings, Facilities Operations Division

Barry James

Tools and Parts Attendant, Senate Office Buildings, Client Services Division

Samuel C. Kuhn

Facility Operations Specialist, Capitol Power Plant, Utility Services Division

Karen L. Lacey

Suitability Specialist, Office of the Chief Security Officer, Security Division

Anthony D. Marbury

Electrician Assistant Supervisor, House Office Buildings, Facilities Operations Division

Marion B. Mason

Laborer (Recycler), House Office Buildings, Client Services Division

Joyce A. Moses

Custodial Worker Supervisor, Senate Office Buildings, Client Services Division

Jean P. McNeill

Custodial Worker, House Office Buildings, Client Services Division

Adriane D. Norman

Visitor Guide, U.S. Capitol Visitor Center, Visitor Services Division

Michael A. Scott

Laborer (Recycler), House Office Buildings, Client Services Division

Donald H. Stewart

Material Handler (Forklift Operator), Capitol Building, Client Services Division

Pamela Streeter

Financial Management Specialist, Office of the Chief Financial Officer, Accounting Division

Robert Washington Jr.

Facilities Supervisor, Senate Office Buildings, Client Services Division

section

Three

FINANCIAL INFORMATION

Overview

The Financial Information section includes the independent auditors' reports, audited financial statements and notes and required supplementary information.

Introducing the Principal Financial Statements

The AOC prepares its principal financial statements to report its financial position and operational results. These statements and their accompanying notes are prepared from the AOC's financial records in accordance with U.S. generally accepted accounting principles (GAAP) for the federal government and the OMB Circular A-136, Financial Reporting Requirements. The statements are separate from financial reports prepared in accordance with U.S. Department of the Treasury directives to monitor and control the status and use of budgetary resources,

which the AOC prepares from the same books and records. The statements should be read with the understanding that they are for a component of the U.S. government, a sovereign entity. Each statement is prepared on a comparative basis.

The **Balance Sheets** identifies the assets, liabilities and net position. Net position represents the net investment of the U.S. government in the AOC's assets, less liabilities.

The **Statements of Net Cost** provides the gross costs incurred by responsibility segment (jurisdiction), net of any exchange or earned revenue from activities. The AOC prepares the net cost of operations using the proprietary basis of accounting and, unlike budgetary accounting, includes the cost of services provided by other entities, accruals and noncash expenses such as depreciation and amortization.

The **Statements of Changes in Net Position** provides the beginning net position (unexpended appropriations and cumulative results of operations), the transactions that affected net position during the period and the ending net position.

The **Combined Statements of Budgetary Resources** presents information on the budgetary basis of accounting, including the availability of budgetary resources and their status at year-end.

Message From the Chief Financial Officer

I am pleased to join the Architect of the Capitol in presenting the AOC's Fiscal Year (FY) 2024 Performance and Accountability Report (PAR). The PAR shares the results of the AOC's efforts to accurately and transparently account for the federal funds entrusted to us by Congress. Our dedicated financial operations team continued to support the AOC's offices and jurisdictions by utilizing efficient and compliant financial management practices to ensure our sound financial health.

ANNUAL FINANCIAL STATEMENTS AUDIT

In FY 2024, the AOC received \$947 million in appropriations for the care and operations of the Capitol campus facilities and grounds. These appropriations include \$257 million to fund multiyear capital infrastructure projects to address deferred maintenance, safety, security and preservation, and \$41.8 million for the final phase of the Cannon Renewal Project.

Our effective management of these funds was confirmed through our annual independent financial statements audit. The annual financial statements audit is a crucial component of our internal controls program, providing verification and validation of our financial management framework, and effective stewardship of our resources. I am pleased to report that, for the 20th consecutive year, we received an unmodified (clean) audit opinion on our FY 2024 consolidated financial statements. The clean opinion affirms that our financial statements accurately present our agency's financial position, are free of material misstatements and conform to generally accepted accounting principles (GAAP). The audit identified no material weaknesses or significant deficiencies, underscoring our commitment to sound fiscal practices, data integrity and reliable financial reporting.

In line with our dedication to transparency and financial reporting excellence, we submit our PAR for review under the AGA's Certificate of Excellence in Accountability Reporting (CEAR) program each year. The AOC received the AGA's CEAR award for the FY 2023 PAR — marking the 12th time the agency has earned this distinction for its annual report. The agency also received a Best-in-Class award for exceptional use of graphics, charts, pictures, call-out boxes and video links that bring the agency's history and mission discussions to life. These awards recognize our commitment to transparency and financial reporting excellence.

OUR ACHIEVEMENTS

In addition to the successful audit, I would like to highlight some major fiscal accomplishments that demonstrated the continued resiliency of our financial management team during FY 2024:

- We made significant progress by upgrading existing financial systems and introducing new functionalities that better support financial management, data analytics and data-driven decision-making. These improvements enable a stronger foundation for our financial operations and future growth. The AOC utilizes the Legislative Branch Financial Management System (LBFMS) as its core financial management system. Hosted by the Library of Congress, the LBFMS is a shared-service system that meets the requirements of the *Federal Financial Management Improvement Act of 1996* (FFMIA). The continued standardization of financial activities within this shared services environment has improved business processes, resulting in greater efficiency and cost stabilization for the agency.
- We successfully implemented changes to our financial reporting of the AOC's leases in compliance with Statement of Federal Financial Accounting Standards (SFFAS) 54: Leases. SFFAS 54 enhanced existing lease accounting standards with a novel requirement to disclose right-to-use lease assets with and offsetting lease liability and appropriate accompanying disclosures in our financial statements. SFFAS 54 improves our lease reporting and allows us to consistently report on the substance of our existing lease contracts, including intragovernmental leases. Timely compliance with this (and other) GAAP requirements is a testament to our commitment to transparent and reliable accountability.
- As we continue our partnership with the Department of Treasury, we implemented additional improvements to the Treasury's mandated G-Invoicing solution, further enhancing the AOC's efficiency, invoice processing and user experience. The Office of the Chief Financial Officer (OCFO) Financial System Branch worked closely with other LBFMS users to develop a seamless interface with G-Invoicing, culminating in the successful integration of Momentum® and G-Invoicing to meet the G-Invoicing mandate in FY 2023. In FY 2024, we continued to refine this integration by establishing protocols for monitoring and implementing customizations and process improvements. These efforts

streamlined G-Invoicing, further optimizing our internal workflows and reinforcing our commitment to efficient financial management.

- We successfully deployed attended BOTS automating manual or reconciliation type processes, resulting in streamlined accounting data entry and month- and quarter-end processing. This realized a time savings of 29 work hours per week and reduced errors and cycle times related to manual data entry and validation. Additionally, the OCFO Financial Systems Branch has been granted an Authority to Operate for managing unattended automation functionalities. Transitioning from attended to unattended automations will further optimize resource utilization, boosting operational efficiency and productivity. OCFO's robotic process automation (RPA) program continued preparation in FY 2024. The Process Automation Center of Excellence, which will provide agencywide automation knowledge sharing and solutions to support all the AOC offices and jurisdictions. The Center of Excellence is anticipated to deploy in the first quarter of FY 2025.
- We recognize that robust financial information technology is crucial to our financial management, which is why we have continued to prioritize the modernization and security of our systems. While the *Federal Information Security Management Act of 2002* (FISMA) mandates executive branch agencies to develop, document and implement a comprehensive security program for their information systems, the AOC, as a legislative branch agency, is not required to comply with FISMA. Nevertheless, we proactively adopt cybersecurity best practices, incorporating elements of FISMA, National Institute of Standards and Technology (NIST) Special Publications, and the GAO Federal Information System Controls Audit Manual, to maintain a risk-based information security program. Our information systems and security programs undergo annual evaluations through independent assessments and multiple audits. These evaluations help us refine system configurations, enhance documentation and processes and address identified security risks and weaknesses.

- We further refined the AOC's Enterprise Risk Management (ERM) program, successfully implementing a new Governance, Risk and Compliance (GRC) Tool to support the identification, assessment, prioritization and management of risks. This included using the GRC Tool to conduct an agencywide risk assessment to address the top enterprise-level risks, initiating mitigation plans for many of the risks and developing strategies to implement others. Moving forward, the OCFO will continue to integrate ERM activities more effectively with internal control processes to enhance organizational value and decision-making. Planned activities include connecting ERM to the agency's strategic goals, objectives and outcomes, thereby improving mission delivery. As the agency's ERM program continues to mature, so will the agency's capacity to effectively manage risks to an acceptable level.

CONCLUSION

The agency is dedicated to upholding the highest standards in financial management operations by prioritizing best practices, investing in emerging technologies and harnessing innovations to enhance efficiency, accuracy, accountability and integrity across our operations. I want to express my gratitude to Congress and our Oversight Committees for their unwavering support and to KPMG and the AOC's Office of Inspector General for their expertise and professionalism in conducting our annual financial statements audit. The successful management of the AOC's daily financial operations relies on the exceptional efforts of our financial operations team. I am immensely proud to work alongside a resilient and dedicated financial management team, whose commitment ensures the foundation of the AOC's financial operations and the delivery of reliable and timely financial information to our stakeholders.

Sincerely,



Sherri D. Jordan
Chief Financial Officer
November 15, 2024



A view of the U.S. Capitol Dome at sunrise.

Inspector General Transmittal



Inspector General

DATE: November 15, 2024

TO: Thomas E. Austin, PE, CCM, PMP
Architect of the Capitol

FROM: Christopher P. Faiella, CIG, CFE
Inspector General 

SUBJECT: Audit of Architect of the Capitol's (AOC's) Fiscal Year 2024 Financial Statements (Audit Report OIG-AUD-2025-01)

We contracted with the independent public accounting firm KPMG LLP (KPMG) to audit the financial statements of the AOC as of and for the fiscal years that ended September 30, 2024, and 2023, report on internal control over financial reporting, and report on compliance and other matters. The contract required that the audits be performed in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; Office of Management and Budget Bulletin No. 24-02, *Audit Requirements for Federal Financial Statements*; the U.S. Government Accountability Office's (GAO) Federal Information System Controls Audit Manual (FISCAM); and the GAO/Council of the Inspectors General on Integrity and Efficiency Financial Audit Manual.

In its audit of the AOC, KPMG reported:

- the financial statements are presented fairly, in all material respects, in accordance with U.S. generally accepted accounting principles;
- no material weaknesses¹ in internal control over financial reporting;
- no reportable noncompliance issues with provisions of laws tested or other matters; and
- no information technology deficiencies that rose to the level of a significant deficiency or material weakness based on audit work performed in accordance with FISCAM.

KPMG is responsible for the attached independent auditors' report dated November 15, 2024, and the conclusions expressed therein. We do not express opinions on the AOC's financial statements or internal control over financial reporting, or conclusions on compliance and other matters.

If you have any questions or wish to discuss this report, please contact Sharmaine Carter at 202.538.1830 or Sharmaine.Carter@aac.gov.

¹ A material weakness is a deficiency, or combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis.

Inspector General Transmittal *(continued)*

Distribution List:

- Joseph Campbell, Deputy Architect
- Patrick Briggs, Chief of Staff
- Sherri Jordan, Chief Financial Officer
- Hajira Shariff, Acting Executive Officer
- Telora Dean, Chief Administrative Officer
- Joseph DiPietro, Chief of Operations
- Angela Freeman, General Counsel
- Thomas Costello, Deputy Chief Engineer
- Robert Bell, Chief Information Officer
- Aaron Altwies, Chief Security Officer
- James Kaufmann, Director, Capitol Grounds & Arboretum
- Michael Lewis, Supervisory Engineer, Library Buildings and Grounds
- Stephanie Jones, Supervisory Engineer, Senate Office Buildings
- Mark Reed, Superintendent, U. S. Capitol Building
- Joseph Yates, Superintendent, House Office Buildings
- Charles Iliff, Director, Office of Safety and Code Compliance
- Deatra Trinidad, Acting Facilities Manager, Supreme Court Buildings and Grounds
- Susan Pell, Executive Director, U.S. Botanic Garden
- Fay Ott, Acting Chief Executive Officer for Visitor Services
- Christopher Potter, Director, Utilities and Power Plant Operations

Independent Auditors' Report



KPMG LLP
Suite 12000
1801 K Street, NW
Washington, DC 20006

Independent Auditors' Report

Inspector General of the Architect of the Capitol
Architect of the Capitol:

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Architect of the Capitol (AOC), which comprise the balance sheets as of September 30, 2024 and 2023, and the related statements of net costs, changes in net position, and combined statements of budgetary resources for the years then ended, and the related notes to the financial statements.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the AOC as of September 30, 2024 and 2023, and its net costs, changes in net position, and budgetary resources for the years then ended in accordance with U.S. generally accepted accounting principles.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS), the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, and Office of Management and Budget (OMB) Bulletin No. 24-02, *Audit Requirements for Federal Financial Statements*. Our responsibilities under those standards and OMB Bulletin No. 24-02 are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the AOC and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Emphasis of Matter

As discussed in Notes 1 and 15 to the financial statements, in fiscal year 2024, AOC adopted Federal Accounting Standards Advisory Board Statement of Federal Financial Accounting Standards (SFFAS) 54, *Leases*, and related amendments. Our opinion is not modified with respect to this matter.

Other Matter - Interactive Data

Management has elected to reference to information on websites or other forms of interactive data outside the *Performance and Accountability Report* to provide additional information for the users of its financial statements. Such information is not a required part of the financial statements or supplementary information required by the Federal Accounting Standards Advisory Board. The information on these websites or the other interactive data has not been subjected to any of our auditing procedures, and accordingly we do not express an opinion or provide any assurance on it.

KPMG LLP, a Delaware limited liability partnership and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee.

Independent Auditors' Report *(continued)*



Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with U.S. generally accepted accounting principles, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS, *Government Auditing Standards*, and OMB Bulletin No. 24-02 will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS, *Government Auditing Standards*, and OMB Bulletin No. 24-02, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the AOC's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

Required Supplementary Information

U.S. generally accepted accounting principles require that the information in the Management's Discussion and Analysis and Required Supplementary Information sections be presented to supplement the basic financial statements. Such information is the responsibility of management and, although not a part of the basic financial statements, is required by the Federal Accounting Standards Advisory Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with GAAS, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audits of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Independent Auditors' Report *(continued)*



Other Information

Management is responsible for the other information included in the *Performance and Accountability Report*. The other information comprises the Table of Contents, Introduction, 75 Years of AOC Photography, Section Two: Performance Information, Section Three: Financial Information Overview, Introducing the Principal Financial Statements, Message from the Chief Financial Officer, Inspector General Transmittal, Architect of the Capitol's Response to the Inspector General, Section Four: Other Information, Appendices, Websites and Media Platforms, Capitol Highlights, and Infographics but does not include the financial statements and our auditors' report thereon. Our opinion on the statements does not cover the other information, and we do not express an opinion or any form of assurance thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and consider whether a material inconsistency exists between the other information and the financial statements, or the other information otherwise appears to be materially misstated. If, based on the work performed, we conclude that an uncorrected material misstatement of the other information exists, we are required to describe it in our report.

Other Reporting Required by Government Auditing Standards

Report on Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements as of and for the year ended September 30, 2024, we considered the AOC's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the AOC's internal control. Accordingly, we do not express an opinion on the effectiveness of the AOC's internal control. We did not test all internal controls relevant to operating objectives as broadly defined by the *Federal Managers' Financial Integrity Act of 1982*.

Our consideration of internal control was for the limited purpose described in the preceding paragraph and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and therefore, material weaknesses or significant deficiencies may exist that were not identified.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis. A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Report on Compliance and Other Matters

As part of obtaining reasonable assurance about whether the AOC's financial statements as of and for the year ended September 30, 2024 are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards* or OMB Bulletin No. 24-02.

Independent Auditors' Report *(continued)*



We also performed tests of the AOC's compliance with certain provisions referred to in Section 803(a) of the *Federal Financial Management Improvement Act of 1996* (FFMIA). Providing an opinion on compliance with FFMIA was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances in which the AOC's financial management systems did not substantially comply with the (1) Federal financial management systems requirements, (2) applicable Federal accounting standards, and (3) the United States Government Standard General Ledger at the transaction level.

Purpose of the Other Reporting Required by Government Auditing Standards

The purpose of the communication described in the Report on Internal Control Over Financial Reporting and the Report on Compliance and Other Matters sections is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the AOC's internal control or compliance. Accordingly, this communication is not suitable for any other purpose.

KPMG LLP

Washington, D.C.
November 15, 2024

Architect of the Capitol's Response to the Inspector General

**Architect of the Capitol**

U.S. Capitol, Room SB-16
Washington, DC 20515
202.228.1793

www.aoc.gov

November 15, 2024

Mr. Christopher P. Failla
Inspector General
Architect of the Capitol
Washington, DC 20515

Dear Mr. Failla:

Thank you for the opportunity to comment on the Independent Auditors' Report related to the Architect of the Capitol's (AOC) financial statements for the fiscal years ending September 30, 2024, and September 30, 2023. We are pleased the audit resulted in an unmodified opinion, marking the 20th consecutive year the AOC received a "clean" opinion.

In addition, the auditor's report identified zero material weaknesses, no significant deficiencies and no control deficiencies. The AOC works diligently to establish strong management practices in order to address our fiscal compliance requirements and manage our financial processes and systems.

We appreciate working collaboratively with you in support of an efficient and effective audit. The annual audit continues to provide us with new insights and valuable recommendations for improvement. I would like to thank you, your staff and the auditor, KPMG, for the professionalism and commitment in conducting the audit.

Sincerely,

Thomas E. Austin, PE, CCM, PMP
Architect of the Capitol

Doc. No. 241028-04-04

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Financial Statements

Architect of the Capitol

BALANCE SHEETS

As of September 30, 2024, and 2023 (Dollars in Thousands)

	2024	2023
ASSETS (Note 2)		
Intragovernmental Assets		
Fund Balance with Treasury (Note 3)	\$ 1,674,354	\$ 1,612,659
Investments, Net (Note 5)	14,451	10,318
Accounts Receivable, Net (Note 6)	660	598
Advances and Prepayments (Note 10)	255,255	285,566
Total Intragovernmental Assets	\$ 1,944,720	\$ 1,909,141
Other Than Intragovernmental Assets		
Cash and Other Monetary Assets (Note 4)	\$ 60	\$ 53
Accounts Receivable, Net (Note 6)	658	650
Inventory and Related Property, Net (Note 7)	847	982
Property, Plant and Equipment, Net (Note 8)	2,899,411	2,675,467
Advances and Prepayments (Note 10)	5	4
Investments, Net (Note 5)	11,851	11,258
Total Other Than Intragovernmental Assets	\$ 2,912,832	\$ 2,688,414
TOTAL ASSETS	\$ 4,857,552	\$ 4,597,555
Stewardship Property, Plant and Equipment (Note 9)		
LIABILITIES (Note 11)		
Intragovernmental Liabilities		
Accounts Payable	\$ 1,390	\$ 2,326
Advances from Others and Deferred Revenue (Note 10)	36,921	39,423
Other Liabilities (Note 14)	7,779	7,327
Total Intragovernmental Liabilities	\$ 46,090	\$ 49,076
Other Than Intragovernmental Liabilities		
Accounts Payable	\$ 93,788	\$ 83,514
Federal Debt and Interest Payable (Note 12)	587	16,892
Federal Employee Salary, Leave and Benefits Payable	26,183	35,158
Pensions, Post-Employment and Veterans Benefits Payable	39,697	43,539
Environmental and Disposal Liabilities (Note 13)	249,086	271,197
Other Liabilities (Note 14)		
Contract Holdback	18,261	17,465
Contingent Liabilities (Notes 14 and 16)	279	172
Lease Liabilities (Notes 14 and 15)	88,594	-
Other Liabilities Without Related Budgetary Obligations	42,671	44,537
Capital Lease Liabilities	-	1,831
Total Other Than Intragovernmental Liabilities	\$ 559,146	\$ 514,305
TOTAL LIABILITIES	\$ 605,236	\$ 563,381
Commitments and Contingencies (Note 16)		
NET POSITION		
Total Unexpended Appropriation	\$ 1,667,913	\$ 1,633,124
Total Cumulative Results of Operations	2,584,403	2,401,050
TOTAL NET POSITION	\$ 4,252,316	\$ 4,034,174
TOTAL LIABILITIES AND NET POSITION	\$ 4,857,552	\$ 4,597,555

The accompanying notes are an integral part of these financial statements.

Architect of the Capitol

STATEMENTS OF NET COST

As of September 30, 2024, and 2023 (Dollars in Thousands)

GROSS PROGRAM COSTS	2024	2023
Capital Construction and Operations		
Gross Costs	\$ 159,496	\$ 145,408
Less Earned Revenue	(1,030)	(828)
Net Program Costs	158,466	144,580
Capitol Building		
Gross Costs	67,824	78,318
Less Earned Revenue	(368)	(385)
Net Program Costs	67,456	77,933
Capitol Grounds and Arboretum		
Gross Costs	17,608	20,824
Less Earned Revenue	(103)	(85)
Net Program Costs	17,505	20,739
Capitol Police Buildings, Grounds and Security		
Gross Costs	65,939	54,254
Less Earned Revenue	(173)	(1,642)
Net Program Costs	65,766	52,612
Capitol Power Plant		
Gross Costs	130,403	120,365
Less Earned Revenue	(10,333)	(9,943)
Net Program Costs	120,070	110,422
House Office Buildings		
Gross Costs	133,567	191,609
Less Earned Revenue	(76)	(750)
Net Program Costs	133,491	190,859
Library Buildings and Grounds		
Gross Costs	61,156	70,789
Less Earned Revenue	(8,026)	(3,565)
Net Program Costs	53,130	67,224
Senate Office Buildings		
Gross Costs	105,791	109,989
Less Earned Revenue	(367)	(90)
Net Program Costs	105,424	109,899
Supreme Court Building and Grounds		
Gross Costs	50,843	47,484
Less Earned Revenue	(39,496)	(38,361)
Net Program Costs (Revenues)	11,347	9,123
U.S. Botanic Garden		
Gross Costs	20,967	18,922
Less Earned Revenue	(3)	(2)
Net Program Costs	20,964	18,920
U.S. Capitol Visitor Center		
Gross Costs	36,849	32,472
Less Earned Revenue	(9,141)	(7,186)
Net Program Costs	27,708	25,286
NET COST OF OPERATIONS (Note 23)	\$ 781,327	\$ 827,597

The accompanying notes are an integral part of these financial statements.

Architect of the Capitol

STATEMENTS OF CHANGES IN NET POSITION

As of September 30, 2024, and 2023 (Dollars in Thousands)

	2024	2023
UNEXPENDED APPROPRIATIONS		
Beginning Balance	\$ 1,633,124	\$ 1,038,109
Appropriations Received (Note 19)	\$ 956,655	\$ 1,344,248
Appropriations Transferred In/(Out) (See Note 19)	2,100	-
Other Adjustments	(6,891)	(3,939)
Appropriations Used	(917,075)	(745,294)
Net Change in Unexpended Appropriations	\$ 34,789	\$ 595,015
Total Unexpended Appropriations	\$ 1,667,913	\$ 1,633,124
CUMULATIVE RESULTS OF OPERATIONS		
Beginning Balance	\$ 2,401,050	\$ 2,443,501
Appropriations Used	\$ 917,075	\$ 745,294
Non-Exchange Revenue	601	468
Transfers-In/(Out) Without Reimbursement	630	12
Imputed Financing (Note 17)	46,374	39,372
Net Cost of Operations	(781,327)	(827,597)
Net Change in Cumulative Results of Operations	\$ 183,353	\$ (42,451)
Total Cumulative Results of Operations	\$ 2,584,403	\$ 2,401,050
NET POSITION	\$ 4,252,316	\$ 4,034,174

The accompanying notes are an integral part of these financial statements.

Architect of the Capitol

COMBINED STATEMENTS OF BUDGETARY RESOURCES

As of September 30, 2024, and 2023 (Dollars in Thousands)

	2024	2023
BUDGETARY RESOURCES		
Unobligated Balance From Prior Year Budget Authority, Net (Discretionary and Mandatory) (Note 20)	\$ 997,008	\$ 501,857
Appropriations (Discretionary and Mandatory) (Note 19)	958,808	1,344,302
Borrowing Authority (Discretionary and Mandatory)	950	2,283
Spending Authority From Offsetting Collections (Discretionary and Mandatory)	60,972	63,961
Total Budgetary Resources	\$ 2,017,738	\$ 1,912,403
STATUS OF BUDGETARY RESOURCES		
New Obligations and Upward Adjustments (Total)	\$ 1,023,248	\$ 948,650
Unobligated Balance, End of Year		
Exempt From Apportionment, Unexpired Accounts	957,997	930,192
Unexpired Unobligated Balance, End of Year	957,997	930,192
Expired Unobligated Balance, End of Year (Note 3)	36,513	33,561
Unobligated Balance, End of Year (Total)	994,490	963,753
Total Budgetary Resources	\$ 2,017,738	\$ 1,912,403
OUTLAYS, NET		
Outlays, Net (Total) (Discretionary and Mandatory)	869,818	996,756
Agency Outlays, Net (Discretionary and Mandatory) (Note 23)	\$ 869,818	\$ 996,756

The accompanying notes are an integral part of these financial statements.

ARCHITECT OF THE CAPITOL

Notes to the Financial Statements

As of September 30, 2024, and 2023

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NOTE 1

Summary of Significant Accounting Policies

A. Reporting Entity

The Architect of the Capitol (AOC) is an agency within the legislative branch of the federal government. Initially authorized by Congress to provide “suitable buildings and accommodations for the Congress of the United States,” its role has expanded to include responsibility for the maintenance, operation, development and preservation of the U.S. Capitol, U.S. Capitol Grounds, Capitol Police buildings, Capitol Power Plant, House office buildings, Library of Congress buildings and grounds, Senate office buildings, the Supreme Court of the United States, U.S. Botanic Garden (USBG) and the U.S. Capitol Visitor Center (CVC).

The AOC is also responsible for:

- Supporting Congress during official national events (e.g., Presidential inaugural ceremonies) held at the U.S. Capitol or on the Capitol Grounds
- Providing steam and chilled water to the Supreme Court of the United States, Thurgood Marshall Federal Judiciary Building, Union Station, and the Folger Shakespeare Library, and steam-only to the Government Publishing Office (GPO) and the Postal Square building
- Providing educational programs and guide services to visitors at the CVC and USBG

Some of the assets and liabilities reported by the AOC may be eliminated from governmentwide reports because they are offset by assets and liabilities of another U.S. government entity. These financial statements should be read with the realization that they are for a component of the U.S. government, a sovereign entity. Amounts presented on the Combined Statements of Budgetary Resources (SBR) are presented on a combined basis and therefore do not show intra-AOC budgetary transactions that are eliminated per the budgetary crosswalk.

B. Basis of Accounting and Presentation

As a legislative branch agency, the AOC is not required to follow the accounting standards promulgated by the Federal Accounting Standards Advisory Board (FASAB). Also, the AOC has not formally adopted the *Government Management and Reform Act of 1994*, the *Federal Managers Financial Integrity Act of 1982*, the *Federal Financial Management Improvement Act of 1996* or the *Government Performance and Results Modernization Act of 2010*, as these apply only to executive branch agencies. Nonetheless, the AOC refers to these regulations as a general guide for best

practices and incorporates them into its financial management practices, as appropriate. Also, the AOC has adopted U.S. Generally Accepted Accounting Principles (GAAP) for financial reporting in a manner consistent with other federal agencies. Therefore, the AOC’s financial statements have been prepared in conformity with GAAP as promulgated by FASAB. The American Institute of Certified Public Accountants (AICPA) recognizes FASAB standards as GAAP for federal reporting entities.

The AOC records both proprietary and budgetary accounting transactions. Following the accrual method of accounting, revenues are recognized when earned and expenses are recognized when incurred, without regard to the actual collection or payment of cash.

Federal budgetary accounting recognizes the obligation and use of available budget authority and other fund resources upon the establishment of a properly documented legal obligation. The recognition of budgetary accounting transactions is essential for compliance with legal controls over the use of federal funds and for compliance with appropriations law.

In FY 2024, the Office of Management and Budget (OMB) changed the required format of the Balance Sheets for all significant reporting entities to reflect more detail for certain line items. The AOC, though not a significant entity, has implemented this change as a best practice on a comparative basis, which will support the preparation and audit of the Financial Report of the United States Government. These changes are reflected in Note 11 and Note 14. Additionally, for clarity, in FY 2024 the AOC displayed on a comparative basis the components of the Other than Intragovernmental Other Liabilities line on the face of the Balance Sheets.

C. Fund Balance with Treasury

The AOC maintains most available fund balances with the Department of Treasury. Fund Balance with Treasury (FBWT) represents the unexpended balances of expenditure and receipt accounts (see Note 3). Budget authority, receipts and disbursements are processed by Treasury, and the AOC’s records are reconciled with those accounts on a regular basis. In addition to the FBWT, the AOC has other cash deposits and investments that are held in accounts outside of Treasury, as described in Notes 4 and 5, respectively.

FBWT is an asset of the AOC and a liability of the General Fund of the government. The amount represents commitments by the government to provide resources for particular programs but does not represent net assets to the government as a whole.

When the AOC, like other reporting entities, seeks to use FBWT to liquidate budgetary obligations, Treasury will finance the disbursements in the same way it finances other disbursements, using some combination of budget authority, collections and other inflows, and borrowing from the public if there is a budget deficit.

D. Accounts Receivable

The AOC records accounts receivable in accordance with Statements of Federal Financial Accounting Standards (SFFAS) No. 1, Accounting for Selected Assets and Liabilities and FASAB Technical Bulletin 2020-1, Loss Allowance for Intragovernmental Receivables. The AOC recognizes accounts receivable when claims to cash against other entities or individuals can be established, either based on legal provisions, or goods or services provided. The AOC's receivables may include, but are not limited to, amounts due for steam and chilled water provided to other entities, food service commissions from operations at the CVC and Senate restaurants, flag-flying fees and payroll-related debt. Additionally, accounts receivable may include estimates for receivables due when the actual amount is unknown. These estimates are based on historical activity for similar provisions.

Accounts receivable from federal (intragovernmental) and nonfederal sources may be reduced to net realizable value by the Allowance for Doubtful Accounts. The estimate of the allowance, if applicable, is based on past collection experience and management's analysis of the outstanding receivable balances (see Note 6).

The AOC is legislatively authorized to retain a predetermined amount of steam and chilled water reimbursements (i.e., the congressional cap) to cover current year obligations. Any receivable (and subsequent collection) over the congressional cap is a non-entity asset that is credited to Treasury's Miscellaneous Receipts account.

E. Investments

The AOC records investments in Treasury securities in accordance with SFFAS No. 1. All investments are reported at their acquisition (par) value, net of amortized premiums and discounts, as it is the AOC's intent to hold long-term investments to maturity. The carrying amount of investments are adjusted at the beginning of each reporting period to reflect amortization of the premium or discount. Premiums and discounts are amortized over the life of the Treasury security using the straight line method. Purchases and sales of investments are recorded as of the trade date. Investment

income is reported when earned. The market value of an investment is the market value at the end of the current reporting period.

Intragovernmental (Investments Held with Treasury)

The *Capitol Visitor Center Act of 2008* (2 U.S.C. § 2201 et seq.) allows for proceeds from the sale of the CVC Gift Shops' inventory, restaurant commissions and miscellaneous collections from the CVC Gift Shops to be invested in government securities through the Bureau of the Fiscal Service's web-based application, FedInvest. By law, earned interest income is allowable and credited to the U.S. Capitol Visitor Center Revolving Fund.

Other Than Intragovernmental (Investments Held Outside Treasury)

The AOC has funds invested by a trustee outside of Treasury as a result of financing the construction of the Marshall Building in 1989 (see Note 1.0). Congress did not appropriate funds for the construction of the building but, instead, authorized the use of private financing to cover its cost. Proceeds from the private financing were deposited into two funds, the Project Fund and the Operating Reserve Fund, to cover the costs of the construction project. In 2007, the Project Fund balance was transferred to the Operating Reserve Fund. The Operating Reserve Fund is held outside the Treasury by the trustee. At the AOC's direction, the funds are invested and disbursed. The balance in the Operating Reserve Fund is held in reserve for future needs of the building (e.g., roof replacement or other major renovation) (see Note 5).

F. Advances to Others and Prepayments

Advances to others and prepayments consist of amounts advanced by the AOC to other federal trading partners for services to be provided under interagency agreements and employee travel advances (nonfederal), if applicable (see Note 10).

G. Trust and Revolving Funds

Trust and Special Funds

The AOC has stewardship responsibility for one trust fund account, the National Garden Trust Fund, and one special fund account, the Capitol Trust Account.

The National Garden Trust Fund is subject to the direction of the congressional Joint Committee on the Library and was established to accept gifts or bequests of money, plant material and other property on behalf of the USBG. While this trust fund account still exists, it has a zero balance and is inactive.

The Capitol Trust Account was established pursuant to Public Law (P.L.) 113-76. The balance in this fund consists of permit fees collected by the U.S. Capitol Police (USCP) to cover cleanup and other costs incurred by the AOC as a result of commercial activity that is conducted in the area known as Union Square. Funds in this account are available for maintenance, improvements and other Union Square projects subject to the approval of the Appropriations Committees of the House of Representatives and Senate.

Revolving Funds

The AOC has stewardship responsibility for seven revolving funds to account for various programs and operations. Each of these funds is a distinct fiscal and accounting entity that accounts for cash and other financial resources together with all related liabilities and equities. These revolving funds are:

- House (of Representatives) Gymnasium Revolving Fund
- Senate Health and Fitness Facility Revolving Fund
- Senate Restaurant Revolving Fund
- Judiciary Office Building Development and Operations Fund
- U.S. Capitol Visitor Center Revolving Fund
- Recyclable Materials Revolving Fund
- Flag Office Revolving Fund

The House (of Representatives) Gymnasium Revolving Fund was established in the Treasury for the AOC to deposit dues paid by Members and other authorized users of the House of Representatives Wellness Center. The AOC may expend these funds to pay for the operation of the facility.

The Senate Health and Fitness Facility Revolving Fund was established to deposit membership dues collected from authorized users of the Senate Health and Fitness Facility and proceeds from the AOC's Senate recycling program. The AOC, subject to the approval of the Senate Committee on Appropriations, may expend these funds to pay for the preservation and maintenance of the facility.

The Senate Restaurant Revolving Fund was established in 1961 for the operation of the Senate restaurants. In 2008, the AOC transferred control of the Senate restaurants to a private vendor, while retaining its accounting functions. Following the transfer, the revolving fund is no longer used for the operation of the restaurants, but the account still exists for activities resulting from the conversion and continuing maintenance of the restaurants. Upon approval by the Senate Committee on Rules and Administration, available balances may be increased via transfers from the U.S. Senate to the AOC, as needed.

The Judiciary Office Building Development and Operations Fund is used to pay expenses related to the structural, mechanical and domestic care, maintenance, operation and utilities of the Thurgood Marshall Building. The fund includes an investment that is held outside Treasury with The Bank of New York Mellon, via a trust agreement established to finance the construction of the Marshall Building.

The U.S. Capitol Visitor Center Revolving Fund is used to administer funds from the sale of the Gift Shops' inventory, the deposit of miscellaneous receipts from the CVC Gift Shops, commissions paid to the CVC for food service operations and any fees collected from other functions within the CVC. This business-type revolving fund is invested in government securities through the Bureau of the Fiscal Service.

The Recyclable Materials Revolving Fund was established to collect the proceeds from the sale of recyclable materials (excluding the Senate, which pursuant to 2 U.S.C. § 2026 (b) (2), deposits such funds in the Senate Health and Fitness Facility Revolving Fund). Available funds in this account may be used to carry out recycling programs or other programs that promote energy savings.

The Flag Office Revolving Fund was established pursuant to P.L. 115-31 for services provided by the AOC Flag Office. The balance in this fund consists of flag fees collected by the Flag Office and is available for the Flag Office's expenses, including:

- Supplies, inventories, equipment and other expenses
- Reimbursement of any applicable appropriations account for amounts used from such appropriations account to pay the salaries of employees of the Flag Office
- Amounts necessary to carry out the authorized levels in the *Fallen Heroes Flag Act of 2016* (as amended)

Funds from Dedicated Collections

SFFAS No. 27, Identifying and Reporting Funds from Dedicated Collections, as amended by SFFAS No. 43, Funds from Dedicated Collections: Amending SFFAS No. 27, defines funds from dedicated collections as those financed by specifically identified revenues, provided to the government by nonfederal sources. These funds, which may be supplemented by other financing sources, remain available over time. These specifically identified revenues and other financing sources are required by statute to be used for designated activities, benefits or purposes, and must be accounted for separately from the government's general revenues. As of the current reporting period, there are no AOC funds that meet the criteria for funds from dedicated collections.

H. Recognition of Financing Sources

Appropriations

The AOC receives funding to support its programs through appropriations and offsetting collections authorized by Congress. Funding for operating and capital expenditures is received as annual, multiyear and no-year appropriations. This includes emergency supplemental appropriations, if applicable.

The appropriations that the AOC manages are listed below. Inactive funds are included below for full disclosure.

APPROPRIATION TITLE	ACTIVE FUNDS	INACTIVE FUNDS
Capitol Building	Capitol Building	Alterations and Improvements to Provide Facilities for the Physically Handicapped
	Flag Office Revolving Fund	
Capitol Grounds and Arboretum	Capitol Grounds and Arboretum	West Central Front
	Capitol Trust Account (Union Square)	
Capitol Police Buildings, Grounds and Security	Capitol Police Buildings, Grounds and Security	
Capital Construction and Operations	Capital Construction and Operations	Congressional Cemetery
	Recyclable Materials Revolving Fund	
House Office Buildings	House Office Buildings	
	House Office Buildings Fund	
	House (of Representatives) Gymnasium Revolving Fund	
	House Historic Buildings Revitalization Trust Fund	
Library Buildings and Grounds	Library Buildings and Grounds	
	Senate Office Buildings	
Senate Office Buildings	Senate Health and Fitness Facility Revolving Fund	
	Senate Restaurant Revolving Fund	
Capitol Power Plant	Capitol Power Plant	
U.S. Botanic Garden	Botanic Garden	National Garden
U.S. Capitol Visitor Center	U.S. Capitol Visitor Center	
	U.S. Capitol Visitor Center Revolving Fund	
Supreme Court Building and Grounds	Supreme Court	
	Judiciary Office Building Development and Operations Fund	

As a component of the governmentwide reporting entity, the AOC is subject to the federal budget process, which involves appropriations that are provided annually and appropriations that are provided on a permanent basis. The financial transactions that are supported by budgetary resources, which include appropriations, are generally the same transactions reflected in the AOC and the governmentwide financial reports. These budgetary resources reflect past congressional actions that enable the AOC to incur budgetary obligations in a given year. Budgetary obligations are legal obligations for goods, services or amounts to be paid based on statutory provisions (e.g., employee benefits).

Imputed Financing (and Related Imputed Costs)

Consistent with SFFAS No. 4, Managerial Cost Accounting Standards and Concepts, the AOC incorporates the full cost of

goods and services received from other federal entities in its financial statements. Certain costs of the providing entity may not be fully reimbursed by the AOC. The unreimbursed portion of these costs is recognized as imputed costs and are included in the operating amounts reported on the Statements of Net Cost (SNC). The imputed costs are offset by imputed financing sources and are reported on the face of the Statements of Changes in Net Position (SCNP). Such imputed costs and financing sources include employee benefits, legal case settlement payments (if applicable) and projects performed by another federal agency on the AOC's behalf (see Note 1.P. and Note 17). However, unreimbursed costs of goods and services other than those identified above are not included in AOC financial statements.

I. Operating Materials and Supplies

The AOC's materials and supplies consist of tangible personal property consumed during normal operations. Per SFFAS No. 3, Accounting for Inventory and Related Property, operating materials and supplies are recorded using the purchases method. The AOC currently uses this method, which provides that operating materials and supplies be expensed when purchased. Operating materials and supplies are purchased using funds specifically appropriated to the AOC's jurisdictions or with offsetting collections. Therefore, the related usage of those materials and supplies is intended for those specific jurisdictions making the purchases.

J. Inventory

Inventory consists of retail goods purchased for resale at the CVC's Gift Shops. It is recorded at historical cost, using the weighted average valuation method, in accordance with SFFAS No. 3. The recorded values may be adjusted based on the results of periodic physical inventory counts. Inventory purchased for resale may be categorized as follows: (1) purchased goods held for current sale, (2) purchased goods held in reserve for future sale and (3) slow-moving, excess or obsolete inventory. Examples of the retail goods included in inventory are books, apparel, ornaments and other souvenirs. The AOC may also record an allowance that is based on slow-moving, excess or obsolete and damaged inventory, or as a result of known restrictions on the sale or disposition of inventory (see Note 7).

K. Public-Private Partnerships

In FY 2016, the AOC entered a contract with the Washington Gas Light Company to construct a cogeneration facility. Cogeneration, also known as combined steam and power, uses a single fuel source and simultaneously produces electricity and steam. This facility provides heat and electricity for the AOC and its jurisdictions and other federal agencies, with excess capacity being sold potentially to nonfederal entities as well. The AOC has evaluated this arrangement against the disclosure requirements outlined in SFFAS No. 49, Public-Private Partnerships: Disclosure Requirements and determined that cogeneration does not meet the conclusive and suggestive characteristics of a Public-Private Partnership (see Notes 11, 14 and 16).

The *Energy Policy Act of 1992* authorized the use of private sector financing to implement energy conservation methods and energy-efficient technologies by federal entities. These contracts provide technical services and upfront project financing and allow federal agencies to pay off the project costs over a period not to exceed 25 years. Per Office of Management

and Budget (OMB) Memoranda M-98-13 and M-12-21, obligations, budget authority and outlays for these energy savings projects will be recognized on an annual basis when due, rather than recording the full obligation up front.

L. Leases

Starting in FY 2024, per SFFAS No. 54, Leases, and related amendments (60, Omnibus Amendments 2021: Leases-Related Topics, 61, Omnibus Amendments 2023: Leases-Related Topics II and 62, Transitional Amendment to SFFAS 54), the AOC along with other federal agencies are required to report a right-to-use (RTU) lease asset (hereinafter referred to as lease asset) and a corresponding lease liability on the Balance Sheets. This applies to material, non-intragovernmental and non-short-term contracts that convey the right to control the use of Property, Plant and Equipment (PP&E) to another entity for a given period in exchange for consideration and do not contain a transfer of ownership or meet certain scope exclusions. SFFAS No. 54 also requires the AOC to disclose in the footnotes descriptive information regarding intragovernmental lease arrangements and associated annual expenses (see Note 15).

Pursuant to FASAB requirements, this change in accounting principle is applied prospectively, where applicable, throughout the financial statements and footnotes.

