

Foundations & Perspectives

Volume 10 | Winter 2013

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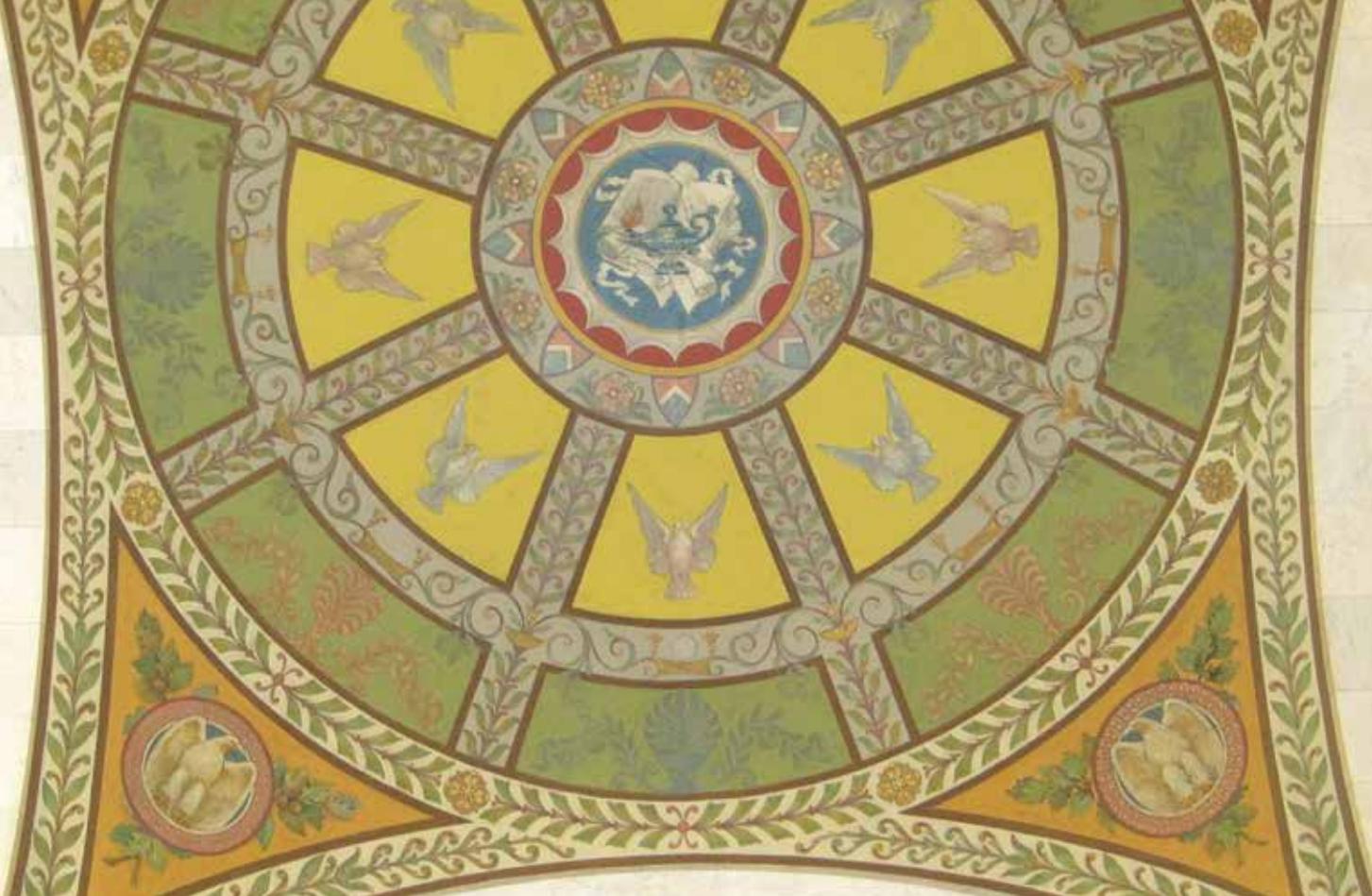


Photo by: Steve Payne

AOC Construction Division Plumbers employed ingenuity installing a modern fire protection system in a historic national treasure. Above: Can you spot the sprinkler on the ceiling of the Great Hall in the Thomas Jefferson Building?

Find it on page 14.

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Photo by: Dewitt Roseborough

Capitol Superintendent Carlos Elias spends time each month working on the front lines with his staff.

Front Cover: Photo by Susanne Bledsoe
Gardener Thomas O'Brien plants red and white pansies along the north entrance of the Capitol.

Letter from the Architect



With the start of a new year, it's once again a time to look to the future, especially here on Capitol Hill where we are in the midst of many exciting projects and responsibilities. Many hours of coordination and planning culminated in the successful biennial transition of congressional offices. We also recently completed preparations for the 57th Presidential Inauguration, a time when all Americans celebrate our history and future as a nation.

A new year is also a time for renewal. Our team is involved in many projects around Capitol Hill, including managing the restoration of the United States Supreme Court Building's West Front façade. We are using innovative techniques to improve a beautiful building that's a symbol of justice and liberty for the entire nation (see page 18).

“It's important that we are leaders in innovation, and work to discover new and creative ways of doing business.”

