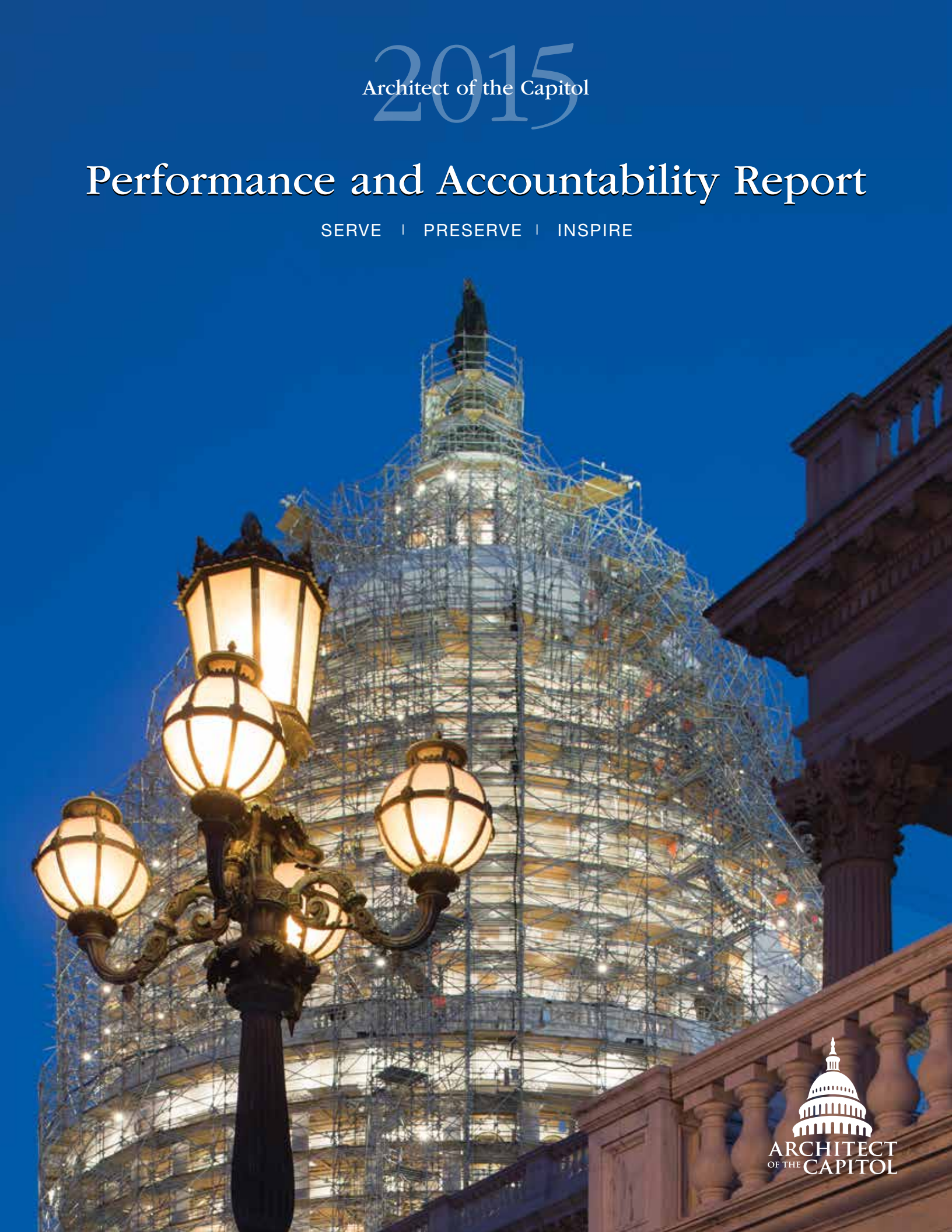
2015

Architect of the Capitol

Performance and Accountability Report

SERVE | PRESERVE | INSPIRE



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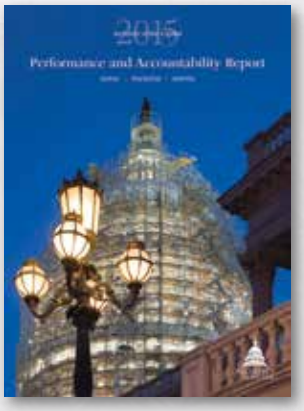


About the Cover

The AOC installed an exterior scaffolding system to protect and allow workers to restore the U.S. Capitol Dome during the multi-year U.S. Capitol Dome Restoration Project. This view showcases the Dome lit up by 720 LED construction task lights which permit the workers to perform repairs at night. The repair and restoration work will preserve the 150 year-old Dome for future generations. Photographs documenting the Dome Restoration Project may be found at: **www.flickr.com/photos/uscapitol.**

An Executive Summary of AOC's Financial and Performance Results

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 more than 17.4 million square feet of facilities and more than 587 acres of grounds. AOC is responsible for the maintenance, renovation and new construction of the buildings and grounds on Capitol Hill.

Established: In 1876 by congressional legislation

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 Equivalents: 2,103 as of September 30, 2015

FY 2015 Budget Authority: $600.3 million

Did You Know?

In Fiscal Year 2015, the Architect of the Capitol…

- Continued the restoration of the U.S. Capitol Dome, which is suffering from over 1,000 cracks and deficiencies. The AOC removed lead paint, primed bare metal, performed repairs, filled cracks, replaced decorative features and installed the Rotunda's scaffolding.
- Began a multi-year restoration of the Ulysses S. Grant Memorial, located near the U.S. Capitol Reflecting Pool. This work includes cleaning, waxing, repairing and conserving the existing bronze statuary, and providing new bronze castings for missing or broken items.
- Supported the 114th Congressional transition moves resulting from the November 2014 elections. The AOC developed architectural layouts; removed, relocated, and installed partitions; painted offices and updated electric, data and telecommunications infrastructure.
- Began the initial phase of the multi-year Cannon House Office Building Renewal Project. This phase will upgrade the utility infrastructure for the oldest office building under AOC's stewardship.
- Continued its Refrigeration Plant Revitalization program by replacing two old, inefficient chillers and primary chilled water pumps with two new 5,000 ton variable-speed chillers.
- Oversaw the restoration and preservation of several works of art that beautify the Capitol campus. The AOC restored the Brumidi Patent Corridor ceiling, conserved the Cox Corridor murals and restored portions of the Senate Reception Room's decorative wall painting and gilded surfaces.
- Helped complete the Sustainable Sites Initiative (SITES) v2 Rating System. SITES v2 provides a set of best practices, performance benchmarks and tools for creating and evaluating sustainable landscapes.
- Placed eighth out of 25 mid-sized federal agencies in the Partnership for Public Service's *The Best Places to Work* in the Federal Government rankings.
- Replaced the roof and 180 skylights in the Hart Senate Office Building and began a structural analysis of the Calder Mountain and Clouds sculpture in the Hart atrium.
- Hosted several special events at the U.S. Capitol, including a September 2015 visit by Pope Francis. The AOC prepared for this event by procuring and setting up security fencing, video screens, chairs, scaffolding towers and tents.

Fiscal Year 2015 Performance Highlights

One Team, One Mission

- The AOC successfully used cross-functional teams to solve common agency challenges, including the Organizational Assessment Survey response.
- The AOC researched and awarded an agency-wide scrap metal contract—taking an integrated approach and consolidating all AOC scrap metal recycling.

Innovative and Empowered Workforce

- The AOC placed eighth out of 25 mid-sized federal agencies in the Partnership for Public Service's *The Best Places to Work in the Federal Government* rankings.
- The AOC implemented the Supervisory Academy to further develop its leadership staffs' skills.

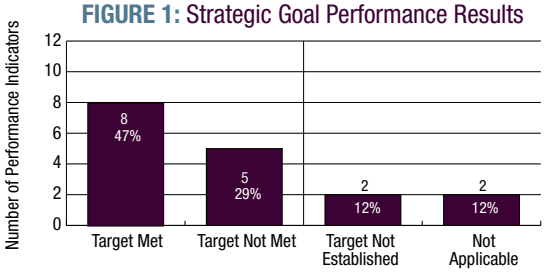
Awe-Inspiring Facilities

- The AOC exceeded its Energy Independence and Security Act 10-year target and achieved nearly 31 percent energy usage reduction.
- The AOC concluded the repairs to the north approach of the U.S. Capitol's Olmsted Terrace walls.
- Work commenced on several major multi-year restoration projects, including the Cannon House Office Building and the Ulysses S. Grant Memorial.

TABLE 1: AOC Strategic Goals

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

FIGURE 1: Strategic Goal Performance Results



Total Number of Performance Indicators: 17

Extraordinary Services

- The AOC welcomed more than 2.0 million visitors to the U.S. Capitol Visitor Center and more than 1.3 million visitors to the U.S. Botanic Garden over the fiscal year.
- The AOC implemented a number of Americans with Disabilities Act accessibility initiatives, eliminating more than 400 barriers across the Capitol campus.

TABLE 2: Summary of Select Key Performance Indicators

Key Performance Indicator	FY 2014 Target	FY 2014 Actual	FY 2014 Results	FY 2015 Target	FY 2015 Actual	FY 2015 Results
STRATEGIC GOAL 1: One Team, One Mission						
Reduction in Usage of Overtime. Reduce overtime hours used to fulfill mission through improved planning and scheduling.	<121,428 hours	126,840* hours	Not Met	<126,840 hours	136,721 hours	Not Met
STRATEGIC GOAL 2: Innovative and Empowered Workforce						
Volume of Honor Awards. Recognize employees who have gone above and beyond the call of duty and who have demonstrated service excellence, extraordinary teamwork or ingenuity in solving challenges.	Target Not Established	422	Target Not Established	Target Not Established	689	Target Not Established
STRATEGIC GOAL 3: Awe-Inspiring Facilities						
Preventive Maintenance Work Order Timeliness. Complete routine facility maintenance work on schedule.	≥ 90.0%	82.9%	Not Met	≥ 90.0%	89.3%	Not Met
Injuries and Illnesses Rate. Targeted to be less than the previous year's rate.	<3.07%	2.82%*	Met	<2.82%*	4.40%	Not Met
Reduction in Energy Consumption. Decrease energy consumption through effective utility usage.	≤-27.0%	-25.5%	Not Met	≤-30.0%	-30.8%	Met
STRATEGIC GOAL 4: Extraordinary Services						
Service Request Work Orders Timeliness. Complete service request work orders on time.	≥90.0%	92.9%	Met	≥90.0%	92.8%	Met

Note: Figures adjusted from prior year reported amounts are marked with an asterisk (*).

Fiscal Year 2015 Financial Highlights

An independent audit of the AOC's financial statements resulted in an unmodified (clean) audit opinion in FY 2015.

TABLE 3: Select Financial and Related Non-Financial Data ($ in millions)

	FY 2015	FY 2014	Percent Change
Total Assets	$2,698.2	$2,612.2	3.3%
Total Liabilities	$328.8	$351.9	(6.5%)
Total Net Position	$2,369.4	$2,260.3	4.8%
Total Revenues	$56.1	$47.6	17.9%
Total Net Cost of Operations	$514.8	$531.8	(3.2%)
Total Enacted Appropriations	$600.3	$602.0	(0.3%)
Facility Space Managed	More than 17.4 million sq. ft.	More than 17.4 million sq. ft.	No Change
Actual FTEs at Fiscal Year-End	2,103	2,085	0.9%

TABLE 4: Independent Auditor's Internal Control Findings

Category	Audit Findings	
	FY 2015	FY 2014
Material Weaknesses	1. Ineffective Controls over Estimate of Asbestos Cleanup	None
Significant Deficiencies	None	1. Ineffective Control over Accounting for the Fairchild Building Lease Renewal 2. Untimely Contract Closeouts and Liquidation of Obligations 3. Improperly Recorded Costs Associated with the O'Neill Building Leasehold Improvements

FIGURE 2: Summary of Total Assets

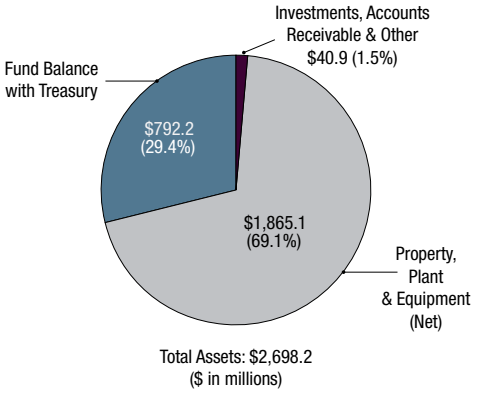


FIGURE 3: Summary of Total Liabilities

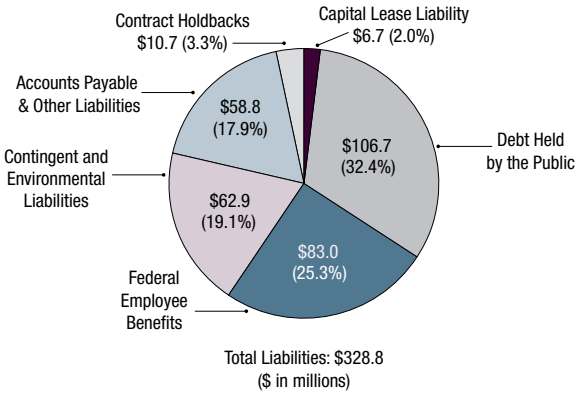


FIGURE 4: Net Cost of Operations by Strategic Goal

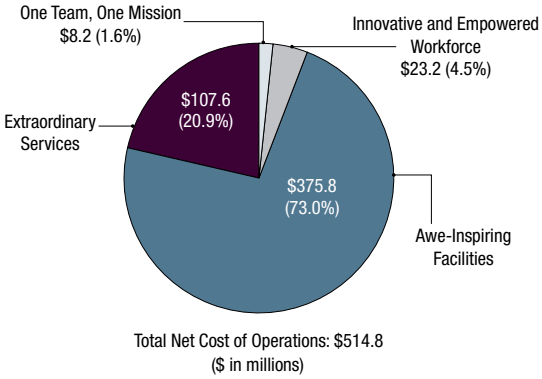
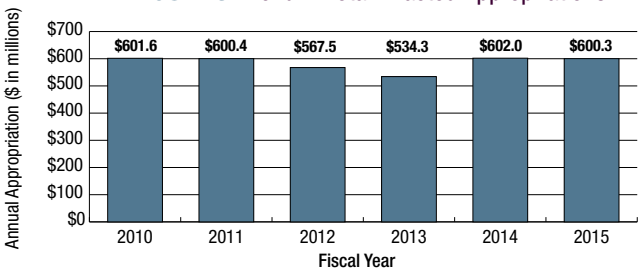


FIGURE 5: Trend in Total Enacted Appropriations



Note: Excludes Supreme Court Building and Grounds (included in the Judiciary Branch appropriation).

Stone preservation continues as one of AOC's most important priorities. The condition of the exterior stone on most, if not all, of the buildings on the Capitol campus is rapidly deteriorating, as illustrated by the cracked stone on the U.S. Capitol.

What's Next?
Future Challenges and Priorities

- **Stress on Budgetary Resources.** In a constrained budgetary environment, the cost of complying with requirements related to energy, safety and security, coupled with a large deferred maintenance and capital renewal backlog and the growing cost of day-to-day operations, puts increased stress on the agency's limited resources. The AOC prioritizes its projects and continuously becomes more efficient to meet this challenge.

- **Deferred Maintenance and Capital Renewal Backlog.** The AOC proactively addresses the deferred maintenance and capital renewal needs of its facilities to ensure the historic fabric of the Congressional buildings and grounds is preserved before the damage becomes too great. In FY 2015, AOC's total deferred maintenance and capital renewal backlog was estimated at $1.49 billion.

- **Energy Stewardship and Sustainability.** The AOC was required to meet annual reductions in energy consumption and AOC exceeded the final FY 2015 energy reduction target of 30 percent. Looking ahead, although there is no legislated energy reduction goal for the agency in FY 2016 and subsequent years, further reductions to energy consumption will remain a top agency priority.

- **Physical Security of Facilities.** The AOC is responsible for supporting the U.S. Capitol Police and providing other security functions around Capitol Hill. The AOC must continue to focus on meeting security requirements, while also ensuring that safety, preservation and accessibility needs are met.

- **Workplace Safety and Health.** The AOC is responsible for ensuring that safety and health standards are met for those who work at or visit the U.S. Capitol. At the same time, AOC must balance operational needs, applicable regulations and challenging working conditions that are unique to Capitol Hill. The agency establishes this culture by placing people first and practicing safety always.

- **Management of Concurrent Projects.** The AOC is undertaking many needed major construction and restoration projects concurrently. To be successful, AOC must ensure that each long-term project remains on-time and on-budget, while also safeguarding that this additional workload does not impact the agency's people and day-to-day customers.

In addition, the AOC Inspector General (IG) identified one management opportunity and performance challenge concerning the management of AOC construction projects. Due to the number of high-visibility, major construction and repair projects ongoing throughout the Capitol campus, ensuring their timely completion in accordance with quality standards and on budget is a significant challenge.

The AOC Performance and Accountability Highlights provides a brief summary of AOC's FY 2015 performance and fiscal results contained in the Performance and Accountability Report. The full Performance and Accountability Report is available online at **www.aoc.gov/performance-accountability-report** or by scanning the QR code.

For more information about the Architect of the Capitol, visit our website at: www.aoc.gov.

This report is issued with data as of November 13, 2015.

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Certificate of Excellence in Accountability Reporting ..... Inside Back Cover

We Would Like to Hear From You ..... Inside Back Cover

Message from the Architect of the Capitol

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

I am pleased to present the Fiscal Year (FY) 2015 Performance and Accountability Report (PAR) for the Architect of the Capitol (AOC). The AOC is entrusted with the maintenance, operation and preservation of Capitol Hill's landmark buildings and grounds. By serving in this important stewardship role, AOC and our more than 2,100 employees recognize that we have been given a unique and important mission to serve Congress and the Supreme Court, preserve America's Capitol and provide memorable visitor experiences.

To meet our fiscal responsibilities, AOC dedicates itself to meeting high standards of reporting and transparency. This PAR provides a comprehensive accounting for the public funds entrusted to AOC, including our program achievements and financial results. We are proud that our FY 2014 PAR was recognized for outstanding accountability reporting with the Association of Government Accountants' *Certificate of Excellence in Accountability Reporting*—the fourth consecutive year we have received this prestigious award—along with a *Best in Class Award* for "Best Use of Hyperlinks, Drilldowns, and Opportunities for Interaction."

Together, we are doing more every year to advance our Strategic Vision and fulfill our four strategic goals (One Team, One Mission; Innovative and Empowered Workforce; Awe-Inspiring Facilities and Extraordinary Services) and their underlying strategies. Our successes in achieving these goals, summarized herein, attest to the dedicated daily effort of our employees in support of AOC's mission and our determination to provide first-class stewardship of our facilities and high-level service for Congress, the Supreme Court, staff and visitors.

One Team, One Mission—United in Excellence

This fiscal year, AOC has taken a number of steps to foster a culture of learning, sharing and teamwork. These steps increased intra- and inter-organizational cooperation through major initiatives to enhance the professional and personal growth of managers and employees, and included the establishment of cross-jurisdictional working groups to improve facilities planning and project management through shared best practices.

The AOC understands the importance of utilizing its resources effectively. As a result, AOC developed a prioritized line item construction program to ensure the highest priority projects are funded and issued a contract vehicle that any AOC jurisdiction can utilize to lessen the effort and time required to obtain engineering services. Our jurisdictions also worked collaboratively on a number of tasks such as resolving an emergency generator failure at the Library of Congress, troubleshooting chilled water usage discrepancies at the U.S. Capitol and developing the Senate Online Suite Selection Tool to automate portions of the election year move process. These actions show how AOC is working as one team to provide efficient and effective services to our clients.

Innovative and Empowered Workforce—Leading Change Together

The AOC strives to attract, develop and retain exceptional employees. To ensure that we have an empowered workforce and are preparing our supervisors to become extraordinary leaders, we launched our Supervisory Academy, a one-week training class of intense supervision, leadership theory and skills development. The training encourages our supervisors to identify innovative ways to meet our operational demands and reduce service costs through improved coordination. We also developed our Exchange of Critical Expertise and Learning (ExCEL) program to improve organizational efficiencies and increase employee knowledge.

This year, AOC placed eighth out of 25 mid-sized federal agencies in the Partnership for Public Service's *The Best Places to Work in the Federal Government* rankings. With over 80 percent survey participation, AOC had an overall employee satisfaction score of 67.8 out of 100 — 10.9 points (or 19 percent) higher than the government-wide score of 56.9. Further, our Responsibility, Ownership and Courteous (R.O.C.) Star Program was unveiled to train all AOC employees to deliver customer service that exceeds expectations. Other programs increased our diversity hiring, transparency and staff rewards via formal and informal recognition channels.

Awe-Inspiring Facilities—Unsurpassed Craftsmanship and Stewardship

The AOC is in the midst of many projects to preserve the U.S. Capitol and the surrounding buildings and grounds. The Capitol Dome Restoration is one of the most visible and important renewal projects we have undertaken and it will remove lead paint, repair cracks and replace corroded pieces in the iconic, cast-iron Dome. This year, we completed the restoration of the Patent Corridor ceiling in the Capitol's Brumidi Corridors, while the repair of the Olmsted Terrace walls and restoration of the Ulysses S. Grant Memorial are underway to preserve important features on the Capitol campus. This year, the 10-year, $752 million Cannon House Office Building Renewal Project commenced with the initial work concentrating on the historic building's utilities and infrastructure. Also, AOC completed the chiller and cooling tower phase of the Capitol Power Plant's West Refrigeration Plant Revitalization Program, a project that will help reduce AOC's energy consumption and provide an opportunity for significant cost avoidances.

Stone preservation continues as one of our most important priorities. Projects to rehabilitate the exterior stone are underway and in planning to prolong our buildings' life expectancies, preserve historic features, improve energy efficiency and increase safety. For example, the Hart Senate Office Building embarked on a roof and skylight replacement project to correct water infiltration while the agency's efforts began on the design to restore the stone façade and roof of the U.S. Botanic Garden (USBG) Conservatory.

Extraordinary Services—Going the Extra Mile

At the core of our mission is providing extraordinary customer service. The AOC has made noteworthy progress in providing proactive, professional and integrated services that exceed our clients' and visitors' expectations. Despite the renovations underway in the Capitol, we strove to

minimize the impact to visitors by modifying tour routes and increased special programming for guests arriving this summer while the Rotunda was closed. This fiscal year, AOC welcomed a combined 4.8 million visitors to the USBG, U.S. Capitol and Library of Congress buildings by providing new exhibits such as *Exposed: The Secret Life of Roots* and educational opportunities such as a third season of student programs at the Capitol Visitor Center.

This year, AOC managed the office design, construction and moves for over 200 House Members and Senators after the November 2014 elections. The office moves for the House and Senate were completed timely and seamlessly. Additionally, for our virtual guests, we redesigned our website, AOC.gov, to improve navigation and visual content and enhance the online experience.

Management Opportunities and Challenges

Despite these accomplishments, we still face a number of long-term challenges in caring for facilities that are decades, even centuries, old and that were constructed without the modern equipment and efficiencies we now take for granted. The AOC has a $1.49 billion backlog of deferred maintenance and capital renewal projects to preserve and maintain the historic buildings under our care. Budget limits impact the number and type of projects we can undertake, requiring hard decisions and prioritization. This backlog will increase as our facilities age, the cost of repairs becomes more expensive and more needs are uncovered.

This report identifies the challenges we face in carrying out our mission and the agency's initiatives to address them. Providing superior service to our customers while also executing several large-scale and highly visible construction projects is a formidable test that we are addressing by improved enterprise risk management. Further challenges relate to reducing energy consumption and maintaining secure and safe facilities and grounds for our visitors and workforce. In addition, the AOC Inspector General identified a management opportunity and performance challenge related to managing AOC construction projects. We are aware of these issues and are committed to addressing them as completely as possible.

Financial Management

We take pride that, in FY 2015, we received an unmodified (clean) audit opinion on our financial statements—the AOC's 11th consecutive year with a clean opinion. In addition, one material weakness was noted by our independent auditors. The material weakness relates to ineffective controls over the estimate of asbestos cleanup costs. The AOC concurs with this finding by the independent auditors and is developing a corrective action plan for this material weakness to ensure that we implement a formal review and approval process of the environmental liability estimate and its assumptions.

We are motivated to exceed the standard of financial management excellence established in years past. Our statement of assurance over internal controls may be found on page 45 of this report. I further provide my assurance that the financial and performance data presented herein are complete, reliable and accurate.

Conclusion

I am proud of this report and the accomplishments and challenge areas it describes. Through the hard work and dedication of AOC's staff, we have been able to provide outstanding customer service, maintain Congressional buildings and grounds, preserve history and ensure Congress and the Supreme Court can accomplish their daily functions. Despite our successes, however, there is much work to be done. We believe that there is no greater mission than upholding the historic buildings entrusted to our care, and we look forward to continuing to serve the Congress, the Supreme Court and the public in the coming year.

Sincerely,

Stephen T. Ayers, FAIA, LEED AP
Architect of the Capitol
November 13, 2015

Performance and Accountability Report

About this Report

The Architect of the Capitol's (AOC) *Performance and Accountability Report* (PAR) communicates the agency's programmatic and financial performance data for the Fiscal Year (FY) 2015. The AOC uses the PAR to promote transparency and accountability over the federal funds it receives and to demonstrate its responsibility for the public property in its care. The PAR also shows AOC's steadfast dedication to accomplishing its mission to serve Congress and the Supreme Court, preserve America's Capitol and inspire memorable visitor experiences. A series of "In Focus" feature articles, with AOC website hyperlinks, are interspersed throughout the report to spotlight project and program accomplishments. In addition, AOC is proud to highlight its employees throughout this report. This report utilizes videos and full-color and black and white photographs to illustrate the major projects, events, and accomplishments of the agency and to help tell how AOC fulfills its mission.

As a Legislative Branch Office, AOC is not required to comply with Executive Branch financial reporting regulations. However, AOC refers to Executive Branch legislation to develop financial management best practices. Such legislation includes:

- Federal Managers' Financial Integrity Act of 1982
- Chief Financial Officers Act of 1990
- Government Performance and Results Act (GPRA) of 1993
- Government Management Reform Act of 1994
- Federal Financial Management Improvement Act of 1996
- Reports Consolidation Act of 2000
- Accountability of Tax Dollars Act of 2002
- Improper Payments Information Act of 2002, as amended
- GPRA Modernization Act of 2010

This report and the agency's prior year Performance and Accountability Reports are available electronically on the AOC website at: **www.aoc.gov/performance-accountability-report.** In addition, AOC publishes its PAR in a convenient App version for Apple or Android tablets. The App version includes the print edition, plus bonus photos and videos. Readers may browse each page in either landscape or portrait mode, zoom in to read individual sections, bookmark and share favorite articles and use other interactive features. To download the report to your device, please visit the AppStore from your iPad or Google play from your Android tablet and search for "Architect of the Capitol." Use of multiple platforms for its PAR helps expand the AOC's reach and makes learning about the agency more convenient.

As part of the multi-year U.S. Capitol Dome Restoration Project, AOC installed an exterior scaffolding system that surrounds the Dome exterior. The scaffold towers and bridging help to move materials to the work areas. The restoration work, which includes cast iron repairs and painting, is scheduled to be completed before the 2017 presidential inauguration.

Introduction

How this Report is Organized

The FY 2015 PAR provides AOC's financial and performance information for the period beginning on October 1, 2014, and ending on September 30, 2015. The report provides candid insight into AOC's operations and accomplishments for the fiscal year and the challenges the organization faces. By way of introduction, the PAR includes an Executive Summary of AOC's financial and performance results, along with a Message from the Architect of the Capitol, Stephen T. Ayers, FAIA, LEED AP. The remainder of the report is divided into four main sections and various appendices.

SECTION I: Management's Discussion and Analysis

Section I provides an overview of AOC and its FY 2015 results. It summarizes AOC's history, mission, vision, organizational structure, strategic framework, and highlights AOC's key performance accomplishments for the fiscal year. In addition, Section I includes management's assessment of future challenges, management's assurances on AOC's internal controls and other compliances—including a financial management system summary—and AOC's financial highlights. This section provides a concise and informative overview of how AOC is doing, what it has accomplished, and how it is managing its programs and resources.

SECTION II: Performance Information

Section II provides a detailed analysis of AOC's annual performance information as detailed in Office of Management and Budget (OMB) Circular A-11 and the Government Performance and Results Act (GPRA), as amended by the GPRA Modernization Act. The section identifies AOC's approach to performance management, describes how AOC assures the validity of its data, and provides information on AOC's Strategic Vision and the performance indicators used to evaluate the results achieved under AOC's four strategic goals.

SECTION III: Financial Information

Section III begins with a Message from AOC's Chief Financial Officer. This section provides the independent auditor's reports and AOC's audited financial statements and notes. A Required Supplementary Information displays information on heritage assets and deferred maintenance.

SECTION IV: Other Information

Section IV presents a Schedule of Spending, the AOC Inspector General's Statement on AOC's Management Opportunities and Performance Challenges, as well as a summary of AOC's financial statement audit and management assurances. It also provides information pertaining to the Improper Payments Information Act, AOC's real property footprint and small business programs.

APPENDICES

The appendices provide supplemental data. Appendix A provides a summary of the FY 2015 accomplishments and priorities for each major AOC jurisdiction. Appendix B lists the major facilities under AOC's care. Appendix C provides a list of AOC's websites and media platforms. Appendix D summarizes of AOC's reimbursable accounts. Appendix E identifies performance indicators from FY 2014 that were added or no longer used in FY 2015. Appendix F provides a list of abbreviations and acronyms and Appendix G recognizes the contributors to this report.

In spring 2015, AOC began the restoration of the Ulysses S. Grant Memorial, located in Union Square. This conservation project involves cleaning, waxing, repairing and conserving the existing bronze, and recasting and replacing 90 broken or missing elements with new bronze castings. Commissioned in 1903, the Memorial was dedicated in 1922, and fully completed in 1924.