M. Property, Plant and Equipment, Net

The AOC records property at cost, in accordance with SFFAS No. 6, Accounting for Property, Plant, and Equipment. Real property and equipment are depreciated over their estimated useful lives, which range from three to 40 years, using the straight-line method. Depreciation is based on the half-year and full-month conventions for buildings and equipment, respectively. All property (real and personal) is in the AOC's possession and there is nothing held by others (see Note 8).

Additionally, the AOC records RTU lease assets and liability at net present value (NPV) of payments expected to be made during the lease term in accordance with SFFAS No. 54. RTU lease assets are amortized over the lease term using the straight-line method (see Note 15).

The following table presents the AOC's capitalization thresholds and related useful lives:

PROPERTY TYPE	USEFUL LIFE (YEARS)	CAPITALIZATION THRESHOLD
Real Property	40	\$500,000
Improvements	20	\$500,000
Equipment and Vehicles	3-15	\$25,000
Right-To-Use Lease Assets	Shorter of Lease Term or Useful Life of Property Type	See Related Property Type
Internal Use Software (Intellectual Property)	3	\$5,000,000

N. Stewardship Property, Plant and Equipment

SFFAS No. 59, Accounting and Reporting of Government Land, defines stewardship land to include both public domain and acquired land and land rights owned by the federal government intended to be held indefinitely. Stewardship land and heritage assets have physical properties that resemble those of PP&E, which are traditionally capitalized in the financial statements. Due to the nature of stewardship assets, however, determining a monetary value would be difficult, and matching costs with specific periods may not be possible or meaningful. Heritage assets are PP&E that are unique and are generally expected to be preserved indefinitely. Heritage assets have historical or natural significance, are of cultural, educational or artistic importance, or have significant architectural characteristics. These assets are reported in terms of physical units rather than cost or other monetary values. The appropriate level of aggregation and physical units of measure are determined to be meaningful for each major category, per SFFAS No. 29, Heritage Assets and Stewardship Land. There are two types of heritage assets: collection, which are objects gathered and maintained for exhibition, such as museum and art collections; and noncollection, which are parks, memorials, monuments and buildings. The AOC holds both collection and noncollection heritage stewardship assets. During FY 2023, the AOC revised the aggregation and physical units of measure for its living botanical assets collection from accessions/deaccessions to taxa, which it determined to be a more meaningful method of aggregation (see Note 9). A taxon (plural taxa) is a taxonomic division that accounts for unique and discrete plant diversity (e.g., species, subspecies or cultivar).

O. Liabilities

Liabilities represent the amounts owed to others for goods or services received, claims against the AOC and other probable future outflows of resources as a result of past transactions or current conditions (e.g., debt or environmental cleanup

liabilities). Some liabilities are funded while others are classified as "unfunded" because no liability may be paid without an enacted appropriation. For example, accrued unfunded annual leave and workers' compensation remain unfunded until future appropriations are enacted to cover these costs. The Balance Sheets include, but are not limited to, the following types of liabilities:

Accounts Payable

The AOC records accounts payable in accordance with SFFAS No. 1. Accounts Payable are amounts owed to others (federal and non-federal entities) for goods and services received but not yet paid. The AOC also accrues an estimate for goods and services that have been delivered or performed but not paid. This estimate is based on the history of payments made against outstanding contracts. As of the current reporting period the accrual estimate is primarily associated with services performed on ongoing construction projects.

Advances From Others and Deferred Revenue

Advances From Others and Deferred Revenue consists of amounts advanced to the AOC by other federal trading partners for services or projects to be provided under interagency or reimbursable agreements. These amounts are liquidated as services are rendered or work is completed on associated projects (see Note 10).

Federal Debt and Interest Payable

In 1989, the AOC entered into a development management agreement with Boston Properties for the design, development and construction of the Thurgood Marshall Building. Shearson Lehman Hutton Inc. and Kidder, Peabody and Co. Inc. issued 30-year Serial Zero Coupon Certificates of Participation to finance construction.

The discount on the purchase reflects the absence of coupon interest payments and is amortized over the life of these certificates. Pursuant to the trust agreement, the proceeds were received by a trustee, The United States Trust Company of New York (now The Bank of New York Mellon). Prior to August 2024, the AOC recognized a liability for the 30-year Coupon Certificates of Participation issued to finance the Marshall Building construction. These payments were secured by the rent collected from the Administrative Office of the U.S. Courts. The liability was subsequently reduced by semiannual payment of principal and interest, that ended in August 2024. As of the current reporting period, interest payable is accrued for the financed portion of the cogeneration facility (see Note 12).

Contract Holdbacks

Contract Holdbacks (retainage) consists of a percentage of the contract price that is due to the vendor or contractor but is held

by the AOC to provide assurance that the service or project will be completed as required by the contract terms. The amount that is held back is released to the vendor or contractor upon satisfactory completion of the service or project (see Note 14).

Contingencies, Environmental and Disposal Liabilities

The AOC accounts for contingencies in accordance with SFFAS No. 5, Accounting for Liabilities of the Federal Government. This standard defines a contingency as an existing condition, situation or set of circumstances with uncertain outcomes that could result in a gain or loss to an entity, depending on whether certain future events occur or do not occur. Management recognizes a contingent liability for liabilities equal to or greater than \$100,000 when a past transaction or event has occurred, a future outflow or other sacrifice of resources is probable, and the related future outflow is measurable (see Notes 13 and 16). SFFAS No. 5 also provides criteria for recognizing a contingent liability for material amounts of environmental cleanup costs that are related to general and stewardship PP&E used in federal operations. In accordance with Technical Bulletin 2006-1, Recognition and Measurement of Asbestos-Related Cleanup Costs, the AOC recognizes a liability and related expense for friable and nonfriable asbestos cleanup costs when it is both probable and reasonably estimable, consistent with SFFAS No. 5, SFFAS No. 6, and Technical Release No. 2, Determining Probable and Reasonably Estimable for Environmental Liabilities in the Federal Government (see Note 13).

P. Personnel Compensation and Benefits

Annual and Other Leave

Annual leave is recognized as an expense and a liability as it is earned. The liability is reduced as leave is taken. The accrued leave liability is funded by future years' budgetary resources and is classified as unfunded, which is reflected in the Federal Employees Salary, Leave and Benefits Payable line of the Balance Sheets. Other types of leave are expensed when taken and no future liability is recognized for these amounts.

Federal Employees' Compensation Act (FECA) Benefits

The FECA program is administered by the U.S. Department of Labor (DOL), which initially pays valid claims and subsequently seeks reimbursement from the federal agencies employing the claimants (Unfunded FECA Liability, see Note 11). The DOL determines the actuarial liability for claims outstanding at the end of each fiscal year. This actuarial unfunded workers' compensation liability includes the estimated future costs of death benefits, workers' compensation, medical and miscellaneous costs for approved compensation cases (Pensions, other Post-Employment and Veterans Benefits Payable, see Note 11).

Pensions

Most AOC employees participate in one of three defined-benefit retirement programs based on their employment start date. Employee and AOC contributions are made to the Civil Service Retirement System (CSRS), the CSRS Offset or the Federal Employees Retirement System (FERS) — all administered by the Office of Personnel Management (OPM). Employees may also participate in the Thrift Savings Plan (TSP), a defined contribution retirement savings and investment plan, as authorized by the *Federal Employees Retirement System Act of 1986*. The Federal Retirement Thrift Investment Board administers this plan. The AOC also withholds the necessary payroll deductions for employee contributions.

The AOC is not responsible for and does not report CSRS or FERS assets, accumulated plan benefits or liabilities applicable to its employees on its financial statements. The OPM is responsible for reporting these amounts. The AOC recognizes an imputed financing source for the difference between the estimated OPM service cost and the sum of participants' pension withholdings and agency contributions (see Note 17).

Health Benefits and Life Insurance

The AOC recognizes a current-period expense for the future cost of post-retirement health benefits and life insurance for its employees while they are actively employed. This amount is also considered imputed financing (see Note 17).

Q. Statements of Net Cost

The SNC is presented by responsibility segment (AOC jurisdictions), in accordance with SFFAS No. 4. The responsibility segment approach provides cost information to AOC stakeholders in a direct, informative and succinct manner.

The 11 responsibility segments reported on the SNC are identified below:

- Capital Construction and Operations
- Capitol Building
- Capitol Grounds and Arboretum
- Capitol Police Buildings, Grounds and Security
- Capitol Power Plant
- House Office Buildings
- Library Buildings and Grounds
- Senate Office Buildings
- Supreme Court Building and Grounds
- U.S. Botanic Garden
- U.S. Capitol Visitor Center

Revenues reported on the SNC are principally recorded on a direct cost recovery basis.

R. Budgetary Terms

The purpose of federal budgetary accounting is to control, monitor and report on funds made available to federal agencies by law and help ensure compliance with the law.

The following budgetary terms are commonly used:

Appropriation: An appropriation is a provision of law (not necessarily in an appropriations act) authorizing the expenditure of funds for a given purpose. Usually, but not always, an appropriation provides budget authority.

Budgetary Resources: Budgetary resources are amounts available to incur obligations in a given year. Budgetary resources consist of new budget authority and unobligated balances of budget authority provided in previous years.

Gross Outlays: Gross outlays are the sum of all payments made to liquidate obligations (other than the repayment of debt principals or other disbursements that are “means of financing” transactions). Outlays are the measure of government spending.

Net Outlay: The net outlay is determined by subtracting all offsetting collections (unexpired and expired) from gross outlays so that the contribution of the budget account to the government’s bottom line (the surplus or deficit) can be determined.

Obligation: An obligation is a binding agreement that will result in outlays, immediately or in the future. Budgetary resources must be available before obligations can be incurred legally.

Offsetting Collections: Offsetting collections are payments made to the government that, by law, are credited directly to expenditure accounts and deducted from gross budget authority and outlays of the expenditure account, rather than added to receipts. Usually, offsetting collections are authorized to be spent for the purposes of the account without further action by Congress. The authority to spend offsetting collections is a form of budget authority.

S. Use of Estimates

The preparation of financial statements in conformity with GAAP requires management to make certain estimates and assumptions. These estimates and assumptions affect the reported amounts of assets, liabilities (including contingent liabilities), revenues, financing sources, expenses and

obligations incurred during the reporting period. These estimates are based on management’s best knowledge of current events, historical experience and other assumptions that are believed to be reasonable under the circumstances. Estimates are subject to a wide range of variables, including assumptions on future economic and financial events. Accordingly, actual results may differ from those estimates.

T. Classified Activities

Accounting standards require all reporting entities to disclose that accounting standards allow certain presentations and disclosures to be modified, if needed, to prevent the disclosure of classified information.

NOTE 2

Non-Entity Assets

Non-entity assets are those held by the AOC but unavailable for use in its operations. Activities that may give rise to non-entity assets include:

- The Monocle Restaurant rent collections
- USBG palm tree rental proceeds
- Employees’ receivables and associated repayments, which were established in funds that are now canceled
- Steam and chilled water collections over the annual congressional cap (see Note 1.D)
- Restitution payments due from individuals resulting from the events of January 6, 2021

Upon receipt, these funds are not available for the AOC to use and are transferred to Treasury. The AOC’s non-entity assets as of September 30, 2024, and 2023, are as follows:

Dollars in Thousands

NON-ENTITY ASSETS	2024	2023
Intragovernmental Assets		
Accounts Receivable, Net (Note 6)	\$ 368	\$ -
Total Intragovernmental Assets	\$ 368	\$ -
Other Than Intragovernmental		
Accounts Receivable, Net (Note 6)	57	40
Total Non-Entity Assets	425	40
Total Entity Assets	\$ 4,857,127	\$ 4,597,515
Total Assets	\$ 4,857,552	\$ 4,597,555

The Non-Entity Intragovernmental Accounts Receivable balance in FY 2024 is due to steam and chilled water billing exceeding the annual congressional cap. Those receivables and subsequent collections will be credited to Treasury’s Miscellaneous Receipts account. In FY 2023, the AOC’s steam and chilled water reimbursements did not exceed the annual congressional cap. Non-Entity Other Than Intragovernmental Accounts Receivable increased due to the accumulation of Employee Payroll Receivables, which will be reduced when the debt is collected.

NOTE 3

Fund Balance with Treasury

FBWT is classified in the following categories:

a) Unobligated Balance

Unobligated Balance Available includes unexpired budget authority. The amount disclosed in this note as Unobligated Balance Available may not reconcile to the amount reported as Unexpired Unobligated Balance on the SBR due to anticipated collections (closed out at year end) and budgetary resources that are not part of the FBWT such as investments (see Note 5).

Unobligated Balance Unavailable represents expired budget authority that is no longer available to incur new obligations unless authorized by Congress. An example of this authorization is for the AOC’s FECA and unemployment payments, which are derived from expired balances.

b) Obligated Balance Not Yet Disbursed

Obligated Balance Not Yet Disbursed includes amounts to cover undelivered orders or orders that have been received but not yet paid for.

c) Non-Budgetary FBWT

Non-Budgetary FBWT (if applicable) includes unavailable miscellaneous receipts and suspense accounts that have no associated budget authority.

Dollars in Thousands

FUND BALANCE WITH TREASURY				
BY TYPE	2024		2023	
Status of Fund Balance with Treasury				
Unobligated Balance				
Available	\$	943,548	\$	931,234
Unavailable		36,513		33,561
Obligated Balance Not Yet Disbursed		694,293		647,864
Total	\$	1,674,354	\$	1,612,659

The overall increase in Unobligated Balance Available is due to reduced spending on various construction projects such as the Camera Replacement Program in FY 2024 compared to FY 2023. This was partially offset by increased spending on various construction projects such as the Presidential Inaugural Stands Construction and Removal. The increase in the Obligated Balance Not Yet Disbursed is due to increased obligations in FY 2024 on various construction projects with the largest being the HVAC Air Handling Unit Modernization in a Senate office building as work progressed on this project.

NOTE 4

Cash and Other Monetary Assets

Cash and Other Monetary Assets are associated with the CVC Gift Shops’ operations. These include undeposited Gift Shop sales as well as change-making imprest funds that are held in a non-Treasury general account bank. The increase in the FY 2024 Undeposited Collections reflects the timing of the Gift Shop sales deposits at Treasury. There are no restrictions on cash.

The cash balances as of September 30, 2024, and 2023, are as follows:

Dollars in Thousands

CASH AND OTHER MONETARY ASSETS	2024		2023	
Undeposited Collections	\$	46	\$	39
Cash Imprest Funds		14		14
Total	\$	60	\$	53

NOTE 5

Investments, Net

Intragovernmental investments are derived from CVC Gift Shops' proceeds and restaurant commissions. These amounts are invested with the Treasury's Bureau of the Fiscal Service. The type of certificates (one-day, six-month and one-year, as applicable) disclosed may change from year to year, reflecting the maturity of previously held securities. Upon maturity, the proceeds from six-month and one-year securities remain in one-day certificates until they are utilized to cover necessary expenses or reinvested in longer-term certificates.

The intragovernmental investments reflect an increase in the current year of invested proceeds primarily from the CVC's daily sales, which increased due to higher visitor traffic compared to the prior year.

At September 30, 2024, Dollars in Thousands

INVESTMENTS	SHARES/PAR	AMORTIZED PREMIUM/ (NET OF DISCOUNT)	INTEREST RECEIVABLE	INVESTMENTS, NET	UNREALIZED GAIN/(LOSS)	MARKET VALUE
INTRAGOVERNMENTAL, NONMARKETABLE						
Capitol Visitor Center, 12 Months Certificate, 4.11% Annual Yield, Maturing 9/4/2025	\$ 6,975	\$ (259)	\$ -	\$ 6,716	\$ 7	\$ 6,723
Capitol Visitor Center, 6 Months Certificate, 4.66% Annual Yield, Maturing 3/6/2025	7,366	(146)	-	7,220	8	7,228
Capitol Visitor Center, One Day, 4.79% Annual Yield, Maturing 10/01/2024	515	-	-	515	-	515
Total Intragovernmental	\$ 14,856	\$ (405)	\$ -	\$ 14,451	\$ 15	\$ 14,466

At September 30, 2023, Dollars in Thousands

INVESTMENTS	SHARES/PAR	AMORTIZED PREMIUM/ (NET OF DISCOUNT)	INTEREST RECEIVABLE	INVESTMENTS, NET	UNREALIZED GAIN/(LOSS)	MARKET VALUE
INTRAGOVERNMENTAL, NONMARKETABLE						
Capitol Visitor Center, 12 Months Certificate, 5.37% Annual Yield, Maturing 9/5/2024	\$ 3,162	\$ (153)	\$ -	\$ 3,009	\$ (1)	\$ 3,008
Capitol Visitor Center, 12 Months Certificate, 5.43% Annual Yield, Maturing 3/7/2024	5,137	(120)	-	5,017	-	5,017
Capitol Visitor Center, One Day, 5.40% Annual Yield, Maturing 10/2/2023	2,291	-	1	2,292	(1)	2,291
Total Intragovernmental	\$ 10,590	\$ (273)	\$ 1	\$ 10,318	\$ (2)	\$ 10,316

Other Than Intragovernmental Investments comprise the investment of the Thurgood Marshall Building Operating Reserve Fund with the Bank of New York Mellon. Level 1 reflects the unadjusted quoted prices in active markets for identical assets that the AOC can access at the measurement date.

The increase in Fair Value Measurement, Other Than Intragovernmental Investments is due to interest earned from the Bank of New York Mellon investment.

At September 30, 2024, Dollars in Thousands

FAIR VALUE MEASUREMENT, OTHER THAN INTRAGOVERNMENTAL INVESTMENTS - LEVEL 1	2024	2023
The Bank of New York Mellon Operating Reserve Fund (DREYFUS)	\$ 11,851	\$ 11,258
Total	\$ 11,851	\$ 11,258

NOTE 6

Accounts Receivable, Net

The AOC's Accounts Receivable as of September 30, 2024, and 2023, are as follows:

Dollars in Thousands

ACCOUNTS RECEIVABLE	2024	2023
Intragovernmental		
Entity	\$ 292	\$ 598
Non-Entity	368	-
Total Intragovernmental	\$ 660	\$ 598
Other Than Intragovernmental		
Entity	\$ 601	\$ 610
Non-Entity	57	40
Total Other Than Intragovernmental	\$ 658	\$ 650
Total	\$ 1,318	\$ 1,248

Based on analysis of historical collections and write-offs, all accounts are currently considered collectible and there is no allowance for doubtful accounts as of the current period.

The decrease in the Entity Accounts Receivable, Intragovernmental is due to the steam and chilled water receivables being credited to the Treasury's Miscellaneous Receipts account (as discussed in Note 2) as well as a decrease in House and Senate flag orders.

Additionally, see Note 2, Non-Entity Assets for the explanation of the increase in Other Than Intragovernmental Non-Entity Accounts Receivable.

NOTE 7

Inventory and Related Property, Net

Inventory consists of retail goods that were purchased for resale at the CVC Gift Shops.

Inventory, as of September 30, 2024, and 2023, is as follows:

Dollars in Thousands

INVENTORY CATEGORY	2024	2023
Purchased Goods Held for Current Sale	\$ 847	\$ 982
Total	\$ 847	\$ 982

Inventory on hand may include damaged items that consist of broken and/or stained merchandise that are no longer in saleable condition, such as display items. Discontinued or defective merchandise may also be restricted from future sales and carried as damaged inventory until disposed.

The AOC may record an allowance that is based on slow-moving, excess or obsolete and damaged inventory, if applicable. Based upon management's reviews and the most recent inventory count, all damaged inventory was disposed in accordance with normal operating practices. There is no damaged or restricted inventory to report as of September 30, 2024, and 2023.

While inventory purchases increased in FY 2024, the overall decrease in the inventory balance is attributed to a higher inventory turnover in the current year compared to the prior year as visitor traffic increased as well as an improved product assortment.

NOTE 8

Property, Plant and Equipment, Net

The educational, artistic, architectural and historical significance of many AOC buildings meet the SFFAS No. 29 criteria for heritage assets. Since these buildings are currently used for day-to-day business, they are further classified as multi-use heritage assets (see Note 9). As a result, they are depreciated in the same manner as if they were general purpose assets. Although the original assets are fully depreciated, subsequent improvements and betterments to the buildings are currently being depreciated in accordance with established policy. The AOC is responsible for reviewing and authorizing all structural and architectural changes to the buildings and grounds before any changes are made.

The AOC records property and equipment by distinct categories (see Note 1.M for the AOC's capitalization thresholds and related useful lives). The following charts represent the AOC's real property and equipment values, by asset category, as of September 30, 2024, and 2023.

At September 30, 2024, Dollars in Thousands

CLASS OF PROPERTY AND EQUIPMENT	ACQUISITION VALUE	ACCUMULATED DEPRECIATION	NET BOOK VALUE	PERCENT
Buildings	\$ 1,481,786	\$ 939,376	\$ 542,410	18.7%
Buildings Improvements	3,228,850	1,640,062	1,588,788	54.8%
Right-To-Use Lease Assets (Note 15)	97,352	11,818	85,534	3.0%
Leasehold Improvements	19,961	19,562	399	0.0%
Equipment	30,488	16,055	14,433	0.5%
Internal Use Software	6,515	6,515	-	0.0%
Land	169,231	-	169,231	5.8%
Land Improvements	162,050	138,337	23,713	0.8%
Other Structures	9,288	6,497	2,791	0.1%
Construction Work-in-Progress	472,112	-	472,112	16.3%
Total	\$ 5,677,633	\$ 2,778,222	\$ 2,899,411	100%

At September 30, 2023, Dollars in Thousands

CLASS OF PROPERTY AND EQUIPMENT	ACQUISITION VALUE	ACCUMULATED DEPRECIATION	NET BOOK VALUE	PERCENT
Buildings	\$ 1,479,589	\$ 914,602	\$ 564,987	21.1%
Buildings Improvements	3,171,771	1,509,028	1,662,743	62.2%
Capital Leases (Real Property)	40,143	38,868	1,275	0.1%
Leasehold Improvements	19,961	19,183	778	0.0%
Equipment	29,856	14,162	15,694	0.6%
Internal Use Software	6,515	6,515	-	0.0%
Land	169,231	-	169,231	6.3%
Land Improvements	157,623	132,542	25,081	0.9%
Other Structures	9,288	6,137	3,151	0.1%
Construction Work-in-Progress	232,527	-	232,527	8.7%
Total	\$ 5,316,504	\$ 2,641,037	\$ 2,675,467	100%

As disclosed in Note 1.L., starting in FY 2024, the AOC is required to report a lease asset and a corresponding lease liability on the Balance Sheets for leases meeting the criteria of RTU, per SFFAS No. 54. This change is displayed in the chart above and below in the Right-To-Use Lease Assets line item in FY 2024 only and is not to be applied retroactively.

The increase in Building Improvements is primarily due to the recognition of additional fixed assets as work and/or phases are completed on various capital improvement projects, with the largest being Phase III of the Capitol Exterior Stone and Metal Preservation Project. Additionally, the change in Construction Work-in-Progress is due to new activity net of reclassifications to other asset accounts for work completed. The increase is primarily due to cost accumulation on Phase 4 of the Cannon Renewal Project as work progressed on this project in FY 2024.

The FY 2024 and FY 2023 amounts shown in the chart below represent PP&E activity for each respective fiscal year.

The increase in the Right-to-Use Lease Assets represents the NPV for the 13 long-term leases that meet the SFFAS No. 54 requirements.

At September 30, 2024, Dollars in Thousands

CURRENT YEAR ACTIVITY NET PP&E	2024	2023
Balance at Beginning of Fiscal Year	\$ 2,675,467	\$ 2,649,759
Right-to-Use Lease Assets due to Change in Accounting Principles	97,352	-
Capitalized Acquisitions	304,863	185,219
Amortization of Right-to-Use Lease Assets	(11,818)	-
Disposals	(41,086)	(1,919)
*Depreciation Expense	(125,367)	(157,592)
Balance at End of Fiscal Year	\$ 2,899,411	\$ 2,675,467

*Depreciation expense represents current year change in accumulated depreciation.

The change in the Disposals and Depreciation Expense line items is attributed to the disposal of the existing capital lease asset pursuant to the implementation of SFFAS No. 54.

NOTE 9

Stewardship PP&E

The AOC maintains and preserves stewardship PP&E related to its mission to serve Congress and the Supreme Court, preserve America's Capitol and inspire memorable experiences. Tracing its beginnings to the laying of the U.S. Capitol Building cornerstone in 1793, authority for the AOC's care and maintenance of the U.S. Capitol was established by legislation in 1876. The agency maintains multiple categories of heritage assets, including historic buildings and structures, stewardship lands and cultural landscapes, artwork, architectural features, reference and library materials, and living botanical assets. The AOC shares stewardship responsibility for certain heritage assets with the curators for the U.S. Senate and the House of Representatives. These assets are categorized as joint works of art and included in the AOC's inventory. In addition, while the AOC is responsible for the architectural fine art adorning the Supreme Court of the United States, the collectible fine art within the building is cared for by the curator of the Supreme Court of the United States.

The AOC's heritage asset management is guided by the Secretary of the Interior's Standards and Guidelines for Treatment of Historic Properties and Cultural Landscapes and by the Code of Ethics and Guidelines for Practice of the American Institute for Conservation of Historic and Artistic Works. The collection of reference and library materials are guided by the National Archives and Records Administration preservation standards and the living botanical assets collection is guided by the standards for care of the American Alliance of Museums and Botanic Gardens Conservation International. The AOC's stewardship PP&E including estimated land acreage is described more fully in the Required Supplementary Information (RSI). Deferred maintenance and repairs are separately disclosed as RSI.

Historic Buildings and Structures

The AOC maintains multiple historic buildings and structures. These facilities include the U.S. Capitol Building, Russell Senate Office Building, Dirksen Senate Office Building, Hart Senate Office Building, Senate Underground Garage, Daniel Webster Senate Page Residence, Cannon House Office Building, Longworth House Office Building, Rayburn House Office Building, East and West House Underground Garages, Ford House Office Building, Thomas Jefferson Building, John Adams Building and James Madison Memorial Building. They also include the USBG Conservatory, USBG Administration Building, Capitol Power Plant Main Boiler Building, Capitol Power Plant East Refrigeration Plant, Capitol Power Plant Old Generator

Building, the Supreme Court of the United States and Marshall Building. All facilities are predominantly used in general government operations, and many are considered multiuse heritage assets. Multiuse heritage assets are reported at cost, depreciated over their estimated useful life and presented as Property, Plant and Equipment, Net on the Balance Sheets. Historic buildings and structures are added or withdrawn through congressional action.

Stewardship Land and Cultural Landscapes

The AOC-administered stewardship land and cultural landscapes on the Capitol campus encompass lands of national and historical significance. In accordance with the AOC’s authorizing legislation, the land is held predominantly for conservation and preservation purposes. The AOC’s stewardship land includes the U.S. Capitol Grounds surrounding

the U.S. Capitol Building. The U.S. Capitol Grounds are an accredited arboretum and listed in the Morton Register of Arboreta, a comprehensive list of arboreta and public gardens for the benefit of the public, science and conservation. The AOC-administered land also includes cultural landscapes such as the Senate Park, Senate office building sites and courtyards, House office building sites and courtyards, USBG, Bartholdi Fountain and Garden, USBG Administration Building site, Union Square, Jefferson Building site, Adams Building site, Madison Building site, Supreme Court of the United States site and Marshall Building site, as well as the memorial trees planted on the U.S. Capitol Grounds to honor distinguished citizens, groups and national events. In general, units of stewardship land are added or withdrawn through congressional action. Memorial trees are added through congressional action or donation and withdrawn due to the tree dying or disease.

Inventory of the memorial trees as of September 30, 2023, and September 30, 2024:

DESCRIPTION	2023	ADDED	WITHDRAWN	OTHER ADJUSTMENTS +/- (-)	2024	CONDITION
Memorial Trees	153	5	(1)	1	158	Good

Inventory of the memorial trees as of September 30, 2022, and September 30, 2023:

DESCRIPTION	2022	ADDED	WITHDRAWN	OTHER ADJUSTMENTS +/- (-)	2023	CONDITION
Memorial Trees	151	2	-	-	153	Poor to Excellent

Collectible Heritage Assets

The AOC is the steward of collectible heritage assets. In general, collectible heritage assets are added or withdrawn through congressional action. Living botanical assets are added by purchase, private or institutional donation, or collected from wild populations, and withdrawn due to plants dying or exhibiting disease, or a change in institutional need. Collectible heritage assets include:

Artwork: The AOC cares for artwork that is part of the Capitol campus. These include interior sculptures, fine art, decorative art, architectural fine art and architectural decorative art.

Architectural Features: The Capitol campus is graced with many unique architectural features. These include outdoor sculptures, monuments and landscape features and fixtures.

Reference and Library Materials: The AOC’s collections include art and reference files, art and reference library materials and archival records (both traditional and electronic). The traditional archival records include architectural and engineering drawings, manuscripts, paper records, small architectural models, photographs and conservation reports. The electronic archival records are heritage assets retained on electronic storage media including, but not limited to, architectural and engineering drawings and textual records.

Living Botanical Assets: The AOC accounts for the living botanical assets in the USBG collection. These include a variety of plants for exhibition, study and exchange with other institutions.

Inventory of the AOC's collectible heritage assets as of September 30, 2023, and September 30, 2024:

DESCRIPTION	2023	ADDED	WITHDRAWN	OTHER ADJUSTMENTS	2024	CONDITION
Artwork	2,006	13		-	2,019	Poor to Excellent
Architectural Features	202	1	-	-	203	Fair to Excellent
Reference and Library Materials						
Art and Reference Files (Drawers)	108	-	-	-	108	Good
Art and Reference Library Materials (Volumes)	1,249	2	-	-	1,251	Good
Traditional Archival Records	595,853	19,962	-	-	615,815	Fair to Excellent
Electronic Archival Records (Megabytes [MB])	19,662.20	1,059.50	-	-	20,721.70	N/A
Living Botanical Assets (Taxa)	5,959	342	(252)	-	6,049	N/A

Inventory of the AOC's collectible heritage assets as of September 30, 2022, and September 30, 2023:

DESCRIPTION	2022	ADDED	WITHDRAWN	OTHER ADJUSTMENTS	2023	CONDITION
Artwork	2,007	-	(1)*	-	2,006	Poor to Excellent
Architectural Features	202	-	-	-	202	Fair to Excellent
Reference and Library Materials:						
Art and Reference Files (Drawers)	108	-	-	-	108	Good
Art and Reference Library Materials (Volumes)	1,240	9	-	-	1,249	Good
Traditional Archival Records	580,435	15,418	-	-	595,853	Fair to Excellent
Electronic Archival Records (Megabytes [MB])	17,852.10	1,810.10	-	-	19,662.20	N/A
Living Botanical Assets (Taxa)	6,031	620	(692)	-	5,959	N/A

*A maquette of Rosa Parks was previously included in two categories. This was corrected in FY 2023.

NOTE 10

Advances, Prepayments and Deferred Revenue

Advances, Prepayments, and Deferred Revenue — Intragovernmental consist of the unliquidated balance on advances and prepayments to and from other federal agencies for work to be performed under interagency and reimbursable agreements. Advances to Others and Prepayments — Other Than Intragovernmental consist of employee travel advances associated with approved training.

Advances to Others and Prepayments as of September 30, 2024, and 2023:

Dollars in Thousands

ASSETS	2024	2023
Intragovernmental Assets		
Advances to Others and Prepayments	\$ 255,255	\$ 285,566
Total Intragovernmental Assets	\$ 255,255	\$ 285,566
Other Than Intragovernmental Assets		
Advances to Others and Prepayments	\$ 5	\$ 4
Total Other Than Intragovernmental Assets	\$ 5	\$ 4
Total	\$ 255,260	\$ 285,570

Advances From Others as of September 30, 2024, and 2023:

Dollars in Thousands

LIABILITIES	2024	2023
Intragovernmental Liabilities		
Advances From Others	\$ 36,921	\$ 39,423
Total Intragovernmental Liabilities	\$ 36,921	\$ 39,423
Total	\$ 36,921	\$ 39,423

The decrease in Advances to Others and Prepayments, Intragovernmental is primarily attributed to the liquidation of advance payments as services were rendered and costs incurred for the Capitol campus security improvement project.

The change in Advances From Others is due to advances received (net of advance liquidations) from other federal agencies for reimbursable construction projects primarily associated with the Library of Congress and the Marshall Building.

NOTE 11

Liabilities Not Covered by Budgetary Resources

The Balance Sheets include liabilities not covered by current budgetary resources. These liabilities require future congressional action, whereas liabilities covered by budgetary resources are funded by prior congressional action. Regardless of when the congressional action occurs, the Treasury will finance the liquidation of these liabilities in the same way that it finances all other disbursements—by borrowing money from the public if the government has a budget deficit, or by using current receipts if the government has a surplus. AOC liabilities that do not require the use of budgetary resources are undeposited CVC Gift Shops sales (if applicable) and miscellaneous receipts that are to be forwarded to Treasury.

The FY 2024 OMB Circular A-136 split the previously reported line Federal Employees and Veterans Benefits into two lines, Federal Employee Salary, Leave and Benefits Payable and Pension, Post-Employment and Veterans Benefits Payable. The change is reflected on a comparative basis in the table presentations of this note and Note 14.

Federal Employee Salary, Leave and Benefits Payable includes unfunded accrual annual leave and accrued funded payroll and leave (previously included in Other Liabilities, Other Than Intragovernmental [Note 14]). Pension, Post-Employment and Veterans Benefits Payable consists of the actuarial workers' compensation liability, which is calculated using a model provided by the DOL. Estimated future costs have been actuarially determined and they are regarded as a liability to the public because neither the costs nor reimbursement have been recognized by DOL. The current (short-term) portion of the FECA liability represents an annual accrued liability for billed costs and is reflected in the Other Liabilities, Intragovernmental line of the Balance Sheets.

Other Liabilities Without Related Budgetary Obligations includes the financed portion of the cogeneration facility. While this amount is currently not covered by budgetary resources, the annual payment of principal and interest on the liability will be made from annual appropriations to the Capitol Power Plant (see Notes 1, 14 and 16).

Unfunded Lease Liability represents the principal due in future years only, per the probable terms associated with the AOC's lease contracts. As previously disclosed, beginning in FY 2024, the AOC is required to report a lease liability consistent with SFFAS No. 54. This includes amounts previously classified as Capital Lease Liability, which are eliminated in FY 2024 reporting to meet the SFFAS No. 54 requirement. Since this change is being applied prospectively per accounting standards, the amount associated with the prior year Capital Lease Liability is shown in the table below.

Liabilities Not Covered by Budgetary Resources as of September 30, 2024, and 2023:

Dollars in Thousands

LIABILITIES	2024	2023
Intragovernmental Liabilities		
Unfunded FECA Liability (Note 14)	\$ 7,308	\$ 7,248
Total Intragovernmental Liabilities	\$ 7,308	\$ 7,248
Federal Debt and Interest Payable (Note 12)	\$ 587	\$ 16,892
Federal Employee Salary, Leave and Benefits Payable	17,205	16,726
Pensions, Post-Employment and Veterans Benefits Payable	39,697	43,539
Environmental and Disposal Liabilities (Notes 13 and 16)	249,086	271,198
Other Liabilities		
Unfunded Lease Liability	88,594	-
Capital Lease Liability	-	1,831
Contingent Liabilities (Note 16)	279	172
Other Liabilities Without Related Budgetary Obligations (Note 14)	42,671	44,537
Total Liabilities Not Covered by Budgetary Resources	\$ 445,427	\$ 402,143
Total Liabilities Covered by Budgetary Resources	159,338	161,159
Total Liabilities Not Requiring Budgetary Resources	471	79
Total Liabilities	\$ 605,236	\$ 563,381

The change in Federal Employee Salary, Leave and Benefits Payable is due to a higher liability for annual leave associated with the 5.2 percent pay raise that went into effect in January of 2024. The change in Pensions, Other Post-Employment and Veterans Benefits Payable is associated with a lower liability projection as per DOL's FECA model and cost factors. The amount reported as Unfunded Lease Liability represents the FY 2024 SFFAS No. 54 requirement to record the unfunded portion of the Lease Liability at NPV for the 13 long-term leases that meet the SFFAS No. 54 requirements. Amounts previously classified as Capital Lease Liability have been eliminated and subsequently remeasured to meet the SFFAS No. 54 requirement. Additionally, the change in Other Liabilities Without Related Budgetary Obligations is due to the annual payments made against the long-term debt for the cogeneration facility. These payments are expected to occur each year until the debt is paid off in 2037.

NOTE 12

Federal Debt and Interest Payable

Until August 2024, the AOC was responsible for paying 30-year Serial Zero Coupon Certificates of Participation that were issued in 1989 for financing the construction of the Thurgood Marshall Building. The certificates were issued at \$125.4 million with a maturity value of \$525.5 million and are amortized using the effective interest rate of 9 percent (corresponding to the discount).

Various judiciary offices and personnel occupy the Marshall Building under an interagency agreement between the AOC and the Administrative Office of the U.S. Courts. Payments commenced in 1994, and base rent did not change over the initial 30 years and was set at \$17.2 million annually, which was the amount necessary to retire the debt in August 2024. This certificate was not subject to prepayment or acceleration under any circumstance, pursuant to the language in the certificate agreement.

Federal Debt and Interest Payable Held by the Public, as of September 30, 2024, and 2023:

At September 30, 2024, Dollars in Thousands

FEDERAL DEBT CATEGORY	PAR BEGINNING BALANCE OCTOBER 1, 2023	REPAYMENTS OF PAR IN FY 2024	PAR ENDING BALANCE	UNAMORTIZED DISCOUNT	DEBT PRINCIPAL	INTEREST PAYABLE	ENDING BALANCE
Agency Securities — Held by the Public	\$ 17,230	\$ (17,230)	\$ -	\$ -	\$ -	\$ 587	\$ 587

At September 30, 2023, Dollars in Thousands

FEDERAL DEBT CATEGORY	PAR BEGINNING BALANCE OCTOBER 1, 2022	REPAYMENTS OF PAR IN FY 2023	PAR ENDING BALANCE	UNAMORTIZED DISCOUNT	DEBT PRINCIPAL	INTEREST PAYABLE	ENDING BALANCE
Agency Securities — Held by the Public	\$ 34,460	\$ (17,230)	\$ 17,230	\$ (950)	\$ 16,280	\$ 612	\$ 16,892

The net decrease in the ending balance is attributed to the completion of the semiannual bond payments made for the Marshall Building to retire the debt. Interest payable is accrued for the financed portion of the cogeneration facility.

NOTE 13

Environmental and Disposal Liabilities

Environmental Cleanup Cost Liabilities Related to Asbestos Cleanup

The AOC is responsible for managing and abating friable and nonfriable asbestos-containing materials (ACM) in all Capitol campus buildings owned by the federal government. Pursuant to FASAB Technical Bulletin 2006-1, Recognition and Measurement of Asbestos-related Cleanup Costs, the AOC recognizes a liability for cleanup costs that are both probable and reasonably estimable. This liability is founded on per square and linear foot cost indexes (based on current industry guidance for asbestos cleanup projects) that are then applied to recorded quantities of ACM to calculate a total estimated liability.

Actual cleanup costs may differ from the recorded estimate due to additional cost factors that are not reasonably estimable at this time. For example, AOC projects may involve unique challenges due to the unique working conditions on Capitol Hill. Additionally, the required containment for asbestos abatement (such as specific rooms or areas) cannot be reasonably estimated. Due to the uniqueness of individual project requirements, there is not enough information to determine the type of and how much containment would be required. The AOC has determined that the reported estimated liability is the direct cost without containment as containment requirements differ from project to project.

The AOC's accrued and estimated liabilities for environmental cleanup costs, as of September 30, 2024, and 2023, were \$249 million and \$271 million, respectively (see Note 16). The decrease is primarily attributed to a reduction in the friable and non-friable rates used to calculate the liability. The change in the current year rates used was due to a reduction in cost impacts specifically related to the COVID-19 pandemic considerations. Additionally, the liability is also reduced for abatement work completed throughout the reporting period.

Fort George G. Meade, Maryland

In addition to the requirements of Technical Bulletin 2006-1, the AOC is subject to various federal, state and local environmental compliance and restoration laws. Applicable laws include the *Clean Air Act*, the *Clean Water Act*, the *Solid Waste Disposal Act*, the *Safe Drinking Water Act* and the *Comprehensive Environmental Response, Compensation, and Liability Act* (CERCLA).

Management's review concluded that the AOC is not responsible for the cleanup and remediation of previous environmental contamination on the approximately 100 acres of land at Fort George G. Meade, Maryland, which the U.S. Army transferred to the AOC. The Army is responsible for the environmental cleanup of any previous contamination under CERCLA. The AOC understands that the Army is actively monitoring existing contamination on the entire site, including the land transferred to the AOC, and is pursuing appropriate remediation of this contamination.

NOTE 14

Other Liabilities

Other intragovernmental liabilities consist of undeposited CVC Gift Shops sales, Liability for Non-Entity Assets Not Reported on the Statement of Custodial Activity, and Unfunded FECA Liability. See Note 4 for the description of undeposited CVC Gift Shops sales (Liability for Non-Fiduciary Deposit Funds and Undeposited Collections). See Note 2 for the description of the Liability for Non-Entity Assets Not Reported on the Statement of Custodial Activity. See Note 11 for the description of the Unfunded FECA Liability. Other Liabilities — Other Than Intragovernmental consists of Contract Holdbacks, Contingent Liabilities and long-term debt from the cogeneration financing (Other Liabilities Without Related Budgetary Obligations). Additionally, in FY 2024, Other Than Intragovernmental Liabilities also consist of the Lease Liability as required by SFFAS No. 54, which includes amounts previously classified as Capital Lease Liability that have been eliminated and subsequently remeasured to meet the SFFAS No. 54 requirement. This change is being applied prospectively (see Note 15).

Other Liabilities, as of September 30, 2024, and 2023:

Dollars in Thousands

OTHER LIABILITIES	2024	2023
Intragovernmental Liabilities		
Liability for Non-Fiduciary Deposit Funds and Undeposited Collections	\$ 46	\$ 39
Liability for Non-Entity Assets Not Reported on the Statement of Custodial Activity	425	40
Unfunded FECA Liability	7,308	7,248
Total Intragovernmental Liabilities	\$ 7,779	\$ 7,327
Other Than Intragovernmental Liabilities		
Contract Holdbacks	\$ 18,261	\$ 17,465
Contingent Liabilities (Current, Not Covered) (Note 16)	279	172
Lease Liability (Current, Not Covered) (Note 15)	9,570	-
Lease Liability (Note 15)	79,024	-
Other Liabilities Without Related Budgetary Obligations (Current, Not Covered)	1,962	1,866
Other Liabilities Without Related Budgetary Obligations	40,709	42,671
Capital Lease Liability (Current, Not Covered)	-	889
Capital Lease Liability	-	942
Total Other Than Intragovernmental Liabilities	\$ 149,805	\$ 64,005
Total Other Liabilities	\$ 157,584	\$ 71,332

The change in Contract Holdbacks is primarily attributed to incremental retainage on progress payments for ongoing large construction projects. These amounts are expected to be liquidated and released upon satisfactory completion of the associated projects. See Note 11, Liabilities Not Covered by Budgetary Resources, for the explanation of the increase in Other Liabilities Without Related Budgetary Obligations.