And even in the winter, our Capitol Grounds crews are working outside, preparing the grounds for spring by planting 60,000 bulbs in more than 200 planting beds (see page 4). There is nothing more symbolic of a new beginning than the first green shoots of a daffodil peaking through the winter snow.

Our agency is continually renewed by the arrival of new members of our team, including the recent addition of AOC General Counsel Jason Baltimore (see page 2). New perspectives, energy and ideas are needed and welcomed in our organization, where we continually strive to go the extra mile.

It's also important that we are leaders in innovation, and work to discover new and creative ways of doing business. One example of this is the Office of Security Programs, which increased efficiency by creating an improved way of handling work requests, allowing them to better serve their customers (see page 8). These improvements are happening all over the AOC, in all jurisdictions. It's one of the many ways in which we serve all who work and visit Capitol Hill.

And finally, once again, I am humbled by the amazing generosity of each of you. Even during challenging times, you found the enthusiasm to fully support the annual Combined Federal Campaign (CFC) and donate both your time and resources to make it a success. A special thanks goes to our wonderful CFC keyworkers who breathed so much energy into the campaign (see page 20).

I wish you and your family a happy and healthy new year. Let's work together to continue to **serve** Congress and the Supreme Court, **preserve** the national treasures entrusted to our care and **inspire** memorable experiences every day.

A handwritten signature in black ink that reads "Stephen T. Ayers". The signature is fluid and cursive.

Stephen T. Ayers, FAIA, LEED AP
Architect of the Capitol



Photo by: Dewitt Roseborough

Spotlight On:
**Jason
Baltimore**

AOC General Counsel Jason Baltimore is not used to wearing a suit and tie.

As an undergraduate, he suited up as a wide receiver for the Cornell University Big Red football team and also donned a uniform as a Naval Reserve Officer Training Corps (ROTC) midshipman.

Jason continued as a man in uniform after college when he began a career in the Navy as a supply corps officer. He wore the Navy uniform while serving two deployments in the Persian Gulf during Operation Desert Shield/Desert Storm in the early '90s.

Accepted into the Navy Law Education Program in 1995, Jason studied at UCLA School of Law, and after completing his studies, transitioned to the Navy Judge Advocate General's Corps (Navy JAG Corps). He continued to proudly sport the Navy uniform during stints in southern California, Washington, D.C., Spain, and an additional deployment to Iraq (in desert camouflage), before a final transfer to D.C.

Now that Jason works among civilians as the AOC's general counsel, he's forced to make fashion choices he never had to consider during all of his years with the Navy.



“My wife and daughters need to approve my choice of suit, tie and shirt every day,” laughs Jason. “It’s not something I’m used to after almost 23 years in a uniform. I even had to learn how to tie a tie.”

Uniform wearing continues with the younger generation of the Baltimore family. His oldest daughter Tara is a senior at the U.S. Naval Academy. His two younger daughters, Gabriella and Isabell, are competitive swimmers who train with the Nation's Capital Swim Club, where his wife Dianna is also a coach.

In his down time, Jason focuses on his family. His day often starts at four in the morning running with his three dogs Patron, Otto and Jett, and ends with him spending time with his family at home, often times helping his daughters with their homework.

Recently *Foundations & Perspectives* sat down with General Counsel Jason Baltimore during his first month on the job to find out a little more about him.

What brought you to the Architect of the Capitol?

I saw the job opportunity at the AOC posted on USAJOBS.gov, and I thought it sounded like a tremendous opportunity. I enjoy the challenge of learning new things, and this seemed like a good fit for my personality.

How would you describe your style of leadership?

I like to give my staff a sense of empowerment. I try not to micromanage their work so that they have the ability to take ownership in what they do. They are certainly held accountable, but I give them the room to do what they need to do to get the job done.

I would describe myself as low-key, but I do like to have an upbeat office. I want people to enjoy coming to work and I encourage humor in the workplace.

What has been your impression of the AOC thus far?

The AOC is a remarkable group of people. It was really staggering for me to learn the amount of work that the AOC is involved in. It was very eye-opening to learn the scope of the AOC's responsibility, and specifically the General Counsel's office.

What challenges does the General Counsel face in the future?

Well, I've only been here for a short time, and right now it feels a little bit like trying to drink water from a fire hose. Like any new job, there is a bit of a learning curve, but I'm up to the challenge.

My initial goal is to promptly and efficiently take care of the needs of our client base — including the entire AOC community — as well as focus on developing the professional and personal needs of the General Counsel staff.

I see one of the main challenges for the General Counsel as how best to advise the AOC more efficiently within the current budget environment, being mindful to identify and discuss legal ramifications of any action.

What will you bring to the job as General Counsel?

I like to think that I'm a quick learner. I'm a people person that "plays well with others." I excel at juggling a bunch of different issues at once, which is something the GC needs to do on a daily basis. And I think I bring a lot of energy and a new perspective to the job.

— By Kristen Frederick



Getting to Know Jason

Favorite sport to watch

"College football, specifically the University of Michigan and UCLA."



Favorite sport to play

"It used to be basketball, but I gave that up after I returned from Iraq."

Favorite all-time TV show

24

Favorite Navy tour of duty



Last book read

The Girl with the Dragon Tattoo

Colors of Capitol Hill



Photo by: Susanne Bledsoe

A colorful display of tulips along Garfield Circle grace the approach to the Capitol's West Front.