SECTION I

Management's Discussion and Analysis

Our History

The Architect of the Capitol (AOC) has origins rooted in the very beginnings of our nation. In 1791, during his first term of office, President George Washington appointed a Board of Commissioners to design suitable buildings and accommodations for Congress. The Commissioners staged a competition for the design of the U.S. Capitol and selected Dr. William Thornton's entry. In 1793, construction of the U.S. Capitol began when President Washington ceremoniously laid the building's cornerstone. The AOC marks its origins with this notable event.

In 1802, Congress consolidated the duties of the Board of Commissioners and placed the care of the U.S. Capitol—which at the time housed not only the Congress but also the Library of Congress, the Supreme Court, the district courts and other offices—and its grounds under a single superintendent, the Commissioner of Public Buildings. In 1867, the Commissioner's responsibilities were combined with those of the Architect of the Capitol Extension[1], a position previously created to oversee the addition of both the north and south extensions to the Capitol and the cast-iron dome during the 1850s and 1860s. Congress passed legislation in 1876 that formally established the Architect of the Capitol as a permanent office under the Legislative Branch of the Federal Government.

The responsibilities of the AOC grew alongside the growth of our nation and the expansion of Congress. Physical building and ground construction increased with the development of Capitol Hill and the enlargement of the Capitol Grounds. Throughout the 20th century, AOC oversaw construction and took stewardship responsibility for the Cannon, Longworth and Rayburn House Office Buildings, the Russell, Dirksen and Hart Senate Office Buildings, the Capitol Power Plant, the Botanic Garden facilities and the Supreme Court Building. AOC also assumed administrative responsibility for the Library of Congress' Thomas Jefferson Building and oversaw construction of the Adams and Madison buildings. In recent years, AOC oversaw the construction of the Capitol Visitor Center. The over 710,000-square-foot facility is the largest expansion in the U.S. Capitol's history. In addition, in December 2011, AOC received responsibility for the care of Union Square, a 12-acre site between the U.S. Capitol and the National Mall. Although most of AOC's facilities are on or near Capitol Hill, AOC also maintains support facilities in other nearby locations.[2] Today, under the leadership of Architect of the Capitol, Stephen T. Ayers, AOC's employees work to maintain and improve more than 17.4 million square feet of building space and more than 587 acres of grounds.

Did You Know?

Permanent authority for the care and maintenance of the U.S. Capitol was established by an Act of Congress on August 15, 1876.

Figure 6 illustrates the growth of AOC's facility stewardship responsibilities from 1793 through the present. **Figure 7** provides a map of the major facilities on Capitol Hill for which AOC is responsible. Appendix B provides a list of the major facilities under AOC's care.

[1] The word "Extension" was subsequently dropped, simplifying the title to the Architect of the Capitol.

[2] For example, off-site support facilities include the Packard Campus for Audio-Visual Conservation in Culpeper, Virginia, and the Library of Congress' Book Storage Modules in Fort Meade, Maryland.

As part of the multi-year campaign to conserve and restore the Brumidi Corridors located on the first floor of U.S. Capitol's Senate wing, the ceiling section of the Patent Corridor was completed in spring 2015. The extensive restoration work involved removing old varnish, stabilizing plaster, replastering damaged sections and repainting to the original vibrant colors. The phased Brumidi Corridors conservation project is currently focused on the West Corridor ceiling.

FIGURE 6: Growth in Major Facilities under AOC's Care

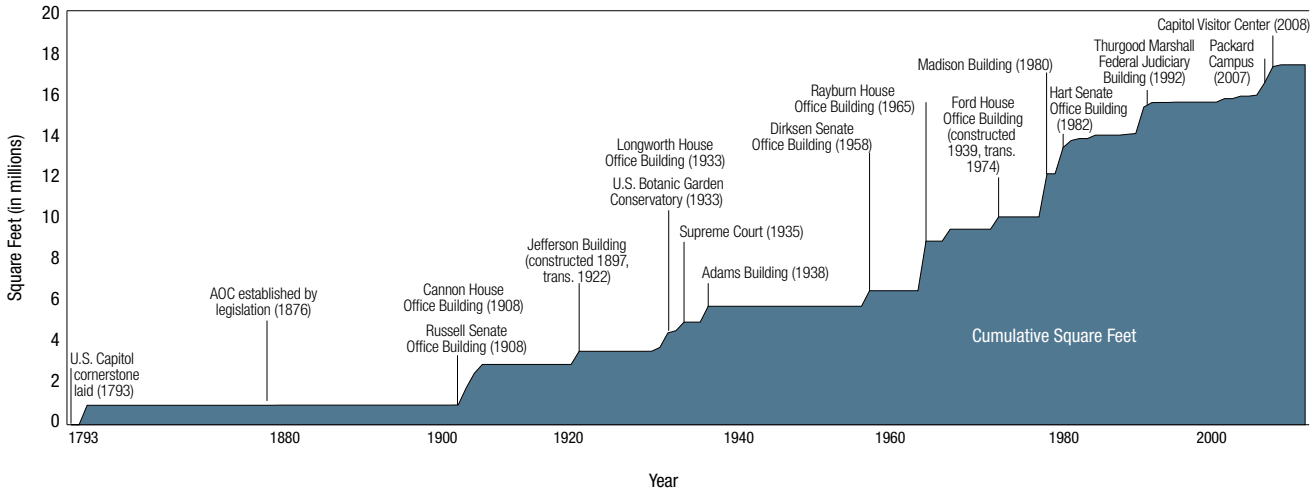
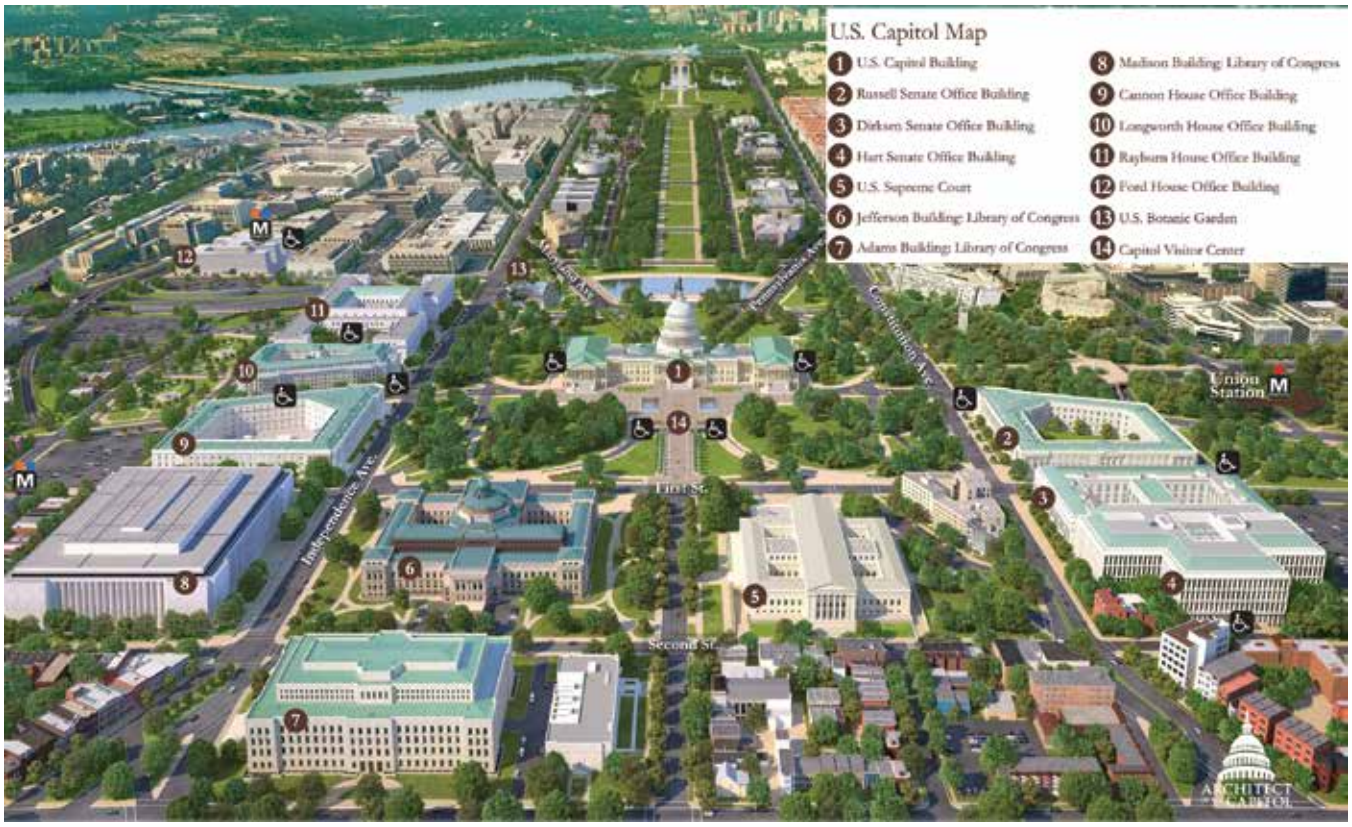


FIGURE 7: Map of the U.S. Capitol



AOC serves as steward for more than 17.4 million square feet of facility space and 587 acres of grounds. The major facilities on Capitol Hill that fall under AOC's care are depicted on the map. A virtual tour of Capitol Hill is available at www.capitol.gov.

A view of the construction scaffolding system installed around the U.S. Capitol Dome, from the Dome skirt up to the base of the Statue of Freedom. Multiple AOC jurisdictions are collaborating to ensure the success of the highly visible, multi-year Capitol Dome Restoration project.

Our Mission and Organization

Who We Serve

The AOC is responsible to the United States Congress and the Supreme Court for the maintenance, operation, development and preservation of more than 17.4 million square feet of buildings and more than 587 acres of grounds on Capitol Hill. The AOC provides professional expertise on the preservation of architectural and artistic elements entrusted to its care and provides recommendations concerning the design, construction and maintenance of the facilities and grounds. The AOC also support the needs of nearly 30,000 building occupants and millions of tourists who visit annually and ensures the buildings and grounds meet modern standards for sustainability and accessibility.

Our Mission

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

Our Vision

The AOC will be an exceptional team, acclaimed for superior service, recognized as trusted stewards and renowned for enriching people's lives.

Our Values

The professionalism and integrity of each AOC employee demonstrates its dedication to providing quality services and its commitment to holding itself to the highest standards.

The AOC recognizes that it does its best work through teamwork, each person lending his individual strengths and talents to the greater goal of the entire team. The AOC employees respect each other and rely on each other in their efforts to make AOC a center of excellence.

The AOC takes great pride in what it does and in the honor of serving Congress, the Supreme Court and the American people each day.

Our Organization

The AOC is a nonpartisan, professional services office of the U.S. government's Legislative Branch, led by the Architect of the Capitol. The Architect of the Capitol serves as an official of the Legislative Branch, acting as both an officer and agent of Congress.[3]

The AOC provides a wide range of professional expertise and services to preserve and enhance the U.S. Capitol. The AOC is responsible for the preservation of some of America's most historic landmarks. In addition to facilities management services, AOC also manages new construction, renovation projects and visitor services. The AOC is organized into 10 primary jurisdictions as well as a Capitol

[3] The Architect of the Capitol also serves as a member of several governing or advisory bodies, including the U.S. Capitol Police Board, Congressional Accessibility Services Board, Advisory Council on Historic Preservation, National Capital Memorial Advisory Commission and the District of Columbia Zoning Commission. The Architect of the Capitol serves as an ex-officio member of the United States Capitol Preservation Commission and the National Building Museum and as the Acting Director of the U.S. Botanic Garden under the Joint Committee on the Library.

Construction and Operations (CCO) office in charge of centrally managed functions. **Figure 8** presents AOC's organization chart. The AOC's leadership directory is online at: **www.aoc.gov/organizational-directory/leadership.**

Each of AOC's jurisdictions is funded by separate appropriations.[4] In addition, the agency's CCO appropriation centrally funds common operational services supporting AOC's construction, curatorial, design, energy and sustainability, facilities planning and programming, historic preservation, project management, safety, fire, and environmental, technical support and business services and program needs. This allows AOC to establish economies of scale that increase efficiency and reduce cost by providing centralized expertise in support of all operations.

The AOC's responsibilities have steadily increased throughout its history and its workforce has kept up with congressional demand for professional and construction services. As of September 30, 2015, AOC's staff included 2,103 Full-Time Equivalents (FTEs), as well as temporary and seasonal staff. The AOC uses temporary and seasonal staff as cost-saving measures for activities of limited duration (e.g., construction projects and the biennial congressional office moves) or for programs with fluctuating demands (e.g., visitor services). The AOC's employees are its most valuable resource. The AOC's diverse workforce includes skilled laborers serving as custodians, gardeners, electricians, plumbers, upholsterers, carpenters, painters, masons and other craftspeople. **Figure 9** shows the distribution of AOC's FTEs by jurisdiction.

AOC Capitol Construction and Operations

The AOC's Capitol Construction and Operations jurisdiction (formerly General Administration) includes the Architect of the Capitol, the Assistant Architect of the Capitol and the several offices that provide the essential construction, central management and operational and professional support in connection with the facilities and activities under the care of the AOC. These central offices are described below.

AOC Chief Administrative Officer

The AOC Chief Administrative Officer (CAO) provides administrative and business support and includes the AOC Acquisition and Material Management Division, AOC Curator Division, AOC Human Capital Management Division, AOC Information Technology Division and AOC Office Services Division. CAO also manages the Policy Program Office and Senate Food Service functions. The AOC Curator Division, which is responsible for the care and conservation of the architectural, fine and decorative arts under AOC's stewardship, also manages the AOC Records Management and Archives Branch and the AOC Photography Branch. The AOC's Equal Employment Opportunity and Diversity Programs Office falls under the CAO, but reports directly to the Architect of the Capitol.

AOC Chief Financial Officer

The AOC Chief Financial Officer (CFO) is responsible for ensuring sound financial stewardship as well as providing value-added analysis to give insight into the financial implications of program decisions. CFO activities include accounting operations, budget formulation and execution, financial reporting, financial systems management, fiscal policy and managerial cost accounting. The internal controls function is managed jointly by the AOC Chief Financial Officer and the AOC Chief Administrative Officer.

AOC Chief Operating Officer

The Chief Operating Officer (COO) is responsible for organization-wide strategic planning, performance management, quality management, worker safety, customer satisfaction and service quality. Through its Performance, Strategy and Innovation Division, the COO brings greater focus to AOC's strategic goals and drives improved performance and accountability throughout the organization.

AOC Communications and Congressional Relations

The AOC Communications and Congressional Relations is responsible for strategic communication initiatives, legislative affairs and media and community relations. The office oversees internal and external communications to members of Congress and their staffs, external parties such as the press, government agencies and the public.

AOC General Counsel

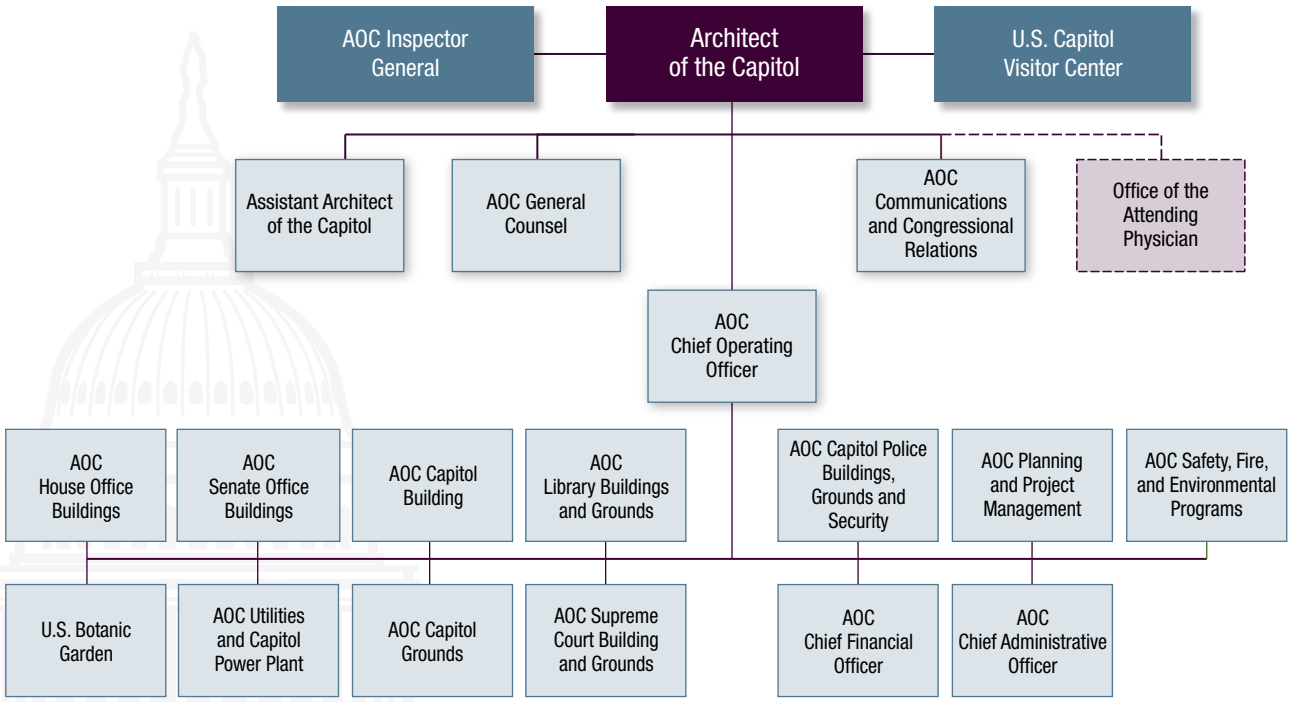
The AOC General Counsel (GC) provides legal counsel to the Architect, senior staff and others within the organization on matters involving procurement, contract claims, litigation, real property, the environment, employment, labor, occupational safety, occupational health and torts. The GC serves as AOC's supervising ethics office, reviews financial disclosure forms, represents the organization in administrative hearings and arranges for legal representation by the Department of Justice in judicial proceedings.

AOC Inspector General

The AOC Inspector General (IG) is responsible for promoting the integrity, efficiency and effectiveness of AOC's operations and programs. The IG conducts independent audits and investigations, reviews existing and proposed legislation and regulations that may impact AOC activities and recommends policies to detect and prevent fraud, waste and abuse.

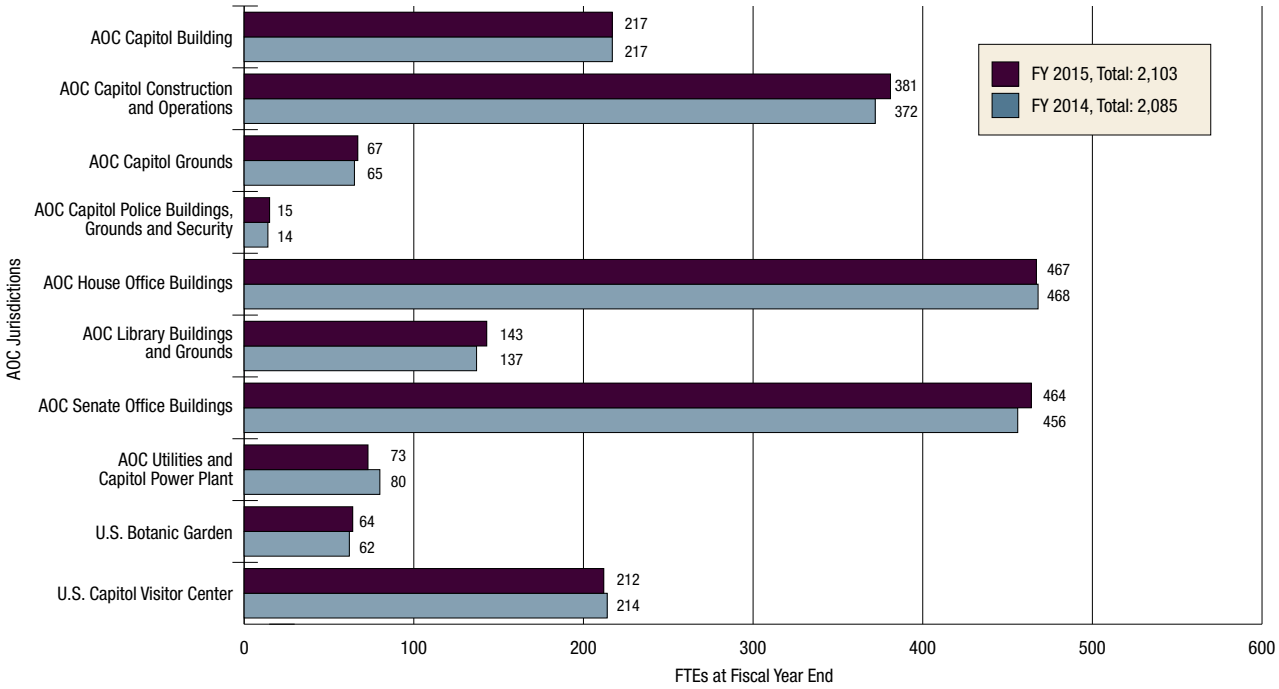
[4] One exception is the AOC Supreme Court Building and Grounds jurisdiction, which is reimbursed for their expenditures via the Judicial Branch appropriation. The remaining AOC jurisdictions are funded via Legislative Branch appropriations.

FIGURE 8: AOC Organization Chart



Note: AOC provides administrative support to the Office of the Attending Physician, represented by the dotted line. AOC's Equal Employment Opportunity and Diversity Programs Office falls under the Chief Administrative Officer, however it has a direct reporting relationship to the Architect of the Capitol.

FIGURE 9: Actual FTEs by AOC Location



Note: The total AOC FTEs and the chart exclude the FTEs on board at the Supreme Court Building and Grounds jurisdiction (41 in FY 2015 and 40 in FY 2014). These FTEs are not included in the AOC appropriation and are separately funded via the Judiciary Branch appropriation.

AOC Planning and Project Management

The AOC Planning and Project Management (PPM) oversees capital planning and improvement efforts, provides architectural and engineering design expertise, and executes project and in-house construction services. In addition, it provides facility maintenance for various systems including building automation systems, heating ventilation and air conditioning controls, emergency generators, cable television and legislative clocks. The PPM's Energy, Water and Sustainability Branch is responsible for managing the AOC-wide energy program. Also included in PPM is the AOC Historic Preservation Officer, who ensures the historic buildings and grounds of Congress and the Supreme Court are maintained and enriched for future generations.

AOC Safety, Fire and Environmental Programs

The AOC Safety, Fire and Environmental Programs (SFEP) is responsible for ensuring AOC complies with safety, fire and environmental regulations. SFEP establishes safety policy, conducts oversight and coordinates emergency planning and preparedness. SFEP serves as AOC's point of contact with external regulatory agencies for occupational safety and health, fire protection and environmental matters.

Office of the Attending Physician

The Office of the Attending Physician, comprised of several health units throughout Capitol Hill, provides primary care, emergency, environmental and occupational health services in support of the Capitol, the Supreme Court, visiting dignitaries, staff and visitors to the Capitol. AOC provides administrative support to the Office of the Attending Physician.

AOC Jurisdictions

The AOC is comprised of 10 primary jurisdictions, each responsible for a distinct physical area of Capitol Hill. The jurisdictions and their individual responsibilities are summarized below. Appendix A provides highlights of each jurisdiction's FY 2015 accomplishments and FY 2016 priorities and Appendix B lists the major facilities under each jurisdiction's stewardship.

AOC Capitol Building

The AOC Capitol Building is entrusted with the care and stewardship of the U.S. Capitol, one of the most iconic and historically significant buildings in the world and the centerpiece of Capitol Hill. The jurisdiction is responsible for carpentry, construction, electrical, elevator, heating

TIMELINE OF SPECIAL EVENTS AT THE U.S. CAPITOL, FY 2015

OCTOBER 1, 2014
BEGINNING OF FISCAL YEAR

DEC 2014

Dec 2
Capitol Christmas Tree Lit

Dec 10
Gold Medal Ceremony: Civil Air Patrol

JAN 2015

Jan 20
State of the Union address

FEB 2015

Feb 3
Gold Medal Ceremony: First Special Service Force

Feb 11
Statue of Senator Goldwater Unveiled

MAR 2015

Mar 3
Joint Meeting of Congress

Mar 24
Gold Medal Ceremony: Jack Nicklaus

Mar 25
Joint Meeting of Congress

APR 2015

Apr 15
Gold Medal Ceremony: Doolittle Raiders

Apr 16
Days of Remembrance Ceremony

Apr 29
Joint Meeting of Congress

and air conditioning, masonry, painting, plumbing, custodial, labor, insulation, Flag Office support and special events. A timeline of special events at the U.S. Capitol during FY 2015 may be found below. The jurisdiction provides occupational health and safety, sustainability and recycling, energy management and fire detection and protection management programs. The jurisdiction also manages facility maintenance at the Capitol Visitor Center (CVC). More information is available at: **www.aoc.gov/us-capitol-building**.

The Behind the Scenes section of this PAR includes photographs that showcase the wide-ranging services performed throughout the U.S. Capitol.

AOC Capitol Grounds

The AOC Capitol Grounds is responsible for preserving and maintaining 286 acres of landscape and infrastructure across Capitol Hill, including the December 2011 addition of Union Square—the 12-acre site situated between the Capitol's West Front and the National Mall that was transferred to AOC from the National Park Service. The jurisdiction performs routine and periodic landscape maintenance, mowing, comprehensive tree care and upkeep of the supporting infrastructure, vehicles and equipment. The jurisdiction maintains 18.5 miles of sidewalks, 8.5 miles of driveways, parking lots and irrigation systems, and preserves and maintains the historic stone walls, ornamental fountains and other decorative features. Snow and ice removal, trash collection and support for major events also fall under AOC Capitol Grounds. More information is available at: **www.aoc.gov/capitol-grounds**.

AOC Capitol Police Buildings, Grounds and Security

The AOC Capitol Police Buildings, Grounds and Security is managed by the Office of Security Programs (OSP) and is responsible for the maintenance, care and operation of the buildings, grounds and security enhancements of the U.S. Capitol Police (USCP), the Alternate Computer Facility (ACF) and related facilities. OSP also provides centralized security operations for the U.S. Capitol, manages all AOC internal security programs and perimeter security kiosks, coordinates interagency emergency preparedness and supports the USCP in protecting, policing and security for the congressional community and its visitors.

MAY 2015

May 8
Arsenal of Democracy

May 20
Gold Medal Ceremony: Fighter Aces

May 24–25
Memorial Day Rehearsal and Concert

JUN 2015

Jun 11
Honor Ceremony
for Kamehameha Day

JUL 2015

Jul 3–4
Indepedence Day Rehearsal and Concert

Jul 26–Sep 7
Rotunda Closed for Restoration

AUG 2015

SEP 2015

Sep 5–6
Labor Day Rehearsal and Concert

Sep 24
Papal Address to Joint Meeting of Congress

SEPTEMBER 30, 2015
END OF FISCAL YEAR

AOC House Office Buildings

The AOC House Office Buildings oversees the office and committee space for the members of the U.S. House of Representatives and their staffs. The jurisdiction is responsible for the operation, maintenance and preservation of the Cannon, Longworth, Ford and Rayburn House Office Buildings, leased space in the Thomas P. O'Neill, Jr. Federal Building, underground garages, annexes and subways. The jurisdiction oversees daily domestic care, repairs and maintenance for these facilities and performs client services, preventive maintenance, building inspector surveys, compliance issues abatement, energy savings and recycling initiatives, and safety inspections. The jurisdiction also manages the biennial office move process for House members. More information is available at: **www.aoc.gov/house**.

AOC Library Buildings and Grounds

The AOC Library Buildings and Grounds is responsible for the day-to-day structural, mechanical and grounds care of the Library of Congress. Its duties include heating, ventilation and air conditioning; electrical and fire systems; and trade work such as masonry, painting, plumbing, refinishing, sheet metal and wood crafting. The Library of Congress is the largest library in the world at 3.8 million square feet (including book storage modules for long-term preservation in Maryland and the Packard Campus for Audio-Visual Conservation in Virginia), housing millions of books, recordings, photographs, maps and manuscripts. More information is available at: **www.aoc.gov/library-congress**.

AOC Senate Office Buildings

The AOC Senate Office Buildings oversees the office and committee space for the United States Senate. The jurisdiction is responsible for the daily care, maintenance, repair and operations of 2.9 million square feet of facility space, including the Russell, Dirksen, and Hart Senate Office Buildings; restaurants; an employees' child care center; a congressional page school and student dormitory; and subway systems. The jurisdiction also manages five leased facilities housing off-site Senate support organizations and coordinates the office move process for Senators and their staffs. More information is available at: **www.aoc.gov/senate**.

AOC Supreme Court Building and Grounds

The AOC Supreme Court Building and Grounds operates and maintains the Supreme Court Building and the Thurgood Marshall Federal Judiciary Building (TMFJB). AOC's Supreme Court staff provides a variety of trades and skills including electronics, plumbing, sheet metal work, landscaping design and mechanical work. The funding to care for the Supreme Court Building and the TMFJB is appropriated by Congress to the Judicial Branch, which reimburses AOC for its operating costs. The duties required for the operation and care of the Supreme Court Building are performed under the direction of both the Marshal of the Supreme Court and AOC's Facility Manager's Office. More information is available at: **www.aoc.gov/us-supreme-court**.

AOC Utilities and Capitol Power Plant

The AOC Utilities and Capitol Power Plant (CPP) manages the year-round operation of the Power Plant providing steam and chilled water to heat and cool the U.S. Capitol and 22 other facilities on or around Capitol Hill. In addition to the central steam and refrigeration plants, the jurisdiction also maintains an administration building and the utility tunnel distribution and metering system. The Power Plant operates on a reimbursable basis to non-congressional facilities and procures electricity from commercial suppliers. More information is available at: **www.aoc.gov/capitol-buildings/capitol-power-plant**.