Additionally, the increase in the Lease Liability represents the FY 2024, SFFAS No. 54 update to record lease assets and a corresponding liability at NPV for the 13 long-term leases that meet the SFFAS No. 54 requirements.

NOTE 15

Leases

Pursuant to SFFAS No. 54 and related amendments, the AOC is required to report a lease asset and a corresponding liability for material non-intragovernmental, and non-short-term contracts that convey the right to control the use of PP&E to another entity for a period of time in exchange for consideration (and do not contain a transfer of ownership or meet certain scope exclusions). The AOC is also required to disclose information on significant intragovernmental lease arrangements. As of FY 2024, the AOC has 13 non-intragovernmental leasing arrangements covering administrative office space, storage facilities and antennas with lease terms between three and 21 years. Many of these leases contain escalation clauses tied to inflationary and tax increases, and renewal options. Additionally, the AOC has five intragovernmental material lease arrangements primarily covering administrative office space and storage facilities. The AOC also leases multiple vehicles and trucks from GSA. All intragovernmental leases have terms between several months and 10 years. The AOC has no material lessor positions that meet the SFFAS No.54 criteria.

Right-To-Use Lease Asset and Liability

RTU leases have either remaining lease terms (for leases at the transition to SFFAS No. 54) or initial lease terms (for subsequent new leases) that exceed two years. The lease terms also include probable renewal options. The lease assets and liability are valued at the NPV of the payments to be made over the terms of the AOC's lease contracts. The RTU lease is amortized over the term of the lease including probable renewal periods. These leases expire on various dates between FY 2027 and FY 2045. The interest rates used reflect applicable Treasury interest rates based on marketable Treasury securities with a similar maturity to each applicable lease term and range in percentages from 4.69 percent to 5 percent. The AOC has no sublease, sale-leaseback or lease-leaseback transactions to disclose as of the current reporting period. While the RTU lease asset and related lease liability are initially recorded at the same amount, the reported lease asset and liability in a given reporting period may differ due to asset amortization over the lease term, which differs from the interest payment rate on the lease liability.

RTU lease assets as of September 30, 2024:

At September 30, 2024, Dollars in Thousands

SUMMARY OF RIGHT-TO-USE LEASE ASSETS	2024
Right-to-Use Lease Assets	\$ 97,352
Accumulated Amortization	11,818
Total Right To Use Lease Assets (Note 14)	\$ 85,534

As of September 30, 2024, the future principal and interest payments under RTU Lease Liability are as follows:

At September 30, 2024, Dollars in Thousands

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
2025	\$ 9,570	\$ 4,056	\$ 13,626
2026	10,541	3,582	14,123
2027	11,150	3,066	14,216
2028	11,231	2,537	13,768
2029	7,417	2,042	9,459
2030	4,313	1,796	6,109
2031–35	16,443	6,459	22,902
2036–40	10,824	2,948	13,772
2041–45	7,105	939	8,044
Total	\$ 88,594	\$ 27,425	\$ 116,019

RTU FY 2024 lease expenses as of September 30, 2024:

At September 30, 2024, Dollars in Thousands

FISCAL YEAR	AMORTIZATION	INTEREST	TOTAL
2024	\$ 11,818	\$ 4,493	\$ 16,311

The above chart details the RTU Lease Expenses, inclusive of the RTU lease asset amortization and interest on the lease liability.

Additionally, variable lease payments not reflected in the lease liability include only non-lease components and consist primarily of the AOC's pro rata share of real estate taxes. The FY 2024 variable lease payments as of September 30, 2024, are approximately \$885,000.

Intragovernmental Leases

The real property intragovernmental lease agreements are held with General Services Administration (GSA) and GPO and expire on various dates through FY 2025. Additionally, the AOC uses GSA Fleet to lease a variety of passenger vehicles and trucks. These leases expire on various dates through FY 2034.

As of September 30, 2024, the amount of the FY 2024 intragovernmental lease expense is as follows:

At September 30, 2024, Dollars in Thousands

LEASE CATEGORY	2024
Office and Storage Space	\$ 5,673
Fleet	196
Total	\$ 5,869

Variable lease payments not reflected in the lease expenses above include non-lease components and consist of operating and security costs. The FY 2024 variable lease payments as of September 30, 2024, are approximately \$2.1 million.

Embedded Leases

Embedded leases represent lease components that are contained in contracts or agreements that are primarily for non-lease purposes, such as a service contract. SFFAS No. 62 has granted federal agencies a transitional accommodation to account for contracts or agreements meeting the embedded lease criteria and allows these to be treated as non-lease contracts or agreements for the remaining term unless they are subsequently modified after the end of the accommodation period. This accommodation period ends on September 30, 2026. The AOC has elected this accommodation for the term granted by SFFAS No. 62.

NOTE 16

Commitments and Contingencies

The AOC is party to various administrative proceedings, legal actions and tort claims, which may result in settlements or decisions adverse to the federal government. Additionally, the AOC has contractual agreements with various energy service providers that may require future financial obligations.

The AOC's estimated liabilities for contingent and environmental cleanup costs, as of September 30, 2024, and 2023, are shown in the following table. See Note 13 for an explanation of the increase in the Environmental Cleanup Cost Liabilities.

At September 30, 2024, Dollars in Thousands

CONTINGENT LOSS	ACCRUED LIABILITIES	ESTIMATED RANGE OF LOSS	
		LOWER END	UPPER END
Legal Contingencies			
Probable	\$ 279	\$ 279	\$ 1,300
Reasonably Possible	\$ -	\$ -	\$ 13,450
Environmental Contingencies			
Probable (Note 13)	\$ 249,086	\$ 249,086	\$ 367,474

At September 30, 2023, Dollars in Thousands

CONTINGENT LOSS	ACCRUED LIABILITIES	ESTIMATED RANGE OF LOSS	
		LOWER END	UPPER END
Legal Contingencies			
Probable	\$ 172	\$ 172	\$ 200
Reasonably Possible	\$ -	\$ -	\$ 9,200
Environmental Contingencies			
Probable (Note 13)	\$ 271,197	\$ 271,197	\$ 418,676

The change in contingent liabilities is reflective of amounts accrued in the current year for a probable case settlement that may result in a loss to the agency.

Legal Liabilities

General contingent liabilities consist of claims filed against the AOC that are awaiting adjudication. These liabilities typically relate to contracts, labor and EEO issues, and personal and property damage.

To estimate contingent liabilities for the financial statements, the AOC conducted a review of existing claims for which

the likelihood of loss to the AOC is probable. Additionally, management and the AOC’s General Counsel evaluated the materiality of cases determined to have a reasonably possible chance of an adverse outcome. Liabilities are recognized for those cases that are determined to meet management’s materiality threshold. No amounts are accrued in the financial records for claims where the estimated amount of potential loss is less than \$100,000 or where the likelihood of an unfavorable outcome is less than probable.

Additionally, management and the AOC General Counsel evaluated the materiality of cases determined to have a reasonably possible (less than probable but more than remote) chance of an adverse outcome. The ultimate outcomes in these matters cannot be predicted at this time. However, the lower- and upper-level estimate of these cases are shown in the chart above. Sufficient information is not currently available to determine if the ultimate resolution of the proceedings, actions and claims will materially affect the AOC’s financial position or results of operations. Based on the less than probable nature of these claims, an accounting entry for the estimate was not posted and there is no impact on the financial statements.

Future Funded Energy Contracts

The use of energy contracts by federal agencies was permitted by the *Energy Policy Act of 1992* and, after a renewal in 2005, was permanently reauthorized by the *Energy Independence and Security Act of 2007*. These contracts provide federal agencies with the ability to implement energy and water savings upgrades at little to no upfront cost to the government. The contracts take the form of fixed-price, performance-based arrangements. An energy service company finances the cost of implementing the energy savings infrastructure and, in return, receives a contractually determined share of the cost savings over time. As part of the agreement, the energy company guarantees that the improvements will generate sufficient energy savings to pay for the projects over the life of the arrangement. Once the contract period ends, the AOC retains all subsequent cost savings.

With the approval of Congress, the AOC has partnered with private energy service companies for utility energy service contracts (UESC) to help finance the design-build of its cogeneration system at the Capitol Power Plant and implement separate ESPCs in the Capitol Building, House Office Buildings, Senate Office Buildings and Library Buildings and Grounds jurisdictions.

The ESPCs have helped the AOC implement energy savings measures by:

- Converting from pneumatic to direct digital HVAC control and upgrading building automation systems
- Retrofitting existing light fixtures with high-efficiency lamps, ballasts, controls and reflectors; installing LED lighting and expanding the lighting control rooms
- Upgrading transformers to high-efficiency models
- Adding removable insulation covers to reduce heat loss from steam valves
- Replacing failing and defective steam traps and valves to eliminate steam loss and waste
- Installing new motion/occupancy sensors in areas with infrequent and low occupancy levels
- Installing water conservation and fixture upgrades

As of September 30, 2024, the AOC has three active ESPCs and one active UESC. All construction related to ESPCs for the House Office Buildings, Senate Office Buildings and the Library Buildings and Grounds jurisdictions, and the UESC for the Capitol Power Plant, is complete and these contracts have transitioned to their performance phase. The scheduled final payments for the contracts range from FY 2027 to FY 2039. The calculation of the period of performance is largely dependent on the amount of the predicted annual costs savings and the overall value of the projects.

The AOC is liable for the full funding of its cogeneration facility, as follows:

Dollars in Thousands

PROJECT COST	TOTAL
Construction Costs	
Appropriations	\$ 20,000
Long-Term Financing	67,285
Total Construction Costs	\$ 87,285
Interest on Financing	25,432
Total Costs Over the Life of the Asset	\$ 112,717

The AOC will pay off the total amount of government contract payments (including interest) in 20 annual installments ranging from \$3 million to \$5 million (and subject to prepayment penalties). Total payments over the term, including interest and prepayments, will be approximately \$93 million. The AOC expects that these payments will be completed by May 2037 from available annual appropriations to the Capitol Power Plant.

NOTE 17

Imputed Financing

Imputed costs and financing sources include campuswide capital infrastructure projects performed by another federal agency and Treasury Judgment Fund or Office of Congressional Workplace Rights (OCWR) Settlement and Award Fund payments, as applicable.

The AOC has activities with OPM that also require imputed costs and financing sources to be recognized. OPM administers three earned benefit programs for civilian federal employees: the Federal Employees Health Benefits Program, the Federal Employee Group Life Insurance Program and the CSRS, CSRS Offset and FERS Retirement Programs. The AOC uses the applicable cost factors provided by OPM for current period expense reporting. The imputed costs and financing sources consist of the benefits for AOC employees that are paid on its behalf by OPM.

CSRS: According to PL 99-335, all employees hired prior to January 1, 1987, could elect CSRS or CSRS Offset. The CSRS provides a basic annuity and Medicare coverage. The CSRS fund covers most employees hired prior to January 1, 1984. The AOC and the employees contribute to Medicare at the rate prescribed by law. The AOC does not match TSP contributions for employees who participate in the CSRS retirement program.

CSRS Offset: CSRS Offset generally covers those employees who have had a break in their CSRS service of more than one year and less than five years by the end of 1986. The AOC and the employees contribute to Social Security and Medicare at the rates prescribed by law. The AOC does not match TSP contributions for employees who participate in the CSRS Offset retirement program.

FERS: According to PL 99-335, employees with less than five years of creditable civilian service, as of the effective date in 1986, were automatically converted to FERS. In addition, during certain periods in 1987, 1988 and 1998, employees hired before January 1, 1984, could choose to participate in FERS. This system consists of Social Security, a basic annuity plan and the TSP.

The AOC and the employees contribute to Social Security and Medicare at rates prescribed by law. In addition, the AOC is required to contribute to the TSP a minimum of 1 percent per year of the basic pay of employees covered by this system. The AOC also matches a voluntary employee contribution up to 3 percent dollar-for-dollar, and another 2 percent is matched 50 cents on the dollar.

Imputed Financing for the periods ended September 30, 2024, and 2023, is as follows:

Dollars in Thousands

IMPUTED FINANCING, BY TYPE	2024	2023
Pensions		
CSRS	\$ 249	\$ 211
CSRS Offset	284	335
FERS	80,924	69,434
Less: Contributions	(55,821)	(53,052)
Subtotal: Employee Pensions	\$ 25,636	\$ 16,928
Health Insurance	\$ 18,577	\$ 18,719
Life Insurance	46	43
Subtotal: All Employee Benefits	\$ 44,259	\$ 35,690
Other Agency — Campus Infrastructure	\$ 1,825	\$ 3,504
Department of Justice — Treasury Judgment Fund	121	175
OCWR — Settlement and Awards Fund	252	3
Reversal of Imputed OCWR payments	(83)	-
Total	\$ 46,374	\$ 39,372

In FY 2024, the change in imputed financing costs for employee benefits is primarily due to pensions (FERS). The FERS increase is due to the hiring of additional full-time employees and higher annual basic pay, which took effect in January 2024, and an increase in OPM cost factors. Additionally, there was a decrease in campus infrastructure costs and legal settlements that were paid out on the AOC's behalf by the Department of Justice — Treasury Judgment Fund. The increase in imputed OCWR payments is due to higher settlement payouts for workplace claims in FY 2024 compared to FY 2023.

NOTE 18

Cost of Operations Related to Payroll

Expenses for salaries and related benefits for the periods ended September 30, 2024, and 2023, are shown in the following table. These amounts were approximately 48 and 42 percent of the annual gross cost of operations for each respective fiscal year. This includes actual payroll and benefit expenses as well as other accrued expenses. Benefit expenses represent FECA (current year payment), Unemployment Compensation for Federal Employees (UCFE), and Imputed Costs paid by OPM. Other Accrued Expenses consist of payroll and benefit-related accruals. Those costs do not include the unfunded accrued annual leave and long-term actuarial FECA.

Cost of Operations Related to Payroll for the periods ended September 30, 2024, and 2023, is as follows:

Dollars in Thousands

EXPENSES FOR PAYROLL & RELATED BENEFITS	2024	2023
Payroll Expense	\$ 367,565	\$ 336,134
FECA and UCFE	3,276	3,382
Imputed Costs (Note 17)	44,259	35,690
Other Accrued Expenses		
Current Year Accrued Expenses	12,189	21,532
Reversal of Prior Year Accrued Expenses	(21,583)	(19,991)
Total Expenses for Payroll and Related Benefits	\$ 405,706	\$ 376,747
Total Gross Cost	\$ 850,443	\$ 890,434
Payroll Related Expenses to Gross Costs (%)	48%	42%

The increase in payroll expenses was due to the cost of living increase adjustment and the hiring of additional full-time employees. Additionally, the change in the Current Year Accrued Expenses reflects the decrease in the number of days accrued in the current year compared to the prior year.

The decrease reflected in FECA and UCFE is primarily due to lower FECA costs billed by the DOL as a result of decreased claims submitted by AOC claimants. See Note 17 for the explanation of the increase in Imputed Costs.

NOTE 19

Reconciliation of SCNP Appropriations to SBR

Amounts reported as Appropriations Received on the SCNP consist of funds congressionally appropriated to the AOC within the current fiscal year. Amounts reported as Appropriations on the SBR consist of appropriations received, non-expenditure transfers to/from other agencies, and new budget authority from the special fund receipts collected in the Capitol Trust Account for Union Square permit fees (see Note 1.G.).

The reconciliation for the periods ended September 30, 2024, and 2023 is as follows:

Dollars in Thousands

RECONCILIATION OF SCNP APPROPRIATIONS TO SBR	2024	2023
SCNP		
Appropriations Received	\$ 956,655	\$ 1,344,248
Total SCNP Appropriations	\$ 956,655	\$ 1,344,248
SBR		
Trust or Special Fund Receipts	\$ 53	\$ 54
Appropriations Transfer	2,100	-
Total SBR Appropriations	\$ 958,808	\$ 1,344,302

The decrease in Appropriations Received reflects the lower amounts enacted by congress during FY 2024. The increase in appropriations transfer is due to a NET from the Senate Preservation Fund, per approval of the Senate Commission on Art and in accordance with 2 U.S. Code § 2108. Per legislation, the Library of Congress transferred \$2.1 million to the AOC on behalf of the Senate Commission on Art for a restoration project identified as Calder Clouds Mobile Re-Installation, Hart Building.

NOTE 20

Statements of Budgetary Resources – Unobligated Balance Brought Forward, October 1

There were no material adjustments during the current year to correct the Unobligated Balance Brought Forward, October 1. Components of the amount reported as Unobligated Balance from Prior Year Budget Authority, Net are disclosed in the following table:

Dollars in Thousands

NET ADJUSTMENTS TO UNOBLIGATED BALANCE BROUGHT FORWARD, OCTOBER 1	2024	2023
Unobligated Balance Brought Forward, October 1	\$ 963,753	\$ 467,524
Net Adjustments		
Cancelled Authority	(6,891)	(3,939)
Downward Adjustment Prior Year Unpaid Unexpended Obligations	17,443	17,500
Downward Adjustment Prior Year Unpaid Expended Authority	19,069	16,791
Downward Adjustment Prior Year Paid Expended Authority (Refunds Collected)	3,634	3,981
Total Net Adjustments	\$ 33,255	\$ 34,333
Unobligated Balance From Prior Year Budget Authority, Net	\$ 997,008	\$ 501,857

NOTE 21

Undelivered Orders at the End of the Period

In accordance with OMB Circular A-136, Financial Reporting Requirements, the amount of budgetary resources that are obligated but not yet delivered must be disclosed separately. Amounts obligated are comprised of contracts with vendors for acquisitions of goods and services including contractual support, constructions projects, and CVC inventory purchases.

Undelivered Orders for the periods ended September 30, 2024, and 2023, are as follows:

Dollars in Thousands

UNDELIVERED ORDERS	2024	2023
Paid		
Federal	\$ 255,255	\$ 285,566
Non-Federal	5	4
Total Paid	\$ 255,260	\$ 285,570
Unpaid		
Federal	\$ 16,208	\$ 10,315
Non-Federal	555,711	516,165
Total Unpaid	\$ 571,919	\$ 526,480

See Note 10, Advances and Prepayments, for the explanation of the decrease in the Paid Undelivered Orders.

The change in Federal Unpaid Undelivered Orders is due to an increase in vendor obligations primarily related to the Senate Sergeant at Arms Relocation project. Non-Federal Unpaid Undelivered Orders is due to an increase in vendor obligations primarily related to the Fort Meade Collection Storage Module 7 project and Physical Security Assessment Program as work progresses on these projects.

NOTE 22

The Combined Statements of Budgetary Resources and the Budget of the United States Government

The FY 2025 Budget of the United States Government (President’s Budget) presenting the actual amounts for the year ended September 30, 2023, was published in March 2024. The FY 2025 President’s Budget is reconciled to the AOC’s September 2023 SBR to identify differences. The AOC’s budget can be found on the OMB website (<https://www.whitehouse.gov/omb/budget/>) under legislative branch and judicial branch. The AOC’s budget under the judicial branch is associated with the care of the building and grounds of the Supreme Court of the United States.

The President’s Budget reconciliation to the SBR is as follows:

Dollars in Thousands

RECONCILIATION OF SBR TO BUDGET FY 2023	BUDGETARY RESOURCES	NEW OBLIGATIONS AND UPWARD ADJUSTMENTS	NET OUTLAYS
Combined SBR	\$ 1,912,403	\$ 948,650	\$ 996,756
Items on SBR - Not on Budget:			
Expired Funds	(57,906)	-	-
Other	(3,497)	(650)	244
Budget of the United States Government	\$ 1,851,000	\$ 948,000	\$ 997,000

The Other difference between the FY 2023 comparative amounts presented on the SBR and the actual amounts published in the FY 2025 President’s Budget are due to rounding differences and other adjustments.

NOTE 23

Reconciliation of Net Cost to Net Outlays

SFFAS No. 7, Accounting for Revenue and Other Financing Sources and Concepts for Reconciling Budgetary and Financial Accounting, requires a reconciliation of proprietary and budgetary information in a way that helps users relate the two. The objective is to provide an explanation for the differences between budgetary and financial (proprietary) accounting by reconciling budgetary outlays with the related net cost of operations. Statements of Federal Financial Accounting Concepts No. 2, Entity and Display, as amended by SFFAS No. 53, Budget and Accrual Reconciliation: Amending SFFAS 7, 22, and 24, provides the framework for this reconciliation. The AOC follows the format prescribed by SFFAS No. 53 for presenting this reconciliation.

Budgetary accounting information is used for planning and control purposes and relates to both the receipt and use of cash, as well as reporting the federal deficit. Financial accounting information is intended to provide a picture of the government’s financial operations and financial position on an accrual basis. The accrual basis includes information about costs arising from the consumption of assets and the incurrence of liabilities. The reconciliation of net outlays, presented on a budgetary basis, and the net cost, presented on an accrual basis, provides an explanation of the relationship between budgetary and financial accounting information. The reconciliation serves to identify costs paid for in the past and those that will be paid in the future, and to assure integrity between budgetary and financial accounting.

The reconciliation for the period ending September 30, 2024, and 2023 is as follows:

At September 30, 2024, Dollars in Thousands

RECONCILIATION OF NET OPERATING COST AND NET BUDGETARY OUTLAYS	INTRAGOVERNMENTAL	OTHER THAN INTRAGOVERNMENTAL	TOTAL
Net Operating Cost	\$ 12,414	\$ 768,913	\$ 781,327
Components of Net Operating Cost Not Part of the Budgetary Outlays			
Property, Plant and Equipment Depreciation Expense	-	(165,452)	(165,452)
Property, Plant and Equipment Disposals and Reevaluation	-	(1,001)	(1,001)
Lessee Lease Amortization	-	(11,818)	(11,818)
Cost of Goods Sold	-	(3,357)	(3,357)
Gains/Losses on All Other Investments	-	(69)	(69)
Increase/(Decrease) In Assets			
Accounts Receivable, Net	(306)	(9)	(315)
Investments in Government-Sponsored Enterprises	602	-	602
Other Assets	-	(30,303)	(30,303)
(Increase)/Decrease In Liabilities			
Accounts Payable	2,305	(11,644)	(9,339)
Lessee Lease Liability	-	(88,594)	(88,594)
Environmental and Disposal Liabilities	-	22,112	22,112
Federal Employee Salary, Leave and Benefits Payable	-	8,974	8,974
Pensions, Post-Employment and Veterans Benefits Payable	-	3,842	3,842
Federal Debt and Interest Payable	-	26	26
Other Liabilities	-	5,229	5,229
Financing Sources			
Imputed Cost	(46,374)	-	(46,374)
Total Components of Net Operating Cost Not Part of the Budget Outlays	\$ (43,773)	\$ (272,064)	\$ (315,837)
Components of the Budget Outlays That Are Not Part of Net Operating Cost			
Acquisition of Capital Assets	-	402,215	402,215
Acquisition of Inventory	-	3,291	3,291
Financing Sources			
Transfers Out (In) Without Reimbursements	-	(630)	(630)
Total Components of the Budgetary Outlays That Are Not Part of Net Operating Cost	\$ -	\$ 404,876	\$ 404,876
Misc. Items			
Custodial/Non-Exchange Revenue	-	(601)	(601)
Appropriated Receipts for Trust/Special Funds	-	53	53
Total Other Reconciling Items	\$ -	\$ (548)	\$ (548)
Total Net Outlays (Calculated Total)	\$ (31,359)	\$ 901,177	\$ 869,818
Budgetary Agency Outlays, Net			\$ 869,818
Budgetary Agency Outlays, Net			869,818

At September 30, 2023, Dollars in Thousands

RECONCILIATION OF NET OPERATING COST AND NET BUDGETARY OUTLAYS	INTRAGOVERNMENTAL	OTHER THAN INTRAGOVERNMENTAL	TOTAL
Net Operating Cost	\$ 939	\$ 826,658	\$ 827,597
Components of Net Operating Cost Not Part of the Budgetary Outlays			
Property, Plant and Equipment Depreciation Expense	-	(159,488)	(159,488)
Property, Plant and Equipment Disposals and Reevaluation	-	34	34
Cost of Goods Sold	-	(2,964)	(2,964)
Gains/Losses on All Other Investments	-	(118)	(118)
Increase/(Decrease) In Assets			
Accounts Receivable, Net	(49)	365	316
Securities and Investments	455	-	455
Other Assets	-	280,785	280,785
(Increase)/Decrease In Liabilities			
Accounts Payable	706	(922)	(216)
Environmental and Disposal Liabilities	-	(87,776)	(87,776)
Federal Employee Salary, Leave and Benefits Payable	-	(1,221)	(1,221)
Pensions, Post-Employment and Veterans Benefits Payable	-	4,571	4,571
Federal Debt and Interest Payable	-	24	24
Other Liabilities	-	(13,905)	(13,905)
Financing Sources			
Imputed Cost	(39,372)	-	(39,372)
Total Components of Net Operating Cost Not Part of the Budget Outlays	\$ (38,260)	\$ 19,385	\$ (18,875)
Components of the Budget Outlays That Are Not Part of Net Operating Cost			
Acquisition of Capital Assets	-	185,162	185,162
Acquisition of Inventory	-	3,297	3,297
Financing Sources			
Transfers Out (In) Without Reimbursements	-	(12)	(12)
Total Components of the Budgetary Outlays That Are Not Part of Net Operating Cost	\$ -	\$ 188,447	\$ 188,447
Misc. Items			
Custodial/Non-Exchange Revenue	-	(467)	(467)
Appropriated Receipts For Trust/Special Funds	-	54	54
Total Other Reconciling Items	\$ -	\$ (413)	\$ (413)
Net Outlays (Calculated Total)	\$ (37,321)	\$ 1,034,077	\$ 996,756
Budgetary Agency Outlays, Net			
Budgetary Agency Outlays, Net			\$ 996,756

Components of Net Operating Cost Not a Part of the Budgetary Outlays reflects the budgetary resources used to finance the AOC's activities, but not paid. The Net Operating Cost is reported net of any earned revenue and other financing sources (e.g., donated property or imputed costs). Components of the Budgetary Outlays Not Part of the Net Operating Cost includes resources used to finance the activities of the entity to account for items that were included in budgetary outlays but were not part of the SNC. This item includes budgetary outlays recognized in the current period that do not affect the net cost of operations (e.g., an acquisition of assets reflected in net obligations but not in SNC). The Reconciliation of Net Cost to Net Outlays explains the relationship between the net outlays on a budgetary basis and the net cost of operations during the reporting period. See Note 1 and Note 14 for the explanation of the increase in the Other Than Intragovernmental Account Payable.

Required Supplementary Information

A: Combining Schedule of Budgetary Resources

Dollars in Thousands*	TOTAL	CAPITAL CONSTRUCTION AND OPERATIONS	CAPITOL BUILDING	CAPITOL GROUNDS AND ARBORETUM
For the Year Ending September 30, 2024:				
Budgetary Resources				
Unobligated Balances From Prior Year Budget Authority, Net (Discretionary and Mandatory) (Note 20)	\$ 997,008	\$ 17,438	\$ 76,991	\$ 13,827
Appropriations (Discretionary and Mandatory) (Note 19)	958,808	152,507	95,688	17,003
Borrowing Authority (Discretionary and Mandatory)	950	—	—	—
Spending Authority From Offsetting Collections (Discretionary and Mandatory)	60,972	830	368	—
Total Budgetary Resources	\$ 2,107,738	\$ 170,775	\$ 173,047	\$ 30,830
Status of Budgetary Resources				
New Obligations and Upward Adjustments (Total)	\$ 1,023,248	\$ 155,223	\$ 57,326	\$ 18,661
Unobligated Balance, End of Year:				
Exempt From Apportionment, Unexpired Accounts	957,977	7,729	115,352	11,255
Unexpired Unobligated Balance, End of Year	957,977	7,729	115,352	11,255
Expired Unobligated Balance, End of Year (Note 3)	36,513	7,823	370	915
Unobligated Balance, End of Year (Total)	994,490	15,552	115,722	12,169
Total Budgetary Resources	\$ 2,107,738	\$ 170,775	\$ 173,048	\$ 30,830
Outlays, Net				
Outlays, Net (Total) (Discretionary and Mandatory)	\$ 869,818	\$ 152,833	\$ 49,830	\$ 19,136
Agency Outlays, Net (Discretionary and Mandatory) (Note 23)	\$ 869,818	\$ 152,833	\$ 49,830	\$ 19,136
For the Year Ending September 30, 2023:				
Budgetary Resources				
Unobligated Balances From Prior Year Budget Authority, Net (Discretionary and Mandatory) (Note 20)	\$ 501,857	\$ 18,852	\$ 41,554	\$ 19,155
Appropriations (Discretionary and Mandatory) (Note 19)	1,344,302	145,843	80,589	16,419
Borrowing Authority (Discretionary and Mandatory)	2,283	—	—	—
Spending Authority From Offsetting Collections (Discretionary and Mandatory)	63,961	1,119	385	—
Total Budgetary Resources	\$ 1,912,403	\$ 165,814	\$ 122,528	\$ 35,574
Status of Budgetary Resources				
New Obligations and Upward Adjustments (Total)	\$ 948,650	\$ 153,670	\$ 47,381	\$ 22,155
Unobligated Balance, End of Year:				
Exempt From Apportionment, Unexpired Accounts	930,192	5,070	74,639	12,320
Unexpired Unobligated Balance, End of Year	930,192	5,070	74,639	12,320
Expired Unobligated Balance, End of Year (Note 3)	33,561	7,073	508	1,099
Unobligated Balance, End of Year (Total)	963,753	12,143	75,147	13,419
Total Budgetary Resources	\$ 1,912,403	\$ 165,813	\$ 122,528	\$ 35,574
Outlays, Net				
Outlays, Net (Total) (Discretionary and Mandatory)	\$ 996,756	\$ 138,775	\$ 51,884	\$ 20,876
Agency Outlays, Net (Discretionary and Mandatory) (Note 23)	\$ 996,756	\$ 138,775	\$ 51,884	\$ 20,876

*The Total Column ties to the Statements of Budgetary Resources. Summing rounded numbers causes slight variances in the individual columns and row totals.

A: Combining Schedule of Budgetary Resources *(continued)*

Dollars in Thousands*	CAPITOL POLICE BUILDINGS, GROUNDS AND SECURITY	CAPITOL POWER PLANT	HOUSE OFFICE BUILDINGS	LIBRARY BUILDINGS AND GROUNDS
For the Year Ending September 30, 2024:				
Budgetary Resources				
Unobligated Balances From Prior Year Budget Authority, Net (Discretionary and Mandatory) (Note 20)	\$ 388,981	\$ 99,934	\$ 74,416	\$ 136,851
Appropriations (Discretionary and Mandatory) (Note 19)	85,207	148,650	155,080	94,978
Borrowing Authority (Discretionary and Mandatory)	—	—	—	—
Spending Authority From Offsetting Collections (Discretionary and Mandatory)	—	9,965	11,422	5,037
Total Budgetary Resources	\$ 474,188	\$ 258,549	\$ 240,918	\$ 236,866
Status of Budgetary Resources				
New Obligations and Upward Adjustments (Total)	\$ 119,859	\$ 144,695	\$ 125,176	\$ 132,241
Unobligated Balance, End of Year:				
Exempt From Apportionment, Unexpired Accounts	349,166	102,071	113,011	102,199
Unexpired Unobligated Balance, End of Year	349,166	102,071	113,011	102,199
Expired Unobligated Balance, End of Year (Note 3)	5,164	11,783	2,730	2,426
Unobligated Balance, End of Year (Total)	354,330	113,854	115,741	104,625
Total Budgetary Resources	\$ 474,189	\$ 258,549	\$ 240,917	\$ 236,866
Outlays, Net				
Outlays, Net (Total) (Discretionary and Mandatory)	\$ 92,497	\$ 120,188	\$ 199,625	\$ 71,716
Agency Outlays, Net (Discretionary and Mandatory) (Note 23)	\$ 92,497	\$ 120,188	\$ 199,625	\$ 71,716
For the Year Ending September 30, 2023:				
Budgetary Resources				
Unobligated Balances From Prior Year Budget Authority, Net (Discretionary and Mandatory) (Note 20)	\$ 126,113	\$ 41,384	\$ 75,758	\$ 65,396
Appropriations (Discretionary and Mandatory) (Note 19)	402,907	166,951	122,279	144,220
Borrowing Authority (Discretionary and Mandatory)	—	—	—	—
Spending Authority From Offsetting Collections (Discretionary and Mandatory)	1,080	9,944	4,312	22,927
Total Budgetary Resources	\$ 530,100	\$ 218,279	\$ 202,349	\$ 232,543
Status of Budgetary Resources				
New Obligations and Upward Adjustments (Total)	\$ 144,148	\$ 121,572	\$ 134,711	\$ 98,280
Unobligated Balance, End of Year:				
Exempt From Apportionment, Unexpired Accounts	382,561	83,242	64,458	132,906
Unexpired Unobligated Balance, End of Year	382,561	83,242	64,458	132,906
Expired Unobligated Balance, End of Year (Note 3)	3,391	13,465	3,180	1,358
Unobligated Balance, End of Year (Total)	385,952	96,707	67,638	134,264
Total Budgetary Resources	\$ 530,100	\$ 218,279	\$ 202,349	\$ 232,544
Outlays, Net				
Outlays, Net (Total) (Discretionary and Mandatory)	\$ 330,270	\$ 105,515	\$ 162,623	\$ 34,558
Agency Outlays, Net (Discretionary and Mandatory) (Note 23)	\$ 330,270	\$ 105,515	\$ 162,623	\$ 34,558

*The Total Column ties to the Statements of Budgetary Resources. Summing rounded numbers causes slight variances in the individual columns and row totals.

A: Combining Schedule of Budgetary Resources *(continued)*

Dollars in Thousands*	SENATE OFFICE BUILDINGS	SUPREME COURT BUILDING AND GROUNDS	U.S. BOTANIC GARDEN	U.S. CAPITOL VISITOR CENTER
For the Year Ending September 30, 2024:				
Budgetary Resources				
Unobligated Balances From Prior Year Budget Authority, Net (Discretionary and Mandatory) (Note 20)	\$ 127,936	\$ 24,208	\$ 24,783	\$ 11,643
Appropriations (Discretionary and Mandatory) (Note 19)	140,501	20,688	20,506	28,000
Borrowing Authority (Discretionary and Mandatory)	—	950	—	—
Spending Authority From Offsetting Collections (Discretionary and Mandatory)	367	23,847	3	9,132
Total Budgetary Resources	\$ 268,804	\$ 69,693	\$ 45,292	\$ 48,775
Status of Budgetary Resources				
New Obligations and Upward Adjustments (Total)	\$ 166,346	\$ 43,961	\$ 26,069	\$ 33,691
Unobligated Balance, End of Year:				
Exempt From Apportionment, Unexpired Accounts	99,646	25,732	17,338	14,480
Unexpired Unobligated Balance, End of Year	99,646	25,732	17,338	14,480
Expired Unobligated Balance, End of Year (Note 3)	2,811	—	1,886	604
Unobligated Balance, End of Year (Total)	102,458	25,732	19,224	15,084
Total Budgetary Resources	\$ 268,804	\$ 69,693	\$ 45,293	\$ 48,775
Outlays, Net				
Outlays, Net (Total) (Discretionary and Mandatory)	\$ 112,027	\$ 7,081	\$ 20,479	\$ 24,406
Agency Outlays, Net (Discretionary and Mandatory) (Note 23)	\$ 112,027	\$ 7,081	\$ 20,479	\$ 24,406
For the Year Ending September 30, 2023:				
Budgetary Resources				
Unobligated Balances From Prior Year Budget Authority, Net (Discretionary and Mandatory) (Note 20)	\$ 45,177	\$ 35,350	\$ 25,055	\$ 8,063
Appropriations (Discretionary and Mandatory) (Note 19)	184,596	29,246	23,560	27,692
Borrowing Authority (Discretionary and Mandatory)	—	2,283	—	—
Spending Authority From Offsetting Collections (Discretionary and Mandatory)	91	16,910	1	7,192
Total Budgetary Resources	\$ 229,864	\$ 83,789	\$ 48,616	\$ 42,947
Status of Budgetary Resources				
New Obligations and Upward Adjustments (Total)	\$ 108,167	\$ 60,432	\$ 24,726	\$ 33,408
Unobligated Balance, End of Year:				
Exempt From Apportionment, Unexpired Accounts	120,101	23,358	22,147	9,390
Unexpired Unobligated Balance, End of Year	120,101	23,358	22,147	9,390
Expired Unobligated Balance, End of Year (Note 3)	1,595	—	1,744	148
Unobligated Balance, End of Year (Total)	121,696	23,358	23,891	9,538
Total Budgetary Resources	\$ 229,863	\$ 83,790	\$ 48,617	\$ 42,946
Outlays, Net				
Outlays, Net (Total) (Discretionary and Mandatory)	\$ 100,143	\$ 7,890	\$ 18,901	\$ 25,321
Agency Outlays, Net (Discretionary and Mandatory) (Note 23)	\$ 100,143	\$ 7,890	\$ 18,901	\$ 25,321

*The Total Column ties to the Statements of Budgetary Resources. Summing rounded numbers causes slight variances in the individual columns and row totals.

B: Deferred Maintenance and Repairs

The AOC manages over 18.5 million square feet of facilities and more than 570 acres of grounds. The agency is responsible for ensuring that the historic facilities and grounds entrusted to its care remain in a safe and suitable condition for the current and future needs of Congress, the Supreme Court and the American public.

The Federal Accounting Standards Advisory Board’s (FASAB) Statement of Federal Financial Accounting Standards 42, Deferred Maintenance and Repairs defines deferred maintenance and repairs (DM&R) as maintenance and repairs that were not performed when they should have been, or were scheduled, and are delayed for a future period. This standard requires federal entities to discuss: (1) maintenance and repairs policies, (2) how maintenance and repairs activities are ranked and prioritized, (3) factors considered in determining acceptable condition standards, (4) whether DM&R relate solely to capitalized general property, plant and equipment (PP&E) and stewardship PP&E or also to noncapitalized or fully depreciated general PP&E, (5) PP&E for which management does not measure and/or report DM&R and the rationale, (6) beginning and ending DM&R balances by category, and (7) significant changes from the prior year.

To meet this standard, the AOC tracks DM&R for four categories of capitalized assets: buildings and other structures, grounds (i.e., stewardship land), heritage assets and capitalized equipment. Noncapitalized and fully depreciated PP&E are excluded from the DM&R estimate. While the AOC tracks DM&R on capitalized equipment, the value of these deferred activities is often immaterial. In FY 2024, there was no material DM&R to be reported for capitalized equipment.

The AOC defines its acceptable level of condition to be “good to very good” based on the Facility Condition Index (FCI). The index is based upon the facility replacement values, which

the AOC updates annually, and identified DM&R. The AOC uses facility condition assessments (FCA) to evaluate the assets’ condition and to identify deferred maintenance, capital renewal, capital improvements and capital construction work elements. A FCA tracks maintenance and repairs activities as work elements that are scheduled for completion. Rank and prioritization for the work elements are based on the scheduled year and project risk (which is scored as low, medium, high and critical).

FCA cost models are considered early planning estimates to identify liabilities. The focus of this disclosure is solely DM&R, as identified through the FCAs, and excludes capital renewal, capital improvements and capital construction work elements. Nonetheless, the AOC monitors capital renewal work elements that, if not funded, could become deferred maintenance in the near future. Capital renewal work elements, identified within a five-year period, are combined with DM&R. This figure is referred to as backlog. The AOC has completed an initial FCA on most buildings and grounds under its stewardship. The AOC continues to complete and update the FCAs for all its facilities.

The AOC’s estimate of the amount of DM&R work required to bring facilities to a “good” condition, based on the FCI, was \$1,135 million for the fiscal year ending September 30, 2024.⁸ This \$183 million increase from the FY 2023 amount resulted from deferred maintenance work elements not funded and adjustments in facility condition data from ongoing facility condition surveys.

⁸ Condition is defined by the FCI, which is calculated as the cost of deferred maintenance divided by the current replacement value. A ratio of less than 0.02 is considered very good, 0.02 to 0.05 is judged good, 0.05 to 0.10 is deemed fair and more than 0.10 is considered poor. The AOC’s goal is to attain a ratio of less than 0.05 (or good condition) for its assets. Although a system may be rated as being in good condition, individual assets within that system may require deferred maintenance and repair related work to return the asset to an acceptable operating condition.

Deferred Maintenance and Repairs Required to Achieve “Good” Condition (Dollars in Thousands)

CATEGORY	AS OF 9/30/23	AS OF 9/30/24	CHANGE
Buildings and Other Structures	\$ 846,072	\$ 1,001,199	155,127
Grounds	98,123	124,685	26,562
Heritage Assets	7,059	8,740	1,681
Capitalized Equipment	-	-	-
Total	\$ 951,254	\$ 1,134,624	183,370

C: Heritage Assets

INTRODUCTION

The AOC is the steward of heritage assets located throughout the Capitol campus. In addition to the buildings and grounds, these assets include fine and decorative art, architectural features, outdoor sculpture, landscape features and fixtures, living botanical assets, memorial trees, archival records and reference material.

The Curator Division manages the resources provided by Congress for the conservation and preservation of heritage assets. The AOC follows professional standards established by the American Institute for Conservation and the National Archives and Records Administration. The Curator prepares recommendations to the Joint Committee on the Library regarding the acquisition and placement of works of art and shares responsibility with the Senate and House curators for the care of collectible fine and decorative art. The Curator also provides advice to the operational jurisdictions on projects and contracts that involve heritage asset preservation issues. Curator Division staff members support projects by conducting historical research and providing reproductions of photographs, architectural and engineering drawings, records specifications and reports.

The Historic Preservation Officer is responsible for implementing the preservation policy and standards for the historic buildings, structures, monuments, memorials, cultural landscapes, architectural decorative art, views and vistas, archaeological resources and stored architectural materials under the agency's care. The Historic Preservation Officer works closely with the Curator to document, research and provide information about buildings, architectural features and architectural decorative art, as well as to review projects and develop specifications. When conservation work is required, the AOC contracts with professional fine art conservators for necessary treatments. All conservation efforts are fully documented in reports maintained by the Curator.

The Curator also maintains detailed records for each work of art and manages computerized inventories of heritage assets.⁹ Within the Curator Division, the Records Management and Archives Branch preserves historic architectural and engineering drawings and textual records and creates records policies. The Photography and Technical Imaging Branch documents facilities, projects, heritage assets and congressional events, and manages and preserves photographic archives. Records are maintained

⁹ The AOC uses the Museum System collection management software to maintain an inventory of heritage assets.

on the Capitol campus when appropriate, while more fragile records, including microfilm and photographic negatives, are stored off-site in stable and secure conditions.