After a winter of gray skies and leafless trees, the AOC Capitol Grounds crew never fails to wow visitors and staff with a kaleidoscope of flowers that, come spring, burst into bloom around the Capitol.

“Spring is a reawakening,” said David Ellis, supervisory gardener for the Capitol Grounds, who has been with the AOC for nine years. “When you see the yellow daffodils start coming up, even through an early spring snow, it seems like a new beginning.”

Throughout the year, Ralph LoJacono, general supervisor for the

AOC Capitol Grounds Gardening Division, and the approximately 30 gardeners on the Grounds staff, watch and listen to how people react to the flowers around the Capitol. LoJacono tries to incorporate some of that feedback into the colors of bulbs and other flowers he chooses for the following spring. Staff and visitors comment constantly, he says, and his



Clearly reluctant to spoil the surprise colors he's planned for spring 2013, LoJacono gave a general idea of what there is to look forward to. The red, white and blue pansies from the 57th Presidential Inauguration will still be in bloom, and the AOC Capitol Grounds staff will incorporate tulips in those same colors. According to LoJacono, however, red, white and blue will "go out the window" for the summer, and soft pastel colors mixed

"When you see the yellow daffodils start coming up, even through an early spring snow, it seems like a new beginning."



Photo by: Susanne Bledsoe



David Ellis, supervisor of the Capitol crew, unloads pansies for planting on the north side of the U.S. Capitol.

throughout the nearly 300-acre grounds around the Capitol.

While the areas around the House and the Senate have their own floral identities, the AOC Grounds staff still needs to make sure that the concepts complement the plantings around the Capitol. "You don't want to have a plant on one side of the street whose color clashes with something on the other side of the street," says LoJacono. Adds Ted Bechtol, superintendent of AOC Capitol Grounds, "We try to consider what

crew gets a lot of positive feedback. They know they've been successful when they see people pose for pictures in front of the flowers.

"People come to see the building," says Ellis, "and the grounds are a bonus."

with some bright ones will be on display.

The Capitol Grounds gardeners spend several hectic weeks in October planting 60,000 bulbs in more than 200 planting beds — mostly by hand, one bulb per hole. In the spring and summer, those bulbs will grow into gorgeous tulips, daffodils and hyacinths located

The Capitol Grounds gardeners spend several hectic weeks in October planting 60,000 bulbs in more than 200 planting beds — mostly by hand, one bulb per hole.

the average pedestrian sees when he or she moves through the complex.”

Sustainability is an important consideration as well. While making his selections for spring and summer, LoJacono seeks out plants that are heat and drought resistant to aid the AOC’s undertaking to reduce its outdoor water and fertilizer usage.

Outdoor Tours

The Capitol Grounds have become so popular that the Capitol Visitor Center (CVC) now offers tours of the grounds.

Visitor Guide Shane Hanley who has been a Guide for seven years, started thinking about a grounds tour shortly after the CVC opened in late 2008. “I always wanted to diversify the interpretive program,” says Hanley, who thought that a grounds tour would be an excellent supplement to the indoor tours of the Capitol.

“When people are outside, they get a different perspective on the building and its setting,” says Hanley. “I like talking about how the building and grounds have changed over time.”

The 45-minute outdoor tour, which is offered every day at 11 a.m. from June through October, takes visitors along the curving pathways to see the different viewing angles that landscape architect Frederick Law Olmsted established for visitors as

they looked at the Capitol. Hanley usually walks down Capitol Hill via the Summerhouse, showing visitors different trees and plantings along the way.

Hanley and the other Visitor Guides who developed and give the tours, in coordination with Ted Bechtol, worked with the staff in the CVC’s Exhibits and Education Division on how best to present the information they’d researched about the grounds.

For families interested in exploring the grounds further, Hanley offers the CVC’s “My Capitol” booklet that includes a self-guided tour of the Capitol Grounds. “My Capitol” even has a quiz that teachers or parents can spring on their children when they get home.

The Olmsted Plan

According to Bechtol, the plan that Olmsted designed for the grounds of the Capitol between 1874 and 1892 called for mostly groundcover and perennials, not flowers. Olmsted’s primary goal was to not distract from the building — he wanted people to marvel at its architecture and ponder what the building symbolized. So he designed a landscape plan to show off the building and to minimize distractions of too many flowers, fountains and statuary.

Over the years, the landscape has changed from Olmsted’s original plan. In the 1960s, there was a



Photo by: Susanne Bledsoe

The Capitol Grounds come alive each spring as the tulips bloom.



Photo by: Susanne Bledsoe

Visitor Guide Shane Hanley points out one of the Capitol's architectural details during an outdoor tour of the Capitol Grounds.



greater emphasis on flowers all over the city, mostly due to the influence of Lady Bird Johnson. Consequently, more color was added to the Capitol Grounds.

Bechtol and his crew try to balance the parameters of the original Olmsted design with today's

preferences. In a return to the style of Olmsted, the AOC Capitol Grounds staff has planted grass in Peace Circle on the West Front of the Capitol. Historical photos show that this was how Peace Circle was planted in Olmsted's time. "We try to be as true to Olmsted as we can," says Bechtol. "His plan is a very

important design for a major public building. It provides a very dignified space that enhances the architecture and the symbolic character of the Capitol."