U.S. Botanic Garden

The U.S. Botanic Garden (USBG) is responsible for the maintenance, operations and construction for the USBG facilities, including the Conservatory and approximately eight acres of surrounding gardens encompassing the National Garden and Frédéric Auguste Bartholdi Park. The USBG is also responsible for an administration building and a plant production and support facility with 36 greenhouse bays, outdoor nurseries and areas for storage and maintenance. The USBG is the steward of a diverse plant collection (including rare and endangered plants) and provides educational programs, tours, exhibits and consultations, as well as training for youth. The USBG is a leader in plant conservation efforts and has helped found the Sustainable Sites Initiative (SITES) program to encourage sustainable landscaping practices. The Architect of the Capitol serves as the Acting Director of the USBG and reports on its operations to Congress. More information is available at: **www.usbg.gov**.

U.S. Capitol Visitor Center

The CVC is the main entrance for visitors to the U.S. Capitol and provides informational exhibits, a restaurant, two orientation theaters, a large auditorium and two gift shops to enhance the visitor experience. The CVC has greatly increased public access to the U.S. Capitol, welcoming more than 15 million visitors since opening in December 2008. The CVC informs and inspires guests even before they arrive at the U.S. Capitol through partnerships, outreach and a vibrant and interactive web presence at: **www.visitthecapitol.gov**. The CVC's Chief Executive Officer reports directly to the Architect of the Capitol.

AOC's Strategic Goals and Strategic Objectives

The AOC's Strategic Vision outlines four strategic goals that support the organization's mission. The objectives under the first two goals focus on promoting a culture of integrity, teamwork and accountability. The final two goals guide principal program areas related to operational support, project delivery, preservation of heritage assets and historic structures, and visitor services. **Table 5** identifies the relationship between AOC's strategic goals and the objectives that support them.

For a copy of AOC's Strategic Vision, please visit the AOC website at: **www.aoc.gov/strategic-vision-and-five-year-focus**.

One Team, One Mission

The AOC's goal of *One Team, One Mission* is designed to foster a culture of learning, sharing, cooperation and teamwork that improves efficiency and effectiveness throughout the organization. Three objectives support this goal:

- **Cultivate an Organizational Culture of Learning, Sharing and Support.** Deliver results and strengthen AOC's reputation for excellence by increasing collaboration and cross-functional teams across the agency and with external partners to share solutions to common challenges.
- **Utilize AOC's Resources Efficiently.** Expand the adoption of best practices, streamline internal operations for enhanced efficiency and effectiveness, and maximize the effectiveness of financial information in the decision making process.

The AOC's strategic efforts in FY 2015 prioritized Architect of the Capitol Stephen T. Ayers' vision to make AOC a trusted partner of Congress and the Supreme Court, leveraging core competencies and instituting changes based on the results of the most recent Organizational Assessment Survey.

TABLE 5: Strategic Goals and Strategic Objectives

	Strategic Goals	Strategic Objectives
Long-Term Support Goals	**One Team, One Mission** United in Excellence	Cultivate an Organizational Culture of Learning, Sharing, and Support Strategies
		Utilize AOC Resources Efficiently
		Collaboratively Develop and Implement Standardized Processes, Policies, and Programs
	Innovative and Empowered Workforce Leading Change Together	Treat People as the Cornerstone of our Success
		Increase Employee Involvement and Engagement
		Build a Culture of Transparency, Ownership and Accountability
Program-Oriented Goals	**Awe-Inspiring Facilities** Unsurpassed Craftsmanship and Stewardship	Preserve, Enhance, and Protect our Facilities and Landscapes
		Strengthen our Facilities through Asset Lifecycle Management
		Promote a Culture of Resource Conservation
		Provide Superior Project Delivery
	Extraordinary Services Going the Extra Mile	Provide Extraordinary Client Services
		Educate, Inform and Inspire the Capitol Hill Visitor Experience

- **Collaboratively Develop and Implement Standardized Processes, Policies and Programs.** Create and engage in proactive risk management processes, establish and implement a program that drives quality improvement and build a consistent data framework to efficiently manage knowledge and drive productivity.

Innovative and Empowered Workforce

The AOC's goal to promote an *Innovative and Empowered Workforce* helps the organization attract, develop and retain exceptional employees. AOC empowers its workforce to be innovative and advance new programs and processes to serve our clients, preserve our national treasures and inspire memorable experiences. Three objectives support this goal:

- **People are the Cornerstone of Our Success.** Enhance employees' opportunities for personal and professional growth and continue to strengthen programs and strategies to attract and retain outstanding employees.
- **Increase Employee Involvement and Engagement.** Empower employees to serve as AOC ambassadors who model the organization's core values. Cultivate a work environment of trust and employee engagement that leads to workplace innovation, new ideas and solutions.

A Capitol Grounds employee helps to prepare the Capitol campus for the Pope's arrival in September 2015.

- **Build a Culture of Transparency, Ownership and Accountability.** Instill and foster an environment of accountability and responsibility by promoting transparency through effective and clear communication.

Awe-Inspiring Facilities

The AOC's goal of *Awe-Inspiring Facilities* reflects the commitment to outstanding stewardship of Capitol Hill, facilitating legislative and judicial business and promoting a safe, healthy and secure environment. Four objectives support this goal:

- **Preserve, Enhance and Protect our Facilities and Landscapes.** Ensure that the national treasures entrusted to AOC's care are maintained and preserved for all generations to enjoy. Use modern technology to improve facility management and integrate safety, security and preservation principles into business operations.
- **Strengthen our Facilities through Asset Lifecycle Management.** Establish a world-class maintenance system to perform planned, preventative and corrective maintenance. Prepare AOC's facilities to be a model workplace of the future.
- **Promote a Culture of Resource Conservation.** Improve facilities asset performance by integrating sustainable practices into business operations. Foster a strong culture of sustainability within the agency as well as with stakeholders and external organizations.
- **Provide Superior Project Delivery.** Leverage best-in-class project management principles to strengthen facilities planning and product delivery. Product delivery entails planning, programming, design, construction and related management activities.

Extraordinary Services

The AOC's goal of *Extraordinary Services* promotes proactive and professional integrated services that exceed clients' and visitors' expectations by understanding and anticipating their needs. This goal encompasses AOC's visitor services responsibilities. Two objectives support this goal:

- **Provide Extraordinary Client Services.** Improve service delivery for internal and external customers and clients. Increase efficiencies and transparencies in the acquisition process.
- **Educate, Inform and Inspire the Capitol Hill Visitor Experience.** Provide a memorable, educational and informative experience for Capitol Hill visitors. Enhance the visitor experience by utilizing AOC's enthusiastic staff and integrating digital media and other modern tools.

The AOC's organizational framework for performance reporting is guided by its *Strategic Vision and Five-Year Focus (FY 2012–FY 2016)*. The Strategic Vision provides the direction for AOC's transformation into a world-class organization and steward of the historic buildings and grounds that comprise the Capitol campus.

Performance Highlights

Strategic Vision Framework

The AOC's organizational framework for performance reporting is guided by its *Strategic Vision and Five-Year Focus (FY 2012–FY 2016)*, hereafter referred to as the Strategic Vision. The Strategic Vision and its underlying goals, objectives, strategies and performance indicators provide the direction for AOC's transformation into a world-class organization. The goals focus on operational improvements and results (i.e., providing extraordinary services and maintaining awe-inspiring facilities), as well as organizational and cultural change (i.e., developing a unified organization and an innovative and empowered workforce).

The Strategic Vision contains four strategic goals and each goal contains several strategic objectives (initiatives). Each strategic objective contains multiple strategies. The strategies are monitored by performance indicators as well as alignment indicators. While the strategic objectives are the building blocks of AOC's efforts to accomplish its goals, the performance indicators provide AOC management with quantifiable data to track progress. **Figure 10** illustrates the AOC Strategic Vision Framework.

As the Strategic Vision matures, AOC adapts performance indicators to more accurately measure progress. Fiscal Year 2015 is the fourth year under the current Strategic Vision. The AOC identified 17 indicators to demonstrate and monitor progress against its strategic objectives for this fiscal year. Thirteen of these measure performance and four do not have a quantifiable target. Where available, this report provides up to five-years of historic data for trend comparison. In these cases, actual achievements from the fiscal year serve to demonstrate progress against the strategic objectives. *Section II: Performance Information* provides a more detailed analysis of each goal and the performance results. Appendix E provides a listing of prior year indicators that were added or no longer used in FY 2015. **Table 6** provides a breakdown of the strategic goals to the number of strategic objectives and performance indicators.

TABLE 6: Performance Indicators Breakdown

Strategic Goal	Strategic Objectives	Performance Indicators
One Team, One Mission	3	4
Innovative and Empowered Workforce	3	3
Awe-Inspiring Facilities	4	7
Extraordinary Services	2	3
Total	**12**	**17**

FIGURE 10: Strategic Vision Framework

In Focus: AOC Begins Next Phase of U.S. Capitol Dome Restoration

The United States Capitol Dome, symbol of American democracy and world-renowned architectural icon, was constructed of cast iron more than 150 years ago. The 8.9 million pound Dome has not undergone a complete restoration since 1959-1960 and, due to age and weather, is now faced with more than 1,000 cracks and deficiencies. To repair these defects and restore the Dome, AOC is engaged in a multi-year restoration effort.

In early FY 2015, AOC's efforts were focused on constructing an exterior scaffolding system to literally support the work. In total, 1.1 million pounds of scaffolding, 52 miles of scaffold pipe and two miles of scaffold deck were installed around the Dome. Completion of the scaffolding was critical to advancing to the repair and restoration stage of the project. This work includes removing lead paint, cleaning stains, repairing cast iron, preparing new castings and repairing windows. These tasks will occur from the bottom up from the Peristyle to the base of the Statue of Freedom. The scope of the repairs is significant and each crack in the cast iron must undergo a time-consuming, mechanical repair technique called "lock and stitch."

To prepare for interior repairs, the Capitol Rotunda was closed for six weeks in summer 2015. Interior efforts will focus on removing hazardous materials, restoring ironwork, upgrading systems, installing new lighting and repainting.

Restoration efforts will ensure the Dome can safely serve future generations. The restoration is scheduled for completion in fall 2016—in time to prepare for the 2017 presidential inaugural activities.

More information is available at: **www.aoc.gov/dome**.

A video of the restoration project is available at: **www.youtube.com/watch?v=_HyKdyzQ-bk**.

An unsung element of the Capitol Dome Restoration project is the thorough documentation of the work by AOC photographers. Selected images are shared with the public via AOC's Web site to keep them informed of its progress. Time-lapse cameras, installed from various viewpoints, extend the reach of the photographers to help tell the dramatic story of the project.

Alyssa Perron

Mechanical-Energy Engineer, AOC Senate Office Buildings

Mark Weeks

Heating, Ventilation and Air Conditioning Leader, AOC Senate Office Buildings

Alyssa Perron, a Mechanical-Energy Engineer with the AOC since 2009, is both a Certified Energy Manager and a LEED Green Associate. She oversees Senate energy-reduction initiatives; executes the Senate Energy and Environmental Master Plan; and coordinates environmental education and outreach, including the Energy and Environmental Showcase.

Mark Weeks, a Heating, Ventilation and Air Conditioning (HVAC) Leader with over 30 years of AOC experience, manages energy-reduction initiatives in the Senate shops, including the Direct Digital Controls Project, which involves converting all Senate Office Building air handling units from pneumatic to digital controls.

Together, Alyssa and Mark monitor electrical and mechanical systems for maximum efficiency and coordinate with Senate shops to implement additional energy-saving measures.

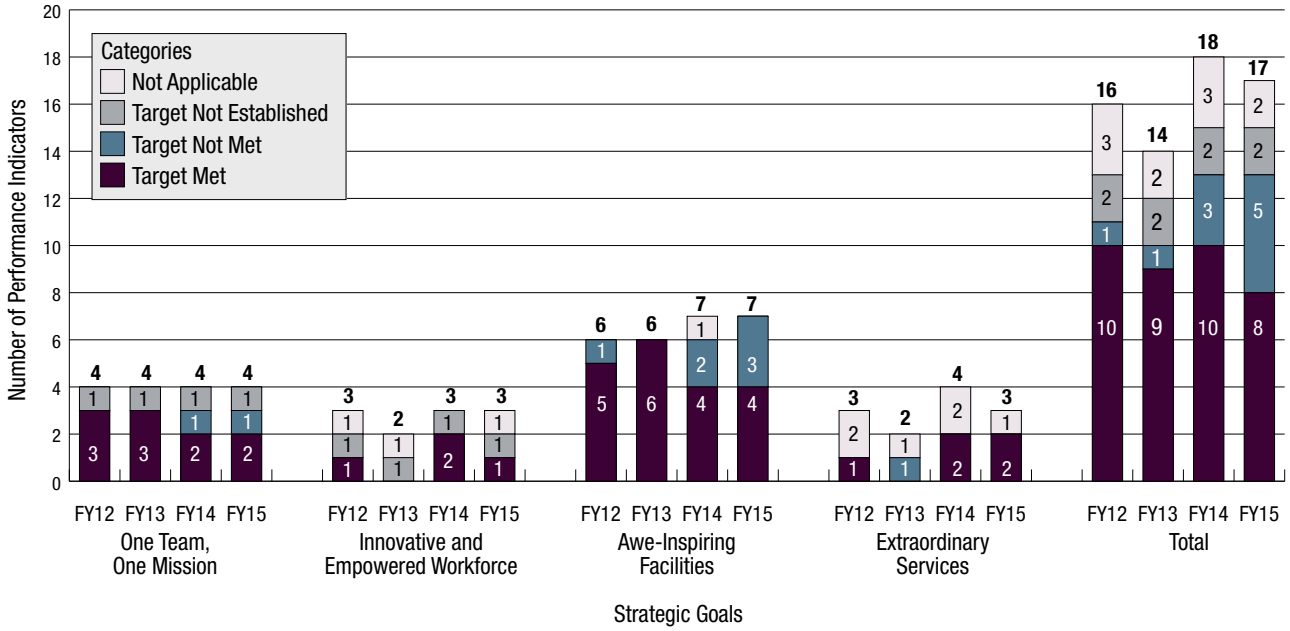
In FY 2015, AOC met or exceeded its targets for eight of the 17 indicators and did not meet five. Four of the reported indicators either did not have quantifiable targets (classified as "Target not Established") or the performance results were not available at the time of this report's publication (classified as "Not Applicable"). A summary of the performance indicator results by goal and fiscal year is presented in **Figure 11**. Detailed information on the performance indicators and the methods used to ensure the data used is reliable and relevant is included in *Section II: Performance Information*.

Performance Results Summary for Select Key Indicators

Tables 7 through **10** highlight FY 2015 and FY 2014 performance results for selected key performance indicators in AOC's Strategic Vision. AOC's goals of *One Team One Mission* and *Innovative and Empowered Workforce* focus on AOC's organizational culture whereas *Awe-Inspiring Facilities* and *Extraordinary Services* encompass AOC's operational mission.

The AOC cost of operations (net of revenue) for each strategic goal is also provided, along with each goal's percentage of total net costs, for the current and prior fiscal year. A complete discussion of the AOC's performance results is presented in *Section II: Performance Information*.

FIGURE 11: Performance Results by Strategic Goal



Note: FY 2012–FY 2014 figures were adjusted from prior year reported amounts to conform to the revised categories.

The AOC's *One Team, One Mission* strategic goal fosters a culture of learning, sharing, cooperation and teamwork. These principles translate into improved efficiency and effectiveness throughout the organization.

GOAL 1: One Team, One Mission

TABLE 7: One Team, One Mission—Results for Key Performance Indicator

Key Performance Indicator	FY 2014 Target	FY 2014 Actual	FY 2014 Results	FY 2015 Target	FY 2015 Actual	FY 2015 Results
Reduction in Usage of Overtime: AOC diligently works to reduce the number of overtime hours to fulfill its mission through improved planning and scheduling. For FY 2015, AOC will incur less overtime hours than the previous year.	<121,428 Hours	126,840* hours	**Target Not Met**	<126,840 hours	136,721 hours	**Target Not Met**
Note: Information adjusted from the amount previously reported in the FY 2014 PAR is marked with an asterisk (*).						

The AOC's strategic goal of *One Team, One Mission* is intended to foster a culture of learning, sharing, cooperation and teamwork that improves efficiency and effectiveness throughout AOC. Under this goal, AOC has defined three strategic objectives: cultivate an organizational culture of learning, sharing and support; utilize AOC resources efficiently; and collaboratively develop and implement standardized processes, policies and programs.

Collaboration across the organization and between jurisdictions has allowed AOC to improve efficiency and reduce costs in FY 2015. The selected key indicator for this goal demonstrates AOC's efforts to make the organization more efficient and reduce the need for overtime hours. Overtime usage is an indicator of AOC's ability to use resources efficiently. Each year, AOC attempts to reduce overtime usage over the previous year. However, as shown in **Table 7**, in FY 2015, AOC increased overtime usage by approximately 10,000 hours. **Figure 12** illustrates the overtime trend over the past six years. This increase represents the second consecutive year the overtime target was not met and may be partly accounted for as a result of the additional work needed to support the congressional office moves during FY 2015. An in-depth discussion is included in *Section II: Performance Information*.

One Team, One Mission	FY 2015	FY 2014
Net Cost ($ in thousands)	$8,238	$9,573
Percentage of Total Cost	1.6%	1.8%

In addition to this key performance indicator, the following narrative discusses the FY 2015 results and outcomes for AOC programs aligned with the strategic goal *One Team, One Mission*. These major accomplishments include:

- **Capitol Cameras Project:** Many AOC jurisdictions came together to meet the requirement for closed circuit television coverage of all areas around the Capitol and across Capitol Grounds. The jurisdictions worked to develop and implement creative measures to conceal the cameras, while also keeping the grounds in accordance with Olmsted's original landscape plan. Throughout the process, AOC partnered with U.S. Capitol Police to streamline this project as much as possible.

- **Memorandum of Agreement:** AOC collaborated with Administrative Office of the United States Courts (AOUSC) on a Memorandum of Agreement (MOA) to reduce services overlap. This MOA identifies roles, duties and responsibilities for both the AOUSC and AOC for the overall care of the Thurgood Marshall Federal Judiciary Building.

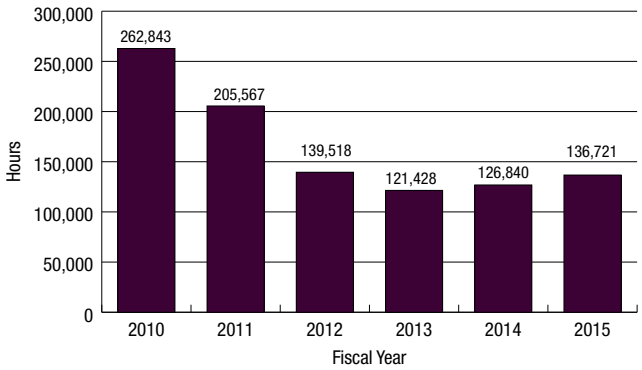
- **Prioritized Project List:** Twenty-six experts from across the AOC collaborated to create a unified, prioritized project list used to rank projects for funding decisions. Projects were ranked based on the risks and the impacts if not funded, life-safety elements and other criteria.

- **Volunteer Assistance at the Capitol Visitor Center:** AOC utilized a pool of nearly 80 volunteers to provide valuable assistance at the Capitol Visitor Center (CVC). Volunteer support included visitor wayfinding assistance, the presentation of a family program in the Exhibition Hall and help for many specialized school programs.

- **Ride-Along Program:** The Senate Office Buildings jurisdiction developed and implemented the Ride-Along Program. Members of the Senate Superintendent's Management Team spend time working as helpers in the Senate shops to better understand shop practices, work routines and safety cultures and to recommend improvements in efficiency and quality of work life in the shops.

- **New Engineering Services Contract:** Many AOC offices jointly worked to develop and implement a new engineering services Indefinite Delivery, Indefinite Quantity (IDIQ) contract to procure engineering services to address the special design requirements of the Capitol Power Plant. This saved time and resources during the procurement process and guaranteed the placement of highly-qualified designers to work on these projects, including two in the U.S. Botanic Garden and Capitol Police, Buildings and Grounds jurisdictions.

FIGURE 12: Overtime Hours Worked FY 2010–FY 2015



- **Transportation Survey:** More than 1,200 employees (over 50 percent of AOC) responded to the AOC's Transportation Survey. The results of this survey are driving agency-wide improvements to AOC's transportation footprint and transit program.

- **Winter Weather Events:** Cooperation and collaboration were demonstrated in AOC's response to numerous snow storms. The AOC jurisdictions, including both grounds and building staffs, allocated labor resources to priority locations and maximized efficiencies in an effort to remove snow and ice, maintain accessibility and return the campus to normal business operations as quickly as possible following 10 separate snow events in FY 2015.

- **"Walking with Wheat" Exhibit:** AOC's U.S. Botanic Garden (USBG) and CVC collaborated with the National Gallery of Art to present a shared public program entitled "Walking with Wheat: A journey through history, botany and culture." The program focused on the theme of wheat and began in the CVC where the new statue of Dr. Norman Borlaug was viewed. Visitors then walked to the USBG to learn about wheat varieties and other members of the grass family grown by the Horticulture Division. The program concluded at the National Gallery where the Vincent van Gogh painting *Green Wheat Fields, Auvers,* and other works were viewed.

- **Packard Campus Award:** AOC collaborated with the Town of Culpeper, Virginia, and the Library of Congress to reduce discharge rates, improve compliance and obtain a new industrial wastewater discharge permit for the Packard Campus. In recognition of AOC's efforts, the Packard Campus received the Virginia Water Environment Association's Gold Environmental Excellence Award for Industrial Waste and Pretreatment.

- **Eagle Horizon Exercise:** AOC provided needed information on the potential impacts to the Capitol campus and its critical infrastructure from a large-magnitude solar storm event. These efforts resulted in a successful discussion with Congressional leadership that demonstrated AOC as a partner of Congress and the Supreme Court.

- **Reporting Excellence:** Through the joint efforts of a cross-section of the agency, AOC—for the fourth consecutive year—received the Association of Government Accountants' *Certificate of Excellence in Accountability Reporting* (CEAR) for its FY 2014 Performance and Accountability Report.

The *Innovative and Empowered Workforce* strategic goal creates an organizational culture that attracts, develops and retains exceptional employees. The AOC encourages its employees to be proactive and customer service oriented.

GOAL 2: Innovative and Empowered Workforce

TABLE 8: Innovative and Empowered Workforce—Results for Key Performance Indicator

Key Performance Indicator	FY 2014 Target	FY 2014 Actual	FY 2014 Results	FY 2015 Target	FY 2015 Actual	FY 2015 Results
Volume of Honor Awards: AOC recognizes employees who have gone above and beyond the call of duty, who have demonstrated service excellence, extraordinary teamwork or ingenuity in solving challenges.	Target Not Established	422	**Target Not Established**	Target Not Established	689	**Target Not Established**

The AOC's strategic goal to foster an *Innovative and Empowered Workforce* is intended to create an organizational culture that attracts, develops and retains exceptional employees, empowers its workforce to be innovative and advances new programs and processes to accomplish its mission. This goal encourages the organization to embrace change through outstanding leadership and continuous improvement. Under this goal, AOC has defined three strategic objectives: people are the cornerstone of AOC's success; increase employee involvement and engagement; and build a culture of transparency, ownership and accountability.

As an aspirational goal to change AOC's work culture, anecdotal descriptions of progress tend to be easier to identify than quantifiable measures. AOC's efforts to recognize employees exemplifying AOC's values and whose contribution to the organization represents service excellence are quantifiable and are presented as the key indicator for this goal. **Table 8** provides the number of AOC Honor Awards presented to employees in FY 2014 and FY 2015. AOC intentionally does not set a target for this indicator, as awards are presented when appropriate.

In FY 2015, AOC recognized 689 employees (a 63 percent increase from the prior year) for achievements including the development of innovative ways to enhance productivity, increase client satisfaction and reduce operational costs. Additional performance results are provided in *Section II: Performance Information*.

Innovative and Empowered Workforce		
	FY 2015	FY 2014
Net Cost ($ in thousands)	$23,168	$22,337
Percentage of Total Cost	4.5%	4.2%

In addition to this key performance indicator, the following narrative discusses the FY 2015 results and outcomes for AOC programs aligned with the strategic goal *Innovative and Empowered Workforce*. These major accomplishments include:

- **Best Places to Work Survey Results:** AOC placed eighth out of 25 mid-sized federal agencies in the Partnership for Public Service's *The Best Places to Work in the Federal Government* rankings. The results were based on AOC employees' participation in an agency-wide organizational assessment survey.

- **Supervisory Academy:** AOC implemented the Supervisory Academy training program, a week of intense supervision, management and leadership theory and skills development to further cultivate AOC supervisors into extraordinary leaders.
- **Employee Orientation Guide:** AOC developed and disseminated the agency's first-ever Employee Guide that provides useful information to AOC employees throughout their entire work cycle. The Guide covers topics such as: AOC's mission, pay and benefits, leave programs, training opportunities and available resources. The Guide is a practical resource that also offers a summary of key employee-specific policies and procedures for easy reference.
- **Customer Service Training:** AOC implemented a mandatory customer service training program for all employees to reiterate how the staff effectively can have a positive impact on external customers and colleagues.
- **Cost Estimating Training Class:** More than 50 employees, representing all AOC jurisdictions, attended a new Facilities Planning Branch-led cost estimating training class to improve the consistency and efficiency of cost estimates across all jurisdictions.
- **Security Awareness Briefings:** AOC provided security awareness briefings to AOC staff. The training enables employees to better identify potential risks to the Capitol campus and fully understand the actions necessary in response to a security situation.
- **Implemented Secure File Transfer Protocol:** AOC implemented secure file transfer protocol capability to its systems, allowing the transfer of sensitive information between AOC and organizations outside AOC's firewall.
- **Electronic Records File Management:** AOC led an ongoing effort to clean up, rationalize and preserve electronic records. As part of this effort, each jurisdiction now has a records management liaison. A new, electronic records center will be used to differentiate between short-term and permanent records so that important agency records can be permanently archived for historic and legal purposes.
- **Distance Learning Educational Sessions:** AOC developed a new education session for students who were not able to visit the Capitol in person—"distance learning" sessions using Skype were held with the Richland Academy School of Excellence in Mansfield, Ohio.
- **Electronic Submittal and Approval of Leave Requests:** AOC continued to capitalize on its time and attendance software for the electronic submittal and approval of leave and premium pay requests. This technology allows desk-bound personnel and supervisors to validate and certify, respectively, their time electronically.
- **Peer Recognition Program:** AOC expanded a peer recognition program to empower employees to recognize their peers for their integrity, professionalism, organizational pride and teamwork. The program was revised to address fairness and recognition concerns raised by employees in the 2014 Organizational Assessment Survey.
- **Architect's Mobility and Exchange of Critical Expertise and Learning Programs:** AOC encouraged its staff to utilize two agency programs that offer growth opportunities. The Architect's Mobility Program (AMP) provides upward mobility for employees in traditionally unskilled trades, and the Exchange of Critical Expertise and Learning program (ExCEL) promotes the exchange of skills and knowledge across jurisdictions.
- **Architect's Diversity Executive Chat Series:** AOC held an executive chat series for senior leaders on workplace diversity and inclusion topics to contribute to building and maintaining an environment where all AOC employees may realize their full potential.
- **CORE Program:** The Capitol Building (CB) jurisdiction worked with AOC's training office and Prince George's Community College to research and develop a training program for its Labor Division. This course establishes the foundation for developing a future skilled workforce. To date, 18 employees successfully completed the 10-week course.
- **Summer Intern Program:** AOC welcomed 124 summer interns for a 12-week program in 2015. Interns were assigned to jurisdictions across the campus. Among the orientation demonstrations held, the CB Paint Division provided interns with hands-on presentations that described different painting styles, showed sample boards and explained the tools and brushes used for decorative painting in the Capitol.
- **Gift Shops Staffing Plan:** The CVC Gift Shops used temporary and part-time staff to meet operational needs during peak visitation periods—maximizing opportunities to process sales transactions quickly and efficiently without compromising service and personal assistance.
- **Worker Recruitment and Retention:** The U.S. Botanic Garden worked with the AOC Human Capital Management Division to recruit skilled staff through innovative methods, including soliciting candidates through professional organizations and utilizing staff attrition as professional development opportunities for existing staff.

The *Awe-Inspiring Facilities* strategic goal addresses AOC's core facilities maintenance, stewardship and sustainability missions. The AOC is responsible for the maintenance, renovation and construction of the buildings and grounds on the Capitol campus, including the U.S. Supreme Court Building (above).

GOAL 3: Awe-Inspiring Facilities

TABLE 9: Awe-Inspiring Facilities—Results for Key Performance Indicators

Key Performance Indicator	FY 2014 Target	FY 2014 Actual	FY 2014 Results	FY 2015 Target	FY 2015 Actual	FY 2015 Results
Preventive Maintenance Work Order Timeliness: Includes routine, scheduled facility maintenance work. AOC's PM is targeted to be 90% completed as scheduled.	≥ 90.0%	82.9%	**Target Not Met**	≥ 90.0%	89.3%	**Target Not Met**
Injuries and Illnesses Rate: Targeted to be less than the previous year's rate.	<3.07%	2.82%*	**Target Met**	<2.82%*	4.40%	**Target Not Met**
Reduction in Energy Consumption: Utilities are effectively used so that a decrease of 3% per year is achieved in total energy consumption. Annual energy reduction targets utilize FY 2003 baseline levels.	≤-27.0%	-25.5%	**Target Not Met**	≤-30.0%	-30.8%	**Target Met**

Note: Figures adjusted from prior year reported amounts are marked with an asterisk (*).

The AOC's strategic goal of providing *Awe-Inspiring Facilities* ensures that AOC provides outstanding stewardship of the assets that are entrusted to its care; and promotes a safe, healthy and secure environment through the efficient use of resources, integrated facility planning and sustainable practices. Under this goal, AOC has defined four strategic objectives: preserve, enhance and protect facilities and landscapes; strengthen facilities through asset lifecycle management; promote a culture of resource conservation; and provide superior project delivery.

