

2012  
Architect of the Capitol

# Performance and Accountability Highlights

AOC AT-A-GLANCE



# AOC At-A-Glance



## Who We Are

### Architect of the Capitol

**What We Do:** The Architect of the Capitol (AOC) is a nonpartisan, professional services office with responsibility for 17.4 million square feet of facilities and more than 630 acres of grounds. AOC is responsible for the maintenance, renovation and new construction of the buildings and grounds within the Capitol complex.

**Established:** AOC was formally established by legislation in 1876.

**Branch of Government:** Legislative.

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

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

#### Number of Full-Time Equivalent (FTEs):

2,186 as of September 30, 2012.

**Fiscal Year 2012 Budget Authority:** \$567.5 million.



## A Fiscal Year 2012 Performance and Financial Summary Report to Congress and the Citizens of the United States

### Did You Know?

- ◆ AOC serves as the builder and caretaker of many of the nation's most iconic buildings. These include the U.S. Capitol, the Supreme Court, three Senate Office Buildings, four House of Representatives Office Buildings, four Library of Congress Buildings, the U.S. Botanic Garden Conservatory and Administrative Building and other support facilities.
- ◆ Dr. William Thornton, whose design for the Capitol was selected by President George Washington, is recognized as the first Architect of the Capitol.
- ◆ The Architect of the Capitol serves a 10-year term following the recommendation of a bipartisan, bicameral, congressional panel, with appointment by the President and confirmation by the U.S. Senate.
- ◆ AOC heritage assets include works of art located throughout the Capitol complex and range from bronze and marble statues to oil portraits and fresco murals.
- ◆ The 580,000 square foot Capitol Visitor Center (CVC) has welcomed over eight million visitors since its opening in December 2008.
- ◆ The Capitol Power Plant operates year round to provide steam and chilled water service to heat and cool the Capitol and 23 other facilities located on or near Capitol Hill.
- ◆ The Library of Congress is the largest library in the world with facilities covering nearly 3.8 million square feet. AOC manages the day-to-day facility operations and structural, mechanical and electrical care for these facilities.



PERFORMANCE HIGHLIGHTS

## The Year at a Glance: Fiscal Year 2012

**TABLE 1: Our Strategic Vision**

AOC STRATEGIC GOALS	
Goal 1	One Team, One Mission
Goal 2	Innovative and Empowered Workforce
Goal 3	Awe-Inspiring Facilities
Goal 4	Extraordinary Services

### AOC's Fiscal Year 2012 Accomplishments:

#### One Team, One Mission

- ◆ AOC reduced overtime labor hours by 33 percent from FY 2011 levels through initiatives such as project planning, shift restructuring and enforcing overtime budgets.
- ◆ Utilization of the Invoice Processing Platform resulted in reduced invoice paperwork and a 15 percent improvement in on-time payments.
- ◆ AOC developed a results-oriented senior leadership strengthening effort to integrate the Strategic Vision with operations across the organization.

#### Innovative and Empowered Workforce

- ◆ More than 2,000 employees completed an Organizational Assessment Survey (over 80 percent participation rate). Based on the results, AOC created action plans to improve the workplace environment.
- ◆ AOC revised its Career Staffing Plan Policy and Procedures to provide greater flexibility and improve efficiency in recruiting and selecting the best qualified candidates.
- ◆ AOC continued its partnership with the Phelps Architecture, Construction and Engineering High School. AOC hired two members from the first graduating class for its apprenticeship program.