Still, Bechtol admits, "People love to see flowers."

— *By Sharon Gang*



Photo by: Steve Payne

Achievements in Customer Service

Providing high quality support services and achieving exceptional internal, external and stakeholder satisfaction is a priority of the AOC's Office of Security Programs (OSP) – and throughout the AOC.

Established in 2003, the first few years of OSP's existence saw challenges that made meeting this goal difficult – particularly in the case of the division's work request system.

A primary customer of OSP is the United States Capitol Police, who the office supports through integrated services including the maintenance, care and operation of assigned facilities and grounds, client services, and security enhancements. To serve this audience, the original work order system in place processed

requests from OSP and the Capitol Police through two different systems on two different computer networks. This proved quite confusing.

“The absence of an interface between the two systems required a manual transfer of information, which led to an exhaustive backlog of work requests. This also increased the difficulty in providing customers a status on their tickets and led to a surge in customer complaints,” said Ken Eads, director of the Office of Security Programs.

It was clear to Ken that something needed to change.



Photo by: Steve Payne

To address these issues, OSP decided to implement a centralized system for issuing, tracking and following requested work tasks across the AOC and Capitol Police.

In May 2010, the new web requestor was unveiled to the Capitol Police, which allowed them to send work requests directly to the AOC's management system program (Computerized Maintenance Management System) for execution. The system then automatically assigns the request out to the appropriate AOC jurisdiction.



Photo by: Chuck Badal

To ensure the system is transparent and that customers are kept up to date on the status of their requests, an email is immediately sent to the customer confirming receipt of their request. Additional emails are sent once the work request is accepted and a work order is created, as well as when a status change occurs; this also includes placing work orders on hold for materials, scheduling, or when the work order is completed.

In addition to the new work order system, OSP established a customer service center in July 2010. The center acts as the central point of contact and provides live interaction with customers; allowing feedback and work order follow-up. Through the center, OSP can actively reach out to the customer, with a goal of

following up on 100 percent of work orders. They are also able to conduct facility inspections to ensure the work is completed properly, confirm the customer is satisfied with the completed task, and then close out the work order in the management system.

“The customer service center has allowed us to build much stronger relationships with our customers which in turn allows us to better serve their needs,” said Ken.

At the completion of all work orders, the customer is encouraged to participate in a “Pulse Survey.” This allows the customer to provide immediate feedback by rating the quality of service for each work order by classifying the work as meeting, exceeding or failing customer expectations as well as any additional comments. In addition to this pulse survey, the Customer Service Center follows up with each customer to ensure satisfaction with the completed work.

Since the implementation of this customer service process initiative, the work order backlog reduced from nearly 400 to 17, and the average completion time of work improved from approximately 55 days to less than four days. Pulse survey results reflected high customer satisfaction levels, and daily interaction reflects a greater confidence in the overall process.

When asked if the improved system reduced the number of work orders per month, OSP Management/Program Analyst Christina Weidner replied, “Actually, we receive more because customers notice how

“The customer service center has allowed us to build much stronger relationships with our customers.”

well the work is being managed. Previously, people wouldn't send in as many requests because of the backlog and the time it took to resolve issues.”

Cathleen English, director of the Office of Facilities and Logistics for the Capitol Police, sees the results of this new system. “It has greatly improved the process of identifying facility issues and instituting corrective action before they impact our operations,” she noted.

Since implementation, this improved process has been recognized beyond Capitol Hill. In 2012, Building Operating Management magazine awarded OSP its FMXcellence Award for customer service excellence. The FMXcellence awards recognize facilities management teams that “spearhead and execute stand-out projects and programs.” OSP's customer service program was honored for adding significant value to their customers by helping them achieve their broader goals.

The Office of Security Programs has put AOC's goal to achieve “extraordinary services” into action through identifying a problem and implementing a corrective action. Their work to serve the Capitol Police in turn helps the Capitol Police better serve the entire Capitol community.

— *By Justin Kieffer*



In Their Shoes

Photos by: Dewitt Roseborough

Carlos Elias is the superintendent of the Capitol Building and has worked for the Architect of the Capitol since 1999. Each month he spends four hours getting his hands dirty by working in one of the many Capitol Building shops.

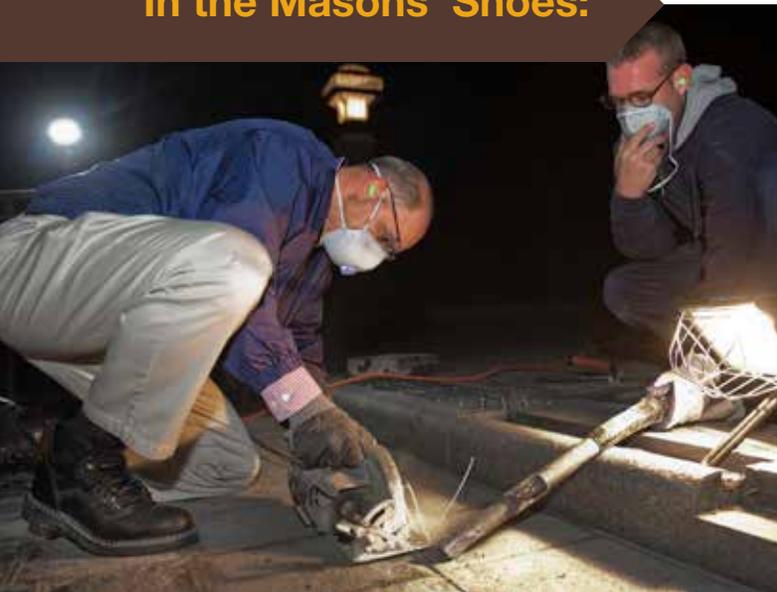
The 4 a.m. call time should have been an early warning that it was not going to be an easy — or ordinary — day for Capitol Superintendent Carlos Elias. The 48-degree weather was another tip-off. But there was the superintendent in the pitch dark, working outside on the East Front Plaza of the U.S. Capitol alongside the AOC's stone masons to experience a day in their shoes.