This strategic goal addresses AOC's core facilities maintenance, stewardship and sustainability responsibilities. Performance is measured with various indicators. The key indicators in **Table 9** track preventive maintenance completion rates, workplace safety and energy consumption. An in-depth discussion is included in *Section II: Performance Information*.

Awe-Inspiring Facilities	FY 2015	FY 2014
Net Cost ($ in thousands)	$375,839	$386,648
Percentage of Total Cost	73.0%	72.7%

In addition to these key performance indicators, the following narrative discusses the FY 2015 results and outcomes for AOC programs aligned with the strategic goal *Awe-Inspiring Facilities*. These major accomplishments include:

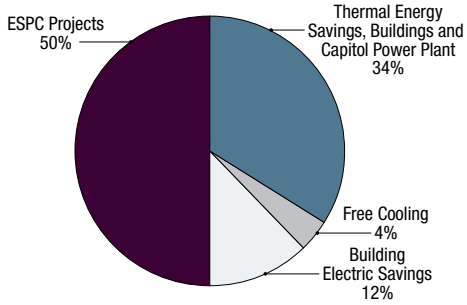
- **Energy Efficiency:** In addition to exceeding the 30 percent target for energy reduction in April 2015, AOC continued implementing energy-savings technology such as the installation of LED lighting and occupancy sensors throughout the House and Senate Office Buildings, Capitol Power Plant, and Library of Congress Buildings and Grounds jurisdictions to improve lighting levels, increase efficiency, decrease replacement cycles and

realize significant cost savings. **Figure 13** shows the major sources of energy cost savings as of FY 2014.[5]

- **Cultural Landscape Reports:** AOC completed the following reports: *Union Square, U.S. Botanic Garden, Bartholdi Park and Square 575 Cultural Landscape Report*, and *Library of Congress Cultural Landscape Report*. Since 2008, AOC has completed the Cultural Landscape Reports, inventories and Historic Preservation Guides for five landscapes and 10 buildings.
- **Capitol Dome Restoration:** AOC continued phases IIA Exterior and IIB Interior of the multi-year Dome Restoration project. The contract for phase IIC was also awarded. This restoration will be completed for the January 2017 presidential inauguration.
- **Refrigeration Plant Revitalization:** AOC substantially completed construction on phase 2B and made significant progress on phase 2A of the Refrigeration Plant Revitalization program. Funding for sub-phase 3S, to address structural issues, has been received and the project phase has been awarded.
- **Grant Memorial Restoration:** AOC began a multi-year effort to restore the bronze and marble General Ulysses S. Grant Memorial, located in Union Square, west of the U.S. Capitol Building. The conservation started with the bronze sculptures and will include cleaning of the marble pedestals and leveling the plaza stones.
- **Capitol Security Camera Concept:** AOC finalized the Capitol Security Camera Concept to meet the Capitol Police Board mandate that 100 percent of the U.S. Capitol's assets be observed via closed circuit television to aid with their protection. Recognizing the project's urgency, AOC streamlined its design and construction to ensure installation began in September 2015.
- **Russell Courtyard Project:** AOC removed the temporary Russell Courtyard Building and restored the area to its original intent as a graceful courtyard garden. The Russell Courtyard Building, a wooden structure built to provide temporary office space for the Dirksen Building interior renovation in 1999, was in need of major repairs and had been cited by experts as a fire risk because of its construction and proximity to the original Russell Building.
- **Rayburn Building Fire Alarm Panels:** AOC completed the project design to replace the fire alarm panels in the Rayburn House Office Building. This project will promote a safe environment by upgrading the building's fire alarm to a state-of-the-art system.

[5] The data for FY 2015 is not available at the time of publication.

FIGURE 13: Major Sources of Energy Cost Savings



- **Russell Building Citation Abatement:** AOC procured a third-party expert to review the plan to abate a range of fire protection and historical preservation issues in the Russell Senate Office Building in a continual effort to fulfill the building code requirements in Russell Senate Office Building Citation 19 issued by the Office of Compliance.
- **Olmsted Wall Repairs:** AOC completed Phase 1 (north approach) of the Olmsted Wall Stone and Metal Preservation efforts. The repairs under this phase were completed on time and on budget. AOC started Phase 2 in July 2015, which will include dismantling, repair, reinstallation and comprehensive cleaning of the south approach walls.
- **Exterior Stone and Metals Preservation:** AOC started construction efforts on Phase 1 of the Exterior Stone and Metals Preservation program that will repair, preserve and clean the exterior areas of the U.S. Capitol's north extension. This work will prevent water infiltration and

Richard Dwayne Thomas

Facilities Operations Specialist, AOC Capitol Building

Dwayne Thomas has a number of responsibilities, including leading the execution of in-house construction projects and coordinating the development of cost estimates with various shops. Dwayne's knowledge of the construction industry, as well as his understanding the U.S. Capitol's construction and architectual history, is exceptionally valuable—helping his jurisdiction to work in a safe manner, with the highest quality standards.

slow the deterioration of the stone and corrosion of the metals. In addition, AOC awarded a contract to perform an extensive survey on the exterior stone masonry surfaces on the Capitol Hill's Library of Congress Buildings.

- **Snow Removal:** AOC managed multiple winter weather emergencies in FY 2015 and maintained accessibility to the Capitol campus to prevent interruptions to Congressional activities. During each of the 10 snow events, AOC staff were stationed inside and outside the buildings to maintain building access and utility service.
- **Replace Elevators:** The Supreme Court Building and Grounds is preparing to solicit contractor services to replace or renovate 18 elevators in the Thurgood Marshall Federal Judiciary Building. The elevators to be installed will include the first gearless overhead traction elevators on Capitol Hill.
- **Redesign Permanent Exhibit:** The U.S. Botanic Garden has a major effort underway to redesign the permanent exhibit in the West Gallery. This effort will bring greater consistency and accessibility and more information to the signage throughout the Conservatory and its grounds.
- **Heritage Asset Preservation:** The Curator oversaw conservation on the Pan fountain sculpture in the courtyard of the Thomas Jefferson Building of the Library of Congress. In addition, nearly 200 murals in the U.S. Capitol and the Jefferson Building were inspected and small areas of damage were repaired.
- **Environmental Inspections:** The Capitol Power Plant waste storage facility successfully completed an inspection by the District Department of Environment in June 2015 with no findings. This followed a series of surprise inspections of AOC waste storage facilities in FY 2014.

In Focus: Restoration of the Ulysses S. Grant Memorial Initiated

In spring 2015, AOC began a multi-year effort to restore the bronze and marble Ulysses S. Grant Memorial, located in Union Square, west of the U.S. Capitol Building. The on-site conservation work started with nine primary bronze sculptural elements. Work includes cleaning, repatinating, and coating the existing bronze and providing new bronze castings of approximately 100 missing or broken items.

The 250 foot wide memorial, sculpted by Henry Merwin Shrady over a 20-year period, was dedicated in 1922 and fully completed in 1924. It commemorates Grant's achievements in preserving the Union as a Civil War military strategist. At its center, over 40 feet high, the figure of Grant mounted on his horse observes a battle from atop a pedestal, flanked by groups showing the Artillery and the Cavalry in the midst of battle. In December 2011, care for Union Square, including the Grant Memorial, was transferred from the National Park Service to AOC.

Over the previous decades, the monument was not maintained regularly, leaving the bronze corroded, iron replacement pieces rusting and many pieces missing or damaged. Without the conservation work currently underway, the memorial would have continued to deteriorate and a valuable heritage asset could have been irreparably damaged. The AOC's comprehensive preservation strategy will restore the appearance of the memorial close to its original condition.

The bronze conservation work is planned to be completed by Fall 2016. Later conservation work will include cleaning, pointing, repairing and stabilizing the stone base and completing structural and repair work on the whole plaza. The memorial's full restoration is scheduled for completion in 2022, the bicentennial of Grant's birth.

More information is available at: **www.aoc.gov/grant.**

- **Project Achievement Award:** AOC received the Construction Management Association of America National Capital Chapter's 2015 Project Achievement Award in the "Best Project Under $10 Million" category for the Capitol Power Plant Feedwater Pump Upgrade project. This project was critical in helping AOC achieve its energy reduction goals and was completed on-time and on-budget under challenging conditions.
- **Fire Safety:** AOC's Safety, Fire and Environmental Programs Division conducted a comprehensive inspection of all major facilities on campus and audited fire and life-safety protection system maintenance records. More than 20 facilities were inspected and found to be in significant compliance with operational fire codes. Some gaps were identified and recommendations for improvement were entered into a new AOC findings database to track corrective actions. At the same time, AOC completed a project to upgrade the emergency lighting and exit signage in the James Madison Memorial Building.
- **Capitol Police Headquarters Improvements:** The Capitol Police Buildings, Grounds and Security jurisdiction completed the installation of a building automation system, fire alarm system and a fire pump at the U.S. Capitol Police Headquarters. The building automation system project is expected to reduce building-wide energy consumption by 15 percent.
- **Risk-Based Prioritization Model:** AOC developed a risk-based prioritization model for the facility condition assessment work elements and is piloting this concept on the Line Item Construction Program project prioritization process.
- **Bicycle-Friendly Business Designation:** AOC was awarded a bronze-level certificate as a Bike Friendly Business by the League of American Bicyclists. The AOC's cross-jurisdictional Bicycle Advisory Committee promoted active transportation and improved bicycle safety across the Capitol campus.

In FY 2015, AOC accepted an Honorable Mention award from the League of American Bicyclists for its efforts to become a bicycle-friendly business.

The AOC provides Capitol campus visitors with an enjoyable and educational experience and supports many high-profile special events including Pope Francis' address to a joint session of Congress and remarks from the balcony of the Speaker of the House on the U.S. Capitol's West Front on September 24, 2015 (shown above).

GOAL 4: Extraordinary Services

TABLE 10: Extraordinary Services—Results for Key Performance Indicator

Key Performance Indicator	FY 2014 Target	FY 2014 Actual	FY 2014 Results	FY 2015 Target	FY 2015 Actual	FY 2015 Results
Service Request Work Orders Timeliness: AOC Building occupants submit service requests for work tasks. Each request generates a work order that is tracked for completion times. AOC has set its target to close 90% of service requests on time.	≥90.0%	92.9%	Target Met	≥90.0%	92.8%	**Target Met**

The AOC's strategic goal of delivering *Extraordinary Services* is intended to ensure the delivery of proactive, professional and integrated services that exceed clients' and visitors' expectations. Under this goal, AOC has defined two strategic objectives: provide extraordinary client services and educate, inform and inspire the Capitol Hill visitor experience.

This goal addresses AOC's core functions as a support organization for Congress and the Supreme Court and as a provider of visitor services. Performance is measured with various indicators. The key indicator provided in **Table 10** tracks completion rates for service requests. An in-depth discussion is included in *Section II: Performance Information*.

Extraordinary Services	FY 2015	FY 2014
Net Cost ($ in thousands)	$107,603	$113,282
Percentage of Total Cost	20.9%	21.3%

In addition to the key performance indicator, the following narrative discusses the FY 2015 results and outcomes for AOC programs aligned with the strategic goal *Extraordinary Services*. These major accomplishments include:

- **Capitol Campus Visitation:** In May 2015, AOC welcomed the 14-millionth visitor to the Capitol Visitor Center (CVC) since its December 2008 opening. The CVC continues to receive more than two million visitors to the U.S. Capitol each year. Monthly and annual CVC visitation is displayed in **Figures 14** and **17**. The U.S. Botanic Garden (USBG) welcomed over 1.3 million visitors in FY 2015. Monthly and annual USBG visitation is provided in **Figures 15** and **18**. The Library Buildings and Grounds welcomed over 1.5 million visitors in FY 2015. Monthly and annual Library campus visitation is provided in **Figures 16** and **19**.
- **Special Activities During Rotunda Closure:** AOC engaged visitors, addressed their questions and informed them of the variety of special activities and programs that were added to replace the standard Capitol tour during the six-week closure of the Capitol Rotunda in summer 2015 due to the ongoing Dome Restoration Project.
- **Digital Engagement:** AOC released its fourth mobile app offering visitors a virtual tour of the Rotunda using photographs, videos and engaging information. In addition, AOC redesigned its website, AOC.gov, to enhance the online experience.

FIGURE 14: Number of Visitors to the U.S. Capitol FY 2010–FY 2015

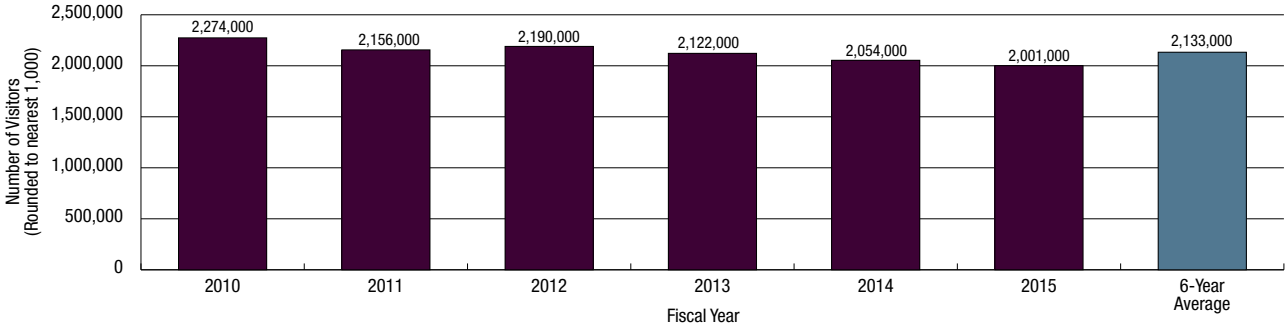
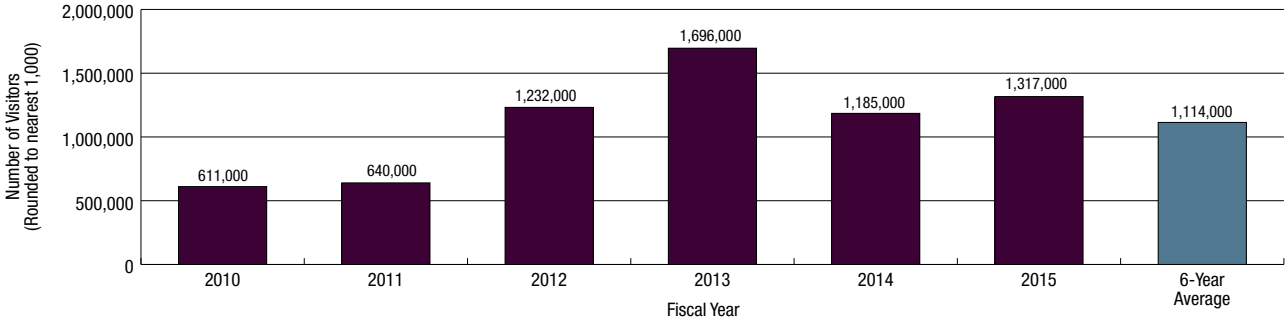
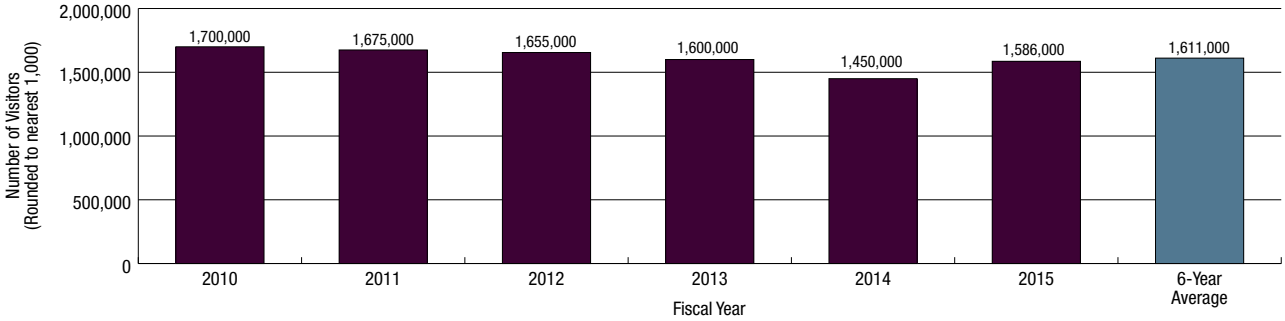


FIGURE 15: Number of Visitors to the U.S. Botanic Garden FY 2010–FY 2015



Note: For FY 2014, USBG visitor counts were lower than normal due to a malfunction in the counting system in spring 2014 (the USBG's busiest season). Although likely understated, the FY 2014 amount depicted is the number of visitors recorded in the system.

FIGURE 16: Number of Visitors to the Library Buildings and Grounds FY 2010–FY 2015



- **Educational Theater:** AOC created an original, on-site, education theater with a botanical focus for visitor engagement at the USBG, and developed two plays in cooperation with the Kennedy Center Theater for Young Audiences.
- **Educational Student Programs:** AOC continued to expand the third season of educational student programs, offered October 2014 through February 2015, hosted 37 student groups with 1,856 students participating. This is an increase over last season of 85 percent in groups and 155 percent in number of students participating.
- **New Circulator Route:** AOC collaborated with the District of Columbia and others to implement a new Circulator bus route that provides a lower-cost alternative for visitors to better experience the Capitol and Monumental Core of Washington, D.C.
- **Special Events:** AOC provided support for more than 30 special events held in the U.S. Capitol or CVC during FY 2015. These congressional events varied from statue unveilings to Congressional Gold Medal Ceremonies, press events, as well as Joint Sessions of Congress.

FIGURE 17: Number of Visitors to the U.S. Capitol FY 2015 by Month

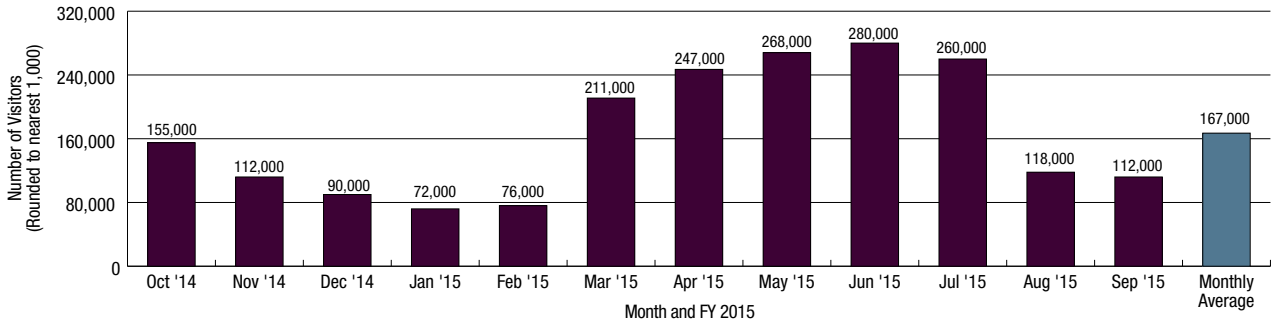


FIGURE 18: Number of Visitors to the U.S. Botanic Garden FY 2015 by Month

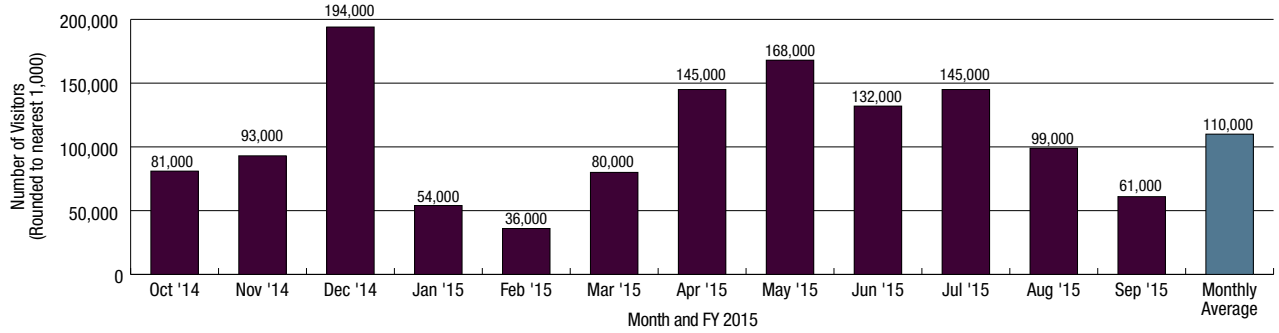
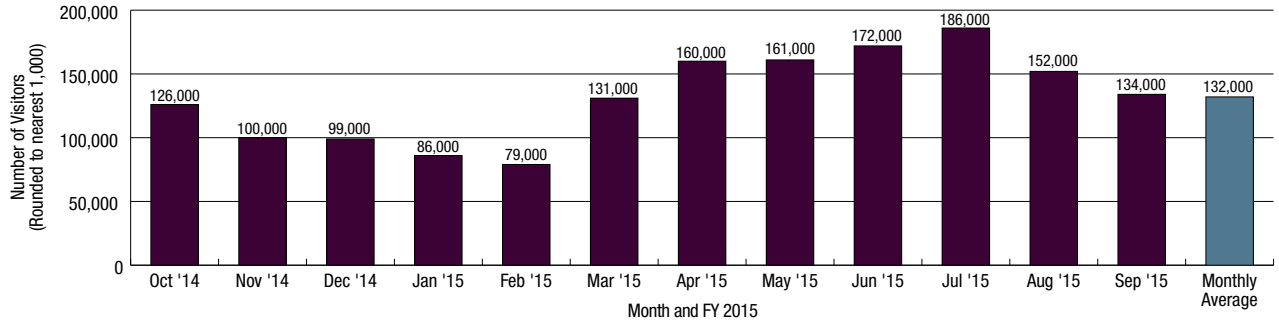


FIGURE 19: Number of Visitors to the Library Buildings and Grounds FY 2015 by Month



- **Congressional Office Moves:** AOC completed the 114th Congressional transition moves for the Senate and House of Representatives with high client satisfaction. In the Senate Office Buildings, AOC completed their moves with a high satisfaction rate of 98.9 percent while, in House Office Buildings, 4,787 transition-related work orders were completed with a 95.3 percent satisfaction rate.

- **Senate Online Suite Selection Tool:** AOC Senate Office Buildings jurisdiction, in conjunction with AOC's Information Technology Division, developed the Senate Online Suite Selection Tool. This web-based program automated the suite selection process and enabled the jurisdiction to manage a large number of Senate office moves in a limited time frame with high client satisfaction.

- **Room Temperature Improvements:** AOC launched new efforts to address room temperature issues, including proactive visits to Senate and House congressional offices to identify issues before they became complaints. For example, supervisors and mechanics visited offices during the congressional transition to explain how the new thermostats operated and adjusted the settings to meet the clients' comfort requirements.

In Focus: 114th Congressional Transition Moves Completed

An important behind-the-scenes service that AOC provides is the execution of all Member and Committee Congressional office moves and space reassignments associated with the biennial elections. At the AOC, the November election move cycle requires temporary labor, materials and additional equipment.

At the House of Representatives, the November 2014 elections resulted in 189 Member moves, including the setup of 57 freshmen members' suites. For these office moves and setups, AOC developed architectural layouts; removed, relocated, and installed partitions; painted offices and updated electric, data and telecommunications infrastructure. At the House, 4,787 move-related work orders were completed. The condensed timeframe meant that the first moves began on December 1 and were completed by December 31, 2014. Coordination and planning began in early January 2013, and resulted in a House customer satisfaction rate of 95.3 percent.

At the Senate, AOC completed a high number of moves with a client satisfaction rate of 98.9 percent. In addition to providing a high level of craftsmanship, AOC maximized the opportunity to execute deferred maintenance on equipment in offices, remedy Office of Compliance deficiencies and complete infrastructure upgrades. The AOC also developed the Senate Online Suite Selection Tool that automated the election-year suite selection process. This Web-based tool permitted Senators and staff to learn about available suites, evaluate suite attributes, make suite selections online and receive email notifications throughout the selection process. This tool greatly increased the efficiency of the moves, enhanced the overall suite selection experience and streamlined the administrative portion of the Senate move process.

In addition to election year moves, unexpected changes in Congressional leadership sometimes result in transition duties outside of the normal election cycle. In August 2014, the AOC Capitol Building Superintendent's Office responded quickly to the departure of the House Majority Leader and readied the leadership suites in the U.S. Capitol for the incoming Majority Whip. In all cases, the AOC worked as a team to ensure a smooth transition for all involved.

- **Security Meetings with International Representatives:** AOC, in coordination with the House and Senate Sergeants at Arms and the U.S. Capitol Police, met with representatives from the Embassy of Japan and German Police University to hold a security discussion and to tour the CVC public screening area, as well as the U.S. Capitol Police Command Center. The discussion focused on keeping visitors and staff members safe and secure while preserving the historic collections, buildings and grounds.
- **Americans with Disabilities Act (ADA) Barrier Remediation:** AOC worked on a number of ADA accessibility initiatives—eliminating more than 400 barriers around the House, Senate and Library of Congress Buildings. In addition, AOC implemented tracking software to more efficiently monitor and repair barriers. This effort created a safer campus environment for staffs, visitors and the public with disabilities and helped AOC to commemorate the 25th anniversary of the ADA.
- **Diesel and Propane Fueling Services:** As an ongoing operational support to the U.S. Capitol Police, AOC provides monthly diesel and propane fueling services for portable light generators and heaters across the Capitol campus. There are currently eight light towers in service at various intersections across the Capitol Grounds.

The U.S. Botanic Garden Conservatory was featured on C-SPAN's American Artifacts. See more at: **www.c-span.org/video/?324118-1/tour-us-botanic-garden-conservatory.**

In FY 2015, AOC redesigned its Website, AOC.gov, to improve navigation, to provide additional visual content and to enhance the overall online experience.

Looking Toward the Future: Our Strategic Vision

In FY 2015, the fourth year of AOC's five-year Strategic Vision, AOC continued to shift the organizational culture by creating a more unified AOC (One Team, One Mission), composed of a talented workforce (Innovative and Empowered Workforce), that excels in its mission to serve Congress and the Supreme Court, preserve America's Capitol and inspire memorable experiences (Extraordinary Services and Awe-Inspiring Facilities). The AOC's strategic efforts in FY 2015 prioritized the Architect's vision to make AOC a trusted partner of Congress and the Supreme Court, leveraging core competencies and instituting changes based on the results of the most recent Organizational Assessment Survey. FY 2016 priorities will focus on consolidating the gains obtained from the current Strategic Vision, while also developing the next five-year agency plan—to be implemented at the beginning of FY 2017. Working together, AOC will meet these challenges head-on. As the Strategic Vision matures into its final year, AOC will revisit its strategic priorities to ensure the agency remains focused on the top transformational activities.

Joel Evans

Electric/Elevator Shop Supervisor, AOC Supreme Court Building and Grounds

Kris Foote

Facility Operations Specialist, AOC Supreme Court Building and Grounds

Joel Evans, an AOC employee for 28 years, exemplifies the AOC motto of "Serve, Preserve and Inspire" by using what he learned at the AOC's Supervisory Academy, and looking for improved ways to support the agency mission. In FY 2015, Joel's team identified many opportunities for energy reduction through lighting retrofits and an automated system to dim/shut-off the portrait lighting during non-business hours.

Kris Foote, also a long-term AOC employee, is a former plumber who has systematically progressed into becoming the operations and maintenance subject matter expert at the Thurgood Marshall Federal Judiciary Building. Kris pioneered the use of AOC's maintenance management software application and developed the Facility Inspection Program for his jurisdiction.

The ability to maintain and modernize the historic buildings under the AOC's stewardship is impacted by the availability of funding to perform the repairs, maintenance and improvements needed.

Management Challenges and Looking Ahead

The AOC faces unique challenges in meeting its mission to serve Congress and the Supreme Court, preserve America's Capitol and inspire memorable visitor experiences. By identifying and defining the most difficult challenges facing the agency, AOC's management is able to mitigate barriers to operational success. This portion of the report outlines AOC's most significant challenges, as determined by management, and the initiatives AOC has developed to address them. The management challenges include:

- Stress on Budgetary Resources
- Deferred Maintenance and Capital Renewal Backlog
- Energy Stewardship and Sustainability
- Physical Security of Facilities
- Workplace Safety and Health
- Management of Concurrent Projects

In addition to these challenges identified by management, AOC's Inspector General (IG) identified some management opportunities and performance challenges facing the agency—included in *Section IV: Other Information*. Together, these sections identify the short-term and long-term challenges facing the AOC.

Stress on Budgetary Resources

KEY CHALLENGE: In an increasingly constrained budget environment—one in which government budget resources are flat or declining—AOC is faced with difficult choices on how to invest its limited financial resources. Over time, AOC's requirements for safety, accessibility, security and energy use have expanded and new program responsibilities have been added. In addition, AOC faces higher costs to maintain and operate its aging infrastructure as the cost of personnel, supplies, services and materials rises every year. Furthermore, the maintenance and repair of historic buildings, such as those AOC is responsible for, is more expensive than for commercial, non-historic buildings. Bringing these factors together, the tightened budgetary environment compels the agency to find greater operational efficiencies and restricts the number and types of construction projects that can be implemented.

AOC INITIATIVES: The combination of a tightened budget environment and inflationary increases will continue to put stress on AOC's budgetary resources for the foreseeable future. In addition, the use of continuing resolutions to fund

Jim Styers
Environmental Engineer, AOC Safety, Fire and Environmental Programs

In FY 2015, Jim Styers led the effort to respond to a report from the Office of Inspector General containing recommendations for improving AOC's scrap metal recycling program. Through Jim's exceptional leadership skills, AOC was able to award a single recycling contract that can be used by all of the agency's jurisdictions, thereby improving efficiencies and ensuring fair market value for AOC's scrap metal. In addition, Jim updated the agency's recycling policy establishing consistent processes and procedures.

the government has created uncertainty about both the level of final appropriations and their availability. As communicated by the U.S. Government Accountability Office, this prevents the implementation of new programs, may delay hiring or contract awards and may hamper efficient fund management. If these budget trends continue, AOC must take further steps to reduce operating costs, to create the flexibility to manage funds in smaller, shorter-term increments and still achieve its program and project priorities.