Did You Know?

Fiscal Year 2024 marked the 75th anniversary of the AOC's Photography and Technical Imaging Branch. A retrospective collection of images from the past 75 years is included in the photo spread "[75 Years of AOC Photography](#)." ↻

HISTORIC BUILDINGS AND STRUCTURES

The AOC is responsible for maintaining the historic buildings and structures on the Capitol campus. [Appendix B](#) lists the major facilities under the agency's stewardship. Those facilities deemed to be multipurpose heritage assets (i.e., heritage assets that are primarily used for general government operations) are assigned a cost on the Balance Sheets and presented under Property, Plant and Equipment, Net. Typically, historic buildings and structures are added to or withdrawn from the AOC's portfolio through congressional action.

STEWARDSHIP LANDS AND CULTURAL LANDSCAPES

The AOC-administered stewardship land encompasses more than 570 acres of grounds. This includes Capitol Square, the approximately 286 acres of grounds immediately surrounding the U.S. Capitol designed by American landscape architect Frederick Law Olmsted. In addition, the AOC's cultural landscapes include the Summerhouse, Senate Park, Senate office building sites and courtyards, House office building sites and courtyards, East and West House Underground Garages, USBG, Bartholdi Fountain and Gardens, USBG Administration Building site, Union Square, Jefferson Building site, Adams Building site, Madison Building site, Supreme Court of the United States site, Marshall Building site and memorial trees planted on the U.S. Capitol Grounds. The AOC also supports a campus in Culpeper, Virginia, for audiovisual conservation, and another in Fort Meade, Maryland, for the Library of Congress book storage modules.

In accordance with the AOC's authorizing legislation, land is held predominantly for conservation and preservation purposes. Typically, units of stewardship land are added to or withdrawn from the AOC's portfolio through congressional action.

Total Stewardship Land and Cultural Landscapes by Predominant Use (Acres)

PREDOMINANT USE	OCTOBER 1, 2023	SEPTEMBER 30, 2024
Conservation and Preservation	466	466
Operational	107	107
Commercial Use	0	0
Total Acres	573	573

The AOC did not acquire or dispose of any stewardship land in FY 2024 nor were there any material expenditures for temporary land rights in FY 2024.

Memorial trees are living heritage assets planted to honor distinguished citizens, groups and events. Memorial trees are added through congressional action. More information about memorial trees is available online. [↗](#)

MEMORIAL TREES	AS OF 9/30/23	AS OF 9/30/24	CHANGE	GENERAL CONDITION
Memorial Trees	153	158	5*	Poor to Excellent

* In FY 2024, five memorial trees were planted in honor of the people of Wisconsin, Senator Chuck Grassley, the NASA Artemis missions, and to commemorate the life and service of Chris Vetic and Bertie H. Bowman. An additional tree, planted in FY 2020 to honor Representative John R. Lewis was added to the inventory. One tree was removed from the inventory due to the deterioration of the tree’s health and safety concerns.

GENERAL CONDITION STANDARDS

The AOC has defined condition standards based on principles and guidance from the American Institute for Conservation. The AOC performs periodic condition surveys to document and preserve heritage assets. Because many of the heritage assets are in working offices and public spaces rather than in a museum setting, the AOC must closely monitor the assets to prevent damage. Outdoor sculptures and fixtures exposed to weather and pollutants require regular conservation, follow-up inspections and periodic maintenance treatments. The table **Heritage Assets Condition Rating Scales** summarizes the condition survey rating scales.

Heritage Assets Condition Rating Scales

CONDITION RATING SCALE	DEFINITION	PRIORITY
Heritage Assets		
Poor	Asset exhibits, or is in danger of, structural damage or loss. Requires major conservation or repair to achieve structural and aesthetic integrity.	High
Fair	Asset is structurally sound but requires major conservation to improve aesthetic integrity.	Medium
Good	Asset is structurally sound and retains aesthetic integrity. Requires minor conservation.	Low
Excellent	Asset is new or has been conserved as close to its original condition and appearance as possible, or a conservator has determined that no conservation treatment is needed. Requires only routine maintenance.	No Treatment Needed
Historic Paper Records		
Poor	Records are not yet stored in archives, or their preservation is endangered.	High
Fair	Records are preserved in secure and stable conditions in archives.	Medium
Good	Records are accessioned and placed in acid-free containers.	Low
Excellent	Records are fully processed and stored in archival folders with all major preservation problems addressed.	No Treatment Needed
Photographic Records		
Poor	Film photographs are not in secure storage or digital files are not identified, readable or backed up.	High
Fair	Records are in secure storage, subject is identified, and image is backed up.	Medium
Good	Negatives are properly housed, and inventoried or digital files are batch-captioned and backed up in multiple locations.	Low
Excellent	Negatives are stored off-site in archival conditions or digital files are fully captioned with images backed up in multiple locations with routine data migration.	No Treatment Needed

COLLECTIBLE HERITAGE ASSETS

In the following tables, organized by operational jurisdiction, footnotes explain changes in condition or inventory count.

1. Capitol Building

The U.S. Capitol is an important example of neoclassical architecture. While a working building, the U.S. Capitol is also considered a museum of American art and history with millions of visitors each year.

1.1. Fine Art

This collection includes unique works of art that are not permanently attached to or designed for the structure (i.e., collectibles). They are separated into works that are under the jurisdiction of the Joint Committee on the Library and cared for by the AOC (“joint art”), and those that were originally accepted by the Joint Committee on the Library and are joint in subject matter or acquisition (“possibly joint”). The possibly joint assets are in the Senate and House wings of the U.S. Capitol and in many cases are part of the Senate or House collections and cared for by the Senate and House curators.

1.1.1. Interior Sculpture

These artworks consist primarily of bronze and marble statues in the National Statuary Hall Collection. This collection was established in 1864 and completed in 2005. Each state is allowed to include two statues in the collection. Periodically, states remove and replace statues. In FY 2011, a long-range annual conservation maintenance contract for sculpture was implemented. By the end of FY 2024, most statues have received at least four rounds of maintenance and are in excellent condition. Additional information is included in the Capitol Highlights [The National Statuary Hall Collection and Statuary Hall, an Evolving Collection](#).

INTERIOR SCULPTURE	AS OF 9/30/23	AS OF 9/30/24	CHANGE	GENERAL CONDITION
1.1.1.1 National Statuary Hall Statues*	99	99	-	Excellent
1.1.1.2 Other Statues	10	10	-	Excellent
1.1.1.3 Possibly Joint Statues	3	3	-	Good
1.1.1.4 Busts	16	16	-	Fair to Excellent
1.1.1.5 Possibly Joint Busts	21	21	-	Good
1.1.1.6 Other (Maquettes, etc.)	86	86	-	Poor to Excellent

*The statues of William “Billy” Franklin Graham, Jr., Daisy Lee Gatson Bates and John R. “Johnny” Cash were added to the collection in FY 2024. The statues of Uriah Milton Rose, James Paul Clarke and Charles Brantley Aycocock were removed from the collection.

1.1.2. Framed Oil Paintings

Framed oil paintings under the AOC’s stewardship include portraits of former Architects of the Capitol and other paintings. Many of the frames for these paintings are also heritage assets.

FRAMED OIL PAINTINGS	AS OF 9/30/23	AS OF 9/30/24	CHANGE	GENERAL CONDITION
1.1.2.1 Portraits*	19	22	3	Good to Excellent
1.1.2.2 Possibly Joint Portraits	26	26	-	Fair to Excellent
1.1.2.3 Paintings Other Than Portraits	12	12	-	Good to Excellent
1.1.2.4 Possibly Joint Paintings	12	12	-	Excellent

*Three portraits by Constantino Brumidi were added to the collection in FY 2024.

1.1.3. Works of Art on Paper

The AOC is the steward of works on paper primarily related to the U.S. Capitol. This collection is used for research and reference purposes and is generally not on display.

WORKS OF ART ON PAPER	AS OF 9/30/23	AS OF 9/30/24	CHANGE	GENERAL CONDITION
1.1.3.1 Watercolors	6	6	-	Good
1.1.3.2 Prints and Drawings	72	72	-	Poor to Excellent
1.1.3.3 Sketches for Murals	Approx. 232	Approx. 232	-	Fair to Excellent

1.2. Decorative Art

Decorative art ranges from objects of great craftsmanship and historical importance to mass-produced objects. Often the name of the designer or maker is unknown. Conservation treatment may be appropriate for the highest level of decorative art.

DECORATIVE ART	AS OF 9/30/23	AS OF 9/30/24	CHANGE	GENERAL CONDITION
1.2.1 Gilded Mirror Frames*	91	91	-	Poor to Excellent
1.2.2 Historic Furniture**	39	41	2	Fair to Good
1.2.3 Antique Clocks	10	10	-	Good to Excellent
1.2.4 Textiles	2	2	-	Good

*This inventory primarily includes frames in the House side of the U.S. Capitol. The Senate Curator is responsible for the inventory and conservation of Senate mirror frames.

**The Centennial Safe and the duplicate catafalque were added to the inventory in FY 2024.

1.3. Architectural Fine Art

This category of fine art is part of the fabric of a structure, permanently attached to a structure or building systems or designed as part of an architectural space.

ARCHITECTURAL FINE ART	AS OF 9/30/23	AS OF 9/30/24	CHANGE	GENERAL CONDITION
1.3.1 Pediments (exterior)	3	3	-	Fair to Excellent
1.3.2 Statues (interior and exterior)	6	6	-	Good to Excellent
1.3.3 Plaster Model of Sculpture	3	3	-	Excellent
1.3.4 Sculptured Stair Railings	4	4	-	Excellent
1.3.5 Reliefs*	39	40	1	Good
1.3.6 Sculptured Bronze Doors (sets) (interior and exterior)	4	4	-	Excellent
1.3.7 Plaques	31	38	7	Fair to Excellent
1.3.8 Stained Glass	16	16	-	Poor to Good
1.3.9 Rotunda Paintings**	8	8	-	Fair to Excellent
1.3.10 Rooms or Spaces With Fine Art Murals***	84	84	-	Fair to Excellent

*A plaster cast of the U.S. Great Seal was added to the inventory in FY 2024.

**Air pockets have continued to increase in size on the paintings: *Landing of Columbus and Discovery of the Mississippi by DeSoto*, which will require deinstallation for structural and cosmetic treatment. Conservation planning is in progress.

***Each room or space may contain multiple sections of murals in vaults and lunettes with individual mural scenes or figures. There are hundreds of images painted on the U.S. Capitol Building's walls. Mural conservation has been ongoing since 1981 and most murals are in at least "good" condition. Conservation of gilding and plaster work of south section ceiling in S-213 is near completion. Conservation of remaining sections is in progress. Conservation of the murals in the south section is complete. Conservation of the ceiling murals in the north section will be completed in FY 2025. The gilded ceiling in H-214 was treated in FY 2024.

1.4. Architectural Decorative Art

Architectural decorative art is part of the fabric of a structure, permanently attached to a structure or building systems or designed as part of an architectural space. Decorative art ranges from objects of great craftsmanship and historical importance to mass-produced objects. Often the name of the designer or maker is unknown. Conservation treatment may be appropriate for the highest level of decorative art. Approximate numbers are based on the Capitol Building Superintendent's inventory. Only about a third of the lighting fixtures are historic heritage assets appropriate for restoration. The more utilitarian fixtures are at times moved or replaced.

ARCHITECTURAL DECORATIVE ART	AS OF 9/30/23	AS OF 9/30/24	CHANGE	GENERAL CONDITION
1.4.1 Mantels	Approx. 167	Approx. 167	-	Good
1.4.2 Chandeliers*	Approx. 285	Approx. 285	-	Good to Excellent
1.4.3 Pendant Lights	Approx. 155	Approx. 155	-	Good
1.4.4 Sconces	Approx. 100	Approx. 100	-	Good
1.4.5 Rooms or Spaces With Decorative Murals	48	48	-	Fair to Excellent

* This category refers to crystal chandeliers in the U.S. Capitol.

1.5. Architectural Features

Historic architectural features include woodwork, shutters, columns, capitals, brackets, historic floors (e.g., the U.S. Capitol's Minton tile floors) and special architectural surfaces (e.g., marble and scagliola). The Capitol Building Superintendent or the Senate Sergeant at Arms maintains these assets. While an accurate count of these features does not exist, their numbers are large. For example, there are at least 450 interior columns and pilasters with carved capitals. In recent years, special attention has been paid to the restoration of historic scagliola.

2. U.S. Capitol Grounds and Arboretum

The U.S. Capitol Grounds and Arboretum covers the land on which the U.S. Capitol, Senate and House office buildings and Capitol Power Plant reside. The grounds include sculpture, monuments and living assets such as trees and plantings. Heritage assets include ornamental fountains, drinking fountains, outdoor seating, stone retaining walls and light fixtures.

2.1. Outdoor Sculpture

OUTDOOR SCULPTURE	AS OF 9/30/23	AS OF 9/30/24	CHANGE	GENERAL CONDITION
2.1.1 Monuments and Statues	4	4	-	Excellent
2.1.2 Fountains With Sculpture	1	1	-	Good
2.1.3 Plaques*	5	5	-	Good

*The *Sullivan Brothers* plaque is scheduled for treatment in FY 2025.

CAPITOL HIGHLIGHTS

The National Statuary Hall Collection

The National Statuary Hall Collection is comprised of statues (two representing each state) that honor historically notable individuals. The collection currently consists of 99 statues. Virginia removed the statue of Robert E. Lee in FY 2021 and is creating a replacement statue of Barbara Rose Johns. Additional information on pending changes to the collection is included in the [Capitol Highlights: Statuary Hall, an Evolving Collection](#). ↗

The AOC is responsible for the care and preservation of these heritage assets, listed below by state and year added. All were assessed to be in excellent condition at the close of the fiscal year.

STATUE	STATE	YEAR
Helen Keller	Alabama	2009
Joseph Wheeler	Alabama	1925
Edward Lewis Bartlett	Alaska	1971
Ernest Gruening	Alaska	1977
Barry Goldwater	Arizona	2015
Eusebio Kino	Arizona	1965
Daisy Lee Gatson Bates	Arkansas	2024
John R. "Johnny" Cash	Arkansas	2024
Ronald Wilson Reagan	California	2009
Father Junipero Serra	California	1931
Florence R. Sabin	Colorado	1959
John L. Swigert Jr.	Colorado	1997
Roger Sherman	Connecticut	1872
Jonathan Trumbull	Connecticut	1872
John Middleton Clayton	Delaware	1934
Caesar Rodney	Delaware	1934
Mary McLeod Bethune	Florida	2022
John Gorrie	Florida	1914
Crawford W. Long	Georgia	1926
Alexander Hamilton Stephens	Georgia	1927
Father Damien	Hawaii	1969
Kamehameha I	Hawaii	1969
William Edgar Borah	Idaho	1947
George Laird Shoup	Idaho	1910
James Shields	Illinois	1893
Frances E. Willard	Illinois	1905
Oliver Hazard Perry Morton	Indiana	1900
Lewis Wallace	Indiana	1910
Dr. Norman E. Borlaug	Iowa	2014
Samuel Jordan Kirkwood	Iowa	1913
Amelia Earhart	Kansas	2022
Dwight D. Eisenhower	Kansas	2003
Henry Clay	Kentucky	1929
Ephraim McDowell	Kentucky	1929

STATUE	STATE	YEAR
Huey Pierce Long	Louisiana	1941
Edward Douglass White	Louisiana	1955
Hannibal Hamlin	Maine	1935
William King	Maine	1878
Charles Carroll	Maryland	1903
John Hanson	Maryland	1903
Samuel Adams	Massachusetts	1876
John Winthrop	Massachusetts	1876
Lewis Cass	Michigan	1889
Gerald R. Ford Jr.	Michigan	2011
Henry Mower Rice	Minnesota	1916
Maria L. Sanford	Minnesota	1958
Jefferson Davis	Mississippi	1931
James Zachariah George	Mississippi	1931
Francis Preston Blair	Missouri	1899
Harry S. Truman	Missouri	2022
Jeannette Rankin	Montana	1985
Charles Marion Russell	Montana	1959
Willa Cather	Nebraska	2023
Chief Standing Bear	Nebraska	2019
Patrick Anthony McCarran	Nevada	1960
Sarah Winnemucca	Nevada	2005
John Stark	New Hampshire	1894
Daniel Webster	New Hampshire	1894
Philip Kearny	New Jersey	1888
Richard Stockton	New Jersey	1888
Dennis Chavez	New Mexico	1966
Po'pay	New Mexico	2005
George Clinton	New York	1873
Robert R. Livingston	New York	1875
William Franklin "Billy" Graham Jr.	North Carolina	2024
Zebulon Baird Vance	North Carolina	1916
John Burke	North Dakota	1963
Sakakawea	North Dakota	2003

STATUE	STATE	YEAR
Thomas Edison	Ohio	2016
James A. Garfield	Ohio	1886
Will Rogers	Oklahoma	1939
Sequoyah	Oklahoma	1917
Jason Lee	Oregon	1953
John McLoughlin	Oregon	1953
Robert Fulton	Pennsylvania	1889
John Peter Gabriel Muhlenberg	Pennsylvania	1889
Nathanael Greene	Rhode Island	1870
Roger Williams	Rhode Island	1872
John Caldwell Calhoun	South Carolina	1910
Wade Hampton	South Carolina	1929
William Henry Harrison Beadle	South Dakota	1938
Joseph Ward	South Dakota	1963
Andrew Jackson	Tennessee	1928
John Sevier	Tennessee	1931
Stephen Austin	Texas	1905
Sam Houston	Texas	1905
Philo T. Farnsworth	Utah	1990
Brigham Young	Utah	1950
Ethan Allen	Vermont	1876
Jacob Collamer	Vermont	1881
Statue to be replaced	Virginia	TBD
George Washington	Virginia	1934
Mother Joseph	Washington	1980
Marcus Whitman	Washington	1953
John E. Kenna	West Virginia	1901
Francis Harrison Pierpont	West Virginia	1910
Robert M. La Follette	Wisconsin	1929
Jacques Marquette	Wisconsin	1896
Esther Hobart Morris	Wyoming	1960
Chief Washakie	Wyoming	2000

2.2. Landscape Features and Fixtures (including fixtures on the exterior of the U.S. Capitol)

LANDSCAPE FEATURES AND FIXTURES	AS OF 9/30/23	AS OF 9/30/24	CHANGE	GENERAL CONDITION
2.2.1 Urns	20	20	-	Good
2.2.2 Lighting Fixtures	Approx. 166	Approx. 166	-	Fair to Excellent
2.2.3 Basins With Fountains	2	2	-	Excellent
2.2.4 Bollards*	0	1	1	Good

*A bollard that was designed as a mock-up for the bollards displayed on the Capitol grounds was added to the inventory in FY 2024.

3. House Office Buildings

There are five major office buildings for the House of Representatives: the Cannon, Ford, Longworth, O'Neill and Rayburn House Office Buildings.

ARCHITECTURAL FINE ART	AS OF 9/30/23	AS OF 9/30/24	CHANGE	GENERAL CONDITION
3.1 Pediments (exterior)	1	1	-	Good
3.2 Sculpture	8	8	-	Fair
3.3 Plaster Models of Sculpture*	25	25	-	Good
3.4 Architectural Models on Display	1	1	-	Fair
3.5 Reliefs	1	1	-	Good
3.6 Murals	1	1	-	Good
3.7 Plaques	1	1	-	Good
3.8 Monuments/Statues	2	2	-	Good

*The plaster models for the "Apotheosis of Democracy" sculpture were conserved in FY 2024.

4. Senate Office Buildings

There are three major office buildings for the United States Senate that house Member offices and committee spaces: the Russell, Dirksen and Hart Senate Office Buildings.

ARCHITECTURAL FINE ART	AS OF 9/30/23	AS OF 9/30/24	CHANGE	GENERAL CONDITION
4.1 Pediments (exterior)	1	1	-	Fair
4.2 Sculpture	1	1	-	Poor
4.3 Plaster Models of Sculpture	6	6	-	Good
4.4 Architectural Models on Display	4	4	-	Excellent
4.5 Maquettes	1	1	-	Good
4.6 Reliefs	51	51	-	Good
4.7 Murals	1	1	-	Excellent

5. Library Buildings and Grounds

The Library of Congress' 1897 Thomas Jefferson Building contains large areas of decorative painting, relief plaster, woodwork, stonework and mosaic ceilings. Additional facilities include the John Adams Building, which is embellished with art deco-style decorative metal and relief stonework, and the modern James Madison Memorial Building.

5.1. Architectural Fine Art

ARCHITECTURAL FINE ART	AS OF 9/30/23	AS OF 9/30/24	CHANGE	GENERAL CONDITION
5.1.1 Statues	27	27	-	Good to Excellent
5.1.2 Sculptured Stair Railings	2	2	-	Good
5.1.3 Reliefs	73	73	-	Good
5.1.4 Bronze Doors (sets) (exterior)	17	17	-	Excellent
5.1.5 Stained Glass and Mosaics	17	17	-	Fair to Good
5.1.6 Rooms or Spaces With Fine Art Murals	32	32	-	Fair to Excellent
5.1.7 Sculptural Clock	1	1	-	Excellent
5.1.8 Sculpture	1	1	-	Fair

5.2. Outdoor Sculpture

OUTDOOR SCULPTURE	AS OF 9/30/23	AS OF 9/30/24	CHANGE	GENERAL CONDITION
5.2.1 Fountains With Sculpture*	3	3	-	Poor to Excellent

*Routine maintenance was performed on the Neptune Fountain in FY 2024.

6. Supreme Court Building and Grounds

The Supreme Court of the United States is richly adorned with decorative carvings in marble and wood, decorative metal and plaster work and decorative painting.¹⁰

ARCHITECTURAL FINE ART	AS OF 9/30/23	AS OF 9/30/24	CHANGE	GENERAL CONDITION
6.1 Pediments (exterior)	2	2	-	Excellent
6.2 Sculpture	2	2	-	Excellent
6.3 Reliefs	4	4	-	Good
6.4 Light Posts With Reliefs (exterior)	2	2	-	Poor to Fair
6.5 Bronze Doors (sets) (exterior)	1	1	-	Good

¹⁰ The collectible fine art within the Supreme Court of the United States does not fall under the AOC's jurisdiction and is cared for by the Curator of the Supreme Court of the United States.

7. U.S. Botanic Garden

The USBG maintains a collection of living plants used to fulfill the mission of the institution. The collection is categorized as follows:

- Plants of historical or current institutional significance (e.g., individuals or descendants from the U.S. Exploring Expedition of 1838–1842, commemorative gifts from foreign governments and descendants of plants of American historical significance)
- Plants appearing on approved permanent landscape planting plans for the Conservatory, outside gardens, Bartholdi Gardens and the Production Facility
- Plants listed for rotation into permanent exhibits in the Conservatory, outside gardens or Bartholdi Gardens
- Plants used in ongoing education programs
- Plants needed to support future exhibits or programs and whose quality or relative unavailability in the commercial trade justifies inclusion in the permanent collection
- Orchid species and selected orchid cultivars
- Listed rare and endangered species received under the Convention on International Trade in Endangered Species of Wild Fauna and Flora repository agreement, through interagency transfer or by other means
- Medicinal plants whose quality or relative unavailability in the commercial trade justifies inclusion in the permanent collection
- Plants used for accent and horticultural propagation stock, including those obtained for trial performance under local conditions

The USBG uses the plant collection for exhibition, study and exchange with other institutions. Noteworthy plants include economically significant plants, medicinal plants, orchids, cacti, succulents, aroids, cycads and plants from Mediterranean regions. The USBG’s gardens and living collections are important resources for the study of threatened plants and their conservation. The USBG maintains extensive database records of the plant collections, which track the location, condition and provenance of each plant. This information is available to the public on the USBG website. The collection is continually reviewed for accuracy in identification.

7.1 Outdoor Sculpture

OUTDOOR SCULPTURE	AS OF 9/30/23	AS OF 9/30/24	CHANGE	GENERAL CONDITION
7.1 Fountains with Sculpture	1	1	-	Good

7.2 Living Botanical Assets

The table identifies the USBG’s inventory of living botanical assets. Plant inventories for FY 2024 and the prior five years are provided to facilitate comparison.

ALL PLANTS (INCLUDING ORCHID COLLECTION)

FY	ACCESSIONS*	NAMES (TAXA)**	INDIVIDUALS***	DEACCESSIONS****
2019	9,651	6,282	43,523	1,531
2020	9,925	6,231	57,576	386
2021	9,612	6,035	42,045	737
2022	9,310	6,031	42,857	846
2023	9,116	5,959	42,801	1,510
2024	9,248	6,049	46,649	790

* Current number of accessions assigned to living plants. An individual accession number might include multiple lots (divisions) that might include multiple individual plants.

** Number of names for living plants in the USBG database. This includes species names, cultivars and varieties, and is restricted to only the names for plants that are living at the USBG. In many cases, the USBG has numerous accessions (from different times and sources) of the same named plant.

*** This number captures individual plant counts and is, thus, higher than the number of accessions due to accessions that have multiple individuals (note: this number has a high degree of inaccuracy).

**** Number of deaccessions during the fiscal year. This is due to plants dying or being composted/discarded due to disease or a change in institutional need.

7.2.1 Orchid Collection

The orchid collection is the largest component of the USBG’s plant inventory.

Orchid Collection

FY	ACCESSIONS	NAMES (TAXA)	INDIVIDUALS	DEACCESSIONS
2019	2,259	1,287	3,464	983
2020	2,368	1,336	4,830	-
2021	2,474	1,366	3,604	36
2022	2,568	1,484	3,245	239
2023	2,292	1,305	2,807	571
2024	2,156	1,263	2,696	101



CAPITOL HIGHLIGHTS

The U.S. Botanic Garden — From Historic Collections to Productive Partnerships

Established by Congress in 1820, the USBG is the oldest continuously operating public garden in the United States. The USBG cultivates a diverse collection of rare and historic plants, currently housing more than 9,500 accessions and totaling over 42,000 individual plants. The collection includes medicinal and economic plants, orchids, carnivorous plants, cacti and other succulents, aroids, plants native to North America, Mediterranean plants and roses. Among its treasures are historic specimens collected during the U.S. Exploring Expedition of 1838–1842, which circumnavigated the globe.

The USBG's plant collection is central to its mission of inspiring appreciation, study and conservation of plants on both a local and global scale. The USBG fulfills this mission by cultivating a diverse and well-ordered collection of plants, presenting engaging displays, exhibits and educational programs, promoting sustainability and plant conservation, and fostering the exchange of ideas and expertise with national and international partners.

Each year, the USBG welcomes more than one million visitors and offers educational programming about the essential role plants play in human health and ecosystems. A key element of its outreach is USBG's partnerships program, which drives

collaborations with public gardens, government agencies and nonprofit organizations. Through these partnerships, the USBG advances shared goals in plant science, conservation, horticulture and urban agriculture. Notable collaborations include efforts in food plant conservation, the preservation of U.S. native orchids, urban agriculture training for veterans and the development of greenhouse toolkits for schools. These initiatives have resulted in significant contributions, such as scientific publications, conservation assessments, educational resources and models of sustainable practices. The reach of these partnerships extends both nationally and internationally, connecting people with plants and promoting a deeper understanding of the need to protect and conserve plant life across the globe.

The AOC oversees the maintenance, operations and improvements of the USBG facilities, to include ensuring effective management of the infrastructure and environmental controls within the USBG Production Facility. Spanning 85,000 square feet, this facility features 34 greenhouse bays and 17 environmental zones. While not on display at the Conservatory, USBG collection and display plants are housed in this facility. The AOC's stewardship ensures that the collection is maintained under optimal conditions and protected for future generations to enjoy, study and learn from, allowing the USBG to continue inspiring visitors and advancing knowledge in the botanical field for years to come.

8. Architectural and Engineering Artifacts

The AOC maintains an inventory of small architectural and engineering artifacts and models used for research or exhibition. Additionally, the agency manages an inventory of large artifacts, such as pieces of stone removed from buildings or plaster models, for potential reuse or repair. This includes over 150 tons of sculpture and stone salvaged from the East Front of the U.S. Capitol during its 1958 extension. The Curator tracks these artifacts and maintains detailed lists of the objects in storage. Due to the nature of the storage—where some crates hold multiple pieces, and some items are disassembled across multiple crates—providing an exact count is challenging.

9. Historical Records and Reference Materials

The Records Management and Archives Branch (RMAB) manages the historical materials that comprise the AOC archival collection and creates records schedules based on archival appraisal and records surveys. The RMAB maintains the architectural and engineering drawings, textual records and electronic records in accordance with archival principles to facilitate ongoing preservation, access, reference and research. Traditional architectural and engineering drawings and manuscripts require special archival storage and handling because of their physical attributes. The RMAB maintains stable temperature and humidity conditions, controls access and provides security for the records. Microfilmed backups of many drawings are stored off-site for protection. Digital scans of drawings are also important backups for the original drawings.

9.1. Accessioned Materials

Accessioned materials represent the permanent records that have been accepted into the archival collection. Once accessioned, these materials receive archival holdings maintenance and archival description. Holdings maintenance enables ongoing preservation and includes rehousing in acid-free folders and storage boxes and digitizing into archival electronic formats. Archival description facilitates reference and research and includes updating finding aids, enhancing cross-references and cataloging in the archival databases.

9.1.1. Architectural and Engineering Drawings

Beginning with plans for the construction of the U.S. Capitol in the early 1800s, and with primary holdings from the 1850s on, the architectural and engineering drawings in the archival collection document a wide range of subjects in various formats (e.g., pencil renderings, finely detailed ink and watercolor working drawings, polished presentation pieces, blueprints and modern computer-aided design drawings). These drawings are

vital for current construction and maintenance projects, as well as for historic research. The files on previous projects aid in the planning and development of new projects.

The AOC archives contain more than 194,000 architectural and engineering drawings with new materials added each year. The AOC has digitized approximately 60 percent of these drawings and indexed them in a web-based database to facilitate search and retrieval. The archival staff performs maintenance and basic preservation on the drawings, with specialized work on fragile and historic drawings performed by contracted conservation experts.

9.1.2. Specifications and Other Textual Records

The AOC archives maintain administrative and project records that document the AOC's history, as well as the construction history of the buildings on the Capitol campus. These holdings date from the U.S. Capitol extension project in the 1850s and continue through the present. Of special value are the letters from artists and architects dating to the 1850s.

9.1.3. Electronic Archival Records

Electronic records are generated throughout the agency. The records schedules apply to both paper and electronic records. The RMAB continues to promote the transfer of permanent electronic records to the archival collection where they may be preserved as heritage assets.

9.2. Preaccessioned Materials

Preaccessioned materials account for all incoming materials that are transferred to the RMAB for the year and are categorized as Architectural and Engineering Drawings, Specifications and Other Textual Records or Electronic Archival Records. This is an important initial quality control step where the materials are screened before the RMAB formally registers the transfer as part of the archival collection. The screening process identifies temporary, duplicative or otherwise nonrecorded materials that are not appropriate for accessioning into the archival collection. The process also identifies issues that may require resolution before the transfer, such as incomplete transfer documentation, unarranged or partial materials and archival preservation issues.

9.3. Small Architectural Models

The AOC preserves a small number of display models as part of the architectural record for study and possible future exhibit purposes.

9.4. Still Image Assets

The Photography and Technical Imaging Branch (PTIB) produces still image assets relating to architectural design, construction, renovation, maintenance and restoration of the historic buildings and grounds under the AOC's care. The PTIB also documents major ceremonial events, works of art and conservation projects and produces graphic slides, displays and videos for AOC and congressional use. Still image assets also support the safety, security, training and communications offices of the AOC. The still image assets accounted for in this annual report are permanent historical records for the organization.

The AOC has an archive of more than 400,000 photographic still and motion images dating to the 1850s. The collection includes approximately 4,000 glass plates, in addition to hundreds of thousands of images in negative, print and digital format. Each

unique image has a control number (one image may exist in multiple formats). The AOC stores most of the glass and film negatives off-site for long-term preservation. Digital files are systematically backed up and copied.

9.5. Video Assets

Video assets document architectural design, construction, renovation, maintenance and restoration of the historic buildings and grounds under the AOC's care. The assets also document major ceremonial events, works of art and conservation projects, and produces graphic slides, displays and still images for AOC and congressional use. These assets also support the safety, security, training and communications offices. The video assets accounted for in this annual report are permanent historical records for the organization. They are final edited productions combining video, audio, graphical and multimedia elements.



The U.S. Capitol Rotunda hosts the lying-in-honor ceremony for Col. Ralph Puckett Jr., honoring his extraordinary service.

9.6, 9.7 and 9.8 Reference Files, Library Materials and Conservation Reports

One of the largest curatorial functions the AOC performs is maintaining the inventory and files for art and historical objects. The Curator maintains a file on each work of art, artist and room in the U.S. Capitol, as well as files on the buildings and architectural subjects. The Curator also keeps records on major ceremonies, such as joint sessions of Congress and inaugurations. The AOC uses these files to answer questions from AOC staff and contractors, the public, and Members of Congress and their staffs, and to provide information for fact sheets and publications. The U.S. Capitol Historical Society Fellowship, managed by the Curator, continually adds to the knowledge of the art and architecture of the U.S. Capitol.

RECORDS AND REFERENCE	AS OF 9/30/23		AS OF 9/30/24		CHANGE		GENERAL CONDITION	
	TRADITIONAL	ELECTRONIC	TRADITIONAL	ELECTRONIC	TRADITIONAL	ELECTRONIC	TRADITIONAL	ELECTRONIC
9.1 Accessioned Materials								
9.1.1 Architectural and Engineering Drawings	Approx. 194,172	-	Approx. 194,172	-	-	-	Fair to Excellent	N/A
9.1.2 Specifications and Other Textual Records (linear feet)	Approx. 9,207.25	-	Approx. 9,207.25	-	-	-	Fair to Excellent	N/A
9.1.3 Electronic Archival Records (megabytes [MB])	-	19,662.2	-	20,721.7	-	1,059.5	N/A	N/A
9.2 Preaccessioned Materials								
9.2.1 Architectural and Engineering Drawings	Rolls, small: 18 Rolls, medium: 11 Rolls, large: 2	-	Rolls, small: 15 Rolls, medium: 19 Rolls, large: 16; Bin: 1	-	Rolls, small 27; Rolls, medium: 8; Rolls, large: 14; Bin: 1	-	N/A	N/A
9.2.2 Specifications and Other Textual Records	Boxes, small: - Boxes, medium: 82 Boxes, large: 1	-	Boxes, small: 1 Boxes, medium: 45 Boxes, large: 0	-	Boxes, small: 1; Boxes, medium: (37); Boxes, large: (1)	-	N/A	N/A
9.2.3 Electronic Records (MB)	-	933.86	-	183,722.58	-	182,788.72	N/A	N/A
9.3 Small Architectural Models	18	-	18	-	-	-	Fair	N/A
9.4 Still Image Assets	391,882	-	411,813	-	19,931	-	Good to Excellent	N/A
9.5 Video Assets	86	-	106	-	20	-	N/A	-
9.6 Reference Files (drawers)	108	-	108	-	-	-	Good	N/A
9.7 Library Materials (volumes)	1,249	-	1,251	-	2	-	Good	N/A
9.8 Conservation Reports (notebooks)	488	-	499	-	11	-	Good	N/A



Autumn colors light up the East Plaza at sunrise on the U.S. Capitol Grounds.

Summary of Heritage Assets

This consolidating schedule reports the heritage assets by jurisdiction and AOC-wide.

CATEGORY	AS OF SEPTEMBER 30, 2024									AS OF SEPTEMBER 30, 2023								
	AOC JURISDICTION									AOC JURISDICTION								
	Capital Construction and Operations	Capitol Building	Capitol Grounds and Arboretum	House Office Buildings	Library Buildings and Grounds	Senate Office Buildings	Supreme Court Building and Grounds	U.S. Botanic Garden	Total	Capital Construction and Operations	Capitol Building	Capitol Grounds and Arboretum	House Office Buildings	Library Buildings and Grounds	Senate Office Buildings	Supreme Court Building and Grounds	U.S. Botanic Garden	Total
Memorial Trees	—	—	158	—	—	—	—	—	158	—	—	153	—	—	—	—	—	153
Artwork																		
Fine Art																		
Interior Sculpture																		
National Statuary Hall Statues	—	99	—	—	—	—	—	—	99	—	99	—	—	—	—	—	—	99
Other Statues	—	10	—	—	—	—	—	—	10	—	10	—	—	—	—	—	—	10
Possibly Joint Statues	—	3	—	—	—	—	—	—	3	—	3	—	—	—	—	—	—	3
Busts	—	15	—	1	—	—	—	—	16	—	15	—	1	—	—	—	—	16
Possibly Joint Busts	—	21	—	—	—	—	—	—	21	—	21	—	—	—	—	—	—	21
Other (Maquettes, etc.)	—	30	—	56	—	—	—	—	86	—	30	—	56	—	—	—	—	86
Subtotal	—	178	—	57	—	—	—	—	235	—	178	—	57	—	—	—	—	235
Framed Oil Paintings																		
Portraits	—	22	—	—	—	—	—	—	22	—	19	—	—	—	—	—	—	19
Possibly Joint Portraits	—	26	—	—	—	—	—	—	26	—	26	—	—	—	—	—	—	26
Paintings Other Than Portraits	—	12	—	—	—	—	—	—	12	—	12	—	—	—	—	—	—	12
Possibly Joint Paintings	—	23	—	—	—	—	—	—	23	—	23	—	—	—	—	—	—	23
Subtotal	—	83	—	—	—	—	—	—	83	—	80	—	—	—	—	—	—	80
Works of Art on Paper																		
Watercolors	—	6	—	—	—	—	—	—	6	—	6	—	—	—	—	—	—	6
Prints and Drawings	—	72	—	—	—	—	—	—	72	—	72	—	—	—	—	—	—	72
Sketches for Murals	—	232	—	—	—	—	—	—	232	—	232	—	—	—	—	—	—	232
Subtotal	—	310	—	—	—	—	—	—	310	—	310	—	—	—	—	—	—	310
Subtotal: Fine Art	—	571	—	57	—	—	—	—	628	—	568	—	57	—	—	—	—	625
Decorative Art																		
Gilded Mirror Frames	—	91	—	—	—	—	—	—	91	—	91	—	—	—	—	—	—	91
Historic Furniture	—	41	—	—	—	—	—	—	41	—	39	—	—	—	—	—	—	39
Antique Clocks	—	10	—	—	—	—	—	—	10	—	10	—	—	—	—	—	—	10
Textiles	—	2	—	—	—	—	—	—	2	—	2	—	—	—	—	—	—	2
Subtotal	—	144	—	—	—	—	—	—	144	—	142	—	—	—	—	—	—	142
Architectural Fine Art																		
Pediments (Exterior)	—	3	—	1	—	1	2	—	7	—	3	—	1	—	1	2	—	7
Statues/Sculpture	—	6	—	8	27	1	2	—	44	—	6	—	8	27	1	2	—	44
Plaster Models of Sculpture	—	3	—	25	—	6	—	—	34	—	3	—	25	—	6	—	—	34
Sculptured Stair Railings	—	4	—	—	2	—	—	—	6	—	4	—	—	2	—	—	—	6
Architectural Models on Display	—	—	—	1	—	4	—	—	5	—	—	—	1	—	4	—	—	5
Reliefs	—	40	—	1	73	51	4	—	169	—	39	—	1	73	51	4	—	168
Light Posts With Reliefs (Exterior)	—	—	—	—	—	—	2	—	2	—	—	—	—	—	—	2	—	2
Bronze Doors (Sets)	—	4	—	—	17	—	1	—	22	—	4	—	—	17	—	1	—	22
Plaques	—	38	—	1	—	—	—	—	39	—	31	—	1	—	—	—	—	32
Monuments/Statues	—	—	—	2	—	—	—	—	2	—	—	—	2	—	—	—	—	2
Stained Glass/Mosaics	—	16	—	—	17	—	—	—	33	—	16	—	—	17	—	—	—	33
Rotunda Paintings	—	8	—	—	—	—	—	—	8	—	8	—	—	—	—	—	—	8
Rooms or Spaces With Fine Art Murals	—	84	—	1	32	1	—	—	118	—	84	—	1	32	1	—	—	118
Maquettes	—	—	—	—	—	1	—	—	1	—	—	—	—	—	1	—	—	1
Sculptural Clock	—	—	—	—	1	—	—	—	1	—	—	—	—	1	—	—	—	1
Exterior Sculpture	—	—	—	—	1	—	—	—	1	—	—	—	—	1	—	—	—	1
Subtotal	—	206	—	40	170	65	11	—	492	—	198	—	40	170	65	11	—	484

CATEGORY	AS OF SEPTEMBER 30, 2024									AS OF SEPTEMBER 30, 2023								
	AOC JURISDICTION								Total	AOC JURISDICTION								Total
	Capital Construction and Operations	Capitol Building	Capitol Grounds and Arboretum	House Office Buildings	Library Buildings and Grounds	Senate Office Buildings	Supreme Court Building and Grounds	U.S. Botanic Garden		Capital Construction and Operations	Capitol Building	Capitol Grounds and Arboretum	House Office Buildings	Library Buildings and Grounds	Senate Office Buildings	Supreme Court Building and Grounds	U.S. Botanic Garden	
Architectural Decorative Art																		
Mantels	—	167	—	—	—	—	—	—	167	—	167	—	—	—	—	—	—	167
Chandeliers	—	285	—	—	—	—	—	—	285	—	285	—	—	—	—	—	—	285
Pendant Lights	—	155	—	—	—	—	—	—	155	—	155	—	—	—	—	—	—	155
Sconces	—	100	—	—	—	—	—	—	100	—	100	—	—	—	—	—	—	100
Rooms/Spaces With Decorative Murals	—	48	—	—	—	—	—	—	48	—	48	—	—	—	—	—	—	48
Subtotal	—	755	—	—	—	—	—	—	755	—	755	—	—	—	—	—	—	755
TOTAL	—	1,676	—	97	170	65	11	—	2,019	—	1,663	—	97	170	65	11	—	2,006
Architectural Features																		
Outdoor Sculptures																		
Monuments/Statues	—	—	4	—	—	—	—	—	4	—	—	4	—	—	—	—	—	4
Fountains With Sculpture	—	—	1	—	3	—	—	1	5	—	—	1	—	3	—	—	1	5
Plaques	—	—	5	—	—	—	—	—	5	—	—	5	—	—	—	—	—	5
Subtotal	—	—	10	—	3	—	—	1	14	—	—	10	—	3	—	—	1	14
Landscape Features and Fixtures																		
Urns	—	—	20	—	—	—	—	—	20	—	—	20	—	—	—	—	—	20
Lighting Fixtures	—	—	166	—	—	—	—	—	166	—	—	166	—	—	—	—	—	166
Basins	—	—	2	—	—	—	—	—	2	—	—	2	—	—	—	—	—	2
Bollards	—	1	—	—	—	—	—	—	1	—	—	—	—	—	—	—	—	—
Subtotal	—	1	188	—	—	—	—	—	189	—	—	188	—	—	—	—	—	188
TOTAL	—	1	198	—	3	—	—	1	203	—	—	198	—	3	—	—	1	202
Reference and Library Materials																		
Art and Reference Files (Drawers)	108	—	—	—	—	—	—	—	108	108	—	—	—	—	—	—	—	108
Art and Reference Library (Volumes)	1,251	—	—	—	—	—	—	—	1,251	1,249	—	—	—	—	—	—	—	1,249
TOTAL	1,359	—	—	—	—	—	—	—	1,359	1,357	—	—	—	—	—	—	—	1,357
Archival Records																		
Architectural and Engineering Drawings	194,172	—	—	—	—	—	—	—	194,172	194,172	—	—	—	—	—	—	—	194,172
Specifications and Other Textual Records (Linear Feet)	9,207.25	—	—	—	—	—	—	—	9,207.25	9,207.25	—	—	—	—	—	—	—	9,207.25
Small Architectural Models	18	—	—	—	—	—	—	—	18	18	—	—	—	—	—	—	—	18
Conservation Reports	499	—	—	—	—	—	—	—	499	488	—	—	—	—	—	—	—	488
Video Assets	106	—	—	—	—	—	—	—	106	86	—	—	—	—	—	—	—	86
Still Image Assets	411,813	—	—	—	—	—	—	—	411,813	391,882	—	—	—	—	—	—	—	391,882
TOTAL	615,815	—	—	—	—	—	—	—	615,815	595,853	—	—	—	—	—	—	—	595,853
Electronic Archival Records (MB)																		
Materials (Accessioned)	20,721.70	—	—	—	—	—	—	—	20,721.70	19,662.20	—	—	—	—	—	—	—	19,662.20
TOTAL	20,721.70	—	—	—	—	—	—	—	20,721.70	19,662.20	—	—	—	—	—	—	—	19,662.20
Living Botanical Assets (Taxa)																		
Assets (Taxa)	—	—	—	—	—	—	—	6,049	6,049	—	—	—	—	—	—	—	—	5,959

Note: The table does not display preaccessioned materials. These materials have been transferred to the RMAB but have yet to be screened and registered as part of the AOC's archival collection.

section

Four

OTHER INFORMATION

Overview

The Other Information section presents required financial, operational, stewardship and performance information that supplements the prior sections of this report. The section provides a summary of the financial statements audit and management assurances, including tables of audit results, material weaknesses in internal controls and financial system nonconformances. The information is a summary of the independent auditor's financial statements audit, management's evaluation of internal controls using the *Federal Managers' Financial Integrity Act of 1982* (FMFIA) and guidance from OMB Circular A-123.