The mission seems simple enough: one day each month, Carlos spends four hours in his shops walking in the shoes of a front line employee under the guidance of

that shop's supervisor. Although his experience includes tired arms and legs, he also gains a renewed sense of admiration for the skills AOC employees use on the job every day.

"Is that a heater?" Carlos asked Stone Mason Supervisor Jeff Thorne as he approached the worksite on the East Front. Unfortunately for him, the "heater" was merely a light, aiding the masons as they work to repair stone in the pitch dark of the early morning. The masons are among the many AOC staff that brave the elements every

In the Masons' Shoes:



4 a.m.

Stone repair along the East Front Plaza with Merle Moser, Steven Houchin and Will Jovel-Reyes.



5 a.m.

Plaster work in the hallway and a committee room of the U.S. Capitol with Raymond Andrew, Romel Lazo and Randolph Gross.

Carlos Elias assists Tracy Jordan in AOC's day labor division with trash pick up at the Capitol's entrances and exterior steps.

day to ensure the Capitol is safe for the employees who work here and the visitors who come to see democracy in action.

“As a superintendent, I feel like it is important for me to experience everything we do here at the AOC and see for myself what work is really like for our front line staff,” said Carlos. “My intention when I do this is to really get to work with my hands. I don't want to spend my time observing — I want to be doing something.”

After working on the East Front Plaza stone, Carlos' next task was perhaps his most difficult — repairing plaster throughout the Capitol as part of the plaster preservation project.



“As a superintendent, I feel like it is important for me to experience everything we do here at the AOC and see for myself what work is really like for our front line staff.”



6 a.m.

Cleaning the interior walls of the Capitol Visitor Center with Auldie Cook and Richard Oleksy.



7 a.m.

Countertop fashioning with Medardo Romero.



Carlos Elias and Electrician Douglas Stewart work together on the emergency power system for the House Chamber.

“You don’t find this kind of work anywhere else,” observed Carlos. “It takes true talent and skill to get the finish smooth. I knew it was difficult work, but it was more challenging than I even imagined.”

Spending time trying the daily tasks AOC staff undertake serves to remind Carlos of these rare skillsets his staff possess and the great value they contribute to the AOC’s mission.

Since he started these monthly shop visits in the spring of 2012, Carlos has visited the AOC’s carpentry, elevator, electrical, HVAC and day labor shops in addition to the masons.

Taking on the challenging duties of front line employees in the Capitol shops reminds Carlos just how physically demanding so many of these responsibilities are.

At the AOC’s elevator shop, which Carlos visited in July, he was charged with removing 14 escalator steps so the chains and gears could be cleaned — a typical task for this shop.

“They showed me how to take one out, and then dumped me in the pit and said, ‘okay now take out the rest!’ After the first one I was tired, by the fourteenth — exhausted,” said

Carlos. “The physical nature of the work our staff undertake amazes me, and they are out there every day, doing this work, so Congress and the Supreme Court can conduct their business for the nation.”

His visit to the carpentry shop reminded him of the unique challenges AOC staff face balancing historic preservation with modernization. While there, he was tasked with trimming a cabinet by eight inches. When Jeff Hagen, a wood craftsman, looked at him and said: “Okay, so what do we do first?” Carlos’ first thought was to “order a new one,” but that doesn’t cut it here.



TRACKING CARLOS

May 2012.....	Carpentry Shop
June 2012.....	Electrical Shop
July 2012	Elevator Shop
August 2012	Day Labor
September 2012.....	HVAC
October 2012	Stonemason Shop
November 2012.....	Flag Shop
December 2012.....	Plumbing Shop
January 2013.....	Sheet Metal Shop
February 2013	Service Center
March 2013	Insulation Shop
April 2013	Night Labor Shop
May 2013.....	Paint Shop

Even if the AOC could order new parts whenever they were needed, it just wouldn't work. The Capitol is a historic space and much of what needs to be repaired or replaced can't be bought. It takes the unique skills of craftsmen like Jeff to ensure the historic fabric of the building is kept intact, while also meeting modern needs.

Performing this labor within tight, limited space is another challenge Carlos has confirmed his staff consistently face. This was evident at the electrical shop where Carlos worked with two electricians, Gary Helsel and Douglas Stewart, to provide emergency power to the House Chamber. Here, Carlos put color coding on heavy wires, cut them to size, stripped the ends and tied them to the breakers — all done within very tight quarters.