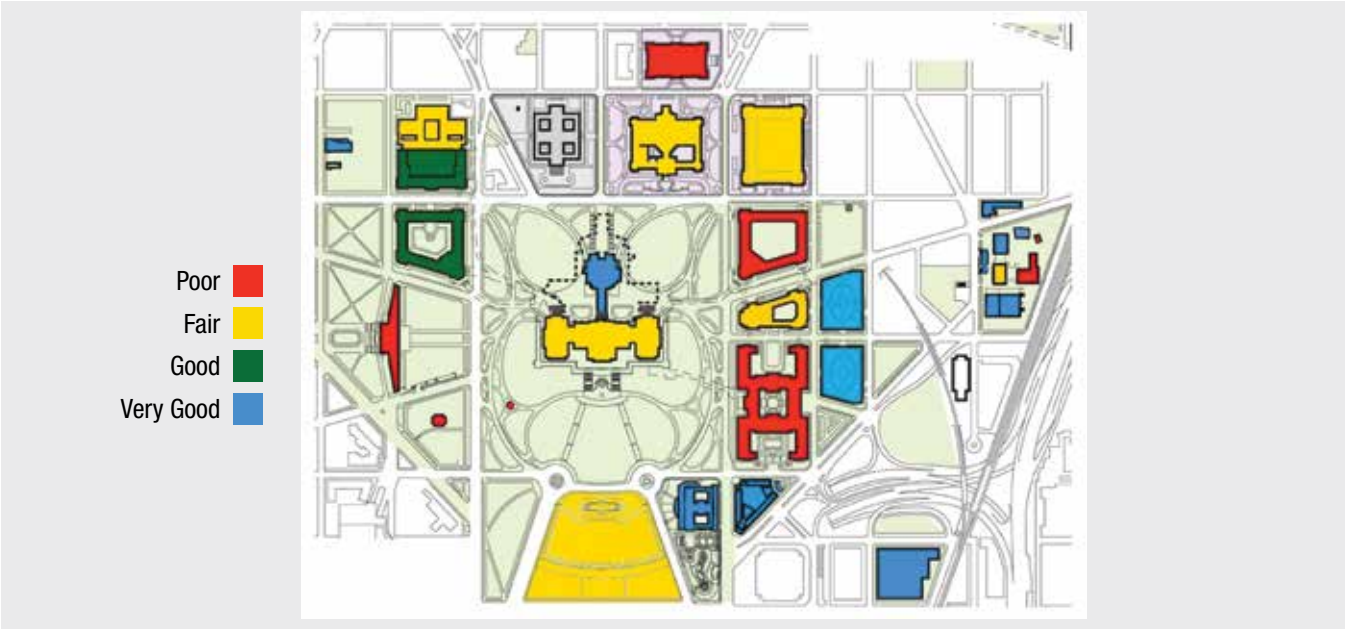
To reduce operational costs, AOC closely manages its overtime spending, energy use, inventory levels and contracting costs. Increased use of LED lighting and improved utility system controls reduced energy consumption and lowered costs. Doing work in-house, when feasible, and consolidating training classes are other ways AOC has reduced spending. Internally, AOC is working to strengthen its executive leadership through the launch of its Supervisory Academy and has looked for greater efficiencies through the sharing of best practices. For example, this fiscal year, a training class was held for AOC employees to improve its cost estimating and a Project Tracking website was developed to track real-time project spending throughout their lifecycle, allowing AOC to minimize cost overruns and identify possible savings.

To ensure the efficient management of its appropriations, AOC concentrates on obtaining funding for the most critical projects needed to maintain the operability of Capitol Hill. The AOC uses the draft Capitol Complex Master Plan and the Project Prioritization Process, among other tools, to identify the most critical projects. Given the constrained budget environment, projects cannot always be executed in the most efficient manner. For instance, projects are sometimes split into phases to reduce the funding needed in one fiscal year, though this method may result in greater overall project or program cost. Further, a project's scope is sometimes limited to the work needed to keep facilities operational. This is done with the understanding that the short-term fix may not fully correct the underlying issue, which will still have to be addressed in the future, often at greater cost.

The AOC is working to streamline its administrative processes to reduce the cost and time to support day-to-day operations. When possible, contracts are awarded to allow multiple AOC jurisdictions to utilize them—reducing procurement time and costs due to economies of scale. Increased use of electronic tools is helping AOC improve client services and better communicate the status of projects, maintain inventories, request materials and coordinate project efforts. This year, AOC revised its travel policy and procedures, helping to ensure that conference-related travel spending is appropriate and thoroughly reviewed.

The AOC appreciates the past investments, bipartisan support and trust Congress has placed in the agency. The AOC believes that it has shown Congress and the American people that it has created a culture of being conscientious stewards of taxpayer dollars. There is much work to be done, however, and AOC expects a zero-growth budget for the foreseeable future. As a result, AOC's executive leadership and employees have been tasked with finding additional ways to live with, and to innovate within, that budget to successfully achieve the agency's mission.

Fiscal Year 2015 Facility Condition Index by Facility



James Burch

Plant General Foreman, AOC Utilities and Capitol Power Plant

Jim Burch is the "go-to guy" at the U.S. Capitol Power Plant. He epitomizes AOC's strategic goal of Extraordinary Services and routinely goes the extra mile to ensure steam and chilled water is supplied to the Capitol campus 24 hours a day, seven days a week, 365 days a year. Jim possesses a remarkable understanding of the power plant industry and he takes the time to pass this knowledge onto future plant leaders.

Deferred Maintenance and Capital Renewal Backlog

KEY CHALLENGE: As AOC's facilities and systems continue to age and its responsibilities grow, budgetary constraints make it increasingly difficult for the agency to proactively manage the significant deferred maintenance and capital renewal projects for the historic buildings, structures, grounds and heritage assets under AOC's care. Due to the constrained fiscal environment, there have been insufficient resources allocated to fund all of AOC's deferred maintenance and capital renewal projects for the Congressional facilities. If unaddressed, this backlog will only worsen. As these facilities continue to age and the backlog grows, the effort, cost and time required to fully address this backlog will grow as well. The AOC's deferred maintenance and capital renewal backlog is estimated at $1.49 billion[6] at September 30, 2015.

AOC INITIATIVES: The AOC uses several tools and methods to prioritize, manage and respond to the deferred maintenance and capital renewal needs of Congressional facilities. An illustration of the Facility Condition Index by facility is contained on the previous page. Among the most critical projects underway to address the deferred maintenance backlog are the restoration of the U.S. Capitol Dome and several exterior stone repair and preservation projects. The condition of the exterior stone on most Congressional buildings is rapidly deteriorating and its preservation continues to be among AOC's most important priorities.

[6] Of this total, approximately $281 million represents the deferred maintenance and repair amount needed to bring "poor" and "fair" facilities to "good" condition, based on the Facility Condition Index and as disclosed in the Required Supplementary Information (RSI) section. The RSI reports only the amounts needed to bring "poor" and "fair" facilities to "good" condition. It does not represent the entire backlog which equals total deferred maintenance plus capital renewal expected to become deferred maintenance within a five year window.

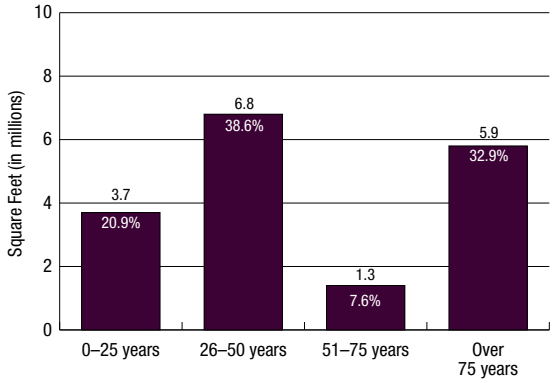
The AOC identifies and ranks its deferred maintenance and capital renewal projects using Facility Condition Assessments (FCAs), the Five-Year Capital Improvement Plan (CIP) and the draft Capitol Complex Master Plan (CCMP). This approach allows AOC to weigh the short- and long-term risks or impacts and costs of deferring projects and address those maintenance needs that are most pressing in the most cost-efficient manner.

The FCAs identify the most critical needs of each facility. They are performed by an independent contractor to provide an unbiased view of a facility's condition, the areas and systems that need maintenance to keep the facility in "good" condition, and the criticality of these items. Most of AOC's buildings (nearly 80 percent) are more than 25 years old and nearly one-third are in excess of 75 years old (**Figure 20**). The maintenance requirements of these facilities continue to increase as the buildings age, are exposed to the elements and their maintenance is deferred. The FCAs help to identify facilities that are most in danger of suffering an event that would impact its functionality. In FY 2015, AOC developed a risk-based prioritization model for the FCAs that helps to further identify the critical elements needing to be addressed.

The AOC's annual Line Item Construction Program incorporates a rigorous project prioritization process that considers phasing opportunities, project risk, classification, importance and sequencing, and other factors to better facilitate the timing of the execution of major construction projects. The AOC also applies a criticality and risk decision model to the overall prioritized list, resulting in an ordered list of projects.

The draft CCMP provides a long-range vision of the Capitol campus' requirements and priorities for ensuring the safety, sustainability and security of the buildings, infrastructure and other properties under AOC's care. The plan assesses

FIGURE 20: Age of AOC Facilities Portfolio



The AOC is committed to a more energy-efficient and sustainable future. By integrating sustainable practices into business operations, including the installation of energy-efficient LED lighting, AOC is able to achieve energy reduction across the Capitol campus.

the current condition and capacities within the Capitol's facilities and grounds and provides a 20-year framework to aid AOC and Congress in planning, developing, and prioritizing future capital requirements. In FY 2015, AOC used these tools to develop a package of capital renewal and improvement requirements for the next 10 years at the Thurgood Marshall Federal Judiciary Building. This package was presented to the Administrative Office of the United States Courts (AOUSC) as the basis for requesting additional funds and helped gain an additional $4 million investment per year from the AOUSC to address these requirements.

These tools provide AOC with concrete, practical assessments of the facilities and infrastructure under its care. The AOC continues to implement cost-effective processes that often free up resources for reprogramming to its deferred maintenance needs. Additionally, AOC targets investments in facilities with deferred maintenance requirements that generate the largest improvements to facility performance. To date, AOC's planning tools assist in managing the backlog of deferred maintenance and capital renewal requirements, and Congress has been supportive of AOC's efforts to address many critical projects. Going forward, AOC will require Congress' continued assistance to meet this challenge and ensure the long-term preservation of the historic buildings and grounds in its care.

Energy Stewardship and Sustainability

KEY CHALLENGE: In FY 2015, AOC exceeded its 10-year target of a 30 percent[7] reduction in energy use across the Capitol campus (**Figure 21**)—a significant achievement.

[7] The energy reduction targets were identified in the Energy Policy Act of 2005 (EPAct2005) and Energy Independence and Security Act of 2007 (EISA2007).

Rosa Eitingon

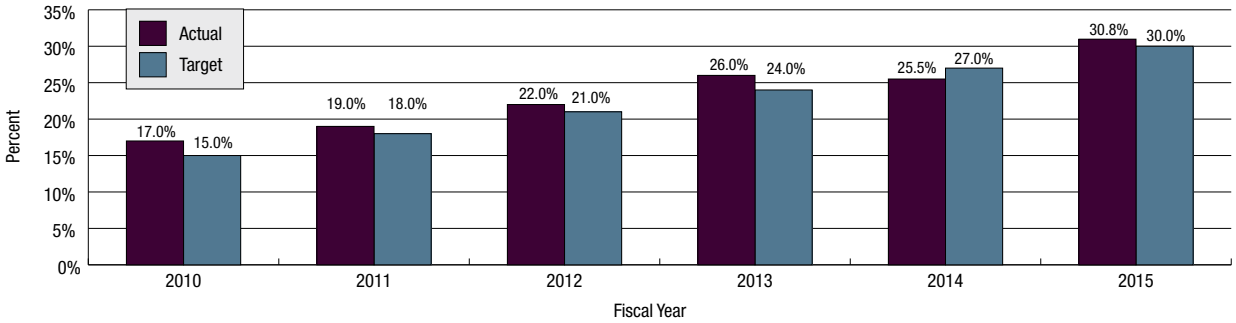
Visitor Assistant,
U.S. Capitol Visitor Center

Rosa Eitingon was named the CVC's 2014 Employee of the Year. She exemplifies service excellence and she tries to engage with or assist every visitor she encounters. Rosa goes the extra mile by personally escorting visitors to the appropriate locations in the CVC, whether to an information desk, a Gallery line, or to a tunnel connecting the CVC to the congressional office buildings.

Looking ahead, there is currently no legislated energy reduction goal for federal buildings in FY 2016 and subsequent years. Nonetheless, efforts to further reduce energy consumption remain an agency priority. Making the buildings and grounds of the Congress and the Supreme Court as energy- and water-efficient as possible is smart business. Not only will improved efficiencies reduce environmental impacts, it also will decrease future operating costs. The AOC estimates that the near-31 percent energy reduction achieved over the 10-year program translates to $16 million in annual cost avoidances. The agency's challenge, however, is that further energy reduction opportunities will be less abundant and more costly to achieve. Further, any sustainability program improvements must compete with other requirements for limited fiscal resources.

AOC INITIATIVES: The AOC is committed to a more energy-efficient and sustainable future. Enhanced technological components of recent infrastructure and building upgrades

FIGURE 21: AOC Energy Reduction



have provided new tools to improve energy use decision-making and efficiency. However, achieving further energy reductions will be more difficult because projects that yielded quick financial paybacks already have been put in place. To date, the installation of LED lighting, timers, sensors and control systems has provided some immediate energy reductions. These operational changes, plus meaningful employee engagement, have helped create a culture of resource conservation.

Looking ahead, the Capitol Power Plant (CPP) will continue to play an essential role in AOC's long-term energy conservation efforts. The CPP has made several operational improvements that contributed to greater steam and chilled water production efficiency. The CPP's Refrigeration Plant Revitalization Program, currently underway, will replace inefficient equipment dating from the 1970s and will incorporate new controls to improve the efficiency of chilled water delivery. Cogeneration is a key part of the CPP's Strategic Long-Term Energy Plan. The cogeneration project is designed to replace outdated coal boilers and some plant infrastructure with a new, efficient natural gas-fueled turbine that will generate steam to heat Congressional buildings, with electrical generation as a byproduct of that process. The Government Accountability Office released a September 2015 report (GAO-15-436) that reviewed the AOC's planned transition from using 60-year old coal boilers to installing a cogeneration plant. The AOC acknowledged the recommendations contained in the report and maintains that cogeneration continues to be the most cost-effective, environmentally-friendly option for the CPP to address the Congress's long-term needs. This project, upon implementation, will impact AOC's energy use in multiple ways—becoming more fuel-efficient, generating electricity to power CPP's equipment and generating heat from the turbine instead of the old coal boilers to produce steam for Congressional buildings.

In addition, AOC will continue to look at Energy Savings Performance Contracts (ESPCs) to finance needed improvements for its long-term energy conservation plan. AOC successfully utilized such ESPCs in the U.S. Capitol and the House and Senate office buildings. In the future, the Library Buildings and Grounds jurisdiction is exploring whether to use an ESPC to fund needed energy improvements for its facilities. This ESPC would allow AOC to implement energy savings measures with minimal up-front investment.

The integration of energy-savings components into existing construction projects also helps AOC leverage project investments to further aid its energy efforts. For example, as part of the Hart Senate Office Building roof replacement project, the Senate Office Buildings jurisdiction added a photovoltaic power system to the roof, which will decrease utility use and increase sustainability.

The AOC's Energy, Water and Sustainability Branch is responsible for AOC's energy and resource conservation efforts and, in FY 2015, assumed responsibility for the management of AOC's recycling program. In FY 2015, the Branch also stood up two new working groups to share best practices agency-wide. The first was the Building Automation Systems Working Group. This group is sharing its best practices on how to adjust and use the mechanical systems and energy meters to improve energy utilization. The second was the Sustainability Working Group. This group is managing AOC's recycling program and discussing non-recycling sustainability issues and best practices among the jurisdictions.

The AOC publishes an annual *Sustainability, Energy and Water Conservation Report* to inform Congress and the American people about AOC's energy reduction efforts. This report can be found online at: **http://www.aoc.gov/sustainability-energy-and-water-conservation-report**.

The AOC is dedicated to ensuring the security of its facilities and providing a safe and secure environment for Congress, the Supreme Court, government employees and visitors to the U.S. Capitol.

Physical Security of Facilities

KEY CHALLENGE: The AOC is responsible for the maintenance, care and operation of buildings, grounds and security enhancements supporting the U.S. Capitol Police (USCP), wherever located, and for AOC operations involving the security of the congressional community and its visitors. In addition, AOC provides security support for special events at the U.S. Capitol. Increased risks of terrorist attacks, violent crimes and unauthorized access, as well as natural disasters and cyber-attacks, have expanded the range of vulnerabilities that may be encountered by facilities personnel. Recent incidents highlight the unique security challenges on Capitol Hill, including the landing of an unauthorized gyrocopter on the West Lawn and the finding of suspicious packages at congressional buildings. The AOC needs to meet stringent security, safety and accessibility obligations for public facilities that must remain open to the visiting public and conducive to congressional operations, while also collaborating with external homeland security and resilience partners. Successfully balancing these responsibilities in a constrained budget environment remains a primary challenge.

AOC INITIATIVES: The AOC plays a significant role in providing a secure, open and safe environment for Congress, the Supreme Court, staffs and visitors to Capitol Hill. The AOC's responsibilities include continuity of operations planning, critical infrastructure protection, congressional continuity support, external emergency management, employee and contractor adjudication and suitability, and other sensitive security programs. In an environment of constantly evolving threats, AOC's role in security and resilience continues to grow and evolve.

The AOC took several steps in FY 2015 to improve the security of the facilities and grounds under its care. For instance, AOC completed the construction, drawings and specifications for the new West Terrace security camera poles—allowing expanded coverage of the Capitol's West Terrace. The Capitol Cameras Project is an urgent priority and many AOC jurisdictions joined together to find creative ways to conceal the cameras and minimize their impact on the historic landscape. In addition, prior to the July 4th concert on the Capitol's West Lawn, new security protocols were implemented to restrict access into the Capitol for the festivities.

The agency takes great care to weigh the costs and benefits of security programs and to minimize their visibility and intrusiveness. The AOC works diligently with its mission partners to provide the most expedient and cost effective support for special events such as races, demonstrations, concerts and other events impacting Capitol Hill and its facilities. In FY 2015, AOC, along with its mission partners, executed tasks in support of 23 separate events (prominent events are highlighted below), costing approximately

In FY 2015, security support was provided for 23 special events on Capitol Hill, including:

Marine Corps Marathon, October 2014

Veteran's Day Valor Concert, November 2014

State of the Union, January 2015

Visits of the Prime Ministers of Israel, Ireland and Afghanistan, March 2015

Anti-War Demonstration, March 2015

Visit of the Premier of Japan, April 2015

Peace Officers Memorial, May 2015

Memorial Day, July Fourth and Labor Day Concerts, May, July & September 2015

Visit of Pope Francis, September 2015

$400,000. The increase in security posture, as well as the inclusion of additional dignitary events, has driven the cost upward to the point of challenging budget capabilities. To maintain the level of support required, AOC's Office of Security Programs and Capitol Grounds jurisdictions successfully teamed together and supported the USCP requirements and requests, helping to provide a safe and memorable experience for visitors and guests.

To meet its security responsibilities for the Capitol, Congressional members, staff and visitors, AOC is working to continuously improve its collaboration with external partners and stakeholders. For instance, AOC developed and took part in a tabletop exercise that involved the Senate Sergeant at Arms, House Sergeant at Arms, Secretary of the Senate, House Clerk, House Chief Administrative Officer and the USCP Chief. This exercise looked at the potential impacts of a severe solar storm to the critical infrastructure on the Capitol campus and legislative operations. The AOC also developed a Climate Change Adaptability Plan to outline AOC's response in the event of flooding, draught, severe weather and other potential climate change impacts on congressional facilities.

Finally, in an environment where cyber security is a real concern, AOC is taking strides to increase employee and contractor awareness through mandatory annual computer security awareness training, while also maintaining a risk-based information security program.

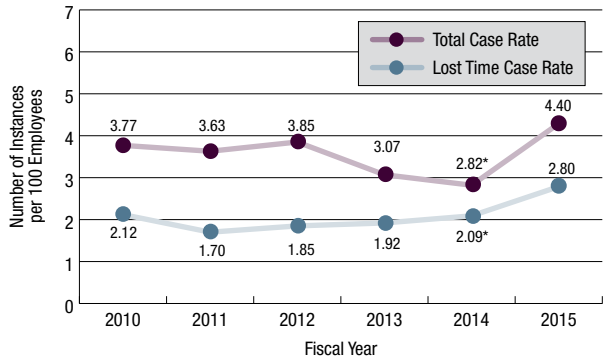
Workplace Safety and Health

KEY CHALLENGE: As steward of the Capitol Hill facilities and grounds, AOC is responsible for ensuring that life-safety and health standards are met for those who work at or visit the U.S. Capitol. Meeting this responsibility while balancing operational needs, complying with applicable regulations, preserving the facilities' historic integrity, maintaining building access and meeting the unique security requirements of Capitol Hill is a significant management challenge. In addition, Office of Compliance (OOC) reports have identified shortcomings in the facilities under AOC's care, particularly concerning barriers to access for people with disabilities. The AOC aims to improve the integration of safety, fire protection, environmental compliance and emergency preparedness into operations and construction projects to reduce injuries and incidents, while balancing these risks with other high priority requirements and available funds.

AOC INITIATIVES: The safety and health of AOC employees, Congressional personnel and visitors is a top priority for AOC. In FY 2015, after years of steady decline, AOC's

The AOC's philosophy of People First, Safety Always sets the tone for its commitment to ensuring safety within its facilities and on the Capitol grounds. In FY 2015, AOC corrected numerous Americans with Disabilities Act sidewalk barriers on the Capitol campus. These improvements helped AOC to honor the 25th anniversary of the Americans with Disabilities Act.

FIGURE 22: Injuries and Illnesses Rate



Note: Figures adjusted from prior year reported amounts are marked with an asterisk (*). reported.

injuries and illnesses rate rose to 4.40 per 100 employees, a 56 percent increase. The lost time injuries and illnesses rate also increased to 2.80 per 100 employees, a 34 percent rise during this period. The six-year trend for these rates is shown in **Figure 22**.

The AOC takes this matter seriously. Safety and health have been focal points included in all-hands meetings, facility management leadership meetings and safety stand-downs. The increase in rates may be attributed to multiple causes, but in particular, there has been an increased focus on reporting and investigating all incidents (including injuries and illnesses as well as near-hit and property damage incidents). The AOC has developed and implemented a new Incident Investigation Reporting tool. The focus and awareness on reporting and investigations (in order to identify and correct root causes and contributing factors to prevent future occurrences) has been very successful. The tool has also revealed that the vast majority of incident and injury causes were behavior-based (e.g., inattention, in a hurry, misjudged clearances, failure to follow proper procedures, etc.). The AOC is implementing behavior-based safety training with supervisor/employee engagement coaching in FY 2016 (a pilot was completed during FY 2014-15).

To improve AOC's management of safety, fire and environmental programs, efforts are on-going across the jurisdictions to train personnel; improve tracking and resolution of safety issues; and perform safety reviews and inspections. The AOC tracks safety, fire and environmental compliance findings and recommendations from multiple sources, including internal inspections, construction and design reviews, OOC inspections and third-party audits. Since AOC's previous systems did not facilitate the tracking and sharing of findings and corrective actions, electronic tools were developed internally. These in-house tools will replace the licensed software systems during FY 2016, saving nearly $50,000 in annual licensing and maintenance fees into the future.

In conjunction with the development of new management systems and tracking tools, and to address an Office of Inspector General report, AOC revised the AOC Incident Notification, Investigation and Documentation policy, technical guidance and standard operating procedures. Policy improvements included establishing requirements, recognizing best practices, facilitating root cause analysis, sharing of lessons learned and management reporting. The AOC also implemented a comprehensive fire code, based on internationally recognized national standards. The code will provide a uniform and safe manner to evaluate conditions and make operational improvements.

As part of its efforts to control and manage hazardous and environmentally damaging materials, AOC issued Management Plans for Polychlorinated Biphenyls (PCB) and Ozone Depleting Substances. These plans provide requirements for identifying and managing PCB in building materials and managing, disposing of and record keeping for Ozone Depleting Substances.

The AOC examined all major facilities on campus by conducting a comprehensive fire and life-safety inspection and audit of fire protection system maintenance records. Facilities were found to be in significant compliance with operational fire codes. Some gaps were identified and recommendations for improvement were entered into a new AOC findings database. The inspection effort included over 20 buildings during the course of the year.

As part of its efforts to improve operations and safety, evaluations were made of AOC's 34 water features (e.g., fountains and pools) to develop best management practices for effective operation and to mitigate risks to employees, visitors and water fowl while also improving water quality and water feature integrity.

In order to improve safe access to Capitol Hill for persons with disabilities, AOC continues working on a number of accessibility initiatives and projects, including an ADA Accessibility Program and Exterior Accessible Pathway Project. In FY 2015, AOC corrected numerous ADA sidewalk barriers identified by OOC, substantially completing the work for the House and Senate. The AOC also began making ADA repairs near the Library of Congress buildings in July 2015 and are on track for completion in early-FY 2016. The AOC remains dedicated to meeting this challenge and ensuring that it places people first and practices safety always.

The AOC is responsible for the maintenance, operation, development, and preservation of more than 17.4 million square feet of building space. Due to the age of these facilities, many have developed critical, long-term infrastructure needs. To address these urgent needs, AOC is performing multiple major restoration projects concurrently, including the U.S. Capitol Dome Restoration (above).

Management of Concurrent Projects

KEY CHALLENGE: Over its history, AOC's facilities inventory has expanded to include more than 17.4 million square feet of building space—including many landmark historic buildings. Due to their age, Congressional buildings have developed many critical, long-term infrastructure needs. To address these urgent needs, multiple major restoration projects are being performed concurrently. These include the ongoing U.S. Capitol Dome Restoration, Cannon House Office Building Renewal, West Refrigeration Plant Revitalization, and a number of exterior stone repair projects. From a managerial perspective, a challenge of these projects, in addition to their size and complexity, is that they are being worked on simultaneously. For the agency, it is critical that this considerable additional project work is completed on-time and on-budget without impacting AOC's daily operations.

AOC INITIATIVES: With Congress' support, and that of the American people, AOC has been provided with the resources to make several critical investments needed to preserve and maintain our national treasures. The FY 2015 Legislative Branch appropriations bill allocated $600.3 million to AOC, a reduction of $1.7 million from FY 2014 enacted levels, although this amount included investments of $21.2 million for the next phase of the Capitol Dome Restoration Project and $70 million for the House Historic Buildings Revitalization Trust Fund.

The AOC learned a number of important project management lessons in the construction of the U.S. Capitol Visitor Center, starting from its design in 1999 through its opening in December 2008. While it is critical for project managers to track all the key project details (e.g., punch list items and change orders), management should also maintain transparency of the overall schedule and costs to ensure a project is completed on time and within budget. To safeguard AOC's project funds, AOC uses formal risk management and mitigation practices. These identify the organization's risks and the best approach to managing them. It includes a systematic, thorough and independent cost estimating process that produces reliable, precise estimates when setting contingency amounts.

When managing several concurrent projects, coordination and collaboration among the project teams is key. Steps have been taken to improve communication within and between AOC jurisdictions to improve the coordination of efforts and reduce delays. The AOC established a dedicated cost proposal function staffed with professional cost estimators. The team has been integrated into the work flow process and is providing timely, auditable, reliable proposals in a detailed industry standard format that jurisdiction representatives are able to assess and use to better manage projects and understand costs. Sustained

Edmund Payne

Electrical Leader,
AOC Library Buildings and Grounds

Edmund (Ed) Payne is a highly motivated individual who consistently strives for excellence. Mr. Payne is proactive in solving technical challenges and repeatedly finds efficient ways to accomplish projects or meet client requests. Ed works with both internal and external customers and is the "go to" person when challenging issues occur within the Library of Congress' electrical infrastructure and security systems.

attention to outstanding change orders and potential claims reduces uncertainty about each project's final cost. These project management guidelines, combined with AOC's collaboration efforts, can help determine if the completion date and cost of each project is reasonable.

Additional permanent and temporary staff, along with contractor support, has been added to monitor the Dome and Cannon projects. This helps ensure that core day-to-day operations and smaller projects do not get overlooked as a result of the scrutiny paid to the agency's major projects. Furthermore, electronic processes have been developed to track the budget, costs incurred and the status of projects to provide management with better data to assess AOC's progress. In addition, AOC developed a uniform approach to badging on large projects to enhance the security of the Capitol campus, while reducing the duration of time spent vetting and issuing credentials to staff.

The AOC continues to use disciplined program management tools and techniques to ensure projects are effectively coordinated. In that regard, AOC has planned for the phasing of a number of its large-scale projects to better manage the time and resources needed to complete them. Examples of some of the on-going campus-wide construction projects using this phased approach include: the Olmsted Wall and Metal Preservation Project; Refrigeration Plant Revitalization Program; and Capitol Building Exterior Stone and Metal Preservation Program.

In addition to regular updates to its Congressional oversight, AOC reports its projects' progress on its website to keep the public informed about what is completed, ongoing and planned. In addition, AOC uses its website to provide resources for the media on its major projects. Also, in November 2014 and January 2015, respectively, AOC conducted media briefings on the U.S. Capitol Dome and Cannon House Office Building restoration projects. These updates increase accountability, communication and transparency into AOC's operations and ensure that the agency's stakeholders understand the AOC's mission and why these projects are so vital.

Jim Murray

Maintenance Mechanic, U.S. Botanic Garden

Laura Anthony

Special Events Coordinator, U.S. Botanic Garden

Jim Murray is a dedicated and talented maintenance professional. Whether Jim is reassembling a boiler in need of maintenance, repairing greenhouse systems or operating facilities systems for a congressional event at the U.S. Botanic Garden (USBG), Jim brings the highest degree of technical know-how and customer service to his work supporting AOC's mission.