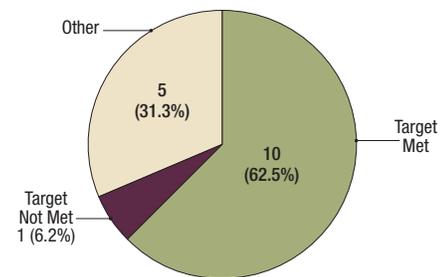
#### Awe-Inspiring Facilities

- ◆ Critical conservation projects included the **Old Senate Chamber\***, Capitol Dome, Statue of Freedom, Brumidi Corridors, U.S. Supreme Court Building's West Front Facade and others.
- ◆ AOC closed out the Capitol Power Plant Utility Tunnel Settlement Agreement by abating all cited tunnel safety and health hazards.
- ◆ AOC completed asbestos abatement projects in the Thomas Jefferson Building, Capitol Power Plant and the Rayburn House Office Building.
- ◆ Energy conservation initiatives across the Capitol complex produced an AOC-wide energy reduction of nearly 22 percent for FY 2012.

#### Extraordinary Services

- ◆ AOC supported numerous congressional events including the State of the Union Address and events hosted on the Capitol Grounds. AOC reduced the associated costs of these events by 10 percent.
- ◆ AOC expanded its visitor offerings in the U.S. Botanic Garden (USBG) by developing new cell phone and audio tours. The USBG welcomed over 1,200,000 visitors in FY 2012.
- ◆ AOC began preparation for the 2013 Presidential Inauguration and 113th congressional transition and related office moves.

**FIGURE 1: Summary of FY 2012 Strategic Goal Performance Results**



Number of Performance Metrics: 16 (11 with FY 2012 targets.)

\* Note: bold text indicates hyperlink.

AOC's mission is to serve Congress and the Supreme Court, preserve America's Capitol and inspire memorable experiences.

## FINANCIAL HIGHLIGHTS Fiscal Year 2012

**TABLE 2: Selective Financial Data for FY 2012 and FY 2011**  
(\$ in millions)

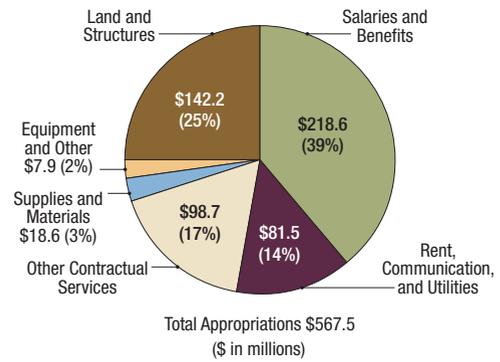
SELECTED FINANCIAL DATA	2012	2011
Total Assets	\$2,517	\$2,519
Total Liabilities	\$301	\$295
Net Position	\$2,216	\$2,224
Annual Net Position Change	0%	2%
Ratio of Debt to Net Position	1:7.36	1:7.53
Revenues	\$58	\$56
Net Cost of Operations	\$608	\$577
Actual FTEs at Fiscal Year-End*	2,186	2,231

\* The total excludes the FTEs on board at the Supreme Court jurisdiction (40 at FY 2012 and 37 at FY 2011). These FTEs are not included in the AOC appropriation total and are funded separately via the Judiciary Branch appropriation.

**TABLE 3: Summary of Independent Auditor's Internal Control Findings**

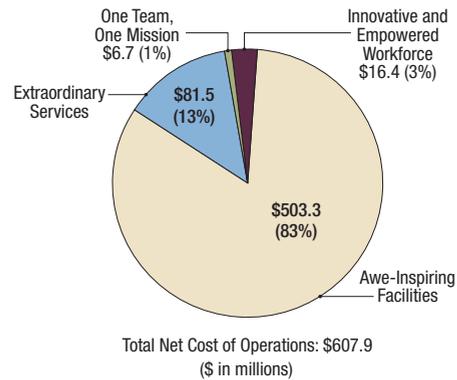
CATEGORY	FY 2012 AUDIT FINDINGS
Material Weaknesses	Internal Control Assessment
Significant Deficiencies	None

**FIGURE 2: FY 2012 Budget Authority**

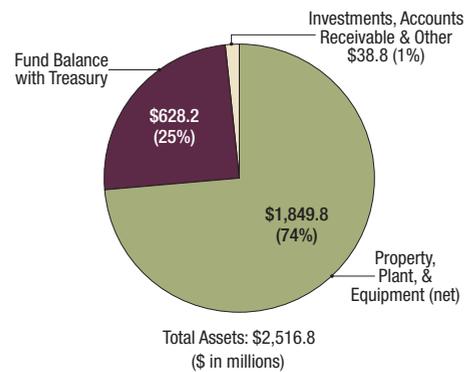


Note: Excludes Supreme Court (included in Judiciary Branch appropriation).