“Sometimes we walk by our employees performing a task and they make it look so simple that we don't appreciate the skills involved.

Working on his assignment at the carpentry shop, Carlos Elias shortens a too-deep cabinet.

This experience gives me firsthand insight into our daily operations and leaves me with a great appreciation for our staff's hard work, dedication and positive attitude,” said Carlos. “After four hours in each of these shops, I end the day motivated to find ways to make their jobs easier.”

So at 8 a.m. when most employees on Capitol Hill are just beginning to trickle in, Carlos completed his shift with the masons and prepared for another, much needed cup of coffee. And how did he do?

“A+,” said Stone Mason Auldrie Cook.

“He's welcome back any time,” said Plasterer Raymond Andrew.

— *By Lori Taylor*



Photo by: Steve Payne

The sprinkler in the ceiling of the Library of Congress Thomas Jefferson Building, shown here, is nearly invisible.

Fire Safety: Plan Protect Prevent



Photo courtesy of: Library of Congress

On January 4, 1930, fire engines with ladders climbed the East Front of the Capitol to combat a fire damaging the House Document Room.

Unfortunately when it comes to fire, there is a long history on Capitol Hill. The most famous fire, of course, was purposely caused; the British burned the newly built building on August 24, 1814, during the War of 1812, creating what Architect of the Capitol B. Henry Latrobe called “a most magnificent ruin.”

“Employee attitude is the biggest preventer of fires. That includes being conscious of their own safety and how they can affect the safety of everyone.”

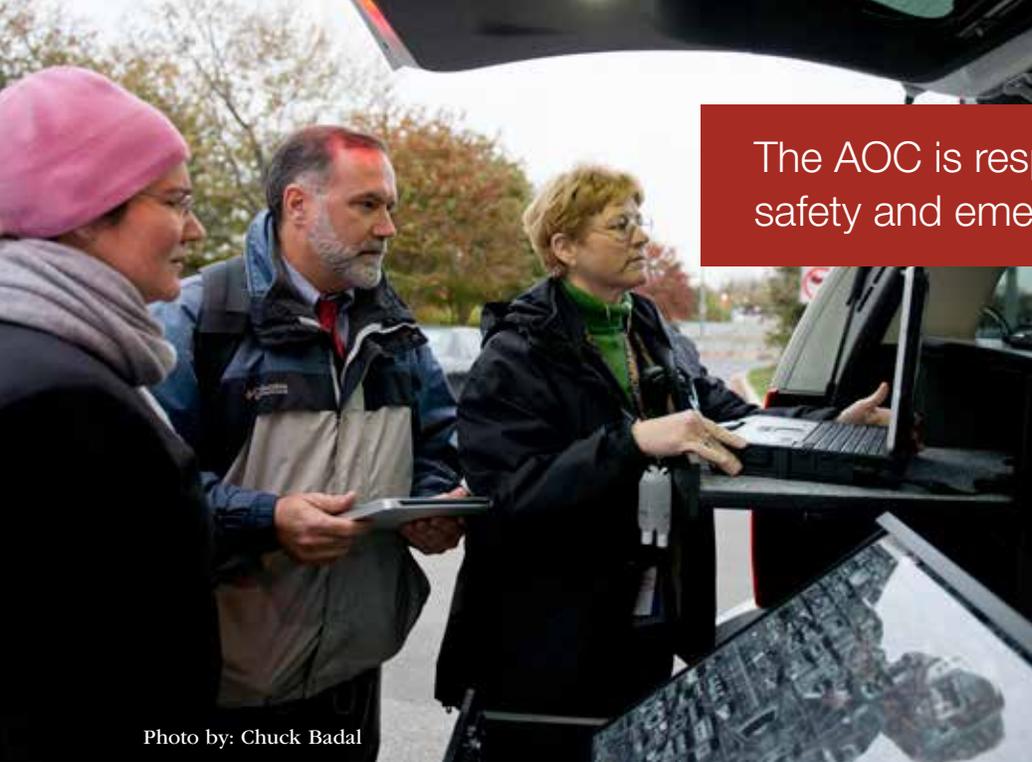
However, a number of less famous fires have also occurred, including on December 22, 1825, when the Library of Congress (housed within the Capitol at the time) caught fire. The Capitol was saved that night by its neighbors, including then-representatives Daniel Webster and Sam Houston, who broke into a shed that held the firefighting equipment. The flames were brought under control just as the water supply ran out.

Today, protecting Capitol Hill from fire hazards — and preparedness in the event they occur — falls to many people, starting with you. While you may not be called upon like Webster and Houston, preventing fires begins by ensuring all actions are taken with safety in mind. This ranges from

simple steps like ensuring extension cords aren't linked in a “daisy-chain” manner, to more complex actions like ensuring construction complies with fire safety standards.

“Employee attitude is the biggest preventer of fires,” says AOC Fire Marshal Laurence ‘LJ’ Dallaire. “That includes being conscious of their own safety and how they can affect the safety of everyone.”

While the D.C. Fire Department is responsible for putting “wet on red” in the event of a fire, the AOC is responsible for ensuring fire safety and emergency preparedness. This includes a range of individuals from the Jurisdiction Occupational Safety and Health (JOSH) Committees, AOC jurisdiction building inspectors and safety specialists, and many skilled tradespersons who ensure the historic buildings are brought up to modern standards while maintaining their iconic stature.