Additional information comes from management's evaluation of financial systems' conformance with financial system requirements, referencing FMFIA and the *Federal Financial Management Improvement Act of 1996* (FFMIA).

The section also includes the OIG's summary of management opportunities and performance challenges. Additional subsections address payment integrity and real property capital planning. The section concludes with three mandatory congressional reports on the energy savings and sustainability, small business and human capital management programs.

Summary of Financial Statements Audit and Management Assurances

TABLE 14. Summary of Financial Statements Audit

AUDIT OPINION TYPE	Unmodified				
RESTATEMENT (YES/NO)	No				
MATERIAL WEAKNESSES	BEGINNING BALANCE	NEW	RESOLVED	CONSOLIDATED/ REASSESSED	ENDING BALANCE
	0	0	0	0	0
Total Material Weaknesses	0	0	0	0	0

TABLE 15: Summary of Management Assurances

EFFECTIVENESS OF INTERNAL CONTROL OVER FINANCIAL REPORTING (FMFIA, PARA. 2)					
STATEMENT OF ASSURANCE	Unmodified				
MATERIAL WEAKNESSES	BEGINNING BALANCE	NEW	RESOLVED	CONSOLIDATED/ REASSESSED	ENDING BALANCE
	0	0	0	0	0
Total Material Weaknesses	0	0	0	0	0

EFFECTIVENESS OF INTERNAL CONTROL OVER OPERATIONS (FMFIA, PARA. 2)					
STATEMENT OF ASSURANCE	Unmodified				
MATERIAL WEAKNESSES	BEGINNING BALANCE	NEW	RESOLVED	CONSOLIDATED/ REASSESSED	ENDING BALANCE
	0	0	0	0	0
Total Material Weaknesses	0	0	0	0	0

COMPLIANCE WITH FEDERAL FINANCIAL MANAGEMENT SYSTEM REQUIREMENTS (FMFIA, PARA. 4)					
STATEMENT OF ASSURANCE	Federal systems comply to financial system management requirements				
NONCONFORMANCES	BEGINNING BALANCE	NEW	RESOLVED	CONSOLIDATED/ REASSESSED	ENDING BALANCE
	0	0	0	0	0
Total Nonconformances	0	0	0	0	0

COMPLIANCE WITH FEDERAL FINANCIAL MANAGEMENT IMPROVEMENT ACT of 1996 (FFMIA)		
	AGENCY	AUDITOR
System Requirements	No lack of compliance noted	No lack of compliance noted
Accounting Standards	No lack of compliance noted	No lack of compliance noted
USSGL at Transaction Level	No lack of compliance noted	No lack of compliance noted

The Inspector General's Statement of Management Opportunities and Performance Challenges



Office of Inspector General
Fairchild Bldg.
499 S. Capitol St., SW, Suite 518
Washington, D.C. 20515
202.593.1948
www.aoc.gov

United States Government
MEMORANDUM

DATE: October 1, 2024

TO: Thomas E. Austin, PE, CCM, PMP
Architect of the Capitol

FROM: Christopher P. Failla, CIG, CFE
Inspector General 

SUBJECT: Statement of Management Opportunities and Performance Challenges

I am pleased to present the Statement of Management Opportunities and Performance Challenges (Statement) for the Fiscal Year ending September 30, 2024. This Statement, prepared pursuant to your request, identifies and assesses the most serious challenges facing the Architect of the Capitol (AOC) from the Office of Inspector General's perspective, and the AOC's progress in addressing challenges from prior year Statements.

We look forward to working with you and our colleagues on the entire AOC team in the coming year to help AOC achieve its strategic vision to build a culture of accountability and responsibility and to improve efficiency and effectiveness throughout the AOC. Collectively, we can work to prevent and eliminate fraud, waste and abuse.

If you have any questions, please contact me at 202.329.6408 or christopher.failla@aoc.gov.

Distribution List:

Hajira Shariff, AOC OIG Liaison
Curtis McNeil, Risk Management Officer

The Inspector General's Statement of Management Opportunities and Performance Challenges *(continued)*



Architect of the Capitol
Office of Inspector General

STATEMENT OF **Management Opportunities** AND **Performance Challenges** FISCAL YEAR 2024



The Inspector General's Statement of Management Opportunities and Performance Challenges *(continued)*

MISSION

The OIG promotes efficiency and effectiveness to deter and prevent fraud, waste and mismanagement in AOC operations and programs. Through value-added, transparent and independent audits, evaluations and investigations, we strive to positively affect the AOC and benefit the taxpayer while keeping the AOC and Congress fully informed.

VISION

The OIG is a high-performing team, promoting positive change and striving for continuous improvement in AOC management and operations. We foster an environment that inspires AOC workforce trust and confidence in our work.



REPORT FRAUD, WASTE AND ABUSE



Confidential Toll-Free Hotline: 877.489.8583



OIG Website & Hotline Report: <https://aocoig.oversight.gov/>



X: [@aocoig](https://twitter.com/aocoig)



Email: hotline@aac-oig.org



Visit: Fairchild Building, Suite 518, 499 South Capitol Street, SW, Washington, DC 20515

The Inspector General’s Statement of Management Opportunities and Performance Challenges *(continued)*

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The Inspector General's Statement of Management Opportunities and Performance Challenges (*continued*)



INTRODUCTION

The Office of Inspector General (OIG) submits this Statement of Management Opportunities and Performance Challenges (Statement) in support of the Architect of the Capitol's (AOC's) Performance and Accountability Report (PAR) for fiscal year (FY) 2024 under best practice guidance identified in the Reports Consolidation Act of 2000¹ and Office of Management and Budget Circular A-136.² This Statement includes the most significant management opportunities and performance challenges facing the AOC as determined by the OIG based on trend analyses and observations as well as information uncovered during the performance of our oversight responsibilities.

DEVELOPMENTS IMPACTING THE AOC IN FY 2024

This FY, the AOC continued to navigate transformative changes among its senior leadership that impacted succession planning and strategic communications with AOC staff. These leadership challenges have had an impact on OIG reporting, often limiting insight into instances of fraud, waste, abuse and mismanagement within AOC programs and operations.

The OIG recognizes the AOC's accomplishments in performing its core mission amid these challenges and highlights the management opportunities and performance challenges noted in this Statement to support effectiveness and efficiency and detect and deter fraud, waste and abuse within AOC programs and operations.

¹ Public Law 106-531. Reports Consolidation Act of 2000. <https://www.congress.gov/106/plaws/publ531/PLAW-106publ531.pdf>.

² Office of Management and Budget. Circular A-136, *Financial Reporting Requirements*. <https://www.whitehouse.gov/wp-content/uploads/2023/05/A-136-for-FY-2023.pdf>.

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MANAGEMENT OPPORTUNITIES AND PERFORMANCE CHALLENGES

The challenges in the following list, in no particular order, illustrate the most significant areas and themes the OIG believes need improvement for the AOC to effectively manage its resources and minimize the potential for fraud, waste, abuse and mismanagement within AOC programs and operations:

1. Human Capital Management
2. Accessibility, Auditability and Records Retention
3. Waste and Accountability
4. Balancing Safety, Security and Preservation
5. Cyber Security
6. Whistleblower Protections
7. Operational Strategy and Leadership Challenges

Addressing the issues related to these challenge areas will enable the AOC to increase operational efficiencies and improve mission effectiveness. These challenges are marked as new or renewed for the FY.

Key OIG resources are included for each challenge and indicate work the OIG has either performed, overseen via an independent public accounting firm (IPA) or referenced as an example of the challenge(s) noted. When applicable, these resources are hyperlinked to their corresponding full report on [Oversight.gov](https://www.oversight.gov).



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1. Human Capital Management

Status: Renewed

Human Capital Management represents a broad category of personnel-related activities that encompasses workforce planning (e.g., hiring, retention, training), employee benefits and services, payroll, and employee and labor relations. Refer to the [Human Capital Management](#) section in the appendix for relevant reports.

Key Areas of Concern

Key areas of concern related to human capital management include recruitment and retention, equitable hiring practices and repeated employee misconduct.

For more than two decades, the Government Accountability Office (GAO) has identified strategic human capital management as a governmentwide high-risk area.³ According to the *AOC FY 2023 Performance and Accountability Report*,⁴ recruitment and retention now represents the highest rated enterprise-level risk demanding leadership attention. Further compounding the recruitment issue is the AOC's need to attract a diverse, specialized trade workforce in a highly competitive labor market. The agency faces competition from the private sector as well as other government entities as they all seek to attract the most qualified candidates from a steadily shrinking pool.

Recruiting and Retaining a Highly Skilled Workforce

Recruitment and retention of diverse and highly skilled staff continues to challenge agency operations. Part of the difficulty filling vacancies stems from a lack of sufficient resources and personnel to support recruitment and meet current

human resource (HR) demands. Often underestimated and at times overlooked, the HR functions play a critical role in helping agencies achieve their goals. If resource issues continue, the agency may want to consider modifying the current service delivery model by contracting out certain tasks or finding ways to better leverage data and technology. Additional challenges include the current wage/grade system and recent changes to telework policies that continue to constrain employee recruitment and retention efforts.

While competitive salaries are essential, other factors are equally if not more important for retaining talent. Opportunities for career growth, a positive organizational culture and work-life balance are crucial for keeping employees engaged in their roles. The recently modified AOC Return to Office policy operates counter to current industry trends, has resulted in increased concerns among staff and has created difficulty in attracting and retaining new personnel. As a result, potential candidates and seasoned AOC professionals alike may be enticed by more attractive private sector offerings.

To remain competitive, the AOC must better position itself to be a leading employer by evolving its operations to meet new

³ GAO. 2023. *High Risk Series: Efforts Made to Achieve Progress Need to Be Maintained and Expanded to Fully Address All Areas*, GAO-23-106203. <https://files.gao.gov/reports/GAO-23-106203/index.html>.

⁴ AOC. 2023. *Fiscal Year 2023 Performance and Accountability Report*. <https://www.aoc.gov/sites/default/files/2023-12/aoc-performance-and-accountability-report-fy-2023-508.pdf>.

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workforce requirements. The AOC must continuously assess current trends to better anticipate talent needs; utilize available flexibilities to address critical hiring needs; and deploy innovative strategies to reach its goal of attracting, developing and retaining a highly skilled, motivated and diverse workforce.

Equitable Hiring Practices

In addition to the ongoing workforce development and retention challenges, concerns have been raised regarding hiring practices. The OIG continues to receive complaints regarding inequity and the hiring of unqualified individuals for positions throughout AOC jurisdictions. Not every complaint warranted a full investigation by the OIG — some were referred to the AOC for further review while others were incorporated into a Management Advisory; however, the OIG has received a significant number of incoming reports that raise concerns of fairness, nepotism and the qualifications of candidates into both supervisory and nonsupervisory positions. The AOC is encouraged to review policies, practices and procedures to identify and address potential biases or exclusionary practices that may prevent certain groups from being hired or promoted.

Employee Misconduct and Inconsistencies in Accountability Practices

Workplace compliance is necessary to ensure the safety of employees, achieve the AOC's strategic and operational goals and maintain a productive workforce. The OIG continues to observe inconsistent applications of and noncompliance with AOC policies and orders across many

jurisdictions and offices. The OIG pointed out in the May 2024 *Semiannual Report to Congress*⁵ that increased employee misconduct and noncompliance may be an indication that employees are confused or unaware of their responsibility and obligation to adhere to AOC policies and orders.

The OIG has noted in prior Management Opportunities and Performance Challenges that numerous inconsistencies exist within and across offices and jurisdictions regarding the application of administrative action following findings of employee misconduct. Disciplinary action for the same violation varies even within the same jurisdiction.

As the OIG continues to receive reports of misconduct and noncompliance despite increased employee education, there is a concern that AOC's workplace reputation and culture will begin to negatively impact employee recruitment and retention efforts for the organization. Agency culture is often a reflection of the "tone at the top," and as the AOC devises their strategy for managing cultural and reputation risk, the OIG would like to remind the agency of the value added through decisive, ethical leadership that holds not only line-level employees accountable but senior leadership employees, too.

Agency Progress

The AOC established a plan to address recruitment, hiring, development, advancement and retention. Initiatives and accomplishments currently underway include a review of hiring practices and related policies to eliminate

⁵ AOC OIG. 2024. *Semiannual Report to Congress: October 1, 2023–March 31, 2024*. <https://www.oversight.gov/sites/default/files/oig-reports/AOC/SAR-24-1.pdf>.

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discrepancies and ensure consistent application. The agency has also indicated that an updated disciplinary policy that adheres to best practices, enhances efficiency in handling disciplinary cases and maintains fairness is underway.

The AOC has also made significant progress in enhancing its goals of providing a work environment free of discrimination and harassment. Specifically, the AOC has developed and updated policies and procedures to ensure reported instances are properly documented and investigated and that status updates are clearly and consistently communicated. The agency has further reaffirmed its commitment to a harassment-free workplace by strengthening the mandated training on harassment and retaliation and updating Capitol Visitor Center guidelines to protect visitors and external parties.



The Inspector General's Statement of Management Opportunities and Performance Challenges *(continued)*

2. Accessibility, Auditability and Records Retention

Status: Renewed

Accessibility, Auditability and Records Retention refers to the execution of standardized procedures for recording all transactions, communications and significant events in a manner that allows documentation to be readily available for examination. Refer to the [Accessibility, Auditability and Records Retention](#) section in the appendix for relevant reports.

Key Areas of Concern

Key areas of concern related to accessibility, auditability and records retention include nonstandardized documentation practices and data quality.

While the OIG has observed some improvements, the AOC continues to experience challenges executing standardized procedures for recording all transactions, communications and significant events in a manner that allows documentation to be readily available for examination. Over the past year, many OIG requests for documentation have continued to take the AOC a sizeable amount of time to gather and provide. Often, requested documentation is either delayed, incomplete or simply not provided. The delays and/or lack of completeness in requested documentation have resulted in extended OIG examination timelines and sometimes rework. Such behavior does not serve the public interest — it impairs the OIG's ability to effectively discharge its responsibilities and increases the agencies' risk profile.

A newly highlighted element of this challenge is data integrity, availability and the agency's capability to support data-driven decision making. Completed data requests often reflect the use of fragmented information systems and manual tracking methods. Reports are typically filled with inconsistencies and duplicative information.

Nonstandardized Documentation Practices

The AOC's procedures on documentation do not promote a fully standardized process; the documentation maintained varies between jurisdictions or offices. Documentation should be appropriately detailed and organized and contain sufficient information to support transactions, events and management decisions. All transactions and events should be promptly recorded and documented to maintain relevance and value to AOC management and third-party stakeholders. Documentation should apply to the entire process or life cycle of a transaction or event from its initiation and authorization to its final status in summary records. Properly managed and maintained documentation with identified responsibilities and points of contact would better support management decisions and allow for improved management reviews and auditability that in turn supports the level of assurance required for key decision points.

Issues with nonstandardized documentation practices is no more apparent than in the acquisition process for construction projects. The AOC has not developed formal policies or procedures nor has it maintained documentation that supports the evaluation or rationale used to determine

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whether to engage internal resources like jurisdiction trade employees (e.g., painters, electricians) or the Office of the Chief Engineer's Construction Division (CD) or hire external contractors. CD is the AOC's in-house workforce for construction projects. This division has existed in some variation of its current form since the early 1970s with the main objective of being responsive and flexible regarding stakeholder needs. CD's flexibility includes working in areas of the campus that are not accessible to contractors, working night shifts and stopping or starting project execution without penalties.

The AOC's lack of formal processes and documentation to support contracting decisions prohibits standardization across jurisdictions, creates inefficiencies and prevents AOC management from making the most advantageous decisions.

Data Quality

The quality and availability of data substantially affects how an agency accomplishes its mission. A strong data governance program provides the foundation for enhanced collaboration, promotes knowledge sharing and improves decision making. Data governance may also mitigate various security risks by implementing controls and procedures to prevent unauthorized access and exposure of sensitive information. It requires an agency to have access to accurate, reliable data and sufficient staff capacity and tools to develop data-based insights that inform decision-making processes. Presently, the AOC lacks the comprehensive, integrated capabilities needed to support data-driven decision-making. AOC offices and jurisdictions utilize multiple unintegrated data systems, leading to inconsistencies, duplications and limited reporting functions.

The data quality issues are reflected in the way the Construction Division (CD) uses various methods to avoid accumulating unassigned (nonproject work) time for craft labor (trade employees). Their methods do not track these activities in a way that allows CD to report on its workforce capacity and efficiencies. Improvements to CD's data tracking will help the AOC understand CD's capacity and identify inefficient use of such labor. By not identifying and tracking inefficiencies, it may inhibit CD's ability to analyze the makeup of its workforce, which could impede CD's effort to maintain a right-sized workforce that meets the AOC's needs.

Agency Progress

Although multiple identified deficiencies have since been corrected, ensuring adherence to policy falls within each specific AOC jurisdiction and remains inconsistent across the agency.

The AOC recently established a Data and Business Intelligence Division responsible for providing reporting, data analysis and financial systems support to the agency. In June 2024, a data governance council charter was created to identify, classify and manage enterprise data assets as well as develop and refine the enterprise-wide approach to data management. These changes should endow the agency with transparent, data-driven decision-making capabilities and provide the tools necessary to adopt a more proactive stance to managing risk.

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3. Waste and Accountability

Status: Renewed

Waste and Accountability refers to the extravagant, careless or needless expenditure of AOC funds or the consumption of AOC property that results from operational and programmatic redundancies, deficient practices, systems, controls or decisions. Intent is not necessarily a factor in defining waste. This topic also refers to a lack of comprehensive accountability standards pertaining to the wasteful use of government resources. Refer to the [Waste and Accountability](#) section in the appendix for relevant reports.

Key Areas of Concern

Key areas of concern related to waste and accountability include ambiguous and inconsistently applied policies and their impact on the control environment as well as the need for a working capital fund to prevent fragmentation and duplication in agency processes.

The AOC has an obligation to the American taxpayers to pursue the most responsible and cost-effective ways to fulfill the agency mission, yet AOC continues to exhibit a pattern of waste. A strong internal control system provides reasonable assurance of efficient operations and compliance with applicable laws and regulations. Persistent reports of waste, abuse and policy noncompliance threaten the internal control system. In multiple instances, the OIG has identified substantiated complaints of wasteful actions and behaviors occurring often and without consequence.

Also related, the OIG has regularly observed inconsistencies in the application of administrative action following findings of employee misconduct both across and within jurisdictions, resulting in an agency culture in which recurrent instances of wasting government and taxpayer resources is commonplace.

Ambiguous Policies and Orders

The OIG reports inconsistent and ambiguous language and instructions within current AOC policies and orders in addition to directives that are omitted altogether. For example, AOC policies are silent on the definition of waste and thus do not identify internal controls to mitigate this risk.

AOC policies and orders also lack comprehensive accountability standards pertaining to the wasteful use of government resources, such as the inclusion of waste in the AOC's discipline matrix. To this end, AOC policies and the discipline matrix are also silent on violations of noncooperation with the OIG, further impeding effective oversight reporting.

The ambiguities reflect a vague definition of waste, a lack of well-defined or required roles and responsibilities and inconsistent record-keeping practices — in line with other challenges noted in this document.

In multiple instances, the OIG has identified substantiated investigations of wasteful actions and behaviors that occur without the appropriate consequence per AOC policy. Some examples the OIG has encountered of actions that have gone without appropriate consequence include falsification of records, unreported outside

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employment, attempts to circumvent established processes and inappropriate relationships. Also concerning, on multiple occasions, the AOC, after being presented with substantiated findings, failed to take swift disciplinary action, and employees were permitted to resign without formal HR documentation and later obtain employment at other government agencies.

Inconsistent Application of Policy

The OIG continues to observe inconsistent application of and noncompliance with AOC policies and orders across many jurisdictions. Policy compliance is necessary to ensure the safety of employees, achieve the AOC's strategic and operational goals and maintain a productive workforce.

The OIG strongly reiterates that AOC policies and orders must be understood, accessible, frequently communicated and consistently applied across all jurisdictions to avoid potential fraud, waste and mismanagement; mitigate legal and safety risks; and increase the effectiveness and efficiency of AOC programs and operations. Additionally, strong internal controls, proper standard operating procedures, effective training and frequent communication demonstrate AOC leadership's commitment to set clear expectations and mitigate risks.

Inconsistent applications of telework policies and other work flexibilities as well as definitions inconsistently applied across different policies are just a couple examples of variable policy implementation that has been observed both within and across AOC offices and jurisdictions.

After receiving many complaints from AOC employees regarding incorrect locality pay for remote workers, the OIG conducted a review to assess whether the AOC paid

employees correct locality pay in accordance with applicable statutes, regulations and policies and to identify potential indications of waste. The findings revealed that telework and remote work agreements were applied inconsistently across and within AOC jurisdictions. Additionally, several AOC employees continued to receive Washington, D.C.-area locality pay while working in regions with lower rates of locality pay following the conclusion of the COVID-19 pandemic. Our review identified more than \$115,000 in questioned costs regarding locality-pay-related overpayments to remote workers during the period reviewed.

In another instance, an OIG investigation revealed a gap in the AOC's fleet management program that resulted in theft and waste due to a lack of management oversight and unenforced policy. There were insufficient controls in place to prevent waste and abuse.

These examples indicate increased risk and financial loss if not properly addressed through improved oversight, policy, internal controls and senior leadership strategy and vision. AOC senior leaders should acknowledge and address waste and hold staff accountable for wasteful practices.

Inventory Accountability and Controls

Accountable property is not consistently defined or standardized across the AOC; jurisdictions determine what property is accountable. The OIG recognizes that each jurisdiction's mission is different; however, too much subjectivity could lead to inventory tracking and accountability inefficiencies. As a result, there is an increased risk that mission-critical, nonconsumable property

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(i.e., essential business items that are frequently used but not easily discarded) is not adequately documented and tracked.

This issue extends to nonaccountable property, which is also not required to be reported in the property management system. This means that some mission-critical, nonconsumable property may be considered nonaccountable and thus not monitored or tracked. The lack of a clear distinction between accountable and nonaccountable property makes it difficult to hold employees accountable for lost or missing property. In some cases, the OIG found no documentation or that months had passed since an item was last accounted for or seen.

The AOC also has a storage-space issue resulting in some property being stored in back hallways or attics. Inadequately secured property increases the risk of theft and waste of taxpayer money. At a minimum, the agency needs to update and implement procedures to increase accountability and prevent unauthorized use of inventory, theft and lost property. More effective monitoring and tracking could reduce these negative consequences.

Working Capital Fund

Management of construction projects and other programs that cross appropriations pose challenges and risks that are not typical to other agencies. Though adequate planning and design can decrease some challenges, unforeseen circumstances can increase vulnerabilities and costs and create waste and inefficiencies.

With no working capital fund, there are operational and programmatic redundancies leading to decentralized decision-making, creating inefficiencies, waste and duplication of efforts that could be mitigated through centralized efforts.

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4. Balancing Safety, Security and Preservation

Status: Renewed

Balancing Safety, Security and Preservation refers to AOC's mission to "Serve, Preserve, Inspire" and recognizes the desire that all construction and renewal projects maintain the historical heritage of the Capitol campus. Additionally, emergency preparedness and safety have been key considerations as there is a noted inconsistency across jurisdictions in applying safety codes and standards and a past culture of not complying with safety regulations. Refer to the [Balancing Safety, Security and Preservation](#) section in the appendix for relevant reports.

Key Areas of Concern

Key areas of concern related to balancing safety, security and preservation include physical security, emergency management and the agency's heritage and archival requirements.

Physical security presents a persistent challenge to the Capitol campus as there exists an elevated risk of threats to people and physical assets that could result in significant damages or loss. Inconsistent physical security awareness and sharing of threat assessment information across AOC office and jurisdiction leadership remains a concern.

Also of concern, are the five OIG recommendations addressing physical security and emergency preparedness that remain unanswered after two years.

Physical Security

Like information technology (IT) security, physical security situational awareness and preparation is a shared responsibility by all members of an organization. Unfortunately, physical security awareness is not engrained in AOC's organizational culture and processes. The AOC recognizes this shortcoming and has identified physical security as a top-tier risk, threatening the agency and its ability to fulfill its mission.

Safety and situational awareness should be fully integrated into day-to-day operations. "See something, say something" is more than a common adage; situational awareness is key to mitigating potential physical security threats. As staff begin to return from a fully remote/telework environment, it is important they are aware of their role in securing the Capitol campus and have consistent access to safety education and training.

Security badging access across the Capitol complex is a key component of the physical security framework. While security badge access rights are controlled by the U.S. Capitol Police (USCP) for all badging entities, with the exception of the Supreme Court, the AOC has a critical responsibility for suitability screening and security badge management processes for contractors. The OIG continues to note the importance of finalizing and implementing the Staff Personnel Suitability Program policy and Contractor Suitability policy to improve security badging program cohesiveness and minimize process gaps.

The agency has indicated that it is in the process of developing a physical security governance doctrine that, once implemented, will "help determine the

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coordination of key management roles and responsibilities from a security perspective.”

Serve, Preserve, Inspire

The AOC's mission to “Serve, Preserve, Inspire” recognizes the desire that all construction and renewal projects maintain the historical heritage of the Capitol campus. Historical heritage and archival requirements of the Capitol campus are supported through the AOC's preservation operations and activities. AOC archives include paper and electronic records along with other unique material, such as architectural models and product samples. To provide efficient and effective archival and related educational and operational functions, the AOC should continue timely policy development and adequate resourcing to ensure historical records are preserved and accessible for ongoing and archived programs and operations.

Emergency Preparedness

Emergency preparedness is a key component of balancing safety and security with preservation and heritage, and the OIG continues to note the need for consistency in the implementation of emergency management across the campus. Presently, emergency management exercises are not fully centralized, and participation is not required by all offices and jurisdictions.

Persistent threats against the Capitol campus highlight the need for sustained emergency preparedness and smart processes for accessing its many buildings and structures.

Despite a strong USCP presence, certain jurisdiction employees work under heightened security concerns from possible external threats (e.g., unattended packages) due to the respective jurisdiction's mission to engage with the public. These workplace safety concerns have resulted in an adverse impact on some staff when an incident has occurred and leading staff to seek emotional support through the AOC's Employee Assistance Program.

Agency Progress

The OIG recognizes the new updates to multiple internal policies to address previously noted safety-related inspection issues. The AOC's jurisdictions and offices have made improvements to implement their safety self-inspection programs over the past year, and the process is still ongoing. However, for the AOC to provide a robust safety culture, the agency must continue consistent implementation and execution of safety policies, technical guidance, management practices and standard operating procedures.

Finally, the OIG continues to note that the AOC should consider additional coordination efforts with other Capitol campus stakeholders to develop a comprehensive emergency preparedness and safety mindset across the campus.

The Inspector General's Statement of Management Opportunities and Performance Challenges *(continued)*

5. Cybersecurity

Status: Renewed

Cybersecurity refers to the importance of securing sensitive data in the face of continued public and private data breaches and attacks. Sophisticated attacks have the potential to disrupt critical IT services and functions, compromising data confidentiality and the agency's ability to successfully fulfill its mission and ensure the safety and security of the Capitol campus. Refer to the [Cybersecurity](#) section in the appendix for relevant reports.

Key Areas of Concern

Key areas of concern related to cybersecurity include effective application of Information Technology Division (ITD) policies and the potential for confidential information breaches.

The AOC is responsible for the operations, maintenance, development and preservation of the Capitol campus. Additionally, it is responsible for effectively managing the IT used in AOC programs and operations, especially as IT is increasingly integral to most aspects of these programs and operations. IT devices and components are generally interdependent with disruption in one node impacting others.

Enhancing AOC's cybersecurity posture is a high priority as the agency has identified cybersecurity as a top-tier risk, threatening the agency and its ability to fulfill its mission.

Policy and Implementation

The AOC uses various information systems to carry out its responsibilities to ensure the agency provides responsive support throughout the Capitol complex. These information systems may contain sensitive information, such as Capitol complex designs, emergency preparedness documents, security procedures and protocols used in response to emergencies, procedures and planning.

Cybersecurity attacks have the potential to disrupt the AOC's IT network, systems and services and compromise the AOC's continuity of operations. Advanced and persistent attacks can result in significant releases of confidential information and potential damage to AOC IT infrastructure as well as the security of the Capitol campus. In an era of ever-increasing cyber threats, the AOC faces challenges effectively and consistently applying security policies and directives and implementing cybersecurity best practices across all offices and jurisdictions. In two instances, AOC staff violated multiple policies, including the ITD policy, creating the potential for an information security breach. One of these could have been avoided had the agency confirmed receipt and review of the ITD Rules of Behavior. The OIG continues to evaluate and document cybersecurity risks and vulnerabilities impacting the AOC.

Compromised Data Confidentiality

In an evaluation assessing the AOC's internal controls for its security badging program, the OIG identified several security vulnerabilities and gaps. Of greatest concern was the lack of adequate security processes for protection of personally identifiable information (PII) and a reliance

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on outdated means of communication when coordinating with external partner agencies. Following a complaint that an employee committed forgery while completing the security badging process, the OIG initiated an investigation into potential criminal violations and multiple AOC policies. The investigation identified approximately 20 instances in which the employee forged signatures on official government forms, including a Request for Criminal History Records and an ID Request-118th Congress. In addition, the employee committed multiple PII violations.

Agency Progress

The AOC has made some improvements for information security controls and practices. The agency indicated it launched an executive dashboard and refined the

process for identifying, assessing, remediating and reporting cybersecurity weaknesses to identify required updates and improve policies and procedures. However, the AOC still faces challenges effectively and consistently implementing cybersecurity best practices across all offices and jurisdictions. The AOC must continue to implement effective information security programs and practices to protect privacy and defend systems from intrusions, attacks and unauthorized access.

The agency is currently in the process of revising the policy that establishes requirements and responsibilities for protecting the information systems under the authority or control of the Architect of the Capitol.



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6. Whistleblower Protections

Status: Renewed

Whistleblower Protections refers to AOC leadership's responsibility to provide a safe work environment free from reprisal for reporting allegations of fraud, waste and abuse. Refer to the [Whistleblower Protections](#) section in the appendix for relevant reports.

Key Areas of Concern

Key areas of concern related to whistleblower protections include providing protection from retaliation and reprisal.

As a legislative branch agency, AOC employees are not afforded protection under the Whistleblower Protection Act.⁶ Instead, the Congressional Accountability Act⁷ prohibits employing offices from intimidating, retaliating against, or discriminating against employees who report allegations of misconduct. As such, it is incumbent upon AOC leadership to ensure employee confidence in reporting and to provide a safe work environment free from reprisal for those who report.

Availability of Protection

The OIG's independent hotline continues to receive allegations of fraud, waste and abuse within AOC programs and operations, and the OIG continues to treat all allegations with the utmost concern and consideration; however, the availability of protections and potential retaliation continues to be a concern by reporting parties. AOC leadership has a responsibility to provide a safe work environment free from reprisals against those who do report. As noted in [Section 3. Waste and Accountability](#), the AOC discipline matrix

remains silent regarding violations of noncooperation with the OIG.

In recent years, the OIG has seen an increasing number of complaints. While encouraging to see a willingness to report fraud, waste and abuse, AOC leadership has a responsibility to ensure employee confidence in reporting programs and oversight activities. To do this, the AOC should reward integrity and emphasize to management that employees who "see something and say something" are not subject to reprisal. Employees should not be fearful of retribution or retaliation after reporting a crime or violation to the OIG or their own management.

The OIG recognizes that legislation is required to fully address this issue for the Legislative Branch as a whole and that the AOC does maintain a policy guarding against retaliation. However, the AOC may consider strengthening its own internal policies for whistleblower protections as other legislative branch agencies have done and/or working with Congress to include statutory whistleblower protections.

⁶ Public Law 101-12. Whistleblower Protection Act of 1989. <https://www.govinfo.gov/content/pkg/STATUTE-103/pdf/STATUTE-103-Pg16.pdf>.

⁷ Public Law 115-397. Congressional Accountability Act. <https://www.congress.gov/115/plaws/publ397/PLAW-115publ397.pdf>.

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7. Operational Strategy and Leadership Challenges

Status: New

Operational Strategy and Leadership Challenges refers to AOC's operational efficiency and leadership's ability to effectively execute the agency's strategic goals and initiatives. Refer to the [Operational Strategy and Leadership Challenges](#) section in the appendix for relevant reports.

Key Areas of Concern

Key areas of concern related to operational strategy and leadership include communication and expectation risks, organizational structure and succession planning.

Dating back to 2018, the AOC has experienced frequent turnover in its top leadership positions. There have been seven Architect's (three appointed and four acting) in as many years. Additionally, during the past two years, multiple members of the AOC's senior leadership team departed either through resignation or termination. These departures have continued to test the resiliency of the AOC and its policies, procedures and processes as well as the effectiveness of the AOC's succession plan. Inconsistent management practices have unintentionally undermined staff efforts to effectively meet the agency mission as leadership failed to effectively communicate regarding realigned roles, responsibilities and procedures. While we recognize the necessity of separation decisions, the AOC does not appear to have been in the best position to effectively respond to the significant change.

Communication and Expectation Challenges

Unresolved leadership challenges revealed significant deficiencies in the AOC's organizational strategy as the transition left the agency without interim guidance, resulting in increased operational and

compliance challenges. The OIG also noted increased inconsistencies in communication, particularly a lack of transparency and the misapplication of AOC policies creating significant communication breakdowns as work practices and the sharing of key operational information became increasingly siloed. As a result, throughout most of the FY, policies remained outdated, processes were fragmented and roles and responsibilities were unclear.

Succession Planning

Succession planning is the process of identifying critical positions and selecting and developing key talent to ensure the continuity of operations. It helps ensure institutional knowledge, experiences and decision-making authority are effectively passed on. The recent retirements and sudden departures of key management and senior employees highlight the importance of succession planning — the AOC was not adequately prepared to respond and experienced a significant level of disruption in operations and performance. It appears that inadequate knowledge management practices and siloed communications left many without a clear path forward. In some instances, extended vacancies increased the agency's risk of internal control failure, which contributed to other key challenges noted in this document.

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For example, the effectiveness and integrity of the AOC financial reporting and financial management protocols were at an increased risk of control weakness and/or failure due to the lengthy Chief Financial Officer vacancy. IPA KMPG, which conducted the agency's FY 2023 financial statements audit, found a control gap in succession and contingency plans for key roles within the organization. Specifically, they identified "insufficient contingency plans to address the entity's need to respond to sudden personnel changes that could compromise the internal control system as required by GAO's Standards for Internal Control in the Federal Government."

To continue to employ a workforce capable of meeting AOC's mission-critical needs, it is incumbent upon agency leadership to develop a succession plan that identifies individuals who can assume key roles and responsibilities in times of disruption.

Organizational Structure

In FY 2021, the AOC underwent a reorganization that included splitting the contracting function between two divisions, which has resulted in increased operational and communication challenges. The AOC's two acquisition divisions, Design and

Construction Acquisitions (DCA) and Supply Services Materials Management Division (SSMMD), were split between two separate offices. DCA, which includes the Acquisition Policy Branch, reports to the Chief Engineer, and SSMMD reports to the Chief Administrative Officer. Under this structure, when disputes inevitably arise, program office leadership holds greater authority than acquisition leadership, who in turn can overrule their decisions. This reporting structure may weaken the independence of contracting officers and directly inhibits contract compliance oversight. If the acquisition function is not properly aligned within an agency, the function will not have the independence, support and visibility needed to ensure it can carry out responsibilities efficiently and effectively. Additionally, misalignment of such a key function risks an internal control failure or appropriations law violation.

Agency Progress

Acknowledging significant concerns pertaining to manager–employee communications and routine knowledge-sharing, the agency indicates they will increase access to information and implement tools to hold leadership accountable.

The Inspector General's Statement of Management Opportunities and Performance Challenges *(continued)*

CONCLUSION

All federal agencies and offices have areas in which improvements are needed. This Statement is written from the OIG's perspective and should be understood in that context. The AOC has much to be proud of as it has worked to reduce or eliminate elements of the previous years' challenges. The progress made on these opportunities is very encouraging, and the management challenges noted in this Statement will serve to improve the AOC's efforts to prevent and detect fraud, waste and abuse as well as improve the effectiveness and efficiency of its programs and operations. As the OIG identifies additional challenges, we will inform AOC management of findings and recommendations via audits, inspections and evaluations, follow-up evaluations, investigations and management advisories. The intent of findings and recommendations is to improve upon the AOC's programs and operations to meet its overall mission to "Serve, Preserve, Inspire."



The Inspector General's Statement of Management Opportunities and Performance Challenges *(continued)*

APPENDIX: SUPPLEMENTAL INFORMATION

The following sections list reports relevant to each subject opportunity/challenge.