Laura Anthony is in charge of facilitating special congressional events at the USBG. Laura has coordinated the hosting of Members of Congress, the First Lady, Ambassadors and other dignitaries. Laura's attention to detail and commitment to customer service has helped to establish the USBG as a highly sought after venue for special congressional events.

In Focus: AOC Launches Initial Phase of Cannon House Office Building Renewal Project

The Cannon House Office Building, completed in 1908 and the oldest Congressional office building, is occupied by more than 100 members of the House of Representatives and their staffs. This 107-year-old building has not undergone a comprehensive upgrade since the 1930s. The current mechanical systems do not comply with modern standards and their risk of failure jeopardizes the building's long-term functionality and safety. The 10-year renewal project will bring the building into compliance and provide an effective workplace for Members of the House for years to come.

In December 2014, site preparation began with the arrival of office trailers, material storage and project staging in a portion of the south parking lot. January 2015 marked the launch of the initial phase, which is focused on utility infrastructure upgrades in the basement level and areas of the courtyard.

Accommodating the renewal efforts has resulted in closures to portions of the building throughout the fiscal year. However, AOC has ensured that Congressional operations will not be impaired during this major construction effort.

The end of calendar year 2016 will mark the transition to the project's next phase, which will focus on the portion of the building facing New Jersey Avenue, SE. Each of the five distinct phases of this project is scheduled to last two years and work is expected to be complete by 2025.

More information is available at: **www.aoc.gov/cannon-renewal-project**.

A timeline animation video of the renewal project is available at: **https://www.youtube.com/watch?v=ZDzYzprqp44&feature=youtu.be**.

The AOC's organizational structure for internal control oversight includes two oversight committees. The Senior Management Council is long-term oriented and is primarily concerned with agency-level exposure to external risks, while the Senior Advisory Team oversees the day-to-day operations of internal control.

Management Assurances and Other Financial Compliances

Implementation of the Federal Managers' Financial Integrity Act

The AOC's leadership is responsible for establishing and maintaining effective internal control and financial management systems that meet the objectives of the Federal Managers' Financial Integrity Act (FMFIA). The FMFIA requires agencies to establish internal control 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. Office of Management and Budget (OMB) Circular A-123, *Management's Responsibility for Internal Control*, implements the FMFIA and defines management's responsibility for internal control in Federal agencies. 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, AOC is not subject to the requirements of FMFIA. The AOC nonetheless considers internal control to be an integral part of the systems and processes it uses to manage its daily operations in support of its 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 maintaining the integrity of their activities through the use of internal controls.

Within AOC, the Internal Control Program is jointly managed by the Chief Administrative Officer and Chief Financial Officer. An Internal Control Manager is assigned to assist in the design, implementation, monitoring and modification of an organization-wide program that follows the principles of OMB Circular A-123. Key processes in the program include performing a preliminary risk assessment, addressing material weaknesses and significant deficiencies, and implementing corrective actions. The program sets forth a customized Internal Control Program for managers to assist in monitoring and assessing controls within their specific areas of responsibility. The AOC has also provided a Summary of Financial Statement Audits and Management Assurances as required by OMB Circular A-136, *Financial Reporting Requirements*, revised, in this report's *Other Information* section.

The AOC's organizational structure for internal control oversight includes two oversight committees. The Senior Management Council (SMC) is long-term oriented and forward-thinking about internal control, risk management and missed strategic opportunities. This body is primarily concerned with agency-level exposure to external risks arising from changes in legislation, security concerns and acts of nature.

At the same time, the Senior Advisory Team (SAT) assists the SMC in fulfilling AOC's fiduciary responsibilities by overseeing the daily operations of internal controls. The SAT's management plan addresses risk concerns that are assigned by the SMC and is also responsible for ensuring compliance with legal and regulatory matters that may have an operational or financial impact; providing advisory recommendations to the SMC to improve AOC's business and financial processes; ensuring the integrity of AOC's financial statements; and managing remediation plans to their conclusion.

The AOC continues to study the benefits of pairing the Internal Control Program with a comprehensive risk management program. The AOC's risk management program includes an analysis of internal and external risks throughout the organization and covers all activities and processes that contribute to fulfilling AOC's mission, goals and objectives. Based on its materiality and risk analyses, as well as the organization and format of the existing internal control documentation, AOC's management identified the following significant accounts and processes in its internal control structure over financial reporting:

- Accounts Payable/Disbursements
- Budget
- Financial Reporting
- Fund Balance with Treasury (FBWT)
- Investments
- Payroll/Human Resources (HR)
- Property, Plant and Equipment (PP&E)/Construction Work-in-Process (CWIP)/Leases
- Revenue and Collections.

For the identified key processes, AOC performed an inherent risk assessment and ranked each key process with a risk level of low, moderate or high. Factors that determined the ranking included past accounting or auditing issues, prior period misstatements, susceptibility to fraud, accounting personnel involved, need for judgment (e.g., estimates, accruals, etc.), nature of transactions, routine versus non-routine transactions and complexity of transactions. Based on those factors, AOC determined the risk levels for each key process as follows:

- **Low Risk:** Budget, FBWT, Investments and Revenue and Collections
- **Moderate Risk:** Accounts Payable/Disbursements and Payroll/HR
- **High Risk:** Financial Reporting and PP&E/CWIP/Leases.

These risks will be assessed and updated annually based on internal control assessment observations, annual audit results and changes to operations. The plan is to test all material processes annually. As a result of agency's testing procedures, AOC noted five observations related to Internal Control Over Financial Reporting (ICOFR) at the process/transaction level, each one considered a control deficiency all of which require corrective action. The control deficiencies are summarized:

- **Revenue and Collections—Check Log Policy:** During a review of the Quarter 2 schedule of collections check log, it was noted that seven out of 15 sampled items did not have a reviewer's initials on the check log.
- **Payroll/HR—Overtime and Leave Approvals:** During the testing of Payroll Time and Attendance (T&A) Disbursements for the period of October 1, 2014 through June 30, 2015, AOC tested AOC employees' overtime and leave approvals. It was noted that five out of 46 sampled disbursements had overtime that was not approved by a supervisor prior to the employee performing the overtime, as required.
- **AP/Disbursements—Purchase Card Cardholder Statements:** During the testing of the monthly cardholder statement reviews for the period of October 1, 2014 through June 30, 2015, it was noted that 30 out of 54 sampled cardholder statements were not reviewed by the supervisor per the deadline stated in AOC policy.
- **Budget—Quarterly Financial Reviews:** During the testing of the jurisdiction-level Quarterly Financial Reviews (QFR), it was noted that the Accounting and Budget Offices had not reviewed the jurisdictions' QFRs because not all jurisdictions submitted them to the Accounting Officer by the required policy deadline.
- **Information System Application Controls (Modified Repeat):** It was noted that the FMS/Inventory Control System (ICS) application security plan does not provide sufficient detail to identify where key duties should be segregated.

Overall Assessment

Based on the procedures performed, AOC does not consider any identified deficiencies to be material weaknesses in internal controls that would warrant a less than unqualified assertion on ICOFR. However, as part of the FY 2015 independent audit of AOC's financial statements, a material weakness was identified concerning ineffective controls over the agency's estimate of asbestos cleanup costs. Management concurs and has adopted this material weakness. Management shall prepare and monitor corrective action plans to address the open deficiencies identified in its testing, plus the material weakness identified in the independent audit, and will continue to periodically review the plans until they are fully implemented. For the material weakness, the corrective action plan will include adequate documentation and a formal review and approval process for the key assumptions, methodology and inputs used in estimating AOC's environmental liability.

Other Information

A summary of the management assurances is provided in *Section IV: Other Information*. For additional information on AOC's internal control issues, refer to *The AOC Inspector*

General's Statement of Management Opportunities and Performance Challenges, also located in Section IV.

Summary of Material Weaknesses and Reportable Conditions

At the close of FY 2015, AOC had one material weakness and no reportable conditions in internal control over program operations and compliance with applicable laws and regulations. Material weaknesses and reportable conditions are determined by management. Using a variety of information sources, AOC managers and staff continuously assess and improve the effectiveness of internal control for program operations. These information sources include, but are not limited to, management knowledge gained from the daily operation of programs and systems, management reviews, program evaluations, as well as the annual independent financial statement audit.

Material Weaknesses Summary

A material weakness is defined as a reportable condition that the agency head determines to be significant enough to be reported outside the agency. At the close of FY 2015, AOC had one material weakness identified in its financial statement audit. This weakness pertains to ineffective controls over its estimate of asbestos-related cleanup costs. Management concurs with and adopts this finding and, to address this material weakness, AOC plans to strengthen its documentation and cost-estimating procedures to fully support its estimates of asbestos-related remediation costs. Based on management's testing performed during FY 2015, AOC did not identify any additional deficiencies that it considers to be a material weakness.

Reportable Conditions Summary

A reportable condition is defined as a control deficiency, or combination of control deficiencies, that in management's judgment represent significant deficiencies in the design or operation of internal control that could adversely affect the organization's ability to meet its internal control objectives At the close of FY 2015, AOC had no reportable conditions as the three reportable conditions from the prior fiscal year were resolved during FY 2015. These resolved conditions related to ineffective control over accounting for the Fairchild Building lease renewal, improper recording of costs associated with leasehold improvements in the Thomas P. O'Neill, Jr. Federal Building, and the untimely contract closeouts and liquidation of obligations. Based on the testing performed

In Focus: Refrigeration Plant Revitalization Program Advances

In FY 2015, AOC substantially completed construction phases 2B and made significant progress on phase 2A of the Refrigeration Plant Revitalization (RPR) program. The Capitol Power Plant's West Refrigeration Plant (WRP) is more than 35 years old and, when this program began, its chillers were rapidly approaching the end of their useful lives. As AOC continued to rely on this aging equipment to provide environmental control to Congressional buildings, the risk of chiller failure increased significantly.

For phase 2A, AOC is removing two old, inefficient chillers and replacing them with two new 5,000 ton variable-speed chillers. The chiller replacement will reduce the plant's energy consumption, increase efficiency and provide electrical cost savings. This phase was finalized by early calendar year 2016.

In addition, under phase 2B, AOC installed three additional cooling towers and made related improvements and enhancements to the existing cooling towers. This phase was substantially completed in October 2015 with all site work finishing in conjunction with phase 2A.

The RPR program was originally planned to be completed in three phases. However, for budgetary reasons, the phases were re-worked to include multiple sub-phases. Funding for sub-phase 3S, to address WRP structural issues, was received in FY 2015, and the project has been awarded.

More information is available at: **www.aoc.gov/capitol-buildings/capitol-power-plant**.

Architect's FMFIA Statement of Assurance

ARCHITECT'S FMFIA STATEMENT OF ASSURANCE

The Architect of the Capitol's (AOC's) management is responsible for establishing and maintaining effective internal control and financial management systems that meet the objectives of the Federal Managers' Financial Integrity Act of 1982 (FMFIA). The FMFIA requires federal agencies to establish controls that reasonably ensure obligations and costs are in compliance with applicable laws; funds, property and other assets are safeguarded against waste, loss, unauthorized use, or misappropriation; and revenues and expenditures are properly recorded and accounted for to permit the preparation of accounts and reports and to maintain accountability. The FMFIA also requires agencies to annually assess and report on the controls that protect the integrity of federal programs and whether financial systems conform to its requirements.

The AOC is a legislative branch agency and is not subject to the FMFIA, however AOC considers internal control to be a critical element of the processes and systems used to manage its operations in support of Congress and the Supreme Court. The AOC embraces the FMFIA principles as a best practice and is committed to assessing the effectiveness of its Internal Control Program.

The AOC conducted its assessment of the effectiveness of internal control over the effectiveness and efficiency of operations and compliance with applicable laws and regulations in accordance with OMB Circular A-123, *Management's Responsibility for Internal Control*. Based on the results of this evaluation, the AOC can provide reasonable assurance that its internal control over the effectiveness and efficiency of operations and compliance with applicable laws and regulations and its financial systems met the FMFIA standards as of September 30, 2015, except for one material weakness related to the controls over our estimate of asbestos-related cleanup costs. No other material weaknesses or non-conformances were found in the design or operation of the internal controls.

The AOC also conducted its assessment of the effectiveness of internal control over financial reporting, which includes safeguarding of assets and compliance with applicable laws and regulations, in accordance with the requirements of Appendix A of OMB Circular A-123. Based on the results of this assessment, the AOC can provide reasonable assurance that its internal control over financial reporting as of June 30, 2015 was operating effectively and no material weaknesses or non-conformances were found in the design or operation of the internal control over financial reporting.

Sincerely,

Stephen T. Ayers, FAIA, LEED AP
Architect of the Capitol
November 13, 2015

Doc. No. 151026-04-02

during FY 2015, AOC management did not identify any additional control deficiencies that it considers to be a reportable condition.

Federal Financial Management Improvement Act

The Federal Financial Management Improvement Act of 1996 (FFMIA) requires that federal agencies' financial management systems comply with federal accounting standards, federal system requirements and the U.S. Standard General Ledger (USSGL) at the transaction level. Substantial compliance is achieved when an agency's financial management systems routinely provide reliable and timely financial information for managing day-to-day operations, as well as producing reliable financial statements. AOC substantially complied with the FFMIA for FY 2015. More information about AOC's financial management systems is provided below.

Financial Management Systems Summary

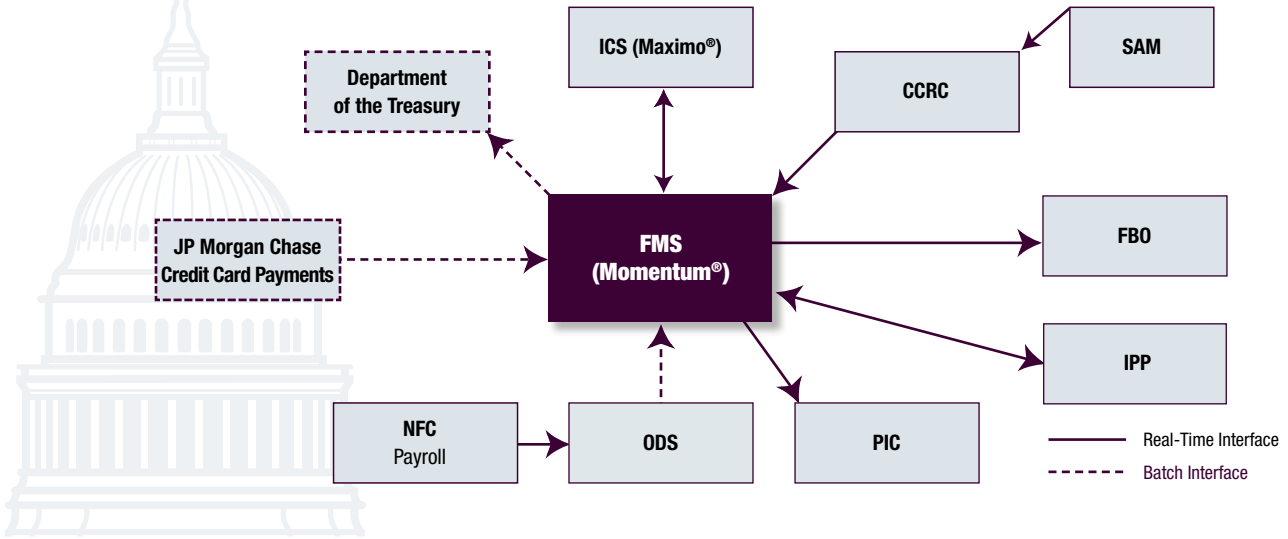
The AOC's core financial management system centrally accounts for over $500 million through the processing of approximately 240,000 transactions annually by 300 users. **Figure 23** depicts the current system architecture.

Key Financial Reporting Systems

The AOC's Financial Management System (FMS) conforms to the requirements of FFMIA. The FMS is AOC's core financial system, utilizing commercial-off-the-shelf (COTS) software (Momentum®) that was built for Federal Government use. It is managed by AOC's Financial Systems Division (FSD). The FMS provides the core financial system functionality to AOC that encompasses the following Momentum® modules: Budget Execution, Acquisitions, Purchasing, Receiving, Accounts Payable, Automated Disbursements, General Ledger, Credit Card, Fixed Assets, Workload and Contract Closeout. In addition to FMS, AOC's key financial and reporting systems include:

- **Capitol Visitor Center Point of Sale System (CVC POS)** is a standalone back office retail inventory management system used to record CVC gift shop sales and inventory transactions.
- **Central Contractor Registration Connector (CCRC)** is a part of Momentum® and provides for the download of the latest vendor information from the System for Award Management (SAM) and directly updates the FMS vendor records.
- **Federal Business Opportunities (FBO or FedBizOpps)** is a Web-based portal that allows the Federal Government to post federal procurement opportunities over $25,000. Commercial vendors seeking federal markets for their products and services can search, monitor and retrieve opportunities solicited by the entire federal contracting community. The FMS–FBO interface allows members of AOC's Acquisition and Material Management Division (AMMD) to post announcements and solicitations directly in FMS and the system automatically uploads these to FBO.

FIGURE 23: Financial Management Systems Framework FY 2015



- **Inventory Control System (ICS)** is COTS software (Maximo®) used to track AOC's inventory of materials, supplies and accountable property. With 134 users, ICS uses a lifecycle and asset management system and is managed by FSD. FMS obligations, the receipt of transactions and inventory draw-downs are integrated via batch interfaces.
- **Invoice Processing Platform (IPP)** is a secure Web-based electronic invoicing system provided by the Department of Treasury. IPP allows federal agencies to simplify the management of vendor invoices and intra-governmental transactions. IPP is interfaced with FMS in real-time; the IPP interface with FMS is managed by FSD while IPP system administration is managed by both the Accounting Division and FSD.
- **JP Morgan Chase** credit card interface is used to transmit credit card payment data via a batch file to FMS.
- **National Finance Center (NFC)**, as part of a cross-servicing agreement with the Department of Agriculture, provides payroll and personnel services to AOC. Managed by AOC's Human Capital Management Division, payroll transactions are interfaced via a batch file through the Operational Data Store (ODS) to FMS.
- **Operational Data Store (ODS)**, maintained by AOC's Information Technology Division, is AOC's payroll and personnel database and is used as a warehouse for detailed employee payroll information. The ODS receives a batch file of NFC payroll data and creates a batch file of payroll transactions for interfacing to FMS.
- **Project Information Center (PIC)** is an AOC-developed system used to track the status of projects. Budget and obligation data is interfaced from FMS to PIC.
- **System for Award Management (SAM)** was created by the General Services Administration (GSA) to consolidate several legacy acquisition and award support systems into one government-wide system. These legacy systems include Central Contractor Registration (CCR), Federal Agency Registration and others. CCR, the only system within SAM used by AOC, provides information on vendors that do business with the Federal Government.

Financial Systems Division Strategies

In FY 2015, FSD implemented enhancements to the FMS-IPP interface. These enhancements streamlined some of the business processes that the Accounting Division accomplishes using IPP. FSD also turned on the Recoveries functionality in FMS, which automatically places funding in a current no-year fund/budget when a de-obligation is processed on an order using a prior no-year fund. This will eliminate the need for the Budget Division to perform a manual carryover transaction before funds can be obligated.

The FSD also created several custom, complex financial reports that draw data from FMS. These include enhanced "Status of Funds" reports which display budgetary summary data and detailed transactional data and a "Pre-Award Report" which displays summary information for all open requisitions awaiting an award.

The AOC continued working with the Library of Congress (LOC) to migrate (transfer) the server hosting of both AOC's instances of FMS and ICS to the Legislative Branch Financial Management System (LBFMS). The LOC currently manages the LBFMS. This migration was mandated by Congress and is expected to create efficiencies by streamlining financial system processes and cutting system upgrade, enhancement and audit costs across the Legislative Branch. The LOC currently hosts the financial systems of several other Legislative Branch agencies including the Congressional Budget Office, U.S. Capitol Police and the Office of Compliance. It is expected that FMS and ICS will be fully migrated to the LBFMS environment in December 2015.

Federal Information Security Management Act

The Federal Information Security Management Act (FISMA) requires each Executive Branch agency to develop, document and implement an agency-wide program to provide information 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. Nonetheless, AOC strives to comply with FISMA principles. The AOC references sources such as the U.S. Government Accountability Office (GAO) Federal Information System Controls Audit Manual (FISCAM) and the National Institute of Standards and Technology (NIST) Special Publications for guidance on its

Cliff Wallace

Energy Management and Control System Mechanic, AOC Planning and Project Management

Cliff Wallace has been instrumental in providing excellent customer service to AOC's jurisdictions in support of its energy and sustainability program. As building automation systems have grown in complexity and in use, Cliff's knowledge and experience has helped the agency meet its energy reduction targets and achieve significant cost savings, while also meeting the facilities' various operational needs.

Information System Security program. The AOC uses this guidance to create and maintain a risk-based Information Security program.

The AOC, with support from an independent third party, reaccredits all of its information systems every three years and tests approximately one-third of all controls each intermediate year. This effort evaluates the information security controls for AOC systems consistent with AOC policies. The AOC's risk management and continuous monitoring strategy is based on current NIST guidelines.

In FY 2015, AOC improved its information systems security posture by regular testing of controls and procedures; improving our computer security awareness training; enforcing procedures and processes for detecting, reporting and responding to security incidents; vulnerability scanning and remediation; patch compliance and continuous monitoring. Also, AOC monitored the incident response program utilizing internal procedures in conjunction with managed security monitoring and management of its enterprise infrastructure provided by the Managed Security Event and Information Management (SEIM) enterprise security services. Independent tests verify that the Managed SEIM helps protect AOC against external and internal threats, provides immediate assessment and response to security incidents and adheres to regulatory requirements for log auditing, security and compliance reporting.

The AOC's Information Systems and AOC Information System Security programs are evaluated each year through independent assessments and multiple audits. Through these activities, AOC improves information system documentation, policies and procedures and mitigates information security risks and weaknesses.

Improper Payments Information Act

Please refer to *Section IV: Other Information* of this report for a brief summary of the Improper Payments Information Act and its applicability to AOC.

In Focus: Heritage Asset Preservation Work Continues

The AOC Curator and Historic Preservation Officer oversee the restoration and preservation of a wide range of heritage assets.* Follow-up conservation is vital to AOC's stewardship role and on-going programs exist to inspect, maintain and repair damage to its heritage assets.

As part of the multi-year campaign to restore the U.S. Capitol's Brumidi Corridors, work in the Patent Corridor progressed ahead of schedule and was completed in April 2015. A dramatic difference was seen as the dark overpaint was removed, original details and colors uncovered, and the 1850s light and designs restored by the team of fine art conservators and decorative painters. In the second half of FY 2015, work began on the West Corridor ceiling.

Similar preservation work continued at other locations. In the Senate Reception Room, restoration and regilding of the cast plaster ornaments and decorative painting on the walls continued, while ceiling tests were completed. At the same time, in the House wing, the Cox Corridor murals conservation was completed and the sculptured bronze stair railings (the "Brumidi Staircases") were maintained. In the Library of Congress' Jefferson Building, the fountain sculpture of Pan was conserved and almost 200 murals were inspected.

As part of the Capitol Dome restoration, AOC performed conservation maintenance on the bronze Statue of Freedom, whose cast-iron pedestal was repainted. In addition, during the entire project, the art within the Rotunda is being carefully protected.

The AOC's stewardship role also includes the preservation of historic records, such as architectural drawings and photographs. Currently, AOC is focused on managing and archiving electronic records that require permanent retention.

** These assets include architectural and landscape features and spaces, fine and architectural art, and others.*

The AOC's Office of the Chief Financial Officer (CFO) is responsible for ensuring sound financial stewardship as well as providing value-added analyses that provide insight into the financial implications of program decisions.

Financial Highlights

Introduction

This Financial Highlights section provides an overview and general analysis of the principal financial statements of the Architect of the Capitol (AOC) for FY 2015. The independent auditor, CliftonLarsonAllen, audited AOC's Balance Sheet for the fiscal year ending September 30, 2015, along with the accompanying Statement of Net Cost, Changes in Net Position and Budgetary Resources. AOC received an unmodified (clean) financial statement audit opinion for the 11th consecutive year.

AOC considers the annual independent audit an integral part of its financial management and oversight. 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.[8] AOC is proud of its record of producing reliable annual financial statements, but also recognizes that more progress is required to fully adopt best financial practices such as those found in the CFO Act and subsequent federal legislation. Accordingly, AOC is diligently working to maintain seamless financial systems and processes, generate reliable cost and performance information and analyses and undertake other value-added activities that support effective internal control, strategic decision making and efficient mission performance.

A summary of key financial data from the AOC's Balance Sheets and Statements of Net Cost and Budgetary Resources is presented in **Table 11**. The complete financial statements and audit reports are presented in *Section III: Financial Information*.

[8] The term reasonable assurance includes the understanding that there is a remote likelihood that material misstatements, due to inherent limitations, may not be prevented or detected in a timely manner.

Guide to the Financial Statements

Federal Government efforts to improve financial transparency and accountability led to the enactment of mandatory uniform accounting and reporting standards for its Executive Branch agencies, along with the tools to manage financial resources. Although AOC is a Legislative Branch agency, as a best business practice, it has voluntarily implemented policies that comply with the spirit of many Executive Branch requirements. The financial statements and the financial data presented herein have been prepared from AOC's accounting records in conformity with generally accepted accounting principles (GAAP). GAAP, for federal entities, are the standards prescribed by the Federal Accounting Standards Advisory Board (FASAB). To facilitate analysis, AOC presents its financial highlights as follows:

- Overview of Financial Position: Balance Sheet
- Results of Operations: Statement of Net Cost
- Cumulative Overview: Statement of Changes in Net Position
- Investments to Preserve Our National Treasures: Statement of Budgetary Resources
- Other Information: Schedule of Spending
- Limitation of Financial Statements

A brief description of the four principal financial statements (Balance Sheet, Statement of Net Cost, Statement of Changes in Net Position and Statement of Budgetary Resources) appears in *Section III: Financial Information*.

Table 11: Financial Statement Summary Data (dollars in thousands)

BALANCE SHEET: SUMMARY DATA	FY 2015	FY 2014	Percent Change
Fund Balance with Treasury	$792,185	$751,158	5%
Investments	36,897	36,709	1%
Accounts Receivable, Net	2,707	1,710	58%
General Property Plant & Equipment, Net	1,865,078	1,821,230	2%
Inventory and Other Assets	1,354	1,422	(5%)
Total Assets	**$2,698,221**	**$2,612,229**	**3%**
Debt Held by the Public	$106,666	$114,213	(7%)
Contingent and Environmental Liabilities	62,890	85,056	(26%)
Workers' Compensation	64,287	67,364	(5%)
Accrued Annual Leave	18,788	17,082	10%
Capital Lease Liability	6,725	7,240	(7%)
Contract Holdbacks and Other Liabilities	69,488	60,926	14%
Total Liabilities	**$328,844**	**$351,881**	**(7%)**
Unexpended Appropriations	$647,915	$652,858	(1%)
Cumulative Result of Operations	1,721,462	1,607,490	7%
Total Net Position	**$2,369,377**	**$2,260,348**	**5%**
Total Liabilities and Net Position	**$2,698,221**	**$2,612,229**	**3%**

STATEMENT OF NET COST: SUMMARY DATA	FY 2015	FY 2014	Percent Change
Gross Cost	$570,963	$579,472	(1%)
Less: Earned Revenue	(56,115)	(47,631)	18%
Net Cost of Operations	**$514,848**	**$531,841**	**(3%)**

STATEMENT OF BUDGETARY RESOURCES: SUMMARY DATA	FY 2015	FY 2014	Percent Change
Unobligated Balance Brought Forward	$515,921	$427,832	21%
Appropriations*	594,671	595,958	–%
Spending Authority from Offsetting Collections	88,240	61,573	43%
Other Resources (Adjustments)	3,484	30,914	(89%)
Total Budgetary Resources	**$1,202,316**	**$1,116,277**	**8%**

*Note: Appropriations, as reported on the Statement of Budgetary Resources, will not agree with the total enacted appropriations. Variances may result due to differences between proprietary and budgetary accounting concepts. In addition, references to total enacted appropriations in this PAR reflect Legislative Branch appropriations only and, as a result, exclude the appropriations for the Supreme Court Building and Grounds jurisdiction.

Overview of Financial Position: Balance Sheet

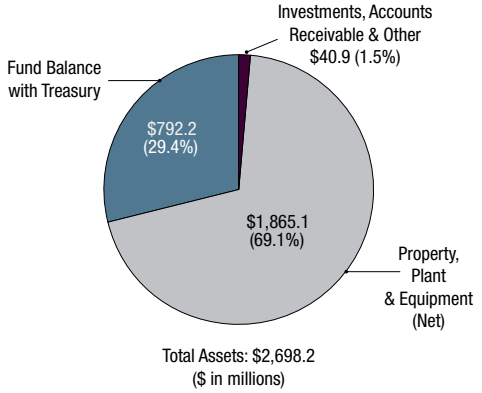
The Balance Sheet provides a snapshot of AOC's financial position at a fixed point in time. The fiscal year-end Balance Sheet displays amounts of current and future economic benefits owned or available for use (Assets), amounts owed (Liabilities) and the residual amounts (Net Position) at the end of the fiscal year.

Assets

AOC reported on its Balance Sheet total assets of $2.70 billion at the end of FY 2015. This represents an increase of $86 million (3.3 percent) over FY 2014 total assets of $2.61 billion. This change is primarily due to the $41 million increase in Fund Balance with Treasury (FBWT) and the $44 million increase in Property Plant and Equipment. The AOC is authorized to use FBWT to pay liabilities resulting from operational activity and consists of funds received from direct appropriations, transfers, offsetting receipts, and recoveries.