The AOC is responsible for ensuring fire safety and emergency preparedness.

Photo by: Chuck Badal

AOC's Suzette Hartman and Bernie Denno coordinate efforts with Kathy Morgan of the U.S. Capitol Police during a recent safety drill.

There is even a small group of people at AOC who focus all day, every day, on fire and general safety: the AOC Safety, Fire and Environmental Programs (SFEP). SFEP is responsible for ensuring AOC's compliance with safety, fire and environmental laws and regulations, and for coordinating AOC emergency planning and response.

"For us [SFEP], the public and our mission are always foremost in our mind," says Dallaire. "Even though something hasn't happened lately, that doesn't mean there isn't a threat. We must always keep safety in mind."

SFEP is comprised of the Safety, Environmental and Fire Marshal Divisions, and establishes policy, conducts oversight and coordinates emergency planning and preparedness for AOC. SFEP is the primary point of contact with

external regulatory agencies for AOC's occupational safety and health, fire protection and environmental matters.

When it comes to fire prevention, preparedness and planning, the Fire Marshal has a lead role in certain areas, but the whole SFEP team and broader AOC also have a role to play. For example, AOC's Planning and Program Management have responsibility for establishing AOC design standards while the Fire Marshal Division plays a key role in establishing the proper fire standards within these design standards, and each jurisdiction is responsible for implementing them locally.

"We are involved in the day-to-day operations of AOC and we have to ensure that workplace safety regulations are followed – and also that employees, property and

mission, as well as the visitors, are all protected," says Dallaire. "We help make sure AOC can work towards its mission safely and smoothly every day."

To accomplish this, the employees of the fire marshal team need to be well versed not just in engineering, architecture and fire science but also population dynamics. This includes how people will try to leave a building, will act in a fire and how the first responders will arrive at the fire. Additionally, having first-responder experience is helpful and the AOC fire marshal team has members who also serve as volunteer first responders, including a chief of a local volunteer fire department.

Over the past few years the AOC has been working throughout Capitol Hill to continuously improve safety while ensuring the historic fabric of the buildings is kept intact. One such action has been to install fire sprinkler systems in a number of buildings.

"Sprinklers are the biggest fire mitigation feature you can add to a building," adds Dallaire. "It prevents fires from growing too large, giving people time to get out of the building."

There is a small group of people at AOC who focus all day, every day, on fire and general safety: the AOC Safety, Fire and Environmental Programs (SFEP).

The sprinkler piping for the Library of Congress Thomas Jefferson Building's Great Hall was concealed in the cave-like interstitial space above the vaulted gallery ceilings.

In March 2012, the AOC Construction Division was awarded the Washington Building Congress Craftsmanship Award for its work installing sprinkler systems into the Library of Congress Thomas Jefferson Building's Great Hall.

At the Library, AOC plumbers employed ingenuity and resourcefulness to accomplish project goals and ensure a seamless meshing of a modern, code-compliant fire protection system within a historic national treasure. First, pilot holes were drilled in the North Gallery through the center of the first head location, and then plumbers laid out string lines in the attic ceiling in order to miss the dome vault ceiling structural beams during core drilling operations. The sprinkler piping was concealed in a cave-like interstitial space above the vaulted gallery ceilings surrounding the Great Hall.

AOC continues this work, such as recently installing an automatic fire sprinkler system in the Russell Senate Office Building, adjacent to the Kennedy Caucus Room and the Russell Rotunda.

Ultimately, the safety of everyone who works on Capitol Hill is up to each of us, but we all benefit from individuals and teams who focus on these concerns every day, demonstrating the AOC's *One Team, One Mission* philosophy.

— *By Matt Guilfoyle*



“Sprinklers are the biggest fire mitigation feature you can add to a building.”

Photos by: Steve Payne



“We help make sure AOC can work towards its mission safely and smoothly every day.”

Scaffolding was installed during the summer of 2012 across the entire west elevation of the Supreme Court.



Photos by: Susanne Bledsoe

In Pictures: A Supreme Restoration

In May 2012, the AOC began a complete restoration of the U.S. Supreme Court Building's West Front façade to address deterioration due to age, weather and nature.

Planning for the restoration initiated in 2005 when a modillion from the pediment cornice failed and fell to the ground. Emergency repair work has been performed on the West Portico over several years during summer recess of the Court, but now the full restoration is underway.

The United States Supreme Court Building, designed by architect Cass Gilbert, was constructed between 1929 and 1935. The classically detailed exterior is clad with white Vermont Imperial Danby marble with bronze windows and ornamental bronze doors, railings and light fixtures.



Workers repair the mortar joints between the marble on the façade.



Laser cleaning of the marble: a technology similar to that used cosmetically for skin. The laser removes soiling without touching the very deteriorated and fragile stone.



Workers prepare the marble for laser cleaning; removing heavy deposits of surface soil and adhesives.



In September 2012, the scaffolding was wrapped in a scrim enclosure printed with a full-size photograph of the building's façade – a practice that is used extensively in Europe.



Removal of the old mortar and sealants from the stone joints of the façade in preparation for repairing mortar joints between the stone.