1. Human Capital Management

- *Fiscal Year 2023 Financial Statements Audit Management Letter* ([OIG-AUD-2024-02](#))
- *Evaluation of Architect of the Capitol's Human Capital Management Program* ([2023-0003-IE-P](#))
- *Allegations of Violations of Outside Employment and Suspected Favoritism During a Hiring Process* ([2023-0011-INVI-P](#))
- *Follow-Up Evaluation of the Congressional Request for Architect of the Capitol's Response to Sexual Harassment* ([OIG-FLD-2022-01](#))
- *Inequitable Hiring Practices*: 2024-0017-INVC-P, 2024-0038-INVC-P, 2024-0031-INVC-P, 2024-0032-INVC-P, 2024-0045-INVC-P, 2023-0011-INVC-P, 2023-0017-INVC-P, 2023-0022-INVC-P, and 2023-0032-INVC-P (Not Releasable to Public)
- *Architect of the Capitol Office of Inspector General Semiannual Report to Congress* ([24-1](#))
- *Outside Employment while on Administrative Leave* ([2023-0004-INVI-P](#))
- *Inappropriate Romantic Relationship Involving a Senior Rated Employee and a Subordinate Supervisor* ([2023-0005-INVI-P](#))
- *Unreported Outside Employment and Employment of Subordinate Architect of the Capitol Employees* ([2023-0009-INVI-P](#))
- *Alleged Violations of Contract Protocol in Hiring of Yoga Instructor* ([2023-0012-INVI-P](#))
- *False Medical Documentation* ([2023-0015-INVI-P](#))
- *Misuse of Government issued iPhone* ([2024-0001-INVI-P](#))
- *Misuse of Government issued iPhone* ([2024-0017-INVI-P](#))
- *Office of Inspector General Management Advisory Report: Clear, Consistent and Uniform Application of Architect of the Capitol Policy* ([2023-0006-INVM-P](#))
- *Architect of the Capitol Implementation of the Pregnant Workers Fairness Act* ([2024-0001-INVM-P](#))
- *Architect of the Capitol Office of Inspector General Organizational Risk Assessment FY 2023* (Not Releasable to Public)

2. Accessibility, Auditability and Records Retention

- *AOC Locality Pay for Remote Employees* ([2023-0047-INVC-P](#))
- *Evaluation of the Architect of the Capitol's Contracting Officer and Contracting Officer's Representative Oversight* ([2023-0002-IE-P](#))
- *Evaluation of Architect of the Capitol's Human Capital Management Program* ([2023-0003-IE-P](#))
- *Audit of the Architect of the Capitol's Construction Division* ([OIG-AUD-2024-06](#))
- *Follow-Up Evaluation of the Congressional Request for Architect of the Capitol's Response to Sexual Harassment* ([OIG-FLD-2022-01](#))

The Inspector General's Statement of Management Opportunities and Performance Challenges *(continued)*

- *Follow-Up Evaluation of the Architect of the Capitol's Inventory Accountability and Controls* ([2023-0001-FLD-P](#))
- *Follow-Up Evaluation of the Architect of the Capitol Data Center* ([OIG-FLD-2024-01](#))

3. Waste and Accountability

- *Follow-Up Evaluation of the Architect of the Capitol's Inventory Accountability and Controls* ([2023-0001-FLD-P](#))
- *AOC Locality Pay for Remote Employees* ([2023-0047-INVC-P](#))
- *Alleged Violations of Contract Protocol in Hiring of Yoga Instructor* ([2023-0012-INVI-P](#))
- *Government Accountability Office Architect of the Capitol—Proposal for Establishment of a Working Capital Fund* ([B-328065](#))
- *The AOC's Fleet Management Program Lacked Adequate and Verifiable Controls for Effective Operation and Auditability* ([2021-0001-IE-P](#))

4. Balancing Safety, Security and Preservation

- *Evaluation of the Architect of the Capitol's Security Badging Program* ([2022-0001-IE-P](#))
- *Evaluation of the Architect of the Capitol's Safety Inspection Program* ([2022-0004-IE-P](#))
- *Architect of the Capitol Office of Inspector General Organizational Risk Assessment FY 2023* (Not Releasable to Public)

5. Cybersecurity

- *Evaluation of the Architect of the Capitol's Implementation of Federal Information Security Modernization Act of 2014, Fiscal Year 2022* ([2022-0005-IE-P](#))
- *Evaluation of the Information Technology Division's Inventory Accountability and Controls* ([2022-0002-IE-P](#))
- *Allegations of Forgery and Security Violations Related to the Security of Personally Identifiable Information* ([2024-0006-INVI-P](#))
- *Misuse of Government issued iPhone* ([2024-0001-INVI-P](#))
- *Misuse of Government issued iPhone* ([2024-0017-INVI-P](#))

6. Whistleblower Protections

- *[Recommendations for Improvements to the Congressional Accountability Act – 118th Congress](#)* from the Office of Congressional Workplace Rights

7. Operational Strategy and Leadership Challenges

- *Evaluation of the Architect of the Capitol's Contracting Officer and Contracting Officer's Representative Oversight* ([2023-0002-IE-P](#))
- *Architect of the Capitol Office of Inspector General Organizational Risk Assessment FY 2023* (Not Releasable to Public)

The Inspector General's Statement of Management Opportunities and Performance Challenges *(continued)*



ACRONYMS AND ABBREVIATIONS

AOC	Architect of the Capitol
CD	Construction Division
DCA	Design and Construction Acquisitions
FY	fiscal year
GAO	Government Accountability Office
HR	human resources
IPA	independent public accounting firm
IT	information technology
ITD	information technology division
OIG	Office of Inspector General
OCSO	Office of the Chief Security Officer
PAR	Performance and Accountability Report
PII	personally identifiable information
SSMMD	Supply Services Materials Management Division
USCP	United States Capitol Police

The Inspector General's Statement of Management Opportunities and Performance Challenges *(continued)*



Agency Response to the Inspector General



Architect of the Capitol
U.S. Capitol, Room SB-16
Washington, DC 20515
202.228.1793
www.aoc.gov

United States Government

MEMORANDUM

DATE: November 15, 2024

TO: Christopher P. Failla, CIG
Inspector General

FROM: Thomas E. Austin, PE, CCM, PMP
Architect of the Capitol

SUBJECT: Agency Response to Office of Inspector General Statement of Management Opportunities and Performance Challenges for the Fiscal Year 2024

The Architect of the Capitol (AOC) appreciates the opportunity to review and respond to the Office of the Inspector General (OIG) Statement of Management Opportunities and Performance Challenges. We value the OIG's work to enhance efficiency and effectiveness in AOC programs and operations and prevent waste, fraud and abuse.

We concur with the challenges identified by the OIG, many of which align with the enterprise-level risks we have identified. Our risk response plans to address these are outlined in the Forward-Looking Information section of the FY 2024 Performance and Accountability Report. We appreciate the OIG's acknowledgment of our progress in these areas over the past year and we will continue building on those advancements through the actions identified in these plans.

The AOC is committed to prioritizing resources and activities to address the agency's top risks and challenges. We recognize that resolving these issues may require a phased approach. For any OIG-identified challenges not currently addressed, we will consider opportunities and actions to do so as we define and refine the strategic goals and objectives required to fulfill our mission in the context of evolving internal and external risks.

As we continue to further strengthen AOC programs and operations, we welcome the OIG's continued commitment and partnership toward this shared goal.

Distribution List:

Joseph Campbell, Deputy Architect of the Capitol
Patrick Briggs, Chief of Staff
Sherri Jordan, Chief Financial Officer
Telora Dean, Chief Administrative Officer
Joseph DiPietro, Chief of Operations
Aaron Altwies, Chief Security Officer
Thomas Costello, Acting Chief Engineer
Angela Freeman, General Counsel

Agency Response to the Inspector General *(continued)*

Samuel Franco, Acting Director, Legislative and Public Affairs
Charles Iliff, Director of Safety and Code Compliance
Hajira Shariff, AOC Liaison to the OIG
Curtis McNeil, Risk Management Officer

Doc. No. 241029-04-01

Architect of the Capitol

U.S. Capitol, Room SB-16 | Washington, DC 20515 | 202.228.1793 | www.aoc.gov

2

Payment Integrity

IMPROPER PAYMENTS

The *Payment Integrity Information Act of 2019* (PIIA) requires federal agencies to reduce improper and erroneous payments. OMB Circular A-123, Appendix C, Requirements for Payment Integrity Improvement, also provides improper payment reporting guidance. Detailed information on improper payments for the U.S. government is available online. [↗](#)

The AOC does not have any programs that were designated by the OMB as high priority and, therefore, the AOC's data is not included on this website. As a legislative branch agency, the AOC is not subject to PIIA nor to the related OMB guidance and does not have a formal improper payments program. Therefore, the AOC also does not provide payment accuracy data to the OMB for display on its website. Nonetheless, as part of the internal control and risk assessment program, the AOC monitors payment accuracy and refers to PIIA and OMB Circular A-123, Appendix C for guidance.

By agency policy, the AOC conducts quarterly financial reviews (QFR) of its jurisdiction-level program obligations and spending. These reviews have improved the reliability of the financial statements and budget execution reports. The Chief Financial Officer manages the reviews and uses them to identify inaccurate payments and determine the effectiveness of controls over obligation and payment processes. This fiscal year, the implementation of a QFR process to address the untimely de-obligation of unliquidated obligations continued. An

automated application validates open obligations throughout the organization.

The AOC does not administer programs for grants, benefits or loans. The agency's most significant expenses are payroll and employee benefits, which are administered by the U.S. Department of Agriculture's shared service provider, the National Finance Center. The most substantial nonpayroll expenses are payments to vendors for construction efforts, professional services and goods procured during normal operations.

DO NOT PAY INITIATIVE

The Treasury's Do Not Pay Initiative provides resources for agencies to review payment eligibility for the purpose of identifying and preventing improper payments to vendors. The AOC uses Treasury's Invoice Processing Platform (IPP), a secure online platform, to centralize its invoice payment process and improve payment accuracy. The IPP partners with the Treasury's Do Not Pay business center to help prevent and reduce improper payments in a cost-effective manner.

GRANTS OVERSIGHT AND NEW EFFICIENCY ACT

The *Grants Oversight and New Efficiency Act* requires federal agencies to report a listing of federal grants awarded and the closeout status of each awarded grant. The AOC does not administer any federal grant programs.



The East Façade of the U.S. Capitol stands renewed and restored after the completion of Phase 3 of the U.S. Capitol Exterior Stone and Metal Preservation Project.

Real Property Capital Planning

The AOC is responsible for managing a unique real estate portfolio. As a best practice and in the interest of transparency, the AOC presents its total managed square footage for the current fiscal year as compared to the FY 2015 baseline in **Table 16**. The total square footage reported represents property that is distinct to the AOC and its wide-ranging mission. It includes offices, congressional committee rooms, legislative chambers, a court chamber, exhibition space, a botanic conservatory, plant production facilities, a visitor center, gift shops, restaurants, a power plant, utility tunnels, book storage modules and other sites. The total footprint increased by more than one million square feet over the FY 2015 baseline. This is primarily due to the 2017 transfer of the O’Neill House Office Building (which supports the U.S. House of

Representatives) from the GSA and the FY 2023 completion of the Library of Congress’ Book Module 6 storage facility.

The agency is committed to using its facilities as efficiently as possible. To reduce the operations and maintenance costs associated with its real property portfolio, the AOC implements efficiency improvements when possible. The improvements include enhancing building system controls and performance monitoring capabilities to reduce energy and water usage, implementing cogeneration technology at the Capitol Power Plant and using ESPCs to fund energy savings improvements. See the **Energy and Sustainability Program Management Report** for more information about the energy reduction program.

TABLE 16: Real Property Baseline Comparison

	FY 2015 BASELINE (ROUNDED)	FY 2024 (ROUNDED)	CHANGE FROM BASELINE (INCREASE/DECREASE)
Total Square Footage (In Millions)	More than 17.4	More than 18.5	Increase by 1.1

Energy and Sustainability Program Management Report

The AOC is required to meet annual reductions in energy consumption under the *Energy Policy Act of 2005* and the *Energy Independence and Security Act of 2007*. This report was created to meet the reporting requirements of these laws and inform Congress and the public of the AOC’s progress on meeting its energy efficiency goals as well as its commitments to sustainability and water efficiency. It includes details on energy expenditures and savings estimates, energy management and conservation projects, sustainability initiatives and future priorities.

Fiscal Year 2024 represents the ninth year of ambitious performance requirements, and the AOC continues to progress toward its FY 2025 energy reduction goal. The sustainability strategy focuses on energy, water, high-performance buildings and sustainable waste management. As shown in **Figure 29**, energy consumption declined by 51.7 percent from the agency’s FY 2003 baseline, exceeding the 48 percent reduction target and the FY 2025 goal of 50 percent energy reduction. Continued efforts to implement operational changes with retro-commissioning further enhanced energy efficiency operations. Greenhouse gas emissions were also reduced this fiscal year, achieving a 53 percent reduction from the FY 2006 baseline, exceeding the FY 2024 reduction goal of 35 percent. The reduction represents an approximate decrease of 155,800 metric tons of emitted carbon dioxide.

Energy audits were completed at the Rayburn and Ford House Office Buildings and the Hart Senate Office Building as well as the U.S. Capitol Police Headquarters and audits began at the O’Neill House Office Building and Marshall Building. The audits identify conservation opportunities at those facilities to support energy performance improvements and the adoption of new clean energy technology. The National Renewable Energy Laboratory completed a solar study on the Capitol campus to determine the economic feasibility of installing solar panels. Based on this study, the AOC will identify potential facilities considering historical preservation and a long-term planning perspective.

ENERGY EXPENDITURES AND SAVINGS ESTIMATES

The implementation of multiple ESPCs, a utility energy service contract (UESC) and other infrastructure investments have provided more than \$200 million in cost avoidance savings and reduced the agency’s long-term energy demand. From FY 2015 to FY 2023, the AOC voluntarily continued its partnership with stakeholders to manage one of the federal government’s most effective energy and sustainability programs. This fiscal year, the most impactful energy savings efforts included performance improvements through retro-commissioning and the Library of Congress ESPC project exceeding projected energy savings.

As detailed in **Table 17**, approximately \$417,725 in direct appropriations funded efficiency improvements and performance improvements such as building automation and lighting upgrades. Further, the ESPCs implemented at the

Figure 29. Energy Reduction Commitments and Results

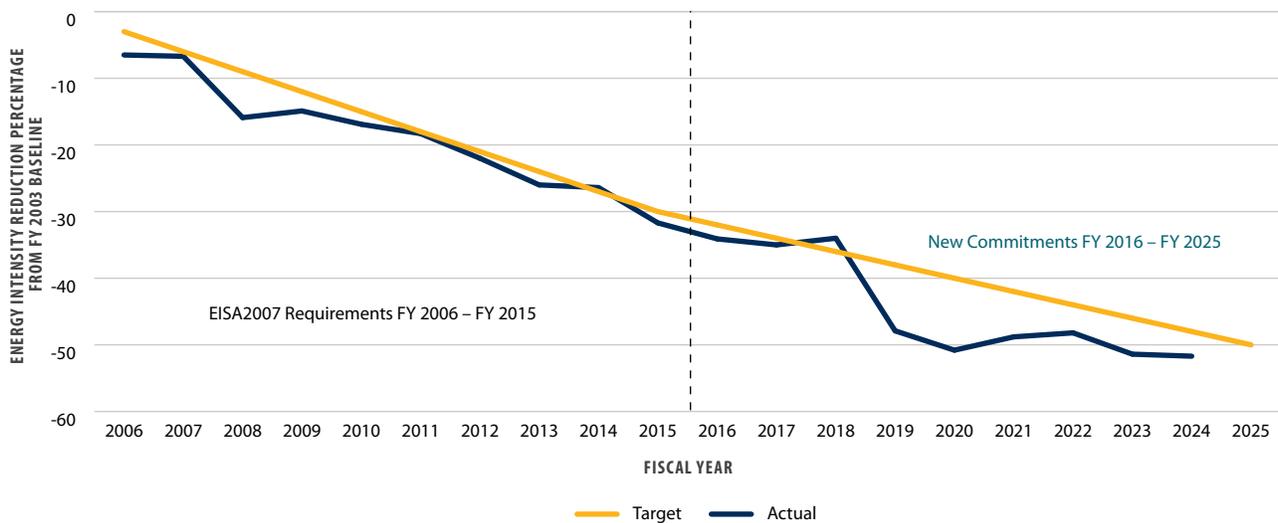


TABLE 17: FY 2024 Investments in Energy and Water Management

SOURCES OF INVESTMENT	DIRECT APPROPRIATIONS	FY 2024 ANNUAL GOAL-SUBJECT ENERGY SAVINGS (MMBTU)	
Energy and Sustainability Program Expenditures	\$417,725	56,496	
ESPC/UESC EXPENDITURES	FY 2024 ANNUAL PAYMENTS	GUARANTEED ANNUAL COST SAVINGS	FINAL PAYMENT
House Office Buildings ESPC	\$5,117,731	\$5,148,690	FY 2027
Senate Office Buildings ESPC	\$5,100,936	\$5,101,036	FY 2027
Capitol Power Plant Cogeneration UESC	\$3,335,854	\$3,335,854	FY 2037
Library of Congress ESPC (project management only)	\$4,031,674	\$4,050,421	FY 2039
FY 2024 Annual Payment Total	\$17,586,195	\$17,636,001	

Note: Table includes corrections for calculation errors, excess project energy, baselining new buildings and cogeneration site versus source credit. Annual consumption and cost figures do not reflect final FY 2024 expenditures. Energy savings are measured in million British Thermal Units (MMBTU), the measure of energy content in fuel.

U.S. Capitol and the House and Senate office buildings during previous years continue to generate savings. In FY 2024, ESPC for the Library of Congress buildings continued to exceed the projected energy savings from the completion of lighting and mechanical work.

ENERGY MANAGEMENT AND CONSERVATION PROJECTS

The AOC incorporates energy conservation and sustainable best practices into major design and construction projects executed across the Capitol campus by incorporating an integrated design process and implementing a Sustainability Scorecard. The program aims to protect and reinvest in the environment while minimizing the agency’s total life cycle ownership costs of the facilities.

Energy, water and sustainability initiatives focus on performance metrics, metering, commissioning, building automation, recycling and integrated design. The FY 2024 targets included:

- 48 percent energy reduction (from FY 2003 baseline). **Goal Met** ✓
- 35 percent greenhouse gas emissions reduction (from FY 2006 baseline). **Goal Met** ✓
- 34 percent water use reduction (from FY 2008 baseline). **Goal Met** ✓
- 50 percent diversion of building occupant waste. **Goal Not Met** ✗
- 90 percent diversion of construction and demolition debris. **Goal Met** ✓
- 10 percent of waste compostable. **Goal Met** ✓

Improving energy and sustainability performance provides:

- Financial benefits from reduced operating costs
- Customer service payoffs from increased client satisfaction and improved reputation
- Agency payoffs from reduced staff risks, new innovative tools and data to increase facility performance and accountability
- Enhanced energy and sustainability communications toward improved conservation, sustainable practices, health and wellness

In FY 2024, the AOC employed cost-effective strategies to meet sustainability targets. The agency focused attention on building energy performance plans, energy audits, sustainability project scorecards and sharing best practices across jurisdictions to reduce operating costs and conserve resources. In addition, the AOC has used public-private partnerships such as ESPCs and a UESC to fund major energy and sustainability improvements. In total, \$200 million has been invested in energy improvements financed by energy savings. The AOC Library of Congress ESPC continued to exceed its guaranteed energy savings performance targets. The AOC also continued to employ retro-commissioning to address malfunctioning equipment, automation and control logic deviations. To promote sustainability education, facilitate information sharing and engage employees in sustainable practices, the AOC continued the agencywide Community of Practice this fiscal year.

FUTURE PRIORITIES TO ENSURE COMPLIANCE

The AOC will continue to identify cost-effective opportunities to improve energy and water performance and reliability and environmental conditions in its buildings. For most of FY 2024, building ventilation systems operated with extended schedules and enhanced filtration in response to the COVID-19 pandemic. This significantly increased energy consumption but is expected to be a temporary increase until such time that buildings can return to normal operations. Projects such as the Library of Congress ESPC, Cannon Renewal and building retro-commissioning will maintain high levels of energy reduction. The cornerstones of the energy and sustainability program are to maintain and optimize existing building performance through operational improvements and control strategies, to make incremental improvements through small-scale retrofits and equipment replacements, to continue long-term and

interim building performance metrics and track them through metering and data analytics and to ensure operations and maintenance staff receive appropriate training. The Enterprise Asset Management strategic objective will support energy conservation efforts by bringing together energy consumption and performance data within an enterprise-level asset management system.

DATA TABLES

The data tables (Tables 18, 19, 20 and 21) provide a summary of progress in meeting requirements under the *Energy Policy Act of 2005* and the *Energy Independence and Security Act of 2007*. The data presented in these tables include corrections for calculation errors, excess project energy, baselining new buildings and the cogeneration site versus source credit. Annual consumption and cost figures do not reflect final FY 2024 expenditures.

KEY FOR ENERGY TABLES:	KBTU Thousand British Thermal Units	MMBTU Metric Million British Thermal Units
BBTU Billion British Thermal Units	KCF Thousand Cubic Feet	MWh Megawatt Hours
CHW Chilled Water	KGal Kilogallons	Short Ton A unit of weight equal to 2,000 pounds
GSF Gross Square Feet	kWh Kilowatt Hours	

Table 18. AOC Goal Subject Buildings

UTILITY TYPE	CONSUMPTION UNITS	ANNUAL CONSUMPTION	ANNUAL COST (\$ IN THOUSANDS)	UNIT COST (\$)	UNIT OF MEASURE	SITE DELIVERED BBTU	ESTIMATED SOURCE BBTU
Electric	MWh	196,651.6	\$22,825.0	\$0.12	/kWh	671.0	2,106.9
Fuel Oil	KGal	108.0	\$745.6	\$6.90	/Gallon	15.1	15.1
Natural Gas	KCF	1,260,852.1	\$16,164.9	\$12.82	/KCF	1,260.9	1,323.9
Coal	Short Ton	0.0	\$0.0	\$0.00	/Short Ton	0.0	0.0
Purchased Steam	BBTU	24.1	\$120.4	\$5.00	/MMBTU	24.1	53.5
Site/Source Credit*	BBTU	(381.0)			/MMBTU	(381.0)	
Excluded Steam	BBTU	(191.1)	(\$6,760.1)	\$35.38	/MMBTU	(191.1)	(273.0)
Excluded CHW	BBTU	(96.8)	(\$622.9)	\$6.44	/MMBTU	(96.8)	(122.9)
Excluded Security	BBTU	(2.8)	(\$56.5)	\$20.18	/MMBTU	(2.8)	(8.8)
PURCHASED RENEWABLE							
Electric	MWh	17,199.4	\$1,774.5	\$0.10	/kWh	58.7	0.0
Other	BBTU				/MMBTU		
Totals	BBTU	1,358.1	\$34,190.9			1,358.1	3,094.7
FY 2024 Goal Subject Buildings Gross Square Feet (Thousands)		16,850.0	FY 2024 Goal Subject Buildings Actual KBTU/GSF			80.6	183.7

*Site/Source Credit accounts for displaced grid electricity per U.S. Department of Energy guidance.

Table 19. AOC Goal Excluded Buildings

UTILITY TYPE	CONSUMPTION UNITS	ANNUAL CONSUMPTION	ANNUAL COST (\$ IN THOUSANDS)	UNIT COST (\$)	UNIT OF MEASURE	SITE DELIVERED BBTU	ESTIMATED SOURCE BBTU
Electric	MWh	32,999.1	\$3,205.9	\$0.10	/kWh	112.6	353.5
Fuel Oil	KGal	375.1	\$1,051.5	\$2.80	/Gallon	52.5	52.5
Natural Gas	KCF	24,229.4	\$269.4	\$0.01	/KCF	24.2	25.4
Coal							
Purchased Steam							
Excluded Steam	BBTU	191.1	\$6,760.1	\$35.38	/MMBTU	191.1	273.0
Excluded CHW	BBTU	96.8	\$622.9	\$6.44	/MMBTU	96.8	122.9
Excluded Security	BBTU	2.8	\$56.5	\$20.18	/MMBTU	2.8	8.8
Purchased Renewable							
Electric							
Other							
Totals	BBTU	480.0	\$11,966.3			480.0	836.1
FY 2024 Goal Excluded Buildings Gross Square Feet (Thousands)		1,083.3	FY 2024 Goal Excluded Buildings Actual KBTU/GSF			443.1	771.8

Table 20. Strategic Goal Performance

ENERGY MANAGEMENT REQUIREMENT	FY 2003 KBTU/GSF	FY 2024 KBTU/GSF	PERCENT CHANGE FY 2003–FY 2024	FY 2024 GOAL TARGET
Reduction in Energy Intensity in Facilities Subject to the <i>Energy Policy Act</i> Goals	166.930	80.597	-51.7%	-48.0%
RENEWABLE ENERGY REQUIREMENT				PERCENTAGE
Eligible Renewable Electricity Use as a Percentage of Total Electricity Use	17,199		229,651	7.5%
WATER INTENSITY REDUCTION GOAL	FY 2007 GALLON/GSF	FY 2024 GALLON/GSF	PERCENT CHANGE FY 2007–FY 2024	FY 2024 GOAL TARGET
Reduction in Potable Water Consumption Intensity	28.2	17.1	(39.3%)	(34.0%)
SUSTAINABLE WASTE MANAGEMENT	PERFORMANCE METRIC	FY 2024 GOAL	FY 2024 GOAL	FY 2024 ACTUAL
Divert Building Occupant Waste	Waste Diverted / Total Occupant Waste		50.0%	35.0%
Reduce, Reuse and Recycle Construction and Demolition Debris	Waste Diverted / Total Construction Waste		90.0%	93.0%
Compost Nonconstruction Waste	Waste Diverted / Total Occupant Waste		10.0%	10.00%

Table 21. Other Energy and Water Information

UTILITY METERING	NUMBER OF BUILDINGS METERED	METERED AREA (GSF)	PERCENT OF BUILDINGS METERED	PERCENTAGE OF AOC ADVANCED METERING
Electric	79	21,373,419	100%	90%
Steam	27	19,514,362	99%	99%
Natural Gas	22	1,768,311	100%	0%
Chilled Water	25	16,251,351	99%	99%
Potable Water	29 buildings, 8 other	17,381,130	99% with meters 66% estimated	65%
COGENERATION	OPERATIONAL PERIOD	OPERATIONAL DAYS	SITE VS. SOURCE CREDIT (BBTU)	TOTAL MWH PRODUCED
Capitol Power Plant Combined Heat and Power	Oct 2023 – Sep 2024	302	381.0	51,352.9



A close-up of the restored stonework in the northeast interior courtyard of the Supreme Court of the United States, completed as part of the courtyard stone restoration project.

Small Business Accomplishments Report

The AOC voluntarily reports the agency’s performance against its small business procurement goals. The AOC procurement authority is separate from the *Competition in Contracting Act* and other laws affecting the executive branch, and the AOC is not authorized by law to use the *Small Business Act* for set-aside programs or subcontracting plans. However, the procurement authority does provide discretion in the level of competition required when using small purchase procedures for open-market purchases. To direct more business opportunities to the small business community, the AOC created a small business subcontracting program and a small business set-aside program for purchases of \$250,000 or less. The agency also works collaboratively with the U.S. Small Business Administration to implement and operate small business programs.

The AOC established socioeconomic goals through its small business programs for prime contract awards to small businesses; small, disadvantaged businesses; women-owned small businesses; veteran-owned small businesses; service-disabled veteran-owned small businesses, and historically underutilized business zone (HUBZone) small business concerns. In FY 2024, as shown in **Table 22**, a goal of 73 percent of all agency contract awards were to go to small businesses. The percentage of awards to the various small business categories within this goal is also shown. The AOC exceeded the goals for each category of small business concerns through increased visibility in the small business community, consultations with small business concerns seeking information regarding AOC procurements, data collection on the types of businesses that the AOC contracts with and actively seeking small business concerns for small purchases.

Table 22. Small Business Program Accomplishments

CATEGORY	FY 2024 GOAL	FY 2024 RESULTS*	GOAL MET?
Small Business	73.0%	75.5%	Yes
Small Disadvantaged Business	15.0%	22.5%	Yes
Women-Owned Small Business	12.0%	17.8%	Yes
Veteran-Owned Small Business	4.0%	5.9%	Yes
Service-Disabled Veteran-Owned Small Business	1.0%	3.1%	Yes
HUBZone Small Business	1.0%	2.7%	Yes

*Contract awards may fall under more than one category.

Human Capital Management Report

The *Architect of the Capitol Human Resources Act, 2 U.S.C. §1831* (HR Act) requires the AOC to evaluate its personnel management system for compliance with the HR Act and all other relevant laws, rules and regulations. The agency provides the annual results of this evaluation to the Speaker of the House of Representatives, the House Office Building Commission, the Senate Committee on Rules and Administration and the Joint Committee on the Library. The personnel management system includes:

- A fair employment system
- Equal employment opportunity/affirmative employment programs
- Classification of positions
- Employee training and development
- An employee assistance program
- A performance appraisal system
- A fair and equitable system to address misconduct and performance
- Absence and leave

FAIR EMPLOYMENT SYSTEM

The HR Act requires the AOC to use a human resources system that ensures appointments and promotions are based on merit and fitness. To comply, the agency follows fair and open competition for all applicants and ensures that hiring and promotion decisions are aligned with the agency's operational needs and candidates' qualifications.

AOC Order 335, the Career Staffing Plan policy, standardizes and documents the recruitment and hiring process, adhering to best practices in both public and private sectors.

Program Highlights:

Career Staffing Planning

As the labor market evolves and remains competitive, the AOC must continually develop and implement innovative recruitment strategies to source, attract and recruit highly skilled and diverse talent. This approach supports the agency's Human Capital Strategy and complies with the HR Act by creating strong applicant pools for position vacancies.

The Human Capital Management Division (HCMD) adheres to the Career Staffing Plan policy and the Human Capital Strategic Plan to ensure compliance with the HR Act. The Career Staffing Plan ensures a consistent, timely and efficient hiring process,

while the Human Capital Strategic Plan outlines the vision, goals and objectives for attracting, recruiting and retaining a skilled and diverse workforce.

In FY 2024, the agency enhanced awareness of career opportunities and filled position vacancies through targeted outreach and engagement. Two information sessions were hosted on the Capitol campus to highlight the work of the AOC and job opportunities. The first event involved a panel discussion with Catholic University's Business Graduate program, engaging 25 students in career opportunities aligned with their studies. The second session welcomed 80 students from Edison Academy who are training in HVAC, electrical and construction management. Participants toured the AOC's trades shops and received a briefing on the agency's mission and internship and career opportunities.

To increase outreach and engagement, the agency participated in 20 career fairs this fiscal year, sponsored by trade schools and universities, as well as local government and professional organizations. These events promoted the AOC as an employer of choice and attracted job seekers in engineering, IT, architecture, maintenance and electrical fields. In addition, expanded engagement with colleges, universities and high schools highlighted the AOC's summer internship program, which received over 3,000 applicants in FY 2024.

Technology, including platforms like LinkedIn, has been crucial for sourcing and recruiting talent, especially for hard-to-fill jobs. In FY 2024, the HCMD utilized over 200 job boards for skilled trades and professional vacancies. These strategies ensure that all applicants and AOC employees have fair and equitable opportunities to apply for and be considered for positions with the agency.

Executive Resources Program

This fiscal year, the AOC faced significant vacancies in executive leadership roles. To address these gaps, the agency implemented a proactive approach to rebuild its senior leadership team. Talent acquisition initiatives helped to mitigate leadership shortages. The AOC filled senior executive positions temporarily from within and rotated acting roles among existing leaders. Simultaneously, the agency advertised and executed recruitment initiatives for permanent executive positions. Executive positions that were filled during FY 2024 include the following:

- Budget Officer
- Chief Administrative Officer
- Chief Financial Officer

- Chief of Staff
- Chief of Staff, Office of the Chief Engineer
- Chief Security Officer
- Deputy Chief Engineer
- Director, Safety and Code Compliance
- General Counsel
- Superintendent, House Office Buildings
- Deputy Superintendent, House Office Buildings

Talent acquisition efforts strategically filled these important agency leadership roles that are key to building strong internal teams, enhancing employee morale and aligning agency culture to organizational mission and objectives. The rebuilding of leadership roles will further enhance and support the AOC's Human Capital Strategy objective to attract, recruit and onboard a highly skilled and diverse workforce by enhancing the organization's culture and improving its reputation, which makes the agency more attractive to top talent.

The agency also welcomed the 13th Architect of the Capitol who quickly moved to fill remaining leadership vacancies, including the new statutory role of Deputy Architect.

EQUAL EMPLOYMENT OPPORTUNITY / AFFIRMATIVE EMPLOYMENT PROGRAMS

The HR Act requires the AOC to maintain an EEO program, including an affirmative employment program for employees and applicants, and procedures to monitor progress toward a diverse workforce. The Diversity, Inclusion and Dispute Resolution (DI/DR) office manages the agency's EEO program.

Program Highlights:

The AOC hires and advances individuals based on merit without regard to race, color, sex (to include pregnancy, sexual orientation and gender identity), religion, age, national origin, disability, genetic information or involvement in protected EEO activity.

In FY 2024, 98 percent of the AOC workforce completed the annual mandatory Preventing Discrimination and Harassment training. This year, the DI/DR office significantly revised the course, expanding the content, including more AOC-specific examples, providing better explanation of the AOC's discrimination complaint process and reinforcing the consequences of misconduct or failure to fulfill supervisory responsibilities. To streamline and standardize the discrimination complaint process, the DI/DR office overhauled the AOC's procedures in FY 2024. A new standard operating

procedure was created to formalize case processing, including the use of the case tracking management system, Entellitrak. DI/DR also developed procedures to increase communication with participants during case processing, and to track corrective actions taken because of substantiated harassment claims. Eight new standardized templates and an investigation guide for complainants and witnesses were also developed. These updates enhance transparency, provide a clearer understanding of the complaint process and keep complainants informed about the status of their cases.

Last fiscal year, the DI/DR office established an Affirmative Employment Program Manager position within the office and recruited for it in FY 2024. This position will monitor employment data to identify potential barriers to equal opportunity, promote affirmative employment, help employees address and resolve concerns and ensure the agency maintains a diverse and respectful work environment free from harassment, discrimination and retaliation. The DI/DR office also promotes full access and integration for qualified individuals with disabilities into the workforce through the agency's Reasonable Accommodation Program.

CLASSIFICATION OF POSITIONS

The HR Act requires the AOC to implement a position classification system that evaluates positions based on difficulty, responsibility and qualifications, and adheres to the principle of equal pay for substantially equal work. The classification system promotes internal equity among employees with similar qualifications and responsibilities. The AOC follows federal guidelines for classifying General Schedule and Wage Grade positions, determining duties, responsibilities, qualification requirements, position titles, series and grade levels. The AOC ensures prevailing rates for employees in trades, manual labor occupations and supervisory roles.

The AOC also has Senior Rated exempt personnel positions, where employees serve at the pleasure of the Architect. The classification program aims to ensure equity with similar positions in the public sector. AOC Order 532, Pay Under the Architect's Wage System, outlines the agency's policies on position classifications and employee compensation determinations.

Program Highlights:

Skilled Trades Job Studies

In FY 2024, the HCMD and the Office of the Chief of Operations partnered to conduct job studies for 16 mission-critical and hard-to-fill skilled trades positions. These studies focused

on ensuring that position descriptions accurately reflected job duties and that grade levels and salaries were consistent with labor market compensation rates for similar roles. The process included a review of prior position evaluations and defined the scope of the study by assessing changes in the organizational structure as well as changes to job duties and responsibilities. AOC positions are classified in accordance with the U.S. Office of Personnel Management's (OPM) position classification standards.

Wage Grade Compensation Study

The AOC partnered with an external compensation firm to assess and evaluate compensation rates for Wage Grade employees, the largest component of the agency's workforce. The goal was to recommend competitive wages that reflect the scope and complexity of these roles and to position the agency to attract, recruit and retain a skilled workforce. The consultant reviewed the AOC's approach to Wage Grade compensation, proposed actionable improvements and suggested sustainable changes. They also analyzed labor market data, assessed pay-setting policies and developed competitive compensation strategies to align with the Human Capital Strategy and improve the agency's talent acquisition and retention.

EMPLOYEE TRAINING AND DEVELOPMENT

In accordance with the HR Act, the AOC is mandated to establish and maintain a comprehensive employee training and development program aimed at enhancing agency performance and fostering career advancement. AOC University leads this strategic initiative by providing training opportunities that help employees develop key behaviors, familiarize themselves with industry standards and improve job-related knowledge, skills and technical competencies.

AOC Order 410-1, Training and Employee Development, governs the program. This order supports the AOC's commitment to delivering high-quality training and educational resources, thereby driving professional growth and aligning with the agency's strategic goals.

Program Highlights:

Employee Development

AOC University continued to support the development and retention of highly skilled and engaged employees by offering enterprisewide training that addresses core competencies and professional growth to meet the agency's overarching needs. In FY 2024, AOC University offered enterprisewide training such as Business Writing for Construction Pros, Managing Chaos:

Tools to Set Priorities and Make Decisions, Speed of Trust, 7 Habits of Highly Effective People and 5 Choices to Extraordinary Productivity. These offerings helped employees develop effective ways of working, leading and collaborating.

Partnerships

As industries evolve, skill shortages can arise, making upskilling and reskilling essential for meeting talent needs. In FY 2024, AOC University continued its partnership with Enterprise Training Solutions, launching a pilot program for trade employees. This program provides access to over 1,000 courses and live webinars on topics like Electrical Systems, HVAC, Plumbing, Sustainability, Facility Management and Project Management.

The Percipio catalog was also expanded in FY 2024 to include Environmental, Health and Safety compliance courses, now offering more than 1,000 options on topics such as ergonomics, slips, trips and falls, workplace well-being and hazard communication. Additionally, AOC University introduced the Discover, Learn and Thrive campaign, which features instructional, scenario-based and animated courses, along with industry-leading books and audiobooks, to support ongoing employee development.

Training Needs Assessment

Training needs assessments are crucial for developing a comprehensive training strategy and addressing changing workforce needs. AOC University conducted an assessment to identify and evaluate current and future training needs. AOC supervisors completed surveys to pinpoint targeted training requirements for enhancing employee skills, performance and productivity. To further validate survey findings, employee focus groups will be conducted to provide additional insights into specific training gaps in various occupational groups and mission-critical areas.

AOC Learn Enhancements

In FY 2024, AOC University improved the functionality and user experience of its learning management system, AOC Learn. Key upgrades included:

- **Electronic SF-182 Workflow:** This feature streamlines the training approval process, allowing for efficient and transparent requests for external training. It enables real-time tracking of requests, integrates training completions into employee histories and eliminates manual data entry, thereby enhancing data accuracy and agencywide procedures.

- **Subscribe Button:** This feature allows employees to express interest in courses without current sessions or seats, creating a waitlist mechanism. It also collects data on course interest, training topics and shift preferences.
- **Not Attended Status Report:** This feature tracks and reports missed training sessions, sending notifications to employees, supervisors and training coordinators. It helps ensure training resources are effectively utilized by identifying no-shows.
- **Interactive Training History Page:** This feature allows employees to access their training records, retrieve past certificates and search for specific courses or attendance statuses, promoting ownership of their professional development and enhancing transparency.

These enhancements improved AOC Learn’s functionality and efficiency and enriched the learning experience for employees. AOC University remains committed to continuous improvement and innovation to meet the evolving needs of its workforce and support the success of its training initiatives.

EMPLOYEE ASSISTANCE PROGRAM

The HR Act requires the AOC to offer support for mental health, alcohol and drug abuse, and other employee issues, while ensuring confidentiality. AOC Order 792-1 outlines the Employee Assistance Program (EAP) to meet these requirements. The EAP helps employees identify issues, create action plans, build or strengthen skills and find resources for problem resolution. Services include initial assessments, short-term support, consultations, community referrals and follow-up services. Participation is voluntary and free for employees and their immediate families, although employees are responsible for costs associated with outside services. The AOC guarantees confidentiality and will not share personal information without consent. The EAP supports overall employee wellness, contributing to a safe and healthy work environment.

Program Highlights:

The EAP played a critical role in delivering care, assistance and counseling, and providing essential information on individual and community health, safety and well-being. The program supported the AOC workforce and their families as they navigated the post-COVID-19 transition to an endemic phase, adapted to the demands of effective telework and returned to the worksite.

The EAP addressed numerous management requests for consultations and workplace presentations on topics such

as grief support, suicide awareness and prevention and anniversaries of disruptive events on the Capitol campus.

Through supplemental contract support, employees have 24/7 telephone access to ESPYR, a commercially provided well-being program, for scheduled sessions and immediate “TalkNow” consultations with a qualified behavioral health professional. In addition, employees have unlimited access to the AOC EAP Library on COMPASS and ESPYR’s behavioral health website. These resources include monthly webinars, articles, tools, videos and training programs.

In FY 2024, the EAP provided new employees with the agency’s Mandatory Alcohol and Drug Free Workplace Employee Awareness education program and an introduction to the nature and services of EAP. Throughout the year, the EAP offered additional training programs such as EAP: A Resource for Supervisors and Team Leads and A Dementia Conversation.

The EAP is an integral component of the AOC’s Wellness Program. The EAP Program Manager helped develop the agency’s wellness policy and gave monthly presentations on various wellness topics, including self-care, anxiety, depression, exercise, sleep, nutrition, suicide awareness and prevention, caregiver health, compassion fatigue and burnout.

PERFORMANCE APPRAISAL SYSTEM

The HR Act requires the AOC to implement a formal performance appraisal system that accurately evaluates job performance based on objective criteria. The Performance, Communication and Evaluation System (PCES), tailored to the AOC’s mission and based on OPM’s Performance Management System, aligns individual work elements with the Bridge Strategic Plan. It enhances supervisor-employee communication, boosts performance, provides recognition and rewards and identifies areas needing improvement.

AOC Order 430-1, Performance, Communication and Evaluation System, outlines the agency’s performance management system policy. AOC Order 430-2, Performance Management for Exempt Personnel, specifies the performance review policy for the AOC’s senior executives.

Program Highlights:

The HCMD convened a new PCES Working Group in FY 2024 to assess and refine the new performance evaluation process and automated system. This group focused on evaluating the capabilities of the automated system and improving the performance review cycle, including forms for mid-year reviews and ratings of record and reviewing and updating competencies.

The issues addressed include user errors by employees and supervisors, such as the non-entry of goals, inconsistent use of language for goals and competencies, untimely completion of mid-year reviews and ratings of record and maintaining accurate position descriptions for employees. The PCES Working Group, consisting of 26 employees from eight offices and jurisdictions, met four times during FY 2024. Two subcommittees were formed: one focused on competencies and the other on exceptional ratings. The competencies subcommittee discussed improvements to the competencies for the ratings of record. The exceptional rating subcommittee provided support to supervisors and employees on achieving an "Exceptional" rating of record.

PCES Training Sessions

The HCMD provides robust PCES training each year. AOC offices and jurisdictions can now identify trends year-over-year related to mid-year reviews, ratings of record and goal achievement. PCES training has resulted in, at least in part, to an increase in completion of mid-year reviews from 85 percent in FY 2023 to 98 percent in FY 2024. The ratings of record completion rate for FY 2024 was 100 percent.

YEAR	NUMBER OF TRAININGS
2022	31
2023	96
2024	75
Total	177

TYPES OF TRAINING	NUMBER OF TRAININGS	NUMBER OF PARTICIPANTS
Office Hours	4	592
AOC University Partner Trainings (Mid-Year Review and Rating of Record)	29	232
Supervisory Academy	2	50
Mid-Year Review	14	134
Rating of Record	13	48
One-on-One Trainings (Scheduled and Held)	63	63
Group Presentation Trainings	47	355
Total	172	1,474

FAIR AND EQUITABLE SYSTEM TO ADDRESS MISCONDUCT AND PERFORMANCE

The HR Act requires the AOC to have a fair and equitable system in place to address unacceptable conduct and performance, including a general statement of violations, sanctions, procedures and a formal grievance system. The AOC has a progressive discipline policy that aligns with OPM’s Managing Federal Employees’ Performance Issues or Misconduct reference materials but is tailored to the agency’s unique mission. AOC Order 752-1, Discipline, and applicable collective bargaining agreements (CBA), specify uniform procedures for disciplinary actions to address and correct inappropriate employee conduct. AOC Order 430-1, Performance, Communication and Evaluation System, outlines the policy for managing unacceptable performance. This policy is also reflected in applicable CBAs. All AOC employees have access to the Human Resources policy manual through the agency’s intranet.

AOC Order 752-1, Discipline, provides a table of typical penalties for infractions. A formal grievance procedure is available to all employees. If a union represents an employee, then the AOC affords the employee formal grievance procedures under the appropriate CBA. Otherwise, the AOC affords the employee formal grievance procedures under AOC Order 771-1, Grievance Policy.

The AOC evaluates each instance of misconduct using the Douglas Factors, a set of criteria provided by OPM to ensure appropriate penalties for employee misconduct. The AOC also reviews comparable disciplinary cases to maintain consistency. The same level of consistency applies to managing performance deficiencies. Effective coaching and accountability are key principles in addressing both misconduct and performance issues.

Program Highlights:

Training Programs

AOC University hosts a biannual Supervisory Academy for new supervisors. As part of the academy’s courses, the HCMD, in collaboration with the Office of General Counsel (OGC), offers a class that provides a comprehensive review of the Douglas Factors for disciplinary cases. This class provides specific examples of both mitigating and aggravating factors. Supervisors gain practical insights through real-world scenarios, learn the importance of proper documentation and receive firsthand knowledge of the disciplinary hearing process from AOC attorneys.