In addition, **Figure 24** summarizes FY 2015 total assets by component. AOC's distribution of assets remains largely unchanged from FY 2014. Property, Plant and Equipment (PP&E) remains AOC's largest asset class, representing 69.1 percent of total assets. PP&E, net of accumulated depreciation, equaled $1.87 billion at fiscal year-end and increased $44 million from FY 2014 due to capitalized building improvements and an increase in construction work-in-progress—a result of the multiple, large-scale construction projects underway at the U.S. Capitol, Cannon House Office Building, Capitol Power Plant and other locations. The second largest asset class is FBWT, at $792 million as of September 30, 2015, or 29.4 percent of AOC's

FIGURE 24: Summary of Total Assets



total assets. Grouped together, PP&E and FBWT comprise 98.5 and 98.6 percent of AOC's total assets for FY 2015 and FY 2014, respectively.

The remainder of AOC's assets is comprised of investments, accounts receivable, inventory held for sale in the CVC gift shops and other asset categories. Investments are composed of two primary instruments: the Capitol Visitor Center Revolving Fund held with the U.S. Treasury ($16 million) and an escrow balance held with the public related to the Thurgood Marshall Federal Judiciary Building ($21 million). Total investments equaled $37 million, representing little change from FY 2014.

The annual trend in AOC's total assets for FY 2010 through FY 2015 is presented in **Figure 25**. AOC's total assets have increased by $200 million, or 8.0 percent, since FY 2010. This increase is principally the result of a $218 million increase (38.0 percent) in the Fund Balance with Treasury. This increase corresponds to the establishment of the House Historic Buildings Revitalization Trust Fund in FY 2010 to support the revitalization of major historic buildings and assets of the House of Representatives which the AOC is responsible for maintaining and preserving, such as the Cannon House Office Building.

In accordance with the Statement of Federal Financial Accounting Standard (SFFAS) No. 29, Heritage Assets and Stewardship Land, the Balance Sheet does not include heritage assets. Heritage assets are unique PP&E that are generally expected to be preserved indefinitely. As such, they are required to be carried at a zero dollar amount. Heritage assets and stewardship land have either historic or natural significance, are of cultural, educational or artistic importance or have significant architectural characteristics. AOC maintains a large number of heritage assets, including artwork, architectural features, reference and library materials, historic records and living assets such as plant inventories at the U.S. Botanic Garden. An exception to this reporting standard is for multi-use heritage assets (i.e., those heritage assets which are primarily used for general government operations). The U.S. Capitol, House and Senate office buildings, the Supreme Court and Thomas Jefferson Building of the Library of Congress are all examples of multi-use heritage assets and included in AOC's PP&E. See the *Required Supplementary Information* in *Section III* for further detail.

Liabilities

As of September 30, 2015, AOC's total liabilities amounted to $329 million, a $23 million decrease from last year. Major changes in liabilities were composed of increases in Contract Holdbacks of $5 million and in Advances from Others of $10 million. The latter increase was mainly due to additional funding received from the Judiciary Branch for the Thurgood Marshall Federal Judiciary Building (TMFJB) and the advance collection on the Cabin Branch Lease. Offsetting these increases were a decline in Debt Held by the Public of $8 million and a decrease in Other

FIGURE 25: Trend in Total Assets

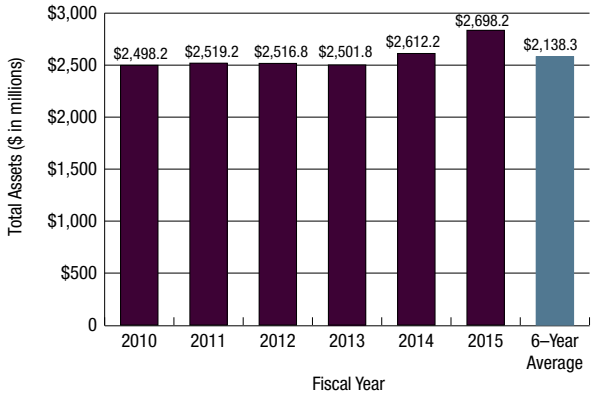


FIGURE 26: Summary of Total Liabilities

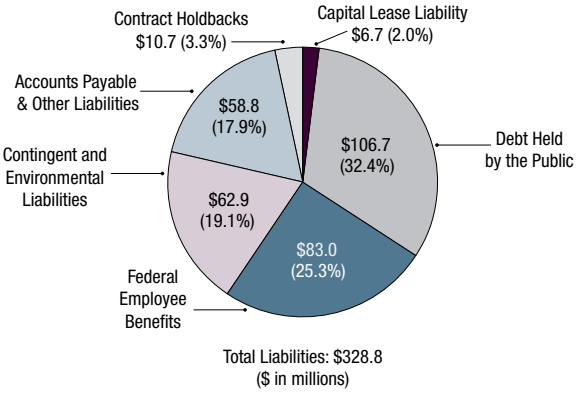


FIGURE 27: Trend in Total Liabilities

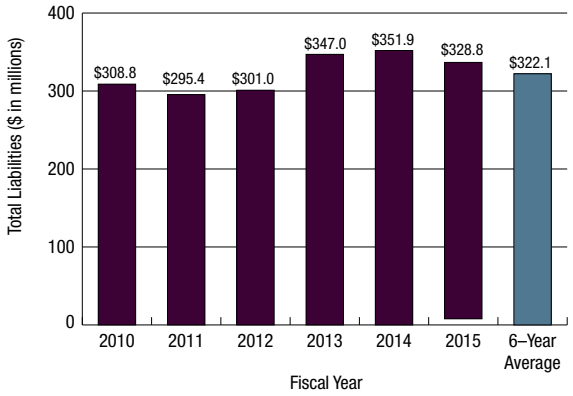
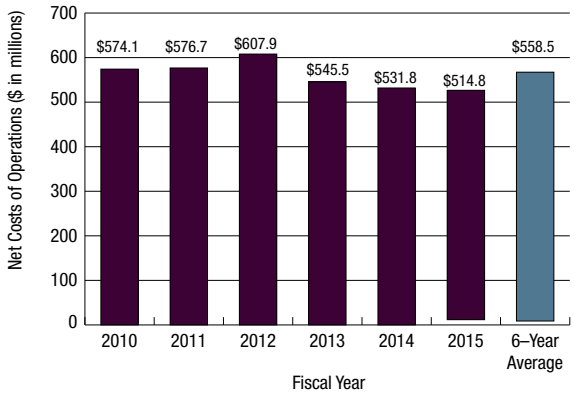


FIGURE 28: Trend in Net Cost of Operations



Liabilities of $7 million, The latter decrease was due mainly to the payment of the accrued liability to GSA for tenant improvements to space occupied in the Thomas P. O'Neill, Jr. Federal Building. Also, a $22 million decrease in Contingent and Environmental Liabilities resulted from a recomputation of the estimate of asbestos costs.

Figure 26 provides the FY 2015 total liabilities by component. Debt Held by the Public continues to be the largest single component of total liabilities (32.4 percent). It is the result of 30-year Certificates of Participation sold to finance the TMFJB construction and equaled $107 million at the end of FY 2015. Other major liabilities included Contingent and Environmental Liabilities ($63 million or 19.1 percent), Liabilities for Federal Employee Benefits ($83 million or 25.3 percent)—which includes the liabilities associated with the Federal Employees' Compensation Act (FECA) ($64 million) and Accrued Payroll and Annual Leave ($19 million).

The annual trend in total liabilities for FY 2010 through FY 2015 is presented in **Figure 27**. Since FY 2010, AOC's total liabilities have increased by $20 million or 6.5 percent. This change was primarily driven by an $62 million increase in Contingent and Environmental Liabilities and a $9 million increase in Advances from Others. These increases were offset by a $32 million decrease in Debt Held by the Public, a $15 million decline in Capital Lease Liabilities and a $5 million decrease in Contract Holdbacks. These amounts were computed by comparing the amounts from the FY 2015 and FY 2010 Balance Sheet.

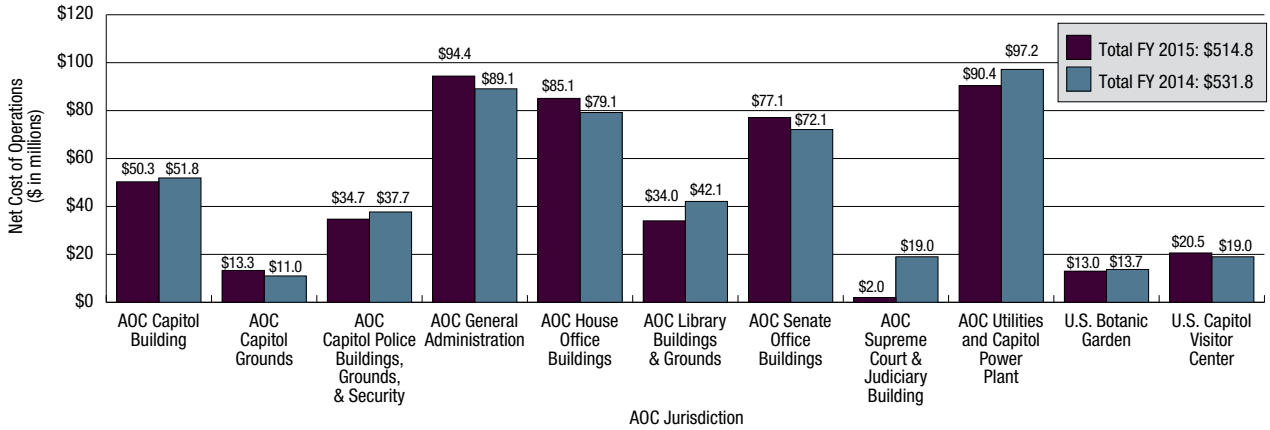
Results of Operations: Statement of Net Cost

The Statement of Net Cost presents AOC's net cost of operations by reporting segment (jurisdiction) for fiscal years 2015 and 2014. Net cost includes total costs less all revenues attributed to and permitted to be offset against those costs. AOC's main revenue sources are from providing steam and chilled water to non-Legislative Branch entities near Capitol Hill, reimbursements for Supreme Court facility maintenance costs, rent from the Administrative Office of the U.S. Courts in the Thurgood Marshall Federal Judiciary Building and CVC gift shop sales. The net cost of operations in FY 2015 for AOC totaled $514.8 million, a decrease of $17 million from FY 2014.

The six-year trend in AOC's net cost of operations from FY 2010 through FY 2015 is presented in **Figure 28**. The $59 million, or 10.3 percent, decrease since FY 2010 partially reflects the flat or declining appropriations for AOC's operations over this time period. In addition, AOC is currently involved in multiple large projects where the funds spent have been recorded as an asset in Construction in Progress rather than as an expense. These costs will be recognized in the future as depreciation when the completed assets have been placed in service.

A comparison of AOC's total net cost by jurisdiction for FY 2015 and FY 2014 is displayed in **Figure 29**. Material increases, year-over-year, were seen in the AOC House Office Buildings and the AOC Capitol Grounds jurisdictions. The AOC House Office Buildings' net costs increased by $6 million (7.7 percent) due to an increase in their operating and payroll expenses, as well as the depreciation associated with certain capitalized project costs. The AOC Capitol Grounds' net costs increased by more than $2 million (21.3 percent) due to increases in operating and program costs. Decreases were seen in the AOC Supreme Court Building and Grounds' and the AOC Capitol Police Buildings, Grounds and Security jurisdictions. The AOC Supreme Court Building and Grounds' net costs declined by $17.0 million (89.6 percent) due to decreased operating and payroll costs along with an $8.4 million earned revenue increase (the latter was primarily driven by an additional $8.6 million bond payment reimbursement). The AOC Capitol Police

FIGURE 29: Summary of Net Cost of Operations by AOC Responsibility Segment



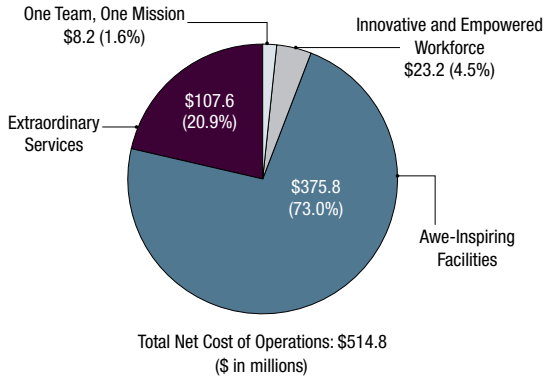
Buildings, Grounds and Security's net cost of operations decreased by $3 million (7.8 percent), primarily due to a reduction in imputed costs for the Capitol campus infrastructure project.

Resources Used to Achieve Strategic Goals

To accomplish its mission, AOC's Strategic Vision identifies four strategic goals. **Figure 30** displays the breakdown of the agency's cost expenditures by strategic goal for FY 2015. AOC utilizes an activity-based cost framework to obtain the cost per goal. Under this framework, a series of cost accounting codes are used to record direct labor, material and contract costs. All direct costs are cross-walked to its respective goal. Indirect costs are assigned to an overhead pool and allocated among the four goals to arrive at the total cost per strategic goal.

The significant majority of AOC's expenditures (nearly 93.9 percent) were attributed to achieving Strategic Goal 3—Awe-Inspiring Facilities (73.0 percent) and toward Strategic Goal 4—Extraordinary Services (20.9 percent). These areas form the core of AOC's mission to serve the Congress and the Supreme Court, preserve America's Capitol and inspire memorable experiences for its visitors. For comparison, 94.0 percent of AOC's FY 2014 expenditures were also attributed to Strategic Goals 3 and 4. The remainder of the agency's resources was devoted to achieving Strategic Goals 1 and 2 (One Team, One Mission and Innovative and Empowered Workforce)—support goals that help AOC implement the business framework necessary to accomplish its mission effectively and efficiently. Though only a small portion of its resources are committed to Strategic Goals 1 and 2, AOC management believes these expenditures are critical to forming a culture of teamwork and innovation.

FIGURE 30: Net Cost of Operations by Strategic Goal



In its FY 2015 budget cycle, AOC continued to refine a zero-based budget philosophy, strategy and process to develop its budget requirements. In efforts to anticipate future funding challenges, the AOC significantly changed how it prioritized spending requirements, and developed payroll tools, analyzed efficiencies, and strategies to prepare for impending budget impacts such as a year-long continuing resolution. AOC also used effective costing methodologies and project justifications to focus on investing limited resources and prioritizing projects and programs to address its most pressing obligations. In conjunction with judiciously requesting funding for those projects that were most urgent, AOC continued to capitalize on cost avoidance measures implemented in recent years.

Earned Revenues by Source

Two of AOC's major sources of revenue for the fiscal year ending September 30, 2015 are intra-governmental reimbursements from the Judicial Branch for facility operations in the Supreme Court and Thurgood Marshall

Federal Judiciary Building ($41.6 million) and reimbursements to the AOC Utilities and Capitol Power Plant for steam and chilled water ($8.9 million). These amounts account for 90.0 percent of AOC's total earned revenues. The remainder of earned revenues is comprised of sources that are earned year-to-year and are depicted in **Figure 31**.

Cumulative Overview: Statement of Changes in Net Position

The Statement of Changes in Net Position identifies all financing sources available to, or used by, AOC to support its net cost of operations and also identifies the net change in its financial position. Net position is the sum of two components: Cumulative Results of Operations and Unexpended Appropriations. Each component is displayed separately to facilitate more detailed understanding of the changes to Net Position as a whole. AOC's Net Position at the end of FY 2015 on the Balance Sheet and the Statement of Changes in Net Position was $2.4 billion, an $109 million (4.8 percent) increase from the prior fiscal year. This change primarily resulted from the increase in appropriations used, principally multi-year appropriations for large construction projects such as the Capitol Dome and Cannon House Office Building restoration projects.

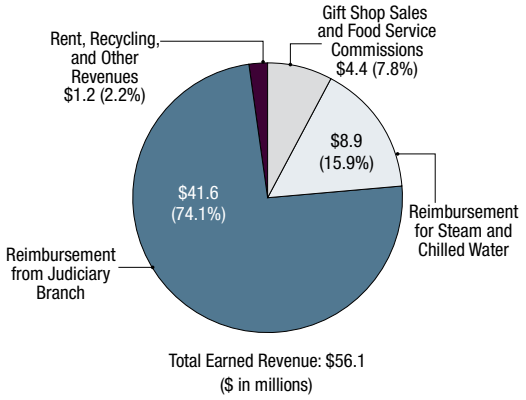
Investments to Preserve Our National Treasures: Statement of Budgetary Resources

The Statement of Budgetary Resources (SBR) provides data on how AOC obtained its budgetary resources and the status of these resources at the end of the fiscal year. This statement displays the key budgetary equation (Total Budgetary Resources equals Total Status of Budgetary Resources), which provides information on the status of AOC's congressional spending authority.

With Congress' support, and that of the American people, AOC is making the long-term investments necessary to preserve and maintain the national treasures entrusted to its care. AOC develops its budget request by prioritizing projects that will allow it to be good stewards of the buildings and grounds under its care, as well as taxpayer dollars. AOC's appropriations consist of two components: an operating budget component and a capital projects budget component. Separate appropriations are enacted for each of AOC's jurisdictions. Operating budgets fund the day-to-day operations of all AOC jurisdictions. Payroll, at $219.5 million, is the largest single component of AOC's operating budget, representing 36.6 percent of AOC's total FY 2015 budget. Other operating expenses include equipment, utilities, supplies and general support contracts. The capital projects budget includes funds for construction, upgrades, improvements and preservation of the facilities under AOC's stewardship. **Figure 32** shows the breakout of AOC's FY 2015 appropriations over the last six years. AOC's FY 2015 appropriations level reflects a $1.7 million decrease from FY 2014. The enacted spending levels reflects Congress' goal to hold the line on spending, while allowing the AOC to prioritize some of the critical deferred maintenance and life-safety projects, such as the restoration of the U.S. Capitol Dome and repairs to the exterior envelope of the Russell Senate Office Building.

Congress created the House Historic Buildings Revitalization Trust Fund in FY 2010 to help fund the cost of the revitalization projects on AOC's major historic buildings and assets (for instance, the Cannon House Office Building). Despite AOC's progress over the last several years in identifying and prioritizing its deferred maintenance priorities, many historic buildings continue to require significant funding for maintenance and refurbishment. Current resource levels have been insufficient to address both the existing and new facility maintenance issues for which AOC is responsible. For more information on this daunting challenge, please refer to Management Challenges and Looking Ahead in the MD&A section of this report.

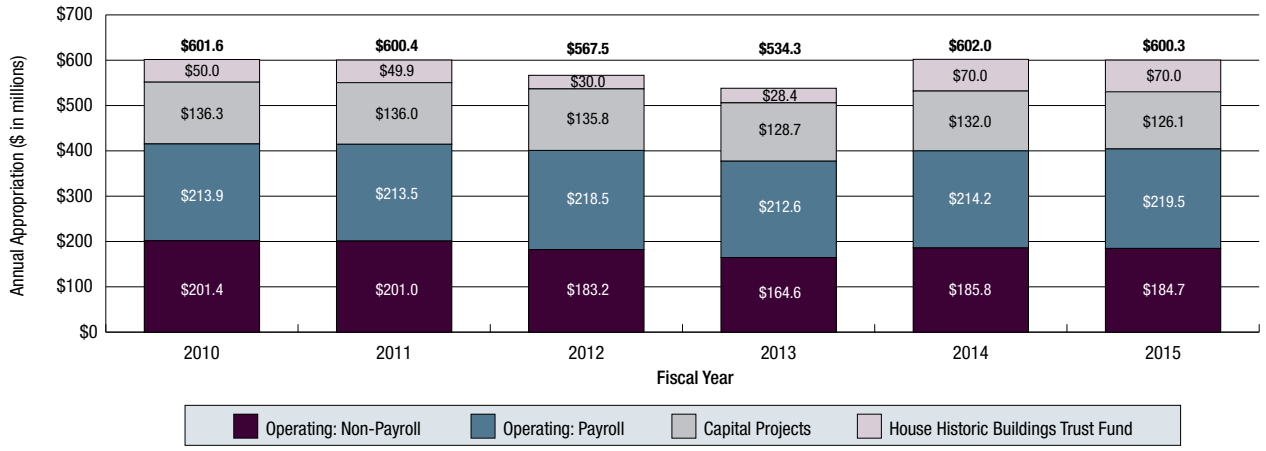
FIGURE 31: Earned Revenues by Source



Other Information: Schedule of Spending

Unlike the Balance Sheet and the related financial statements, the Schedule of Spending is not a required financial statement and, therefore, was not subject to independent audit. Instead, this schedule was created to provide an easy-to-understand illustration of AOC's available funds and how AOC spent those funds. Standard accounting terms are modified to improve the understanding of common accounting concepts for the general public. For example, the line item labeled *What Money is Available to Spend?* begins with Total Resources, which matches the Total Budgetary Resources line in AOC's SBR. Similarly, the *How was the Money Spent/Issued?* section equals Obligations Incurred in the SBR. The

FIGURE 32: Trend in Total Enacted Appropriations



Note: Excludes Supreme Court Building and Grounds (included in the Judiciary Branch appropriation).

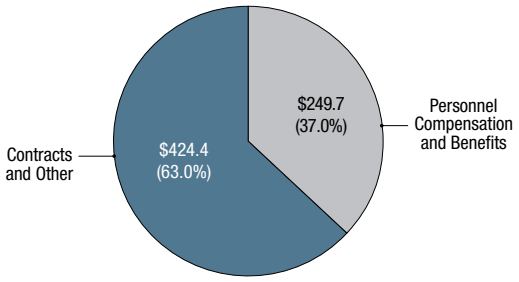
Schedule of Spending is in *Section IV: Other Information* of this report.

Figure 33 shows how AOC's appropriations were spent in FY 2015, by category. As illustrated, contractual services (57.1 percent) and personnel compensation (42.4 percent) represent over 99.0 percent of AOC's spending. For comparison, 99.5 percent of AOC's spending went towards contractual services and personnel compensation in FY 2014. **Figure 34** breaks out AOC's available resources into the federal entities, non-federal entities and employees. As shown, the majority of AOC's available resources (56.0 percent) went to non-federal entities. For comparison, 50.6 percent of AOC's spending went to non-federal entities in FY 2014.

Limitation of Financial Statements

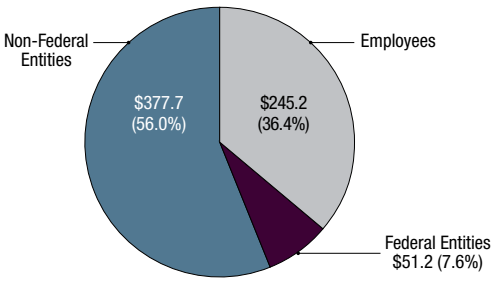
Management prepares the accompanying financial statements to report the financial position and results of operations for AOC pursuant to the requirements of Chapter 31 of the U.S. Code Section 3515(b). While these statements have been prepared from AOC's books and records in accordance with the spirit of OMB Circular A-136 (revised), Financial Reporting Requirements, GAAP and other applicable authority, these statements are in addition to the financial reports and are prepared from the same books and records used to monitor and control the budgetary resources. These statements should be read with the understanding that they are for a component of the U.S. government, a sovereign entity. One implication is that unfunded liabilities cannot be liquidated without legislation that provides the resources to do so.

FIGURE 33: How Was the Money Spent/Issued?



Total Amounts Agreed to be Spent: $674.1
($ in millions)

FIGURE 34: Who Did the Money Go To?



Total Amounts Agreed to be Spent: $674.1
($ in millions)

SECTION II

Performance Information

Introduction

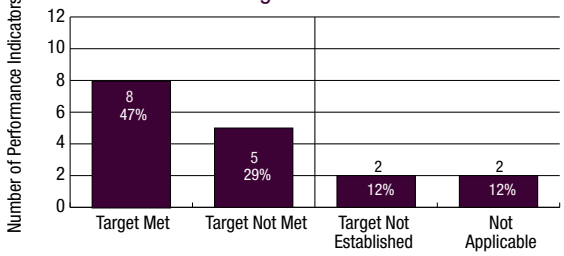
This section presents the Architect of the Capitol's (AOC's) Fiscal Year (FY) 2015 performance against its strategic goals identified in the Strategic Vision and Five Year Focus (covering FY 2012 through FY 2016). It includes the initiatives and underlying strategies AOC undertook in FY 2015 to achieve its strategic goals, along with a detailed report of AOC's FY 2015 performance results.

The AOC's Strategic Vision is composed of four strategic goals that support the organization's mission. Each strategic goal contains performance objectives and, underneath each objective, performance strategies. The first two goals focus on promoting an organizational culture of professionalism, teamwork and accountability. The final two goals guide the principal program areas related to operational support, project delivery, preservation of heritage assets and historic structures, and both client and visitor services. The AOC uses performance indicators, as well as alignment indicators, to monitor progress towards its strategic objectives. The AOC's Strategic Vision is available online at: **www.aoc.gov/strategic-vision-and-five-year-focus.**

For FY 2015, AOC reported on 12 strategic objectives and 17 performance indicators. As shown in **Figure 35**, AOC met performance targets for eight of the indicators and did not meet performance targets for five indicators. The four remaining indicators either did not have quantifiable targets (classified as "Target Not Established") or the performance results were not available at the time of this report's publication (classified as "Not Applicable").

As a Legislative Branch agency, AOC's performance results are not required to be submitted to the Office of Management and Budget (OMB). As a result, this Performance Information section is not linked to the Federal Government performance and accountability website, **www.performance.gov**, which is used by all cabinet departments and nine other major agencies. Similarly, AOC does not contribute to OMB's Cross-Agency Performance (CAP) goals. Accordingly, this section does not contain a discussion of CAP goals.

FIGURE 35: Strategic Goal Performance Results



Total Number of Performance Indicators: 17

AOC Strategic Vision and Five Year Focus

Fiscal Year 2015 represented the fourth year AOC operated under its *Strategic Vision and Five Year Focus*. The four strategic goals under this vision—*One Team, One Mission; Innovative and Empowered Workforce; Awe-Inspiring Facilities;* and *Extraordinary Services*—represent AOC's essential elements of success. These goals provide the long-term focus of the organization, whereas the objectives and the strategies form the near-term focus (i.e., the "Five Year Focus"). In its published Strategic Vision, AOC identified 35 total strategies to achieve the strategic goals and objectives. Soon after the publication of this ambitious document, however, it became clear that AOC would not be able to tackle all 35 strategies within the five year lifespan of the document. Instead, AOC re-prioritized

In FY 2015, AOC began work on the replacement of the roof and 180 skylights of the Hart Senate Office Building. As part of this project, AOC also installed photovoltaic panels on the Hart roof to decrease utility use and commit to sustainable and cost-effective energy reduction measures. The solar panel system is one of the largest federal systems in the Washington, D.C. area and was dedicated in October 2015 (inset).

and focused its efforts on a number of major strategies, discussed within this section of the report.

The AOC deployed the Strategic Vision at all levels of the organization, as shown in the governance structure illustrated at **Figure 36**. Each strategic goal is represented by goal leads selected among AOC's Senior Leaders who are responsible for directing the goal's implementation. Each focus strategy is assigned to individual strategy owners who are responsible for strategy teams that bring together employees from throughout the organization. As part of the communication effort, the strategy owners provided quarterly status reports to the Executive Leadership Team (ELT) which, in turn, dedicates one session of the weekly ELT meeting every month to review progress, deconstruct challenges and discuss possibilities moving forward. In FY 2013, AOC increased the number of goal leads to two per goal and implemented monthly meetings to provide goal leads a platform to discuss issues, integrate efforts, share best practices and continue paving the way forward. In FY 2014, AOC sustained the change and added monthly Strategic Vision progress reviews at the ELT level to ensure maximum transparency in the process. In FY 2015, goal leads focused on driving projects to completion and integrating programs derived from strategies into working units. FY 2015 also marked the beginning of work on the next Strategic Plan for the agency. This effort started with the participation of the entire ELT and will be conducted throughout FY 2016. As the next Strategic Plan is developed, it will include a more defined set of objectives and indicators in support of the goals.

In an effort to better align its strategic efforts with the current operational and fiscal environment, AOC's management conducted a comprehensive review of

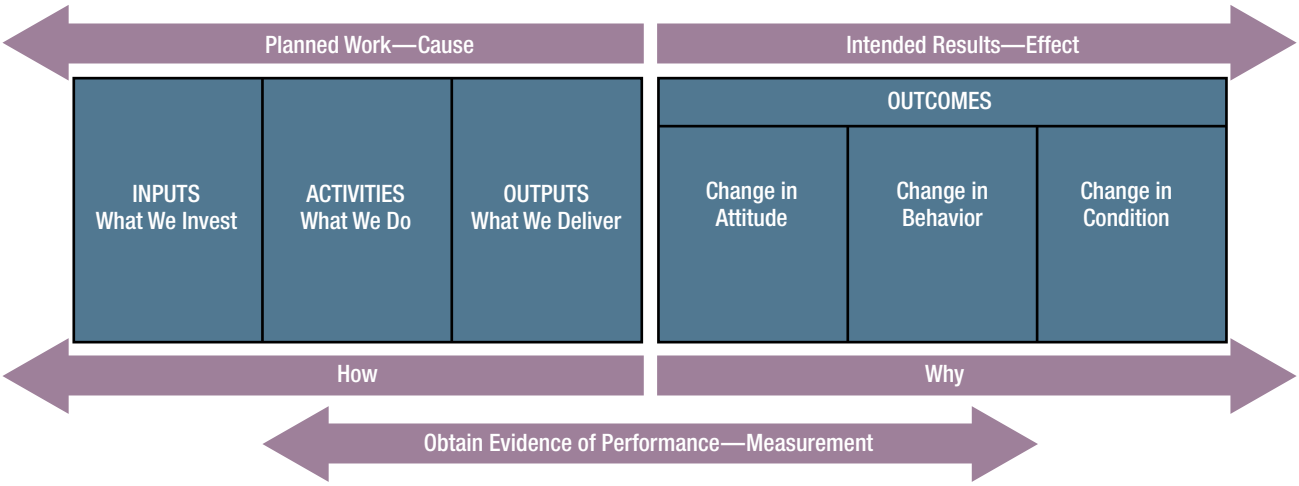
FIGURE 36: Strategic Vision Governance Structure

AOC's strategic priorities and refocused strategic efforts on four of those priorities (one per goal) to strengthen AOC's organizational culture. The priorities were identified based on their alignment with Architect Stephen T. Ayers' vision to make AOC a trusted partner of Congress and the Supreme Court. The priorities focus on leveraging AOC's core competencies and maximizing AOC's return on investment. These priorities include:

- Customer Service
- Risk Management
- Responsibility, Accountability, Trust and Engagement
- Facilities Planning and Project Management.