Doing Good: CFC Keyworkers



Photos by: Susanne Bledsoe

Every little bit makes a **big** difference

Pictured above, left: Keyworker Ed Cauthen shows a fellow AOC employee the options available to him to contribute through the CFC.

“I became a caregiver for my father when he developed Alzheimer’s,” says Ed Cauthen, House Office Buildings assistant night superintendent. “I’m an only child, so I turned to the Washington Alzheimer’s Organization for help. And, from dealing with them, I became a volunteer, not just to help my father, but also to help others.”

As a Combined Federal Campaign (CFC) keyworker, Cauthen helps other AOC employees understand how the CFC allows them to contribute more to organizations they already support. “People tell me what they are involved in. And I say, ‘Did you know that you can contribute to that organization through the CFC?’ I tell them they can continue to give their time and add a donation through CFC.”

And AOC employees do give. In 2011, employees contributed over \$100,000, surpassing the agency goal by 33 percent. AOC also received awards from the CFC for increasing the total dollars raised and percentage of employees participating. In addition, many jurisdictions and divisions received a 100 percent Goal Award for fully achieving their goals. The AOC’s Office of Security Programs was awarded

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CFC’s second highest honor, the Chairman’s Award, for achieving 67 percent participation or donations averaging \$225 per person or more.

This success was due in large part to the tireless efforts of the AOC’s keyworkers, who organize events to encourage participation. Each year events such as a Family Feud contest, a nine-hole mini golf tournament in the Ford House Office Building, bake sales and pancake breakfasts make participation fun, easy and even delicious.

That fun, says Arlen Holmes, Planning and Project Management office manager, also creates a better working environment. “I enjoy being a keyworker because I get to interact with everybody. And, for us to get along and know each other and to really have fun, you need to interact with everyone.”

Holmes’ role as a keyworker isn’t as difficult as many expect. “People think being a keyworker is time consuming, but it isn’t. As you walk down the hallway or wait for a meeting to start, you’re already talking to people. I just talk to them about the CFC.”

His role is made easier thanks to the support of his colleagues. Holmes says that AOC employees share his desire to help out others who are in need, which makes being a keyworker easy. “Almost everybody gives. Even if it’s a little bit, it helps out a lot.”

Piney Milline knows firsthand what a difference every little bit makes. “Two years ago, my grandson, at the age of 11, developed lymphoma.” Milline had been a

Pictured opposite page, right: Piney Milline serves her soup as part of her annual CFC fundraiser in the Senate Office Buildings Service Center.

keyworker for over 10 years at that point, but now her work touches her on a personal level. “What touches me is seeing little children, I mean babies, that have cancer. When they’re sick, I feel sick.”

But Milline doesn’t focus on that as a keyworker. Rather, she makes donating to the CFC fun, preparing a delicious crab or chicken noodle soup every year that her colleagues have come to expect and clamor for. “When I give them the soup, I ask them for a small donation. Many of them give much more than I suggest and there are some who just contribute without taking anything.”

This giving, even as she’s asking others to give, comes naturally to Milline, whose mother frequently repeated the adage that “it’s better to give than to receive.”



Arlen Holmes talks with colleagues about the CFC as part of his regular conversations with them.

This lesson has clearly been passed down to her grandson, who would cheer her up even while he was receiving treatments. “I would visit and play chess with him, and sometimes I would look sad. He would say, ‘Grandma, what’s wrong? It’s going to be OK.’ It’s amazing how children try to bring you up.”

Milline’s coworkers also bring her up with their generosity. “It’s very easy to be a keyworker — it’s amazing. Every year we exceed our fundraising goal.”

Piney Milline’s grandson Anthony Holley (right) with his brothers, who shaved their heads bald in solidarity with him as he was undergoing cancer treatments.



Photo courtesy of: Piney Milline



The mission of the CFC is to promote and support philanthropy through a program that is employee focused, cost-efficient, and effective in providing all federal employees the opportunity to improve the quality of life for all.

Since 1961, as the world’s largest workplace fundraising effort, the CFC has provided food, medicine, shelter and hope for countless Americans and others around the world that are in need.

Historically, campaign costs nationwide have averaged 10 percent. These funds were spent on printing materials, training volunteers, auditing contributions and other administrative expenses. All local campaign costs are reviewed and approved by the local committee governing the local campaign. On average, this cost is low compared with other fundraising campaigns; therefore, every dollar pledged goes a long way toward helping others.

All of those employees doing good together continues an AOC tradition of service, and brings Milline closer to her personal goal — wiping out cancer.

“AOC has a proud tradition of servicing our communities, which is embodied in the spirit of our CFC Keyworkers,” says Lisa Maltbie, AOC’s CFC campaign manager.

“I draw my inspiration from our keyworkers, hearing their personal stories, their creative ways of fundraising, and most importantly, their fun approach to selfless giving. All of us know someone who has benefited from a CFC organization: a colleague, a friend or loved one. I’m reminded every day, through the dedication of our CFC keyworkers, how important it is to help others. It’s simply who we are at the AOC.”

— By Franklin Bradley



Scan the QR code to watch a video about AOC’s CFC Keyworkers.



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Senator Daniel K. Inouye lay in state in the Capitol Rotunda on Thursday, December 20, 2012.

Photo by: James Rosenthal