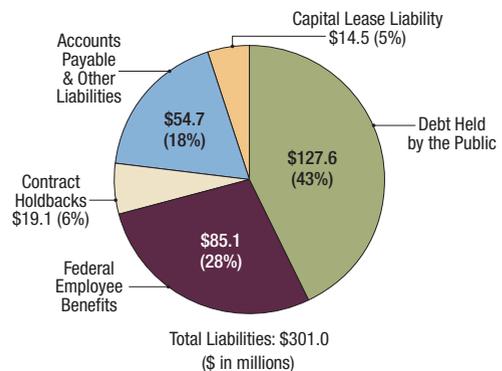
**FIGURE 3: Net Cost of Operations by Strategic Goal FY 2012**



**FIGURE 4: Summary of Total Assets Fiscal Year 2012**



**FIGURE 5: Summary of Total Liabilities Fiscal Year 2012**





In September 2012, AOC began construction of the 2013 Presidential Inaugural platform. In addition to constructing the platform, AOC sets up the necessary seating and fencing, procures the sound system and coordinates many other activities with the Joint Congressional Committee on the Inaugural Ceremonies to accommodate this event.

## What's Next? Future Challenges and Priorities

### Management Challenges

- ◆ **Deferred Maintenance and Capital Renewal Backlog**— Constrained fiscal resources impact AOC's ability to meet the deferred maintenance and capital renewal requirements of the buildings, grounds and heritage assets. AOC's FY 2012 deferred maintenance backlog and capital renewal requirements are estimated at \$1.36 billion.
- ◆ **Energy Stewardship and Sustainability**—AOC is required to make annual reductions in energy consumption. AOC has met these reduction goals through FY 2012. To meet future energy targets, AOC may need to undertake costly and long-term sustainability programs or energy reduction initiatives.
- ◆ **Physical Security of Facilities**—Protecting AOC's facilities and their occupants from external threats remains a challenge. This includes keeping the Capitol facilities safe, secure and accessible, while also minimizing the impact of security procedures on productivity and mission achievement.
- ◆ **Workplace Safety and Health**—AOC must ensure its facilities and operations meet modern life-safety and health standards for its workers and the millions of people who visit each year. The age of many facilities, coupled with the need to preserve their historical integrity and support the daily business needs of Congress in a safe manner, makes this a continual challenge.
- ◆ **Performance Management**—Sustained progress towards transforming AOC's business culture remains a key challenge. AOC has undertaken efforts to develop tools to measure results, improve performance management, increase accountability and support performance improvement. However, a challenge remains in integrating the tools throughout the planning, programming, measurement and reporting cycle.

AOC's Inspector General (IG) identified additional challenges facing the organization. These include: enhancing internal controls; policy atrophy and enforcement; delays in implementing the IG's recommendations; procurement policy; and improving human capital management.

*AOC At-A-Glance* provides a brief summary of AOC's FY 2012 performance and fiscal results contained in the Performance and Accountability Report. The full AOC Performance and Accountability Report is available online at [www.aoc.gov/publications/annual-reports](http://www.aoc.gov/publications/annual-reports) or by scanning the QR code below.

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



SERVE | PRESERVE | INSPIRE

The complete version of the AOC's Performance and  
Accountability Report is available online at:

[www.aoc.gov/publications/annual-reports](http://www.aoc.gov/publications/annual-reports)



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