The AOC continues to utilize Logic Models to illustrate the path from conceptual design to implementation, as shown in **Figure 37**. This tool depicts the causal relationships between AOC's resources, activities, outputs and the

FIGURE 37: Logic Model



intended outcomes for each program measured as part of the agency's performance strategy.

Performance Management

The AOC has published an annual PAR since FY 2005 as a means to promote transparency and accountability. The AOC does this voluntarily, following the guidelines set for Executive Branch agencies under the Chief Financial Officers Act of 1990, the GPRA Modernization Act of 2010, and other Federal financial management regulations.

The AOC strives to achieve a high level of performance in advancing its strategic goals and it uses objective data to drive performance management decisions. Since FY 2004, AOC has maintained an Executive Dashboard to monitor results and manage performance. The Executive Dashboard, AOC's primary tool to measure performance, has evolved since its inception to better reflect AOC's mission and the Strategic Vision. Each year, AOC reviews the Executive Dashboard and aligns it with the most relevant strategies and targets. As part of this effort, AOC may add indicators to track changing priorities, refine existing indicators due to the availability of new or improved data, or sunset obsolete indicators that are no longer pertinent.

The AOC achieved significant improvements to the Executive Dashboard by fully capitalizing on the switch to a business intelligence platform. The AOC's current Web-based e-Dashboard provides a near real-time information hub that continues to evolve and improve. Among other enhancements, in FY 2015 the Executive Dashboard was transformed with the following:

- Ability to separate and analyze the performance of work orders managed by third parties;
- Improved readability of energy-related visuals and a modified data model for energy projections;
- Additional capabilities to the Procurement Award Lead Time charts by enabling selection criteria by organization, month and award type;
- Inclusion of explicit target lines as well as a graphic distribution of awards and more information on non-competed awards and late awards;
- Ability to toggle the display of all overtime metrics between hours and dollar amounts;
- Ability to select the display of work orders metrics by proportion or volume;
- Redesigned Safety Workers' Compensation page to provide new views and show all types of injuries (recordable and reportable);
- New section to monitor compliance with AOC's incident investigation policy, as well as to display the outcome of such investigations to enable root-cause analysis;
- New section related to undelivered orders (UDO) that facilitated an almost immediate reduction in the UDO backlog;
- New ability to drill-down to lower organization levels for two jurisdictions;
- Standardized visual element to display high-level progress over the previous five years for all data sets, including projection for the current year and the possibility to overlay information on workforce where relevant; and
- Improved visuals through the effective use of newly available data.

As part of its performance management approach, AOC establishes long-term targets through the *Strategic Vision and Five-Year Focus*. Strategy owners and strategy teams work with process owners to develop performance targets. In a few instances, the goals, objectives and strategies do not lend themselves to target-setting. In these cases, the report describes accomplishments from throughout the fiscal year that reflect the objectives and AOC's efforts to meet the goals. While these accomplishments often are not quantifiable, they are still important indicators of AOC's alignment with its strategic goals. Specifically, two of AOC's indicators, "Sustain Investment in Learning" and "Volume of Honor Awards" are monitored using alignment indicators rather than performance measures. For these indicators, AOC established "intents" rather than targets. While these indicators have enough precision to allow AOC to monitor alignment with its long-term goals, they do not lend themselves to the establishment of quantifiable targets and are designated as "Target Not Established." Indicators for which FY 2015 data was not available are reported as "Not Applicable."

In the performance discussion that follows, the performance indicators used to monitor progress toward strategic objectives are presented along with their definitions, targets, five prior years of data (when available), FY 2015 results and data sources. Figures illustrate the trend data and accompany the performance tables. Unless otherwise noted, the shaded areas in the accompanying figures represent the targeted area of performance.

As AOC implements new strategies and new data becomes available, AOC will develop a more comprehensive and robust set of performance indicators. **Table 12** identifies the number of strategic objectives and performance indicators, by strategic goal, for FY 2015.

TABLE 12: Strategic Objectives and Performance Indicators by Strategic Goal

Strategic Goal	Strategic Objectives	Performance Indicators
One Team, One Mission	3	4
Innovative and Empowered Workforce	3	3
Awe-Inspiring Facilities	4	7
Extraordinary Services	2	3
Total	**12**	**17**

In addition to the performance indicators used to monitor performance, AOC received recognition in FY 2015 through numerous awards and certifications. This recognition is also a lagging indicator of performance. A summary of AOC's FY 2015 awards and certifications are identified.

FY 2015 Awards and Certifications

Adobe's *Most Engaging Citizen-Facing Campaign* in the Public Service category for the U.S. Capitol Rotunda App

Association of Government Accountants' (AGA's) *Certificate of Excellence in Accountability Reporting* for AOC's FY 2014 Performance and Accountability Report (PAR)

AGA's Best in Class Award for the *Best Use of Hyperlinks, Drilldowns, and Opportunities for Interaction* in AOC's FY 2014 PAR

Construction Management Association of America National Capital Chapter's 2015 *Project Achievement Award* in the "Best Project Under $10 Million" category for the Capitol Power Plant Feedwater Pump Upgrade project

League of American Cyclists' *Bicycle Friendly Business* designation

Trip Advisor's *Bravo Badge* for the Capitol Visitor Center

Virginia Water Environment Association's *Gold Environmental Excellence Award for Industrial Waste and Pretreatment* for the Library Buildings and Grounds' Packard Campus

Data Validation

In accordance with the GPRA Modernization Act of 2010, AOC strives to ensure the completeness, reliability and quality of all performance measurement data included in this PAR and has mechanisms in place to verify and validate the accuracy of information collected and reported. Verification and validation of performance data support the general accuracy and reliability of performance information, reduce the risk of inaccurate performance data and provide a sufficient level of confidence to the Congress and the public that the information presented is credible. At AOC, these efforts primarily entail internal agency assessments that address standards and procedures, data entry and transfer, data integrity, data quality and limitations, and oversight.

The AOC's data verification and validation efforts include the following key mechanisms and processes:

- Use of applied measurement science techniques to identify sources, validate data and generate meaningful information.
- Utilization of automated data collection systems whenever available.
- Implementation of controls such as restricting permissible values, flagging outliers for review and mapping results for visual checks.
- Use of automated data checking procedures in addition to manual verification.
- Reviews by data owners and data users.
- Analysis of data and identification of possible discrepancies for resolution.
- Review and discussion of performance results monthly with the Executive Leadership Team.
- Issuance of quarterly reports on strategy progress and challenges.

In FY 2015, AOC continued to develop and refine the detailed operational definitions for every performance indicator included in the Executive Dashboard (see **Figure 38**). Operational definitions are documentation packages that discuss each indicator's relevance, data source and data providers, detailed calculations used to build the measure, descriptions of specific data validation steps, definitions of relevant data terms and summaries of data limitations and risks that might impair accuracy. By identifying data limitations and risks, operational

FIGURE 38: Executive Dashboard

The Executive Dashboard, AOC's primary tool to measure performance, has evolved since its inception to better reflect AOC's mission and the Strategic Vision. Each year, AOC reviews the Executive Dashboard and aligns it with the most relevant strategies and targets.

definitions have helped AOC develop better, more complete data validation procedures. The AOC uses the information to continually improve the validity, accuracy and depth of the data it uses in measuring performance.

In this section, certain performance indicator tables include prior year data noted with an asterisk (*) to indicate that results reported in this year's PAR differ from those reported in FY 2014. These differences are primarily due to data updates received after the PAR publication date or to minor differences in precision reported.

In FY 2015, AOC was not required to have nor did it conduct research or program evaluations related to the agency's understanding of program performance, problems the programs are trying to tackle, or external factors that might influence performance. As a result, no evaluation findings are included in this fiscal year's report.

A summary of performance indicator(s) no longer used in the AOC's FY 2015 PAR is listed in *Appendix E* of this report.

The AOC's One Team, One Mission Strategic Goal is intended to improve work processes by cross-jurisdictional collaboration, reducing redundancies through intra- and inter-agency cooperation and focusing on AOC-wide improvements and projects. The AOC works collaboratively with the Small Business Administration to implement and operate small business programs at AOC, including an annual Small Business Industry Day (above).

Strategic Goal 1: One Team, One Mission

United in Excellence

The AOC will foster a culture of learning, sharing, cooperation and teamwork that improves efficiency and effectiveness throughout the organization.

The purpose of this goal is to promote collaboration within and among the agency's jurisdictions and administrative offices and is intended to create a more efficient and effective organization. The responsibilities, challenges and requirements within the organization are unified under this goal to ensure AOC remains focused on its mission to Serve, Preserve and Inspire. This goal is intended to improve work processes by cross-jurisdictional collaboration, reduce redundancies by intra-agency cooperation and focus the organization on AOC-wide improvements and projects.

One Team, One Mission includes three strategic objectives:

- Cultivate an organizational culture of learning, sharing and support.
- Utilize AOC resources efficiently.
- Collaboratively develop and implement standardized processes, policies and programs.

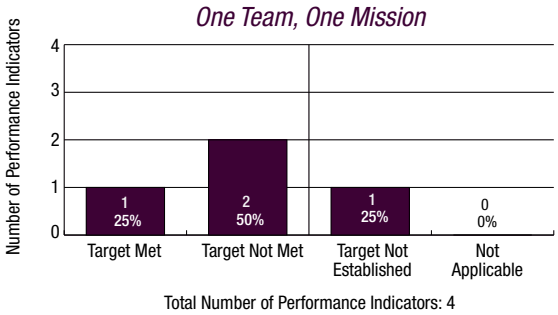
The performance results achieved in FY 2015 for this goal are depicted in **Figure 39**.

One Team, One Mission

Activities focus on:

- Improving current processes by learning from each other and from external sources
- Fostering intra- and inter-organization collaboration
- Focusing on projects with AOC-wide impact

FIGURE 39: Results Achieved for *One Team, One Mission*



STRATEGIC OBJECTIVE 1.1: Cultivate an Organizational Culture of Learning, Sharing and Support

The AOC's strategies for this objective include:

- Enhancing the foundation on which AOC develops and delivers results and strengthen the agency's reputation for excellence.
- Increase the use of cross functional teams drawn from across the agency to develop and share solutions to common challenges.
- Expand external collaboration to enhance innovation, deliver better value, and exceed expectations.
- Participate and actively engage in professional associations and partnerships.

DISCUSSION: In FY 2015, AOC continued enhancing the foundation on which it develops and delivers results and strengthening its reputation for excellence. Specifically, AOC held a Small Business Industry Day to provide information about doing business with AOC, renew AOC's commitment to the Small Business Set Asides program and strengthen its relationships with the small business community. In FY 2015, AOC awarded contracts in excess of $30.7 million to small businesses and exceeded its goal to issue 65 percent of all contract awards to small businesses by almost 20 points.

During FY 2015, several efforts were successfully completed by cross-functional teams composed of employees from multiple AOC offices, furthering the *One Team, One Mission* goal of enabling employees to learn from each other and work more efficiently. For instance, AOC used cross-functional teams to execute the Appropriations Lapse Plan and be prepared for any funding scenario. Teams were built with staff from the Human Capital Management Division, Acquisition and Material Management (AMMD) Division, Office of the Chief Financial Officer, Performance Strategy and Innovation Division, and AOC jurisdictions to ensure the full integration and coordination of planning activities. Similarly, cross-functional teams worked on making Pope Francis' Address to a Joint Meeting of Congress in September 2015 a success. Multiple AOC jurisdictions and AMMD facilitated the delivery of complex logistical and security requirements for this Address while, at the same time, planning for a possible appropriations lapse and performing year-end activities.

This fiscal year, AOC also expanded its external collaboration to enhance innovation and deliver better value. For instance, AOC successfully negotiated the Legislative Branch Telecommunications Network Agreement. While AOC is not currently a direct client for this contract, legislation passed in the late-1980s directed the agency to manage the telecommunication services acquisition process on behalf of all the Legislative Branch agencies—including the House of Representatives, the Senate, Library of Congress, Government Accountability Office and Government Publishing Office.

The AOC measures its progress under this objective by its Sustain Investment in Learning indicator. **Table 13** provides the FY 2015 overview of this alignment indicator.

TABLE 13: Alignment Indicator-Sustain Investment in Learning

FY 2015 Target	Target not Established
Performance	$877.96 per employee
Target Met	Target not established, but this amount is higher than FY 2014

The AOC's efforts to sustain learning and professional development in its workforce are monitored by the average per capita amount spent on education. Actual expenditures on training increased slightly, from $867.74 in FY 2014 to $877.96 per employee in FY 2015. This increase from the previous year resulted from the focus on learning activities to promote professional growth. Over 90 percent of AOC employees received training in FY 2015.

This indicator does not have a target. It was established to monitor the extent to which AOC sustains learning by dedicating resources to it, with the understanding that the level of resources is influenced by a host of internal and external factors, such as budget, staffing levels and timing. In addition to the increase in per capita spending, the expansion of alternative programs, such as the Supervisory Academy, Exchange of Critical Expertise and Learning (ExCEL) and the Architect's Mobility Program, have helped position the agency to sustain employee learning and development in an uncertain budget environment (see Strategic Goal 2: Innovative and Empowered Workforce). **Table 14** and **Figure 40** provide the trend data on AOC's investment in learning.

FUTURE STRATEGY EFFORTS: During FY 2016, AOC plans to develop and integrate strategies specifically related to learning and growth in AOC's next Strategic Plan. In an environment of dwindling training budgets and a growing number of employee retirements (with the corresponding loss of institutional memory with regard to programs and systems), it is critical that AOC train and develop its next generation of employees and fill any gaps in essential workplace competencies.

TABLE 14: Sustain Investment in Learning

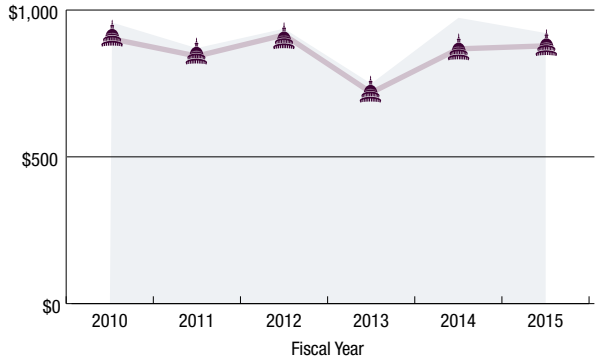
Fiscal Year	2010	2011	2012	2013	2014	2015
Target	No Target Established					
Performance	$903.42	$843.15	$915.32	$718.57	$867.74	$877.96
Target Met	Not Established	Not Established	Not Established	Not Established	Not Established	Not Established

Definition: Total expenditures on training activities divided by average number of employees for the fiscal year

Source: AOC Financial Management System for amounts spent in training activities, National Finance Center bi-monthly information data file for number of employees

FIGURE 40: Sustain Investment in Learning (Per Capita Investment)

Green area shows average budgeted amount per employee.



STRATEGIC OBJECTIVE 1.2: Utilize AOC Resources Efficiently

The AOC's strategies for this objective include:

- Expanding the adoption of best practices where beneficial.
- Streamlining AOC internal operations for enhanced efficiency and effectiveness.
- Maximizing the effectiveness of financial information in the decision making process.

DISCUSSION: In FY 2015, AOC continued focusing on improving the efficiency and effectiveness of its operations and expanding the adoption of best business practices, where applicable. For example, AOC researched and awarded an agency-wide scrap metal recycling contract during FY 2015. This new contract takes an integrated approach and consolidates all AOC jurisdictions' scrap metal recycling activities. The contract provides a more effective mechanism for the sale of scrap metal—increasing the return from their sale and providing a greater level of transparency over recycling proceeds.

In addition, AOC concluded its evaluation of the possible implementation of a consolidated inventory and warehousing center for the agency. This fiscal year, recommendations were delivered to the Executive Leadership Team. Options for consideration ranged from a Blanket Purchase Agreement with one vendor for supplies to the lease or build of a consolidated warehouse. If the warehouse option were to be implemented, actions could improve how AOC stores its inventory, achieve cost savings, standardize accounting and inventory control practices and reduce AOC's footprint for warehouse space while maintaining an acceptable level of customer service. After the presentation to AOC leadership, next steps included the development of Blanket Purchase Agreements for use in construction operations to further the just-in-time inventory delivery approach. Such agreements will permit AOC to place orders against the agreements for delivery of materials from vendor warehouses as the items are needed—eliminating the need and cost of storage for these items.

The AOC tracks performance on this objective through two indicators that monitor operational processes and labor requirements. Enhanced efficiencies and improved effectiveness is expected to manifest itself in reduced processing times for new hires and fewer overtime labor hours expended.

The Adherence to Hiring Cycle Time indicator provides a quantifiable measure of efficiency for two processes: recruiting actions and direct hires. The average number of days required to fill a vacancy (from the moment the jurisdiction places a formal request in the system to the time a new employee begins work) is an indicator of AOC's ability to function at full capacity. The longer positions remain vacant, the greater the impact to the agency's performance. **Table 15** provides the FY 2015 overview for this performance indicator.

TABLE 15: Performance Indicator—Adherence to Hiring Cycle Time[1]

	Recruiting Actions	Direct Hires
FY 2015 Target	150 Days	60 Days
Performance	114 Days	37 Days
Target Met	Met	Met

[1] The Recruiting Action and Direct Hire processes differ in that the latter does not require the position to be advertised. The AOC, being part of the Excepted Service, has the authority to appoint individuals directly to certain positions.

The AOC staff brought 340 new employees on board within the target cycle time assigned to each process, thus meeting this objective in FY 2015. **Table 16** and **Figure 41** provide the six-year trend for this indicator. The data represent the number of calendar days elapsed from the date in which the request to fill a vacancy is placed in the system to the date the new employee comes on board. The Human Capital Management Division (HCMD) management is striving to increase the speed of the hiring process and has set informal targets for its staff. However, these have not been formalized due to the anticipated challenges of the AOC's Human Resources Information System (HRIS) transition.

The AOC continues to meet this target due to the combined efforts of hiring managers and the HCMD staff. FY 2015 events proved to be challenging when, after starting to roll out the HRIS from one provider, the agency made the decision to switch to another major shared services provider. While there was no impact from this change to the recently (FY 2014) implemented staffing module, which is compatible with either system, the change significantly increased the agency's workload in FY 2015. The AOC and National Finance Center staffs devoted hundreds of hours to complete the system design and conduct the user acceptance testing to ensure that the new HRIS meets AOC's unique requirements.

As part of AOC's multi-year system implementation plan, cross-functional teams continue to support the transition phase, developing interim procedures where needed and deploying new solutions as these become available. To date, the HRIS teams have implemented the new HRIS Hiring Management and Position Classification system and the Question Development system to improve the quality of applications received. At the same time, AOC completed the "Fit-Gap Assessment" to ensure compatibility between the HRIS and AOC's human resources processes and the "Functional Requirements Document" to provide the

Roy Thomas, Jr.

Night Building Superintendent, AOC Senate Office Buildings

Roy Thomas displays an extraordinary commitment to the AOC mission, with 46 years of AOC experience and an additional six years of service with two Senate offices. Roy has worked with every Senate shop in some capacity and, with his interest in architecture, moved into floor care to "specialize in cleaning, restoring and preserving." Roy enjoys the challenge of working with different building materials and has a special appreciation for the Russell Senate Office Building because of its extensive use of marble.

FIGURE 41: Adherence to Hiring Cycle Time

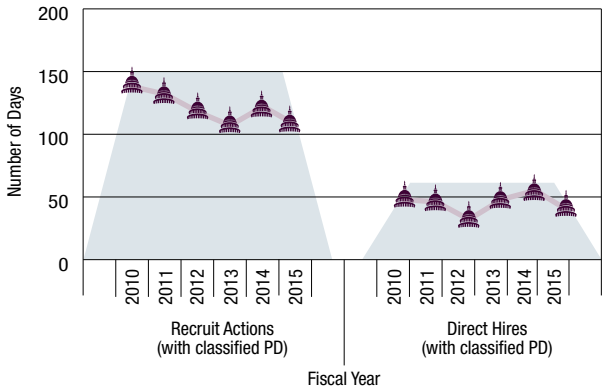


TABLE 16: Adherence to Hiring Cycle Time

Target: Recruiting actions are completed within 150 days and direct hire actions are completed within 60 days.						
Fiscal Year	2010	2011	2012	2013	2014	2015
Target (Recruiting Action/Direct Hires)	150/60	150/60	150/60	150/60	150/60	150/60
Performance (Recruiting Action/ Direct Hires)	138/48	132/46	118/32	107/48	122/55	114/37
Target Met	Met	Met	Met	Met	Met	Met

Definition: Total number of days from request to fill a vacancy to the date the employee is on-board divided by the total number of positions filled
Source: HCMD, Employment and Classification Branch statistics

design for configuring the HRIS to support AOC human resources requirements.

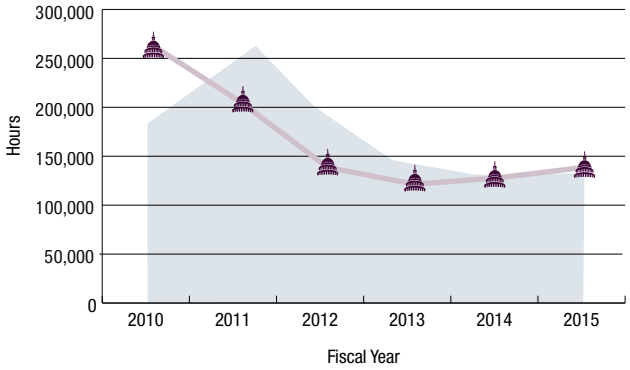
The AOC measures organizational efficiency through the number of overtime hours used during the fiscal year. **Table 17** provides the FY 2015 overview for this performance indicator. The target is to reduce overtime hours from the prior year. In a tight budget environment, use of management tools such as improved project planning, work shift restructuring and the establishment of overtime budgets helps to control its overtime costs.

TABLE 17: Performance Indicator: Reduction in Usage of Overtime

FY 2015 Target	<126,840 hours (Reduce the number of overtime hours with respect to the previous year)
Performance	136,721 hours
Target Met	Not Met

The AOC's FY 2015 overtime usage was 136,721 hours, an increase of 7.8 percent over FY 2014. The AOC organizations made all possible efforts to reduce the usage of overtime to complete tasks either by prioritizing or by streamlining during FY 2015. Seven of the 16 AOC organizations monitored had less overtime than in FY 2014, and two did not incur any overtime. In seven instances, however, overtime usage was higher than last year. As a result, during FY 2015—for the second consecutive year—AOC did not use less overtime than in the previous fiscal year. One of the main factors contributing to this situation in FY 2015 related to AOC's House and Senate Office Buildings jurisdictions' completion of the congressional office moves within a condensed timeframe. Although this work was done on-time with high customer satisfaction ratings, overtime was needed to achieve these results. If these two jurisdictions were excluded from the pool, AOC would have met its target by using three percent less hours of overtime than in FY 2014. These results suggest that, after reducing overtime hours

FIGURE 42: Overtime Usage Hours



by over 50 percent between FY 2010-FY 2013, the results have stabilized and now are slightly increasing. The AOC is currently evaluating its target for this indicator (see Future Strategy Efforts) to determine whether adjustments are needed to drive future performance efforts. **Table 18** and **Figure 42** show the trend of overtime hours.

FUTURE STRATEGY EFFORTS: In FY 2016, AOC will continue to take actions to manage its use of overtime. In the last six years, AOC reduced overtime by almost one-half—a significant achievement (reduced from approximately 263,000 hours in FY 2010 to about 137,000 in FY 2015). With this in mind, AOC plans to change the way in which it sets overtime indicator targets: instead of mandating a single percent reduction for all units, each jurisdiction will define its new target aligned with best practices. It is expected that such a change will provide for greater flexibility and will account for cyclical variations such as those experienced by AOC due to the biennial office moves and the quadrennial presidential inauguration activities.

TABLE 18: Overtime Usage Hours

Fiscal Year	2010	2011	2012	2013	2014	2015
Target	<179,797	<262,843	<205,567	<139,518	<121,428	<126,840
Performance	262,843	205,567	139,518	121,428	126,840*	136,721
Target Met	Not Met	Met	Met	Met	Not Met	Not Met
Definition: Total overtime hours recorded in AOC's time and attendance system (excluding OT hours for the Office of the Attending Physician) Source: AOC Payroll System via Operational Data Store (ODS)						

Note: Information adjusted from the amount previously reported in the FY 2014 PAR is marked with an asterisk (*).

STRATEGIC OBJECTIVE 1.3: Collaboratively Develop and Implement Standardized Processes, Policies and Programs

The AOC's strategies for this objective include:

- Create and engage in proactive risk management processes.
- Establish and implement a program that drives quality improvement throughout the agency.
- Build a consistent data framework to manage knowledge as an agency asset and drive productivity.

DISCUSSION: In FY 2015, AOC continued its implementation of an Enterprise Risk Management (ERM) framework. The ERM concept was introduced in Office of Management and Budget Circular A-11 and AOC continues to incorporate it into its actions for development of risk management processes. As part of this strategy, the Executive Leadership Team prepared a SWOT analysis (strengths, weaknesses, opportunities, and threats) of AOC's business landscape and is integrating it in the design of the next agency Strategic Plan. The AOC's Internal Control Program already uses risk-based concepts to guide managers to carefully consider the appropriate balance between controls and risk in their programs and operations.

While AOC measures the execution of a number of different processes, it selected the Adherence to Procurement Acquisition Lead Time (PALT) indicator to measure AOC's organizational processes. The AOC's acquisitions process touches a number of functions horizontally across the agency and its ability to adhere to organization standards can be considered as objective evidence of the extent to which AOC processes are stable. Similar measurements can be found for activities such as the execution of work orders, the completion of investigations, or the processing of disciplinary actions. **Table 19** provides the FY 2015 overview of this performance indicator. A few years ago, AOC Acquisition and Material Management Division (AMMD) revised and normalized its acquisition processes to maximize efficiency and improve timeliness. The AOC defined an optimum PALT for each acquisition type and measures performance against those standards.

The AOC's measurement of resource acquisition functions provides a quantifiable means of identifying success against this objective. In FY 2015, AOC did not meet the Procurement Acquisition Lead Time in 23.5 percent of its measured acquisitions. In FY 2015, AMMD worked on redefining and updating its procedures and establishing new flows for acquisitions. This background work resulted in longer cycle times due to testing and refining. **Table 20** and **Figures 43** through **46** show trend information on adherence to PALT for all awards combined, contracts, orders and small purchases.

TABLE 19: Performance Indicator—Adherence to Procurement Acquisition Lead Times

FY 2015 Target	80.0% of requisitions are awarded within the PALT for the award type
Performance	76.5%
Target Met	Not Met

FIGURE 43: Awards (Combined) within PALT

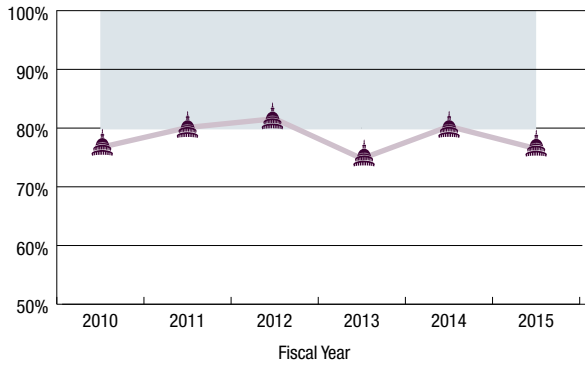


TABLE 20: Adherence to Procurement Acquisition Lead Times

Fiscal Year	2010	2011	2012	2013	2014	2015
Target	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%
Awards (Combined)	76.7%	80.1%	81.6%	74.8%	80.3%	76.5%
Contracts	74.4%	76.5%	100.0%	80.0%	76.2%	76.9%
Orders	75.8%	82.0%	86.0%	74.3%	77.6%	67.9%
Small Purchases	76.9%	79.9%	81.2%	74.8%	80.6%	78.5%
Target Met	Not Met	Met	Met	Not Met	Met	Not Met

Definition: Number of requisitions awarded within Procurement Acquisition Lead Times divided by total requisitions awarded (excludes interagency agreements) Source: AOC Financial Management System

FUTURE STRATEGY EFFORTS: In FY 2016, AOC will adjust its performance indicators to reflect the agency's new acquisition procedures and use the updated data to adjust flows and sustain performance, as needed. In addition, discussions are being held at the leadership level about data management. These discussions will address its benefits, potential costs, impact on operations and approaches that can be used in order to build a consistent enterprise data framework and drive quality improvement throughout the agency. Also, as part of its development of the next Strategic Plan, AOC will continue developing the risk management framework to ensure the AOC engages in proactive risk identification and analysis.

FIGURE 45: Delivery Orders and Task Orders Awarded within PALT

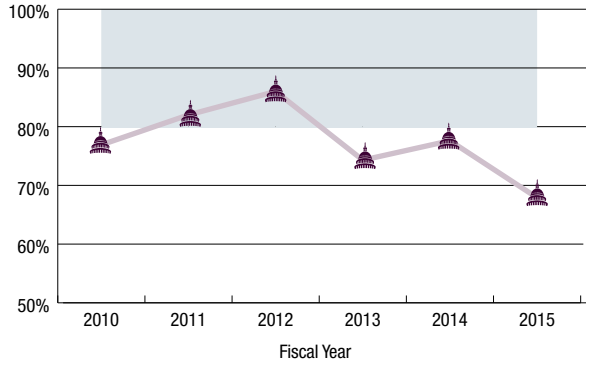


FIGURE 44: Contracts Awards within PALT