In FY 2024, the HCMD enhanced its training on processing disciplinary actions and progressive discipline. In response to requests from supervisors for more guidance on documentation, the HCMD developed a new course titled Documentation for Performance and Conduct. This course taught supervisors how to document both positive and negative aspects of employee performance in relation to the position description and performance plan. Additionally, the HCMD conducted nine presentations on Disciplinary and Workplace Violence across six offices and jurisdictions.

Disciplinary Toolkit

The HCMD provided training that emphasized the importance of accurate documentation in managing disciplinary actions effectively. To address supervisors' need for clearer guidance and a more streamlined disciplinary process, the HCMD developed an interactive disciplinary toolkit.

The disciplinary toolkit is a 20-page guide designed to help supervisors navigate the disciplinary process. It includes step-by-step instructions, process explanations, case scenarios and practical examples. This interactive resource features fill-in-the-blank sections, hyperlinks to relevant webpages and documents and the ability for supervisors to add their own notes and respond to follow-up questions from the HCMD. It also contains updated examples of complex disciplinary issues that require careful handling.

Grievance Process

The AOC is committed to enhancing communication between employees, supervisors and management by addressing concerns and dissatisfaction through a fair and equitable process aimed at resolving issues at the lowest possible level. Employees are encouraged to file grievances freely, without fear of restraint, interference, coercion, discrimination or reprisal, to ensure their concerns are addressed and resolved effectively. The AOC's grievance procedure is provided in AOC Order 771-1, Grievance Policy.

In FY 2024, the HCMD created a standard operating procedure (SOP) for managing grievances. The SOP outlines steps to handle conflicts of interest within an office or jurisdiction, including how to reassign decision-making to another official. It also provides clear guidance on both informal and formal grievance processes for offices and jurisdictions.

Performance Improvement Plan and PCES Appeal Process

In FY 2024, the AOC implemented changes to enhance employee performance management and appeals. Employees rated below "Achieves Standards" in their mid-year review or rating of record are now reviewed for the Performance Improvement Plan (PIP) process, with guidance from the HCMD. Supervisors are encouraged to collaborate with the HCMD early to monitor performance, document deficiencies and, if advised, initiate the PIP process.

A new PCES appeal process is under development to allow employees to appeal a mid-year review or rating of record below "Achieves Standards." The procedure will outline the steps employees, supervisors and office and jurisdiction heads need to take in the appeal process.

ABSENCE AND LEAVE

The HR Act requires the AOC to maintain a formal policy regarding the use and accrual of sick and annual leave. The AOC has several policies that address various types of leave, including AOC Order 630-1, Absence and Leave Policy; AOC Order 630-2, Family and Medical Leave Act Policy; AOC Order 550-3, Time and Attendance Policy; and AOC Order 610-1 Alternative Work Schedule Policy. Employees receive these policies during onboarding and have access to the policies on the agency's intranet. Additionally, the policies are distributed through the Employee Guide.

These policies collectively cover the use and accrual of various types of leave, including sick leave, annual leave, advanced leave, compensatory time and leave without pay. They ensure uniform and consistent administration of leave programs and provide detailed information on leave abuse, family medical leave and the responsibilities of both employee and supervisors in managing leave.

Program Highlights:

Leave Training Programs

The HCMD conducted over 20 training sessions on absence and leave management for supervisors and employees in FY 2024. These sessions provide a review of leave policies, emphasizing the importance of a collaborative approach between staff and supervisors in the leave notification, submission and approval process to ensure proper office and leave approval.

Leave Management training program provides information and guidance on the following topics:

- Types of Leave
- Protected Leave Category
- Other Leave Categories
- Leave Request Guidelines
- Tardiness
- Leave Abuse
- Scenarios (real-life applications)
- Leave Abuse Resources

Administrative Leave Tracking

The Chief Administrative Officer and Chief Human Capital Officer administer the approval process involving requests to place an employee on administrative leave pending a disciplinary action or investigation. The HCMD prepares monthly reports to track the status of employees on administrative leave to ensure efficient and effective management.



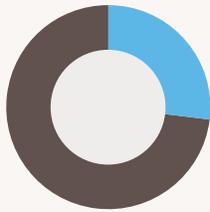
Detailed stonework and ironwork blend with modern security bollards in this view of the U.S. Capitol's West Front.

Infographic: Human Capital by the Numbers

WORKFORCE PROFILE

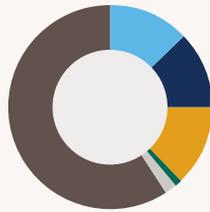
2,280 + 220 = 2,500

Permanent Employees Temporary Employees Total Employees



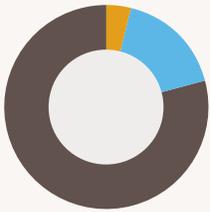
GENDER

- Men, 1,787, 72%
- Women, 713, 29%



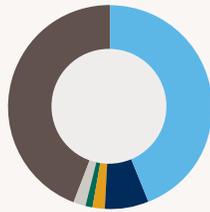
JOB CATEGORIES

- Trades, 1,412, 56%
- Professional, 304, 12%
- Administrative, 381, 15%
- Other, 55, 2%
- Technical, 328, 13%
- Clerical, 20, 1%



SUPERVISORY RATIO

- Leaders, 95, 4%
- Nonsupervisors, 1,927, 77%
- Supervisors, 478, 19%



RACE

- Black or African American, 1,121, 45%
- White, 1,064, 43%
- Hispanic or Latino, 188, 8%
- Asian, 79, 3%
- American Indian or Alaska Native, 26, 1%
- Two or more, 19, 1%
- Native Hawaiian or Other Pacific Islander, 3, 0%

Source: NFC Insight, WFP data set, PP2024-19 data

ELECTRONIC OUTREACH

LinkedIn

152,622

Views on AOC Jobs

Glassdoor

8,505

Views on AOC Employer Profile

REWARDS AND RECOGNITION

398

Recognition Federal Service

5,122

Monetary Awards

TALENT ACQUISITION

261

Promotions

210

Permanent Appointments

184

Temporary Appointments

Source: NFC Insight, WFP data set, data from 10.01.23 to 09.30.24

TRAINING AND EMPLOYEE DEVELOPMENT

282 courses

908 sessions

Training Opportunity Offerings

21,628

Course Completions from AOC Learn Percipio

32,662

Update Records

867

Approved Training Requests

PAYROLL AND PROCESSING

12,232

Personnel Actions Processed

7,745

Payroll Documents Processed

EMPLOYEE BENEFITS

295

Family and Medical Leave Recipients

74

Voluntary Leave Transfer Program Recipients

634

Transit Subsidy Recipients

46

New Workers' Compensation Claims

24

Student Loan Repayments

ATTRITION RATE

9.09%

Attrition Rate

82

Retirements

76

Resignations

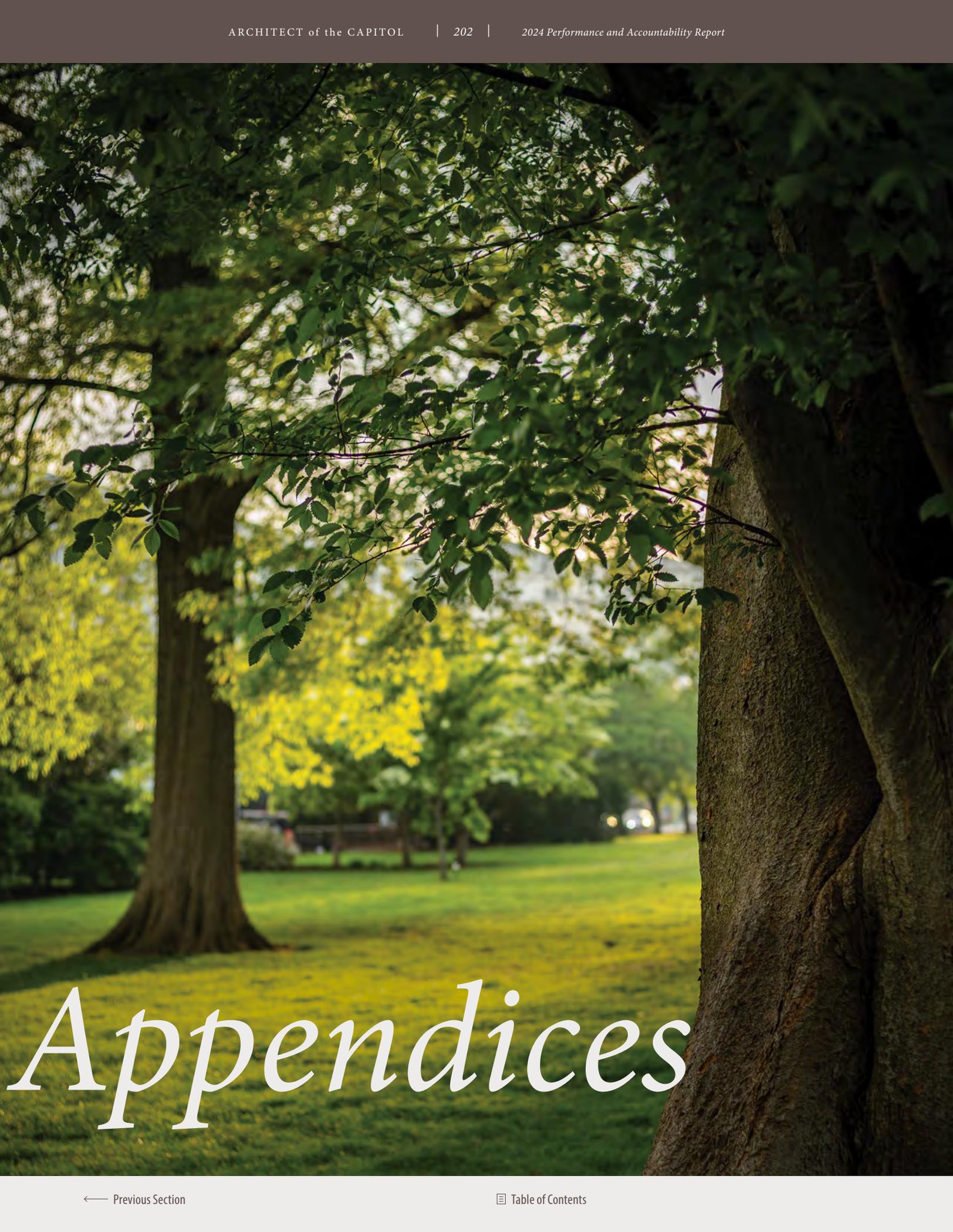
67

Transfers

Source: NFC Insight, WFP data set, data from 10.01.23 to 09.30.24

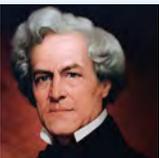
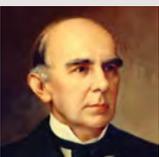


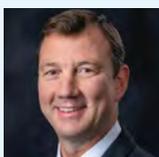
The Statue of Freedom has crowned the U.S. Capitol Dome since 1863.



Appendices

Appendix A: Architects of the Capitol

	NAME	DATES OF SERVICE
	<u>Dr. William Thornton</u>	1793
	<u>Benjamin Henry Latrobe</u>	1803-1811 1815-1817
	<u>Charles Bulfinch</u>	1818-1829
	<u>Thomas Ustick Walter</u>	1851-1865
	<u>Edward Clark</u>	1865-1902
	<u>Elliott Woods</u>	1902-1923
	<u>David Lynn</u>	1923-1954

	NAME	DATES OF SERVICE
	<u>J. George Stewart</u>	1954-1970
	<u>George M. White, FAIA</u>	1971-1995
	<u>Alan M. Hantman, FAIA</u>	1997-2007
	<u>Stephen T. Ayers, FAIA, CCM, LEED AP</u>	2010-2018
	<u>J. Brett Blanton, PE</u>	2020-2023
	<u>Thomas E. Austin, PE, CCM, PMP</u>	2024-Present

Appendix B: Major Facilities

As the builder and steward of the landmark facilities of the Capitol campus, the AOC is responsible for many of the most iconic buildings in the nation. **Table 23** lists major facilities under the AOC’s stewardship, organized by the respective organizational unit.

TABLE 23: Major AOC Facilities

FACILITY	LOCATION	YEAR BUILT OR ACQUIRED If property was acquired after the year built, the AOC’s acquisition date appears in parentheses	ASSIGNED (A) OR LEASED (L)
Capitol Building			
U.S. Capitol Building	Washington, D.C.	1793 and various dates for expansions	A
Capitol Grounds and Arboretum			
Summerhouse	Washington, D.C.	1880	A
Capitol Square	Washington, D.C.	1894	A
Robert A. Taft Memorial and Carillon	Washington, D.C.	1959	A
Union Square	Washington, D.C.	Transferred 2011	A
Capitol Power Plant			
Generator Building	Washington, D.C.	1909	A
Main Boiler Plant	Washington, D.C.	1909	A
Cogeneration Plant	Washington, D.C.	1937	A
Administration Building	Washington, D.C.	1978	A
West Refrigeration Plant	Washington, D.C.	1978 and various dates for expansions	A
Utility Tunnels	Washington, D.C.	Various dates	A
Coal Yard Facilities	Washington, D.C.	Various dates	A
House Office Buildings			
Cannon House Office Building	Washington, D.C.	1908	A
Longworth House Office Building	Washington, D.C.	1933	A
Rayburn House Office Building	Washington, D.C.	1965	A
E Street S.E. Garage, Washington DC	Washington, D.C.	1950	A
East and West House Underground Garages	Washington, D.C.	1968	A
Ford House Office Building	Washington, D.C.	1939 (Transferred 1974)	A
House Page Dormitory ¹	Washington, D.C.	1940 (Transferred 1986)	A
O’Neill House Office Building	Washington, D.C.	1963 (Transferred 2017)	A
Library Buildings and Grounds			
Thomas Jefferson Building	Washington, D.C.	1897 (Transferred 1922)	A
John Adams Building	Washington, D.C.	1938	A
James Madison Memorial Building	Washington, D.C.	1980	A
Special Services Facilities Center	Washington, D.C.	1990 (Transferred 1991)	A
Fort Meade Warehouse Buildings	Fort Meade, MD	1942 (Transferred 1993)	A
Fort Meade Collection Storage Modules	Fort Meade, MD	Module 1: 2002, Module 2: 2005, Modules 3 and 4: 2009, Module 5: 2017, Module 6: 2021	A
Packard Campus for Audio-Visual Conservation	Culpeper, VA	2007	A
Collections Storage Facility	Landover, MD	2016	L
Logistics Storage Facility	Landover, MD	2017	L
U.S. Copyright Office Storage Facility	Landover, MD	2021	L

¹ The House Page Dormitory is on loan to the Library of Congress for occupancy. The AOC is responsible for the building’s facility maintenance.

FACILITY	LOCATION	YEAR BUILT OR ACQUIRED	ASSIGNED (A) OR LEASED (L)
		If property was acquired after the year built, the AOC's acquisition date appears in parentheses	
Office of the Chief Engineer (Construction Division)			
Construction Division Shops	Washington, D.C.	Estimated 1950s (1982)	A
Construction Division Warehouse	Landover, MD	2016	L
Office of the Chief Security Officer			
Eney, Chestnut, Gibson Memorial Building	Washington, D.C.	1930 (Transferred 1986)	A
Vehicle Maintenance Facility	Washington, D.C.	1930	A
Courier Acceptance Facility	Washington, D.C.	1980	A
Canine Facility	Washington, D.C.	1996 (Transferred 2004)	A
Fairchild Building	Washington, D.C.	2004	A/L
Government Publishing Office (GPO)	Washington, D.C.	2005	L
Interim Off-Site Delivery	Washington, D.C.	2006	A
Verizon Building	Washington, D.C.	2011	L
Senate Office Buildings			
107 D Street, NE	Washington, D.C.	1885	A
Russell Senate Office Building	Washington, D.C.	1909	A
Senate Underground Garage	Washington, D.C.	1932	A
Dirksen Senate Office Building	Washington, D.C.	1958	A
Hart Senate Office Building	Washington, D.C.	1982	A
Senate Sergeant at Arms Office Support (Postal Square Building)	Washington, D.C.	1992	L
Daniel Webster Senate Page Residence	Washington, D.C.	1930 (Transferred 1993)	A
Senate Storage Building	Washington, D.C.	1993	A
Senate Employees' Child Care Center	Washington, D.C.	1998	A
Senate Sergeant at Arms Secretary of the Senate Warehouse Facility	Landover, MD	2005	L
GPO — Senate Furniture/Refinishing	Washington, D.C.	2007	L
Senate Mail Handling Facility	Landover, MD	2008	A
Senate Sergeant at Arms Printing, Graphics and Direct Mail Facility	Landover, MD	2011	L
GPO — Senate Sergeant at Arms Cabinet	Washington, D.C.	2012	L
Supreme Court Building and Grounds			
Supreme Court of the United States	Washington, D.C.	1935	A
Thurgood Marshall Federal Judiciary Building	Washington, D.C.	1992	A
U.S. Botanic Garden			
Administration Building	Washington, D.C.	1931	A
Bartholdi Fountain and Gardens	Washington, D.C.	1932	A
Conservatory and surrounding gardens	Washington, D.C.	1933	A
Production Facility Greenhouse, Headhouse	Washington, D.C.	1993	A
Storage Facility	Washington, D.C.	2017	A
U.S. Capitol Visitor Center			
U.S. Capitol Visitor Center ²	Washington, D.C.	2008	A

² The visitor services operations at the U.S. Capitol Visitor Center are performed by the U.S. Capitol Visitor Center jurisdiction; facility maintenance is managed by the Capitol Building jurisdiction.

Appendix C:

The AOC Jurisdictions

The agency's jurisdictions have responsibilities for maintenance, operation, development, preservation and services for specific areas of the Capitol campus. The AOC receives a separate appropriation for each jurisdiction. **Table 24** identifies the jurisdictions and their corresponding responsibilities. This section supplements the major agency accomplishments described in **Section One: Management's Discussion and Analysis** and highlights FY 2024 achievements that were not included previously in this report and FY 2025 priorities in support of the AOC's mission.

TABLE 24: The AOC Jurisdictions

Capitol Building: Responsible for the life-cycle maintenance, operations and care of the U.S. Capitol, the centerpiece of the Capitol campus, and for the maintenance of the CVC.

Capitol Grounds and Arboretum: Responsible for preserving and maintaining 286 acres of historic landscape and grounds infrastructure across Capitol Hill.

Capitol Police Buildings, Grounds and Security: Responsible for AOC security operations and the maintenance, care and operations of the U.S. Capitol Police buildings and grounds.

Capitol Power Plant: Responsible for providing centralized utility services for Capitol Hill and maintaining and operating the Capitol Power Plant, which provides steam and chilled water to heat and cool the U.S. Capitol and 22 other facilities.

House Office Buildings: Responsible for the life-cycle maintenance, operations and care of the facilities supporting the office and committee space for the Members of the U.S. House of Representatives and their staff.

Library Buildings and Grounds: Responsible for the life-cycle maintenance, operations and care of the Library of Congress facilities and grounds.

Senate Office Buildings: Responsible for the life-cycle maintenance, operations and care of the facilities supporting the office and committee space for United States senators and their staff.

Supreme Court Building and Grounds: Responsible for the life-cycle maintenance, operations and care of the Supreme Court of the United States, the Thurgood Marshall Federal Judiciary Building and the surrounding grounds.

U.S. Botanic Garden: Responsible for the maintenance, operation and care of the USBG, the outside gardens, support facilities, the Bartholdi Fountain and Gardens, USBG's other heritage assets and plant collections.

U.S. Capitol Visitor Center: Responsible for visitor services and general operations at the CVC, including informational exhibitions, a restaurant, two orientation theaters, an auditorium and gift shops.



Capitol Building

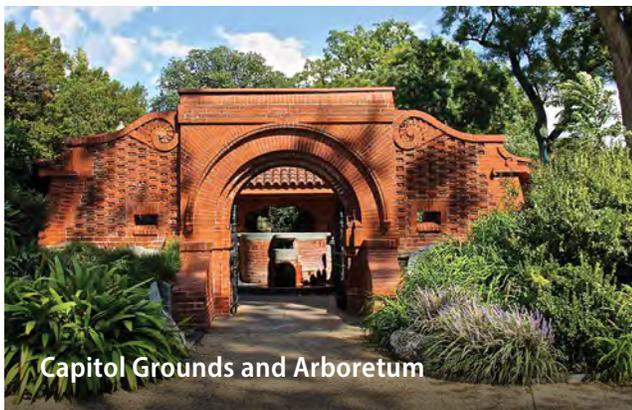
FY 2024 ACCOMPLISHMENTS

- Restored Senate Reception Room Ceilings:** Completed restoration of the ceiling, including murals by Constantino Brumidi, plaster ornaments, faux architectural painted elements and trompe l'oeil borders. Conservators removed overpaint to reveal original paint on murals and regilded ceiling coffers. The original paint scheme of a historic door was uncovered, further enhancing the room's historical authenticity.

- Completed CVC Skylight Fountain Repairs:** All upper granite panels were removed, loose mortar was replaced, and a hydraulic cement mixture covered with a silicon-based adhesive was applied to prevent future erosion. The granite panels were reinstalled, and the fountains were filled and tested to ensure proper operation.
- Continued Paint and Plaster Repairs:** Deterioration in the heavily trafficked area in the Senate Connecting Corridor necessitated repairs to replicate the decorative scheme from circa 1852-1859. The repairs are scheduled for completion by December 2024, with the decorative painting set to be finished in early 2025.

FY 2025 PRIORITIES

- Support the 60th Presidential Inaugural:** Support will include building the ceremonial platform and surrounding infrastructure, organizing logistical support and ensuring necessary access routes and security measures are in place.
- Renovate and Upgrade House Kitchen:** The renovation will address code compliance issues with the exhaust duct, upgrade kitchen equipment and infrastructure and enhance lighting and finishes to modernize the kitchen.



Capitol Grounds and Arboretum

FY 2024 ACCOMPLISHMENTS

- Developed Pest Monitoring Techniques:** Enhanced protocols for monitoring emerging exotic landscape pests and promoted sustainable landscape management practices. These efforts were in collaboration with the District Department of Transportation, the U.S. Forest Service and academic institutions.
- Hosted Earth Day Event:** Educated staff and visitors on sustainable landscape management practices, highlighting the U.S. Capitol Grounds and showcasing eco-friendly approaches. This event fostered greater awareness and appreciation for environmentally conscious landscaping best practices.

- Restored Historic Capitol Terrace Plant Case:** Mitigated poor soil conditions including drainage and soil structure issues. Transported over 800 bags of soil conditioner and replanted thousands of plants. The new plantings align with Olmsted's aesthetic vision.

FY 2025 PRIORITIES

- Develop Five-Year Jurisdiction Operational Plan:** Create a strategic operational plan that aligns with the AOC's mission, vision and goals, and provides clear direction for the jurisdiction over the next five years. This plan will harness grassroots insights to engage employees, prioritize key initiatives and strengthen the jurisdiction's impact within the AOC.
- Restore Robert A. Taft Memorial and Carillon:** This project will restore the Taft Memorial and Carillon to their 1959 appearances, including the tower, terrace, steps and fountain. It will update building systems, replace the roof, restore the bells, renew carillon supports and enhance safety with new ladder installations. Landscape improvements will feature an accessible terrace pathway, new hand railings and upgraded stormwater drainage.



Capitol Police Buildings, Grounds and Security

FY 2024 ACCOMPLISHMENTS

- **Security Upgrades:** Significant security upgrades were completed across the Capitol campus in FY 2024. This included the replacement of doors and windows to strengthen campus security—a top priority following January 6, 2021. Additionally, new card readers and security control mechanisms were implemented throughout the Senate and House office buildings and four vehicle barriers were replaced and a multi-year contract was awarded for ongoing barrier upgrades.

- **Joint Audible Warning System Upgrade:** Significant progress was made in enhancing the Joint Audible Warning System across the Capitol campus. Key achievements included the replacement of essential fiber infrastructure and the installation of antenna mounts on building roofs.
- **Emergency Management:** Coordinated interagency emergency preparedness and managed internal security programs and policies, including continuity of operations and critical infrastructure and resiliency programs. Additionally, began evaluating cybersecurity related risks to the AOC's industrial control systems and other vulnerable cyber systems.

FY 2025 PRIORITIES

- **Provide Presidential Inaugural Support:** The jurisdiction will provide critical security assistance for the 2025 Presidential Inauguration. This includes installing essential security elements across the Capitol campus and coordinating efforts with multiagency command centers.
- **Continue Security Enhancement Projects:** These efforts include ongoing installation of upgraded doors and windows in multiple buildings, replacing security kiosks, completing the design for a new screening facility and assessing the installation of retractable bollards to enhance perimeter protection.



Capitol Power Plant

FY 2024 ACCOMPLISHMENTS

- **Strengthened Cybersecurity:** Enhanced cybersecurity measures by expanding the intrusion detection system, installing a new security monitoring and reporting software suite and evaluating cybersecurity programs for industrial control systems. Additionally, continued with a robust system patching and update program.
- **Improved Maintenance Procedures:** Conducted a thorough review of equipment inventories, ensured that updated maintenance procedures were recorded and addressed inventory shortfalls, with a focus on critical spare parts.

- **Enhanced Safety Initiatives:** Implemented a comprehensive safety self-inspection program, provided specialized training for safety committee members and conducted extensive equipment and tunnel safety inspections. Designed and constructed a new equipment platform incorporating staff safety suggestions. Organized multiple jurisdictionwide safety stand-downs and hosted an on-site medical surveillance van for all AOC personnel.

FY 2025 PRIORITIES

- **Advance Infrastructure Revitalization Programs:** Conduct long-term planning and execution of key infrastructure revitalization programs, including Campus Utility Master Planning, the Refrigeration Plant Revitalization Program and the Boiler Plant Renewal Project. These initiatives will ensure the modernization and efficiency of critical systems.
- **Implement Critical Infrastructure Improvements:** Initiate and advance critical infrastructure projects, including the replacement of control system power modules, emission monitoring systems and wastewater outfall systems. These projects will address vital system upgrades, enhance operational reliability and ensure compliance with environmental regulations.



House Office Buildings

FY 2024 ACCOMPLISHMENTS

- **Longworth Exterior Masonry and Envelope Repairs**
Design: Completed the survey of existing conditions as well as schematic design and design development submissions for cleaning, repairing and restoring the Longworth Building's exterior and courtyard. The 50 percent design submission was reviewed and the 100 percent design submission will be completed in FY 2025.
- **Longworth Roof Replacement and Repairs Design:** Developed construction drawings for comprehensive roof system upgrades at the Longworth Building, including repairs and partial replacement of metal roofs, full replacement of nonmetal roofs and updates to fall protection systems and snow guards. The condition survey, schematic design submission, design development submission and 50 percent design submission were completed. The 100 percent design submission will be completed in FY 2025.



Library Buildings and Grounds

FY 2024 ACCOMPLISHMENTS

- **Completed Retail Shop Relocation and Renovation:** Designed and constructed a new retail shop in the Jefferson Building to support the visitor experience program. The project included installing new electrical infrastructure and modifying existing plumbing and life-safety systems.
- **Managed Relocation of National Library Services:** Supported the relocation and consolidation of the National Library Services for the Blind and Print Disabled into the Adams Building. The project involved moving staff from a 60,000-square-foot facility to a newly renovated third-floor space.

- **Power Monitoring System Upgrade:** Upgraded power monitoring control systems to improve energy efficiency, safety and reliability, reduce energy waste, mitigate arc flash risks and enable early issue detection. Medium voltage switchgear work was completed at the Ford, Longworth and Rayburn Buildings. Ethernet terminations for the Ford and Longworth Buildings were finished, with final connections scheduled for FY 2025. Main distribution panels for the Rayburn and Ford Buildings and substations for the Ford Building were nearing completion at the end of the fiscal year and approximately half of the automatic transfer switches were installed.

FY 2025 PRIORITIES

- **Support Congressional Office Moves:** Support will include managing suite selection, developing architectural layouts, conducting office design meetings, handling the relocation of personal items, painting offices, installing partitions and updating electrical infrastructure.
- **Complete First Phase of the Rayburn Modernization:** The initial phase of the Rayburn House Office Building Modernization Project involves completing the swing space study. This will include data collection, requirements analysis, evaluation of options and economic analysis to define the project phases and timeline.

- **Launched Apprenticeship Program:** Through the year-long decorative painter apprentice program, the AOC partners with a renowned Brooklyn artist to offer weeklong trainings for up to 10 employees and includes a final project on an AOC decorative painting. The program and syllabus were completed, and support partnerships were initiated.

FY 2025 PRIORITIES

- **Enhance Jefferson Building Egress and Safety:** Complete the North Exit, Stair B project to enhance exit capacity and improve accessibility and safety. This project will provide a code-compliant, protected egress route from the Jefferson Building outside through the northside moat. The new stair will serve the northeast stacks and north curtain on all levels.
- **Initiate Pocket Wetland Construction:** This project will focus on achieving compliance with Maryland Department of the Environment requirements for reducing impervious surfaces. It will also enhance environmental sustainability by improving water management and reducing runoff.



Senate Office Buildings

FY 2024 ACCOMPLISHMENTS

- Completed Building Upgrades:** Fulfilled 40 decorator requests in Senate buildings, including 24 projects featuring custom paint, upholstery, draperies and furniture. Renovated multiple Senate offices and the staff space for the Senate Committee on Rules and Administration in the Russell Building and created new collaborative event spaces in the Dirksen Building.
- Began Renovation of Staff Office Space:** Launched renovations of the Senate Committee on Armed Services staff suite in the Russell Building, addressing shifted historic stone arches caused by building settling and the 2011 earthquake. The project entails re-pointing the arches, lead paint abatement, plaster repairs, infrastructure updates and installing new lighting, carpet and modular furniture, along with fresh paint.

- Enhanced Communication and Knowledge Sharing:** Resumed and expanded the Senate Ride-Along Program, where leaders, engineers, architects and staff work alongside Senate trade shop teams for a full shift. The program fosters positive management-staff interactions, improves management's understanding of shop practices, enhances safety and efficiency, promotes teamwork and engagement and has led to improvements within the trade shops.

FY 2025 PRIORITIES

- Complete Congressional Office Moves:** The jurisdiction will coordinate suite selection, design and renovations for Senate office moves. This includes painting, new carpeting and upholstery, custom woodwork and upgrades to audiovisual, HVAC and electrical systems. Deferred maintenance and infrastructure upgrades will be completed during the moves, and the suite selection tool will be enhanced to improve the user experience.
- Launch High-Priority Renovation and Upgrade Projects:** Projects will include a three-year renovation of approximately 50,000 square feet of flat roofs on the Dirksen Building, design and replacement of diesel underground storage tanks at the Dirksen and Hart Buildings and an overhaul of 24 air handling units at the Hart Building. This overhaul will include the installation of a new humidification system, 1,400 variable air volume controllers and updated building thermostats.



Supreme Court Building and Grounds

FY 2024 ACCOMPLISHMENTS

- Continued Marshall Building's Finish Renovation and Replacement:** Completed renovations on the Marshall Building's sixth floor, which included new paint, carpet, ceiling tiles and energy-efficient fixtures, and initiated renovations on the building's fourth floor.

- Renovated Marshall Building Offices:** Oversaw renovation of over 9,000 square feet of office space in the Marshall Building. The project modernized offices, huddle spaces and conference rooms.
- Established Aromatherapy Garden:** Introduced an aromatherapy garden to enhance relaxation and stress reduction for staff and visitors. Strategically planted across multiple garden areas, the garden is designed to infuse the surroundings with pleasant fragrances.

FY 2025 PRIORITIES

- Procure Fire Alarm Replacement System:** Acquire a new fire alarm system based on the design, constructability review and quantitative risk assessment completed in FY 2024.
- Complete Space Planning Study:** Complete a space planning study for the Supreme Court of the United States, Marshall Building and the V Street, NE warehouse. The study will evaluate current space utilization and project future needs, identifying opportunities for reallocating, repurposing or redesigning spaces over a 10-plus-year period.



U.S. Botanic Garden

FY 2024 ACCOMPLISHMENTS

- **Finalized Five-Year Science Engagement Plan:** Gathered stakeholder feedback and conducted internal reviews to finalize the plan. This strategic document formalizes ongoing scientific initiatives and provides a road map for future activities, prioritizing collections-driven research, conservation efforts, horticultural innovation and accessible plant science education.

- **Initiated Conservatory Garden Court Reglazing Project:** Addressed air and water infiltration by replacing half of the center section of the roof glazing system. New laminated tempered glass was installed that improved weatherproofing, reduced maintenance, conserved energy and enhanced the visitor experience.
- **Improved Public Announcement System:** Resolved long-standing technical issues with the Conservatory's public announcement system. The in-house repairs increased communications reliability, enhanced visitor safety and improved operational efficiency.

FY 2025 PRIORITIES

- **Improve Safety and Accessibility in Gated Outdoor Gardens:** This project will design and construct ADA-compliant pathways, enhance stormwater management and upgrade site lighting in the gated outdoor gardens. These modifications will improve accessibility and enhance safety for public and congressional evening events.
- **Continue Production Facility Campus Renewal Project:** Continue development of the design and advance funding requests for the renewal of the Production Facility campus. Complete Phase 6 design for the Learning Center and Urban Farm.



U.S. Capitol Visitor Center

FY 2024 ACCOMPLISHMENTS

- **Upgraded CVC Data Center:** Installed VxRail servers to meet industry security standards and support the growing demands of the Exhibition Hall's multimedia devices and interactive displays. This upgrade improved the performance and reliability of the data infrastructure and overall functionality of Exhibition Hall.
- **Offered Learning Experience for Congressional Staff:** Delivered live virtual sessions for congressional staff and interns, covering the art, architecture and the history of the U.S. Capitol.

These online sessions were complemented by guided in-person tours, allowing participants to apply their virtual knowledge and gain a deeper understanding through a hands-on experience.

- **Participated in International Forum:** CVC leadership presented at the International Forum of Parliament Visitor Centers and led discussions on audience evaluation for shaping exhibits and programs. This increased visibility has resulted in frequent requests for expertise, including from the European Parliament, Legislative Assembly of Alberta and the Parliament of Ghana.

FY 2025 PRIORITIES

- **Prioritize Recruitment, Training and Retention:** Build a capable and stable workforce through targeted recruitment, training and retention efforts. This will ensure the CVC meets the needs of visitors and effectively manages significant seasonal fluctuations with high service standards.
- **Enhance Network Resilience:** Establish an off-site backup system outside the Washington, D.C. area. This backup data center will enhance disaster recovery, reduce data loss and downtime and ensure critical data and systems remain operational.

Appendix D:

Major Stone Repair and Preservation Projects

Nearly every building on the Capitol campus is constructed with or faced with stone. This appendix summarizes the major ongoing stone repair, façade and preservation projects. ↻



CANNON RENEWAL

Scheduled for completion in FY 2025, this 10-year project has addressed accessibility and structural issues, conserved and repaired stone and wood, rehabilitated office spaces and upgraded infrastructure. Improvements include code compliance, energy efficiency and technology adaptation. Windows, doors and hardware were restored and modernized, and a larger fifth floor was added.



OLMSTED TERRACE PRESERVATION

A team of AOC stonemasons is repairing the 5,500-square-foot Olmsted Terrace, dating back to 1894. The six-phase project involves deconstructing and rebuilding sections, patching holes, cleaning stone, repointing and resetting pieces and trimming vegetation. Each phase includes dismantling, repairing and reinstalling the walls, pedestal, steps and curb.



SUPREME COURT COURTYARD RESTORATION

This project restores the stone façades and fountains in the four courtyards at the Supreme Court of the United States. The first phase neared completion in FY 2024 and focused on the North Courtyard and included mortar joint replacement, marble cleaning and bronze restoration. Courtyard fountains were upgraded for better efficiency and safety. The next phase will restore the building's South Courtyard.



THURGOOD MARSHALL FAÇADE STABILIZATION

This project stabilizes and repairs the building's stone veneer façade to ensure safety and preserve its aesthetic and historic value. Current work includes repairing visible stone damage, nondestructive testing of stone panels and replacing joint sealants and the weep system. A new safety netting system will be installed upon completion for added protection.



CAPITOL EXTERIOR PRESERVATION – STONE AND METAL

This multi-phased program preserves the U.S. Capitol's exterior stone and metals, prevents water infiltration and repairs damage. It includes cleaning, treating and repainting stone, replacing mortar, sealants and damaged stone, and updating bird deterrent systems. The program also preserves metal lampposts, lanterns and railings.

Appendix E:

Major Exhibitions and Programs

The USBG and CVC create and offer a wide range of exhibitions and educational programming for the visiting public.

U.S. BOTANIC GARDEN

“CULTIVATE: GROWING FOOD IN A CHANGING WORLD”

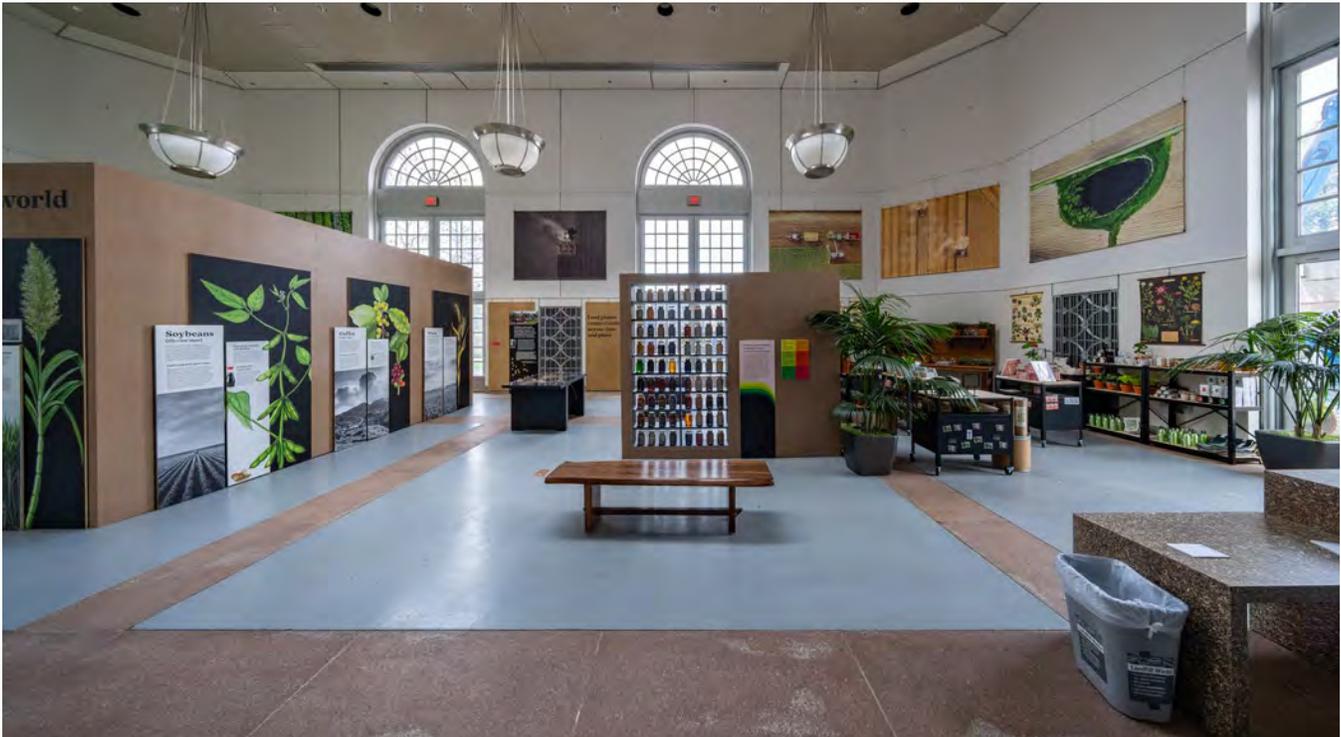
July 2022 – August 2024

Agriculture, the science and practice of cultivating crops and livestock, impacts daily lives in more ways than just providing food. This exhibit explored the agricultural process, from the farmers who grow food to the cultural significance of food, as well as the modern techniques and innovations that enhance sustainability and productivity. The interactive exhibit brought to life the diverse world of agriculture, engaging and inspiring visitors through the stories of over 75 individuals and organizations from around the globe.

“SEASON’S GREENINGS” HOLIDAY EXHIBIT

November – December 2023

To celebrate the holiday season, the USBG presented the annual festive gardenwide display. Model trains ran daily through intricately designed pollinator models made from plant materials in the outdoor gardens. The Conservatory contained displays of a variety of poinsettias cultivated by the Horticulture team, along with holiday decorations and models of local landmarks crafted from plant materials.



A glimpse of “Cultivate: Growing Food in a Changing World” at the USBG — part of a campuswide exhibit highlighting innovations in agriculture and sustainability.

“THE FUTURE OF ORCHIDS: CONSERVATION AND COLLABORATION”

January – April 2024

The USBG and Smithsonian Gardens presented the 28th annual joint orchid exhibit in 2024, filling the Kogod Courtyard of the Smithsonian American Art Museum and National Portrait Gallery with hundreds of live orchids. The display featured a series of newly commissioned and loaned works by contemporary multimedia artist, Phaen Howng, to help audiences visualize the future of orchids and be inspired to promote a sustainable future. Related educational programs were offered on-site and online.

“FIERCE FLORA: TALES OF SURVIVAL AND DEMISE”

September 2024 – Ongoing

This USBG exhibit in the Conservatory highlights unique features plants have evolved to defend themselves against herbivores, infection and plant competitors. The multisensory exhibit shares the ferocious side of the bright and beautiful plant world and showcases the ways people can benefit from their medicinal properties and experience negative consequences from touching, consuming or, in rare cases, sitting beneath them. [↗](#)

ONLINE AND IN-PERSON PROGRAMMING

The USBG provides online resources and educational programming related to gardening and plant science. In FY 2024, notable highlights included instructor-led school field trips, a summer online series focused on plants and music and a series of evening programs exploring the role of plants in climate change. The USBG also collaborated with local institutions such as Ford’s Theatre, Folger Shakespeare Library and Smithsonian Gardens. Additionally, USBG educators and horticulturists extended their reach into the community through programming at Deanwood Library, the Anacostia Environmental Youth Summit and the Juneteenth Event at the FH Faunteroy Community Enrichment Center.

Additional information on exhibits and programming at the USBG is available online. [↗](#)

U. S. CAPITOL VISITOR CENTER

EXHIBITION HALL

Exhibition Hall offered a diverse range of engaging activities for visitors. “Object Spotlight” provides in-depth interpretations of single objects on display, offering deeper insights into their significance. “Seen on Screen” utilizes popular and archival films to spark discussions on pivotal themes and events in congressional history. “Curator Talks” allow visitors to explore CVC exhibitions with the experts who created them, enhancing their understanding of the exhibits. The “Family Program” offers kid-friendly, craft-centric activities that teach visitors about Congress and the U.S. Capitol while allowing them to create their own souvenirs. A new special exhibit, “Congressional Investigations,” examines historical investigations, showcasing how Congress works, what happens during inquiries, and how these often result in legislation.

CAPITOL TOURS

To provide visitors with a deeper understanding of the U.S. Capitol’s rich history and art, the CVC offered specialty tours. These include the Halls of the Senate, which provides an intimate look at the Senate wing’s beautifully decorated corridors and the work of Italian-born artist Constantino Brumidi. The Votes for Women tour uncovers the stories of women who fought for suffrage and equality, setting the stage for future generations. Indigenous Peoples in U.S. Capitol’s Art examines how the Capitol’s art collection and the portrayal of Indigenous peoples have evolved over time. The Heroes of Civil Rights tour shares the inspiring stories of Americans whose extraordinary actions shaped U.S. civil rights. The Outdoor Tour of the Capitol Grounds provides insights into the scenic and historical features of the U.S. Capitol Grounds.



STUDENT PROGRAMMING

The CVC offered online and on-site sessions for students. “What is the Constitution?” covered Article I, the Bill of Rights, the role of citizens in democracy, and Congress’ role in government, with versions for all grade levels. “The Debates of the Constitutional Convention of 1787,” tailored for middle and high school students, analyzed the plans, debates and compromises during the creation of the U.S. government. “Want to Learn More About the U.S. Capitol?” provided a live question-and-answer session with an education specialist about the U.S. Capitol’s function, history, architecture and art, available for all grade levels. “We the People,” a civics-themed tour of Washington, D.C., for eighth grade D.C. public school students, was offered in partnership with the U.S. Capitol Historical Society, Library of Congress, George Mason Memorial, National Archives and USA Guided Tours. The CVC hosted 22 events, including a Democracy Lab activity and a modified U.S. Capitol Tour.

VIRTUAL EXPERIENCES

The CVC launched “Rotunda 360: Indigenous Peoples in Capitol Art,” an interactive virtual experience on its website. This experience allows visitors to explore Indigenous representations in the art of the Rotunda through the lens of the Native perspective. By engaging with four artworks, visitors learn about the depicted Native nations, their cultures, histories and people. Additionally, the CVC premiered a new “Know Before You Go” video, featuring staff members guiding prospective visitors through a tour of the U.S. Capitol.

PARTNERSHIPS AND OUTREACH

The CVC, in collaboration with the National Constitution Center in Philadelphia, presented two virtual programs—one on Congress and the U.S. Capitol and another on Asian American and Pacific Islander history through a congressional lens. Following a Votes for Women tour, the Washington Mystics invited the CVC to participate in “Women Game Changers” night, where CVC staff engaged fans about the history of women’s suffrage and shared resources on the CVC’s programs.

Additional information on exhibits at the CVC is available online. [↗](#)

Appendix F: Capitol Campus Visitation Statistics

Table 25: Number of Visitors by Year: FY 2019 - FY 2024
(Rounded to the Nearest 1,000)

FISCAL YEAR	U.S. CAPITOL VISITOR CENTER	U.S. BOTANIC GARDEN	LIBRARY OF CONGRESS
2019	2,375,000	1,004,000	1,593,000
2020	723,000	448,000	549,000
2021	0	0	30,000
2022	317,000	502,000	375,000
2023	1,691,000	1,115,000	726,000
2024	2,084,000	1,127,000	882,000
Six-Year Average*	1,198,000	699,000	693,000

*The six-year average is impacted by the temporary closure of the Capitol campus due to the COVID-19 pandemic. These closures lasted from March 2020 through February 2022.

Table 26: Number of Visitors by Month, FY 2024
(Rounded to the Nearest 1,000)

MONTH	U.S. CAPITOL VISITOR CENTER	U.S. BOTANIC GARDEN	LIBRARY OF CONGRESS
October	168,000	78,000	65,000
November	117,000	89,000	54,000
December	96,000	155,000	56,000
January	71,000	49,000	34,000
February	97,000	62,000	40,000
March	236,000	129,000	85,000
April	242,000	109,000	92,000
May	255,000	109,000	103,000
June	243,000	92,000	94,000
July	249,000	106,000	104,000
August	186,000	86,000	97,000
September	124,000	63,000	58,000
Total	2,084,000	1,127,000	882,000
Monthly Average	174,000	94,000	74,000



Visitors explore Emancipation Hall at the U.S. Capitol Visitor Center, with the plaster model of the Statue of Freedom towering in the background.

Appendix G:

Reimbursable Accounts Summary

The AOC has stewardship responsibility for reimbursable accounts and trust and revolving funds. The trust and revolving funds are identified and described in [Section Three: Financial Information](#) under financial statements Note 1.G. The reimbursable accounts are summarized below. The assets, liabilities and transactions associated with these reimbursable accounts are included in the audited financial statements.

AO C REIMBURSEMENTS COLLECTED AND POSTED TO A SPECIFIC AO C APPROPRIATION

Battery Recharging Fees (2 U.S.C. § 2170, P.L. 112-167 [Senate], and 2 U.S.C. § 2171, P.L. 112-170 [House]). The AOC operates battery recharging stations for privately owned electric vehicles used by Members of Congress or covered employees in the parking areas managed by the Senate Office Buildings, the House Office Buildings and the Library Buildings and Grounds jurisdictions. These recharging stations operate at no net cost to the federal government. The appropriations account for the Capitol Power Plant is credited with all fees or charges collected for the electricity provided by the recharging stations. Monies deposited are available for obligation in the fiscal year collected and the following fiscal year.

Capitol Complex E85 Fuel Reimbursements (2 U.S.C. § 2169, P.L. 110-140, Title V, § 502). The AOC operates an E85 fuel tank and pumping system. The pumping station is available for all E85 fuel compatible vehicles used by the AOC and other legislative branch agencies. All other legislative branch agencies that refuel vehicles at the station must reimburse the AOC for the fuel cost. Current users include: House Sergeant at Arms, House Majority and Minority Whips, House Majority and Minority Leaders, Speaker of the House, Clerk of the House, House Chief Administrative Officer, Senate Garage, Senate Sergeant at Arms, Library of Congress, Supreme Court and Office of Emergency Management.

Disposition of Surplus or Obsolete Personal Property

(2 U.S.C. § 1817a, P.L. 111-68, Div. A, Title I, § 1301). The AOC is authorized to dispose of surplus or obsolete personal property through interagency transfer, donation, sale, trade-in or discard. Amounts received from the disposition of personal property are available for the AOC's operations and for the acquisition of the same or similar property. The funds are available for the fiscal year received and the following fiscal year.

Utility Reimbursements for Steam and Chilled Water

(P.L. 113-76, Div. I, Title I, and prior year appropriations acts). The Capitol Power Plant provides lighting, heating, power, water and sewer services for the Capitol campus and, on a reimbursable basis, other public buildings designated by Congress. These reimbursable services include heating the Government Publishing Office and Washington City Post Office and heating and providing chilled water for air conditioning to the Supreme Court of the United States, the Union Station complex, the Marshall Building and the Folger Shakespeare Library. The AOC is authorized to credit up to \$10 million of reimbursed amounts to the Capitol Power Plant's appropriation each fiscal year to offset operating costs. Any amounts more than \$10 million are deposited in the Treasury's general fund.

AO C REIMBURSEMENTS COLLECTED AND TRANSFERRED TO THE U.S. TREASURY GENERAL FUND

Rent from The Monocle Restaurant (P.L. 91-382). The AOC is authorized to lease the lot where The Monocle Restaurant is located. All receipts from this lease are deposited in the Treasury's general fund. The AOC collects receipts from other activities, including purchase card rebates, restitution payments and vendor refunds. Other collections are deposited in the Treasury's general fund, unless otherwise authorized.

Appendix H: Glossary

Americans with Disabilities Act (ADA): This federal law prohibits discrimination in employment, transportation, public accommodations, communications and government activities and guarantees people with disabilities equal opportunity.

Architect of the Capitol Human Resources Act: This act requires the AOC to establish, implement, maintain, evaluate and annually report to Congress on the agency's personnel management system. The act also requires that all personnel actions affecting AOC employees are free from any discrimination.

Architect's Mobility Program (AMP): This program offers opportunities for employees who lack qualifying experience to enter other fields. This program addresses the AOC's commitment to employee development, while providing continuity of talent and critical trade skills.

Backlog: The total deferred maintenance plus capital renewal projects that are expected to become deferred maintenance within a five-year window.

Brumidi Corridors: The vaulted, ornately decorated corridors on the first floor of the Senate wing in the U.S. Capitol Building. They are named in honor of Constantino Brumidi, the 19th-century Italian artist who designed the murals and other major elements.

Capital Construction and Operations: Appropriation providing the essential construction, central management, operational support and professional support in connection with the facilities under the AOC's care.

Capitol Christmas Tree: Since 1964, a Capitol Christmas Tree is erected and decorated on the West Front Lawn of the U.S. Capitol Building to celebrate the holiday season. The AOC's Capitol Grounds and Arboretum's director is responsible for overseeing the tree's selection, installation and decoration.

Capitol Complex Master Plan (CCMP): The comprehensive, 20-year framework that guides the AOC in its mission to maintain, renovate and develop the Capitol campus. The document is updated approximately every ten years.

Chief Financial Officers Act of 1990 (CFO Act): This act established a Chief Financial Officer in each major executive branch agency, assigned OMB with the responsibility for setting accounting and financial reporting standards, increased internal controls, required annual independent financial statements audits for agencies and established financial management systems requirements.

Cogeneration: The Capitol Power Plant's cogeneration system uses natural gas in a combustion turbine to simultaneously generate electricity and steam.

Congressional Gold Medal Ceremony: This ceremony recognizes those who have been awarded the Congressional Gold Medal by the U.S. Congress. Awardees are chosen based on achievements that have impacted American history and culture.

Congressional Office Moves: The Member and committee office moves and space reassignments follow the biennial November elections for the United States Senate and U.S. House of Representatives. Related activities include managing the suite selection process, developing architectural layouts, moving furniture, painting offices, relocating and installing partitions, completing custom wood working and upholstery projects and updating the electrical, data and telecommunications infrastructure.

Construction Work-in-Progress: Construction work-in-progress is a general ledger account used to record both the direct costs and allocated indirect costs that are associated with constructing a fixed asset.

Coronavirus Disease 2019 (COVID-19): An infectious respiratory disease caused by the SARS-CoV-2 virus, a novel coronavirus discovered in 2019.

Corrective Maintenance: Corrective or emergency maintenance activities are those undertaken to identify, isolate and rectify an unscheduled deficiency of equipment or systems.

Deferred Maintenance and Repairs (DM&R): These are maintenance and repairs that were not performed when they should have been or were scheduled to be and are delayed to a future period.

Emancipation Hall: The U.S. Capitol Visitor Center's Emancipation Hall is a central gathering place for visitors to the U.S. Capitol Building. The hall was named to recognize the contributions of the enslaved laborers who helped build the U.S. Capitol.

Emergency Security Supplemental Appropriations Act, 2021: A 2021 act of Congress that provided \$1.9 billion in emergency supplemental appropriations for the legislative branch and other federal agencies in response to the U.S. Capitol breach that occurred on January 6, 2021.

Energy Independence and Security Act of 2007 (EISA2007):

An act of Congress intended to move the U.S. toward greater energy independence and security, increase the production of renewable fuels, protect consumers, increase the efficiency of products, buildings and vehicles, promote research on and deploy greenhouse gas capture and storage and improve the energy performance of the federal government.

Energy Savings Performance Contract (ESPC): These contracts represent public-private partnerships for financing energy savings construction projects. ESPCs have been used by the AOC to finance needed energy preservation improvements for three of its jurisdictions (Capitol Building, House Office Buildings and Senate Office Buildings) and will be used for a fourth jurisdiction (Library Buildings and Grounds).

Enterprise Risk Management (ERM): The process by which management and leadership identify, assess and manage risks across an enterprise to make informed decisions toward risk reduction.

Exhibition Hall: The U.S. Capitol Visitor Center's Exhibition Hall is home to "E Pluribus Unum — Out of Many, One," the exhibition dedicated to telling the story of the U.S. Congress and the U.S. Capitol.

Facility Condition Assessment (FCA): A program that assesses the condition of building components, systems, remaining useful life, deferred maintenance, capital renewal, capital improvement and capital construction requirements.

Facility Condition Index (FCI): Based on an overall assessment of the condition of a facility. It is measured by the ratio of deferred maintenance costs to estimated building replacement costs.

Federal Financial Management Improvement Act of 1996 (FFMIA): A statute that advanced federal financial management by ensuring that federal financial management systems provide accurate, reliable and timely financial information to the government's managers.

Federal Managers' Financial Integrity Act of 1982 (FMFIA): A statute amending the *Accounting and Auditing Act of 1950* and requiring the establishment of guidelines for evaluating agencies' systems of internal control with three objectives: operational effectiveness and efficiency, regulatory and statutory compliance and reliable financial reporting.

Generally Accepted Accounting Principles (GAAP): The accounting concepts and standards for the U.S. government, as prescribed by the Federal Accounting Standards Advisory Board.

Government Performance and Results Act of 1993 (GPRA):

A statute that provided for the establishment, testing and evaluation of strategic planning and performance measurement in the federal government. Later amended by GPRAMA.

Government Performance and Results Modernization Act of 2010 (GPRAMA): A statute that updated GPRA to create a more defined performance framework, including the designation of cross-cutting federal priority goals and agency-level priority goals.

Heritage Asset: The buildings, structures, landscapes, fine art, architectural fine art, decorative art, architectural decorative art, monuments, memorials, archival records, photographic records, living botanical assets, views and vistas, archeological resources and stored art and architectural materials in the care of the AOC that have historical, architectural, artistic, cultural or educational significance.

Jurisdiction: The AOC has oversight responsibility for several jurisdictions. Each jurisdiction is responsible for a designated geographic area and/or facility of the Capitol campus.

Leadership in Energy and Environmental Design (LEED): A green building certification program, sponsored by the U.S. Green Building Council, which recognizes best-in-class facility strategies and practices.

Legislative Branch Financial Management System (LBFMS): The consolidated shared service financial management system used for legislative branch financial operations.

Living Botanical Asset: A plant specimen that should be granted preservation consideration. At the AOC these typically (though not exclusively) fall into the categories of living accessions of the U.S. Botanic Garden, memorial trees and plants identified as significant in cultural landscape reports.

Memorial Trees: The living heritage assets planted to honor distinguished citizens, groups and national events. The AOC is responsible for the care of the memorial trees.

National Financial Center (NFC): The U.S. Department of Agriculture's shared services provider for financial management and human resources. The NFC administers the AOC's payroll and benefits.

National Statuary Hall Collection: This collection is comprised of statues donated by individual states (two statues each) to honor notable individuals in their history and is displayed throughout the U.S. Capitol Building and the U.S. Capitol Visitor Center. The AOC is responsible for the care and preservation of the entire collection.

Olmsted Plan: A grand landscape architecture plan for the U.S. Capitol Grounds, it was designed between 1874 and 1892 by Frederick Law Olmsted, the father of landscape architecture in America.

Presidential Inauguration: The presidential inauguration is perhaps the most widely known of the ceremonies held at the U.S. Capitol Building. Every four years, the AOC is responsible for constructing the inaugural platform on the building's West Front, setting up the seating and fencing on the grounds and coordinating activities with the Joint Congressional Committee on Inaugural Ceremonies.

Preventive Maintenance: The recurring or scheduled care and servicing of equipment, systems and facilities to keep them in good operating condition by providing inspection, detection and correction of failures, either before they occur or before they develop major defects.

Reimbursable Accounts: The AOC has reimbursable budget authority provided by statute to establish certain reimbursable agreements. See [Appendix G: Reimbursable Accounts Summary](#).

Safety Observations and Reflections (SOAR): The AOC safety training program for employees, supervisors and managers focusing on the behavioral aspects of individual safety performance.

Short Ton: A unit of weight equal to 2,000 pounds.

State of the Union Address: The State of the Union address is derived from the U.S. Constitution, which states: "He (the president) shall from time to time give to the Congress information of the State of the Union." The AOC works behind the scenes to ensure that everything is impeccable for this important event, including readying the House Chamber where the address occurs.

Strategic Plan: A document that sets organizational goals and develops a blueprint for the agency's future direction.

Sustainable SITES Initiative® (SITES®): A standards and certification system for sustainable landscape development and management created through a partnership of the American Society of Landscape Architects, the Lady Bird Johnson Wildflower Center at The University of Texas at Austin and the U.S. Botanic Garden.

Statue of Freedom: The bronze Statue of Freedom is the crowning feature of the U.S. Capitol Dome. The statue's plaster model is on display in the U.S. Capitol Visitor Center's Emancipation Hall.

Union Square: The 13-acre plaza to the west of the U.S. Capitol Building containing the Ulysses S. Grant Memorial and the Capitol Reflecting Pool. In 2011, the property was transferred from the National Park Service to the AOC.

U.S. Capitol Dome: The U.S. Capitol Dome, situated atop the U.S. Capitol Building, was designed by the fourth Architect of the Capitol, Thomas U. Walter. Construction of the 8.9-million-pound cast-iron Dome began in 1855 and was finished in 1866.

U.S. Capitol Grounds: The U.S. Capitol Grounds are comprised of the approximately 286 acres of grounds that provide a park-like setting for the U.S. Capitol. The grounds were designed by noted American landscape architect Frederick Law Olmsted and designated an accredited arboretum in 2017.

U.S. Capitol Rotunda: The large, domed, circular room located in the center of the U.S. Capitol Building. The Rotunda is visited by thousands of people daily and is also used for ceremonial events.

U.S. Capitol Visitor Center (CVC): The U.S. Capitol Visitor Center is the newest addition to the U.S. Capitol Building. The facility opened in December 2008 and is located underground on the east side of the U.S. Capitol.

Appendix I:**Abbreviations and Acronyms****A**

ACM	Asbestos-Containing Materials
ADA	<i>Americans with Disabilities Act</i>
AIA	American Institute of Architects
AIC	American Institute for Conservation
AMS	Asset Management System
AOC	Architect of the Capitol

B

BBTU	Billion British Thermal Unit
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C

CAO	Chief Administrative Officer
CAP	Cross-Agency Priority goals
CARES Act	<i>Coronavirus Aid, Relief and Economic Security Act</i>
CBA	Collective Bargaining Agreement
CCM	Certified Construction Manager
CCMP	Capitol Complex Master Plan
CCRC	Central Contractor Registration Connector
CEAR	Certificate of Excellence in Accountability Reporting
CERCLA	<i>Comprehensive Environmental Response, Compensation and Liability Act</i>
CFM	Certified Facilities Manager
CGFM	Certified Government Financial Manager
CHW	Chilled Water
CIR	Collections Information Repository
COTS	Commercial Off-the-Shelf
COVID-19	Coronavirus Disease 2019
CPA	Certified Public Accountant
CPP	Certified Professional Photographer
CSRS	Civil Service Retirement System
CVC	U.S. Capitol Visitor Center

D

DATA Act	<i>Digital Accountability and Transparency Act</i>
DI/DR	Diversity, Inclusion and Dispute Resolution
DM&R	Deferred Maintenance and Repairs
DOL	U.S. Department of Labor

E

E2	Solutions CWTsato Travel E2 Solutions Travel System
EAM	Enterprise Asset Management
EAP	Employee Assistance Program
EEO	Equal Employment Opportunity
ERM	Enterprise Risk Management
ESPC	Energy Savings Performance Contract

F

FAIA	Fellow, American Institute of Architects
FASAB	Federal Accounting Standards Advisory Board
FBWT	Fund Balance with Treasury
FCA	Facility Condition Assessment
FCI	Facility Condition Index
FECA	<i>Federal Employees Compensation Act</i>
FERS	Federal Employees Retirement System
FFMIA	<i>Federal Financial Management Improvement Act of 1996</i>
FISMA	<i>Federal Information Security Management Act</i>
FMFIA	<i>Federal Managers' Financial Integrity Act of 1982</i>
FY	Fiscal Year

G

GAAP	Generally Accepted Accounting Principles
GAO	U.S. Government Accountability Office
GPO	U.S. Government Publishing Office
GPRA	<i>Government Performance and Results Act</i>
GPRA MA	<i>GPRA Modernization Act</i>
GRC	Governance, Risk and Compliance
GSA	U.S. General Services Administration
GSF	Gross Square Feet
GTAS	Governmentwide Treasury Account Symbol Adjusted Trial Balance System

H

HCMD	Human Capital Management Division
HR Act	<i>Architect of the Capitol Human Resources Act</i>
HUBZone	Historically Underutilized Business Zones

I

ICS	Inventory Control System
IPP	Invoice Processing Platform
IRMD	Integrated Risk Management Division

ISO	International Organization for Standardization	PE	Professional Engineer
ITD	Information Technology Division	PIIA	Payment Integrity Information Act of 2019
K		P.L.	Public Law
KBTU	Thousand British Thermal Units	PMIS	Project Management Information System
KCF	Thousand Cubic Feet	PMP	Project Management Professional
KGal	Kilogallons	PP&E	Property, Plant and Equipment
kWh	Kilowatt Hours	PTIB	Photography and Technical Imaging Branch
KPI	Key Performance Indicator	Q	
L		QFR	Quarterly Financial Review
LBFMS	Legislative Branch Financial Management System	R	
LEED AP	Leadership in Energy and Environmental Design Accredited Professional	RISE	Respect, Integrity, Safety, Empower
Library	Library of Congress	RMAB	Records, Management and Archives Branch
M		RPA	Robotic Process Automation
MB	Megabytes	RSI	Required Supplementary Information
MD&A	Management's Discussion and Analysis	RTU	Right-to-Use
MMBTU	Metric Million British Thermal Units	S	
MWh	Megawatt Hours	SAM	System for Award Management
N		SBR	Combined Statements of Budgetary Resources
NFC	National Financial Center	SCC	Office of Safety and Code Compliance
NIST	National Institute of Standards and Technology	SCNP	Statements of Changes in Net Position
O		SFFAS	Statements of Federal Financial Accounting Standards
OAP	Office of Attending Physician	SITES[®]	Sustainable SITES Initiative
OCAO	Office of the Chief Administrative Officer	SNC	Statements of Net Cost
OCE	Office of the Chief Engineer	T	
OCFO	Office of the Chief Financial Officer	TSP	Thrift Saving Plan
OCO	Office of the Chief of Operations	Treasury	U.S. Department of Treasury
OCISO	Office of the Chief Security Officer	U	
OCWR	Office of Congressional Workplace Rights	UCFE	Unemployment Compensation for Federal Employees
ODS	Operational Data Store	UESC	Utility Energy Service Contract
OGC	Office of General Counsel	USBG	U.S. Botanic Garden
OIG	Office of Inspector General	U.S.C.	United States Code
OMB	Office of Management and Budget	USCP	U.S. Capitol Police
OPM	U.S. Office of Personnel Management	USSGL	U.S. Standard General Ledger
P			
PAR	Performance and Accountability Report		
PCES	Performance, Communication and Evaluation System		

Appendix J:

Websites

PAGE	DESCRIPTION	URL
1	Performance and Accountability Report	https://www.aoc.gov/what-we-do/publications/performance-accountability-report
4	CEAR Recognition Press Release	https://www.aoc.gov/about-us/news-notice/architect-capitol-honored-excellence-accountability-reporting
7	Did You Know: Preservation	https://www.youtube.com/watch?v=GOu07nsme9g
7	AOC YouTube Channel	https://www.youtube.com/uscapitol
7	Areas of Expertise	https://www.aoc.gov/what-we-do/areas-expertise
8	Did You Know: Sandstone	https://www.aoc.gov/explore-capitol-campus/buildings-grounds/sandstone
9	Did You Know: Library of Congress	https://www.aoc.gov/explore-capitol-campus/buildings-grounds/library-of-congress/thomas-jefferson-building
11	AOC Organizational Structure	https://www.aoc.gov/about-us/organizational-structure
12	Architects of the Capitol	https://www.aoc.gov/about-us/history/architects-of-the-capitol
12	Office of Inspector General	https://aocoig.oversight.gov
13	Office of the Chief Administrative Officer	https://www.aoc.gov/about-us/organizational-structure/office-chief-administrative-officer
13	Office of the Chief Engineer	https://www.aoc.gov/about-us/organizational-structure/office-chief-engineer
14	Office of the Chief Financial Officer	https://www.aoc.gov/about-us/organizational-structure/office-chief-financial-officer
14	Office of the Chief of Operations	https://www.aoc.gov/about-us/organizational-structure/office-chief-operations
14	Office of the Chief Security Officer	https://www.aoc.gov/about-us/organizational-structure/office-chief-security-officer
14	Capitol Building Jurisdiction	https://www.aoc.gov/about-us/organizational-structure/office-chief-operations/capitol-building-jurisdiction
15	Capitol Grounds and Arboretum Jurisdiction	https://www.aoc.gov/about-us/organizational-structure/office-chief-operations/capitol-grounds-arboretum-jurisdiction
15	Did You Know: Christmas Tree Repurposing	https://www.aoc.gov/what-we-do/programs-ceremonies/capitol-christmas-tree
15	Capitol Power Plant Jurisdiction	https://www.aoc.gov/about-us/organizational-structure/office-chief-operations/capitol-power-plant-jurisdiction
15	House Office Buildings Jurisdiction	https://www.aoc.gov/about-us/organizational-structure/office-chief-operations/house-office-buildings-jurisdiction
15	Library Buildings and Grounds Jurisdiction	https://www.aoc.gov/about-us/organizational-structure/office-chief-operations/library-buildings-grounds-jurisdiction

PAGE	DESCRIPTION	URL
16	Senate Office Buildings Jurisdiction	https://www.aoc.gov/about-us/organizational-structure/office-chief-operations/senate-office-buildings-jurisdiction
16	Supreme Court Building and Grounds Jurisdiction	https://www.aoc.gov/about-us/organizational-structure/office-chief-operations/supreme-court-building-grounds-jurisdiction
16	U.S. Botanic Garden Jurisdiction	https://www.aoc.gov/about-us/organizational-structure/office-chief-operations/botanic-garden-jurisdiction
16	U.S. Capitol Visitors Center Jurisdiction	https://www.aoc.gov/about-us/organizational-structure/capitol-visitor-center-jurisdiction
19	Did You Know: Tholos Magazine	https://www.aoc.gov/what-we-do/publications/tholos-magazine
21	Learn More: Stone Preservation on the Capitol Campus	https://www.aoc.gov/what-we-do/projects/stone-preservation-capitol-campus
22	Capitol Highlight: Cannon House Office Building	https://www.youtube.com/watch?v=URojqtH2CA
22	Did You Know: Construction Artifacts	https://www.aoc.gov/explore-capitol-campus/blog/cool-cannon-construction-finds
23	Did You Know: Statue of Freedom	https://www.aoc.gov/explore-capitol-campus/art/statue-freedom
26	Did You Know: Memorial Tree — NASA's Artemis Missions	https://www.aoc.gov/about-us/news-notice/tree-dedicated-honoring-nasas-artemis-missions
28	Food Services Modernization: Senate Restaurants	https://www.aoc.gov/about-us/organizational-structure/office-chief-operations/senate-office-buildings-jurisdiction/senate-restaurants
28	Did You Know: Evolution of the Capital	https://www.visitthecapitol.gov/education-resource/evolution-capitol
29	Did You Know: C-SPAN Showcases CVC Exhibit 'Congressional Investigations'	https://www.c-span.org/classroom/document/?22305
32	Did You Know: Women Employed at AOC	https://www.aoc.gov/explore-capitol-campus/blog/women-construction-build-up
34	Did You Know: Electric Cargo Bikes	https://www.aoc.gov/explore-capitol-campus/blog/embracing-vintage-electric-cargo-tricycle-greener-gardening
80	Capitol Highlights: Statuary Hall, Daisy Lee Gatson Bates	https://www.aoc.gov/explore-capitol-campus/art/daisy-bates-statue
80	Capitol Highlights: Statuary Hall, William Franklin "Billy" Graham Jr.	https://www.aoc.gov/explore-capitol-campus/art/billy-graham-jr-statue
142	Photography and Technical Imaging Branch	https://www.aoc.gov/explore-capitol-campus/blog/meet-team-photography-and-technical-imaging-branch
143	Memorial Trees	https://www.aoc.gov/explore-capitol-campus/features?sortBy=name&search&type=67&state=All&location=All
146	Capitol Highlights: The National Statuary Hall Collection	https://www.aoc.gov/explore-capitol-campus/art/statuary-hall-collection-by-location
186	Improper Payments	https://www.gao.gov/fraud-and-improper-payments

PAGE	DESCRIPTION	URL
203	Appendix List of Architects	https://www.aoc.gov/about-us/history/architects-of-the-capitol
212	Stone Preservation Projects Capitol Campus	https://www.aoc.gov/what-we-do/projects/stone-preservation-capitol-campus
214	Fierce Flora: Tales of Survival and Demise Exhibit	https://www.usbg.gov/visit/exhibits/fierce-flora-tales-survival-and-demise
214	Exhibits at the USBG	https://www.usbg.gov/visit/exhibits
215	Exhibits at the CVC	https://www.visitthecapitol.gov/explore/exhibitions
215	Rotunda 360	https://www.visitthecapitol.gov/rotunda-360-exp



New landscaping at the North Entrance of the U.S. Capitol Visitor Center enhances the visitor experience.

Appendix K:**Acknowledgements**

This report was produced with the energies and talents of the AOC staff. To these dedicated individuals, we offer our sincerest thanks and recognition for their contributions:

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Appendix L:

Citizen-Centric Report

Fiscal Year 2024 Performance and Accountability Highlights

ABOUT THE ARCHITECT OF THE CAPITOL

Who We Are: The Architect of the Capitol (AOC) is responsible for the care and operation of the U.S. Capitol campus, which includes over 18.5 million square feet of facilities, more than 570 acres of grounds and thousands of works of art. AOC 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, online programming and exhibits related to 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: Thomas Austin, Architect of the Capitol

Workforce: 2,500 as of September 30, 2024

FY 2024 Budget Authority: \$968 million

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

Vision: Working together, we strengthen and showcase the foundation, facilities and functions supporting American democracy.

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 Supreme Court of the United States, 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 displayed below. A virtual tour of the Capitol campus is available at www.capitol.gov. To learn more about the AOC, watch our video, “We Are AOC”: www.aoc.gov/about-us/who-we-are.

Map of the U.S. Capitol Campus



Performance Results in Brief

The AOC tracked progress toward four strategic goals:

1. Maintain Awe-Inspiring Facilities
2. Provide Extraordinary Services
3. Foster an Innovative and Empowered Workforce
4. Operate as One Team, Dedicated to One Mission

As part of the development of a Bridge Strategic Plan covering FY 2022-FY 2025, the AOC measures six strategic objectives aligned with these goals:

- AOC University
- Building Official
- Cultural Behaviors Transformation
- Enterprise Asset Management
- Human Capital Strategy
- Capitol Complex Master Plan and Strategic Plan

View the AOC's FY 2024 performance highlights video:

www.aoc.gov/PAR.

Summary of Key Performance Indicators

STRATEGIC GOAL / STRATEGIC OBJECTIVE	KPI TYPE	KPI	TARGET	RESULTS
Strategic Goal 1: Maintain Awe-Inspiring Facilities	Operational KPI	Cumulative Energy Intensity Use	≥48.0%	51.7% Met
Strategic Goal 1: Maintain Awe-Inspiring Facilities	Operational KPI	Facility Condition Index	<59.3%	59.3% Not Met
Strategic Goal 1: Maintain Awe-Inspiring Facilities	Operational KPI	Planned Work Order Performance	≥90.0%	93.1% Met
Strategic Goal 1: Maintain Awe-Inspiring Facilities	Operational KPI	Unplanned Work Order Performance	≥90.0%	93.6% Met
Strategic Goal 2: Provide Extraordinary Services	Operational KPI	Customer Satisfaction with Projects	>90.0%	90.2% Met
Strategic Goal 2: Provide Extraordinary Services	Operational KPI	Customer Satisfaction with Work Orders	>90.0%	95.8% Met
Strategic Goal 3: Foster an Innovative and Empowered Workforce	Operational KPI	External Safety Inspection Findings	<1,033	347 Met
Strategic Objective: AOC University	Strategic KPI	Satisfaction Rate for Training Availability	≥72.0%	72% Met
Strategic Objective: AOC University	Strategic KPI	Percentage of Courses With Participant Satisfaction Evaluations	≥15.0%	9.0% Not Met
Strategic Objective: AOC University	Strategic KPI	Supervisor Satisfaction for Work Unit Knowledge / Skills	≥86.0%	85.0% Not Met
Strategic Objective: Enterprise Asset Management	Strategic KPI	Augment AMS Manual to Include Requirements for Enterprise Metrics	Update Manual	Manual Updated Met
Strategic Objective: Enterprise Asset Management	Strategic KPI	Develop Deferred Maintenance and Capital Renewal Prototype	Develop Prototype	Prototype Developed Met
Strategic Objective: Enterprise Asset Management	Strategic KPI	Complete ISO Certification Process and Achieve ISO Certification for One System	Complete Certification	Audit and Certification Achieved Met
Strategic Objective: Human Capital Strategy	Strategic KPI	Time to Hire — Direct Hire Positions	≤50 Days	52 Days Not Met
Strategic Objective: Human Capital Strategy	Strategic KPI	Time to Hire — Competitive Positions	≤90 Days	97 Days Not Met
Strategic Objective: Human Capital Strategy	Strategic KPI	Internal Promotion Rate	≥8.0%	11.6% Met
Strategic Objective: Human Capital Strategy	Strategic KPI	Voluntary Turnover Rate	≤13.0%	9.1% Met
Strategic Objective: Human Capital Strategy	Strategic KPI	Average Cost Per Hire — Competitive Positions	≤\$5,466	\$4,359 Met
Strategic Objective: Human Capital Strategy	Strategic KPI	Employment Engagement	≥72.8%	72.5% Not Met
Strategic Objective: Human Capital Strategy	Strategic KPI	Career Ladder and Detail Positions	25	157 Met

Financial Results in Brief

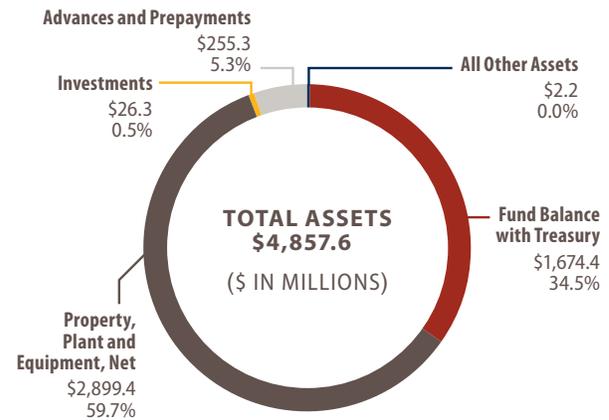
Select Financial and Related Nonfinancial Data (\$ in Millions)

	FY 2024	FY 2023	PERCENT CHANGE
Total Assets	\$ 4,857.6	\$ 4,597.6	6%
Total Liabilities	\$ 605.2	\$ 563.4	7%
Total Net Position	\$ 4,252.3	\$ 4,034.2	5%
Total Revenues	\$ 69.1	\$ 62.8	9%
Total Net Cost of Operations	\$ 781.3	\$ 827.6	(6%)
Total Appropriations	\$ 958.8	\$ 1,344.3	(29%)
Facility Space Managed (Square feet)	> 18.5 million	> 18.5 million	N/A
Grounds Managed (Acres)	> 570	> 570	N/A
Workforce at Fiscal Year-End	2,500	2,530	-%

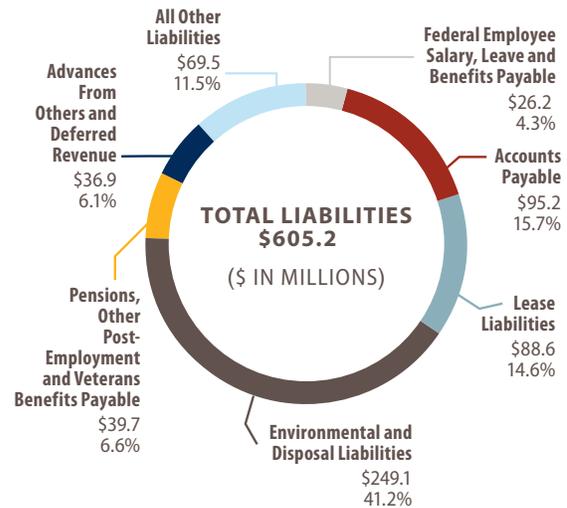
Independent Auditor's Internal Control Findings

CATEGORY	FY 2024	FY 2023
Material Weaknesses	None	None
Significant Deficiencies	None	None

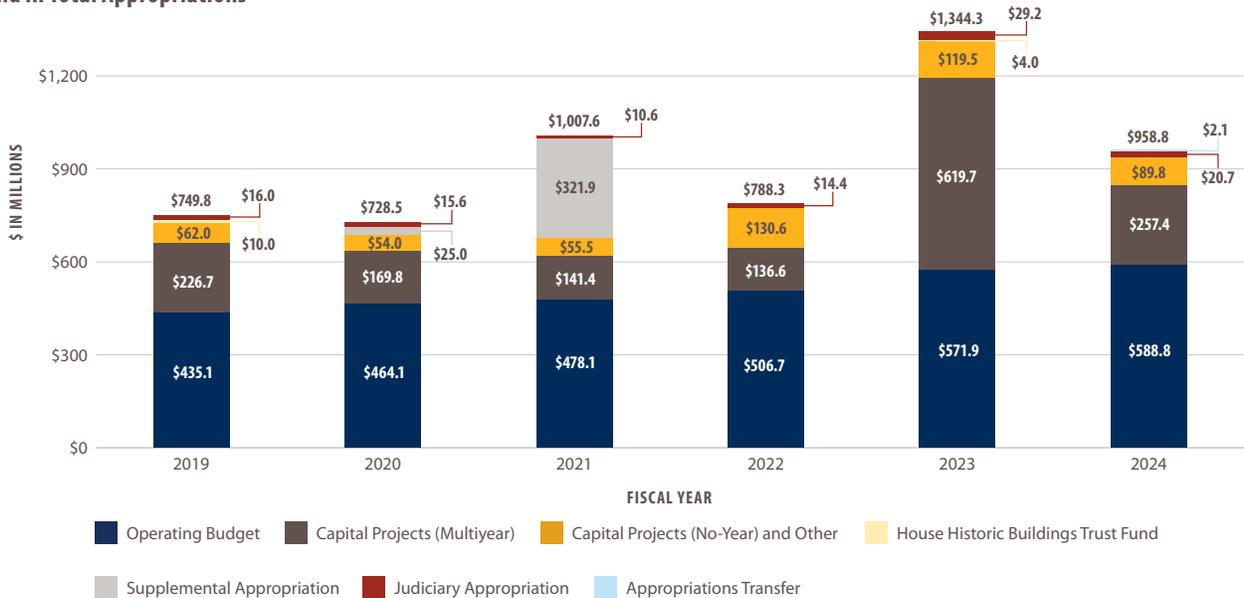
Summary of Total Assets



Summary of Total Liabilities



Trend in Total Appropriations



Forward-Looking Information in Brief

The AOC identified and prioritized the following critical enterprise-level risks for FY 2024:

Recruitment and Retention

Enterprise Risk Statement: The risk that the AOC does not effectively attract, develop, engage, reward and/or retain a highly skilled, motivated and diverse workforce, which directly impacts its ability to advance the agency mission, vision and values.

Critical Infrastructure Failure

Enterprise Risk Statement: The risk of critical infrastructure (i.e., vital building systems, facilities, roads, bridges, pipelines and power grids) failure due to aging facilities, extreme weather, accidents or cyberattacks will significantly delay the AOC mission and operations.

Deferred Maintenance and Capital Renewal

Enterprise Risk Statement: The risk that the AOC does not obtain the resources required or implement the processes needed to adequately reduce the deferred maintenance and capital renewal backlog.

Cybersecurity

Enterprise Risk Statement: The risk of network intrusion by malicious internal and external threats.

Physical Security

Enterprise Risk Statement: The risk that the AOC fails to protect people, property, physical assets and information from threats actions and undesirable events that could cause damage and/or loss.

Expectations (External Communications)

Enterprise Risk Statement: The risk that the AOC does not manage the needs and expectations of key stakeholders based on the actual level of capacity the AOC has to fulfill requests.

IT Infrastructure

Enterprise Risk Statement: The risk that the AOC does not have a proper IT infrastructure in place to support current and future technology requirements.

Life Cycle Project Management

Enterprise Risk Statement: Failure to implement effective project management processes may lead to increased costs, delays, significant infrastructure disruptions, safety concerns and reduced quality.

Manager-Employee Engagement Expectations (Internal Communications)

Enterprise Risk Statement: The lack of intentional, routine and timely communications from management impacts employee engagement and alignment around AOC goals and priorities.

Data Quality and Governance

Enterprise Risk Statement: The risk that decision-quality data may not be readily available to inform priority initiatives, and there is no established data governance structure, which comprises data security.

Workplace Health and Safety

Enterprise Risk Statement: The risk that the AOC fails to provide a physically and emotionally safe work environment.

The AOC's Office of Inspector General identified additional management opportunities and performance challenges facing the organization: accessibility, auditability and records retention, balancing safety, security and preservation, cybersecurity, human capital management, operational strategy and leadership challenges, waste and accountability and whistleblower protections.

The AOC Performance and Accountability Highlights provides a summary of the FY 2024 Performance and Accountability Report, following the Citizen-Centric Reporting model established by AGA. 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.

Publication Date: November 15, 2024.

Platforms

For more information about the AOC, visit our website at: www.aoc.gov

Electronic copies of this report and its companion highlights report are available on the AOC website: www.aoc.gov/par.

WE WOULD LIKE TO HEAR FROM YOU

We welcome your comments on how we can make this report more informative for our readers. Please send your comments to: aocpar@aoc.gov

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A full directory of the AOC's official social media accounts is available at: www.aoc.gov/social-media-directory

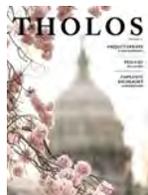
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U.S. Botanic Garden: www.usbg.gov

U.S. Capitol Visitor Center: www.visitthecapitol.gov

THOLOS MAGAZINE

Tholos, the AOC's quarterly digital employee magazine, provides stories that communicate the AOC's mission to serve, preserve and inspire. The magazine is available at: www.aoc.gov/what-we-do/publications/tholos-magazine.



THE AOC ON MOBILE DEVICES

An e-reader mobile version of this report is available (for mobile tablets only) in the Apple iTunes Store and the Android Google Play store.

The mobile apps provide information about the agency and the Capitol campus for staff, visitors and the American public. The apps include:

- State Statues in the Capitol
- U.S. Capitol Grounds
- U.S. Capitol Rotunda
- U.S. Capitol Visitor Guide



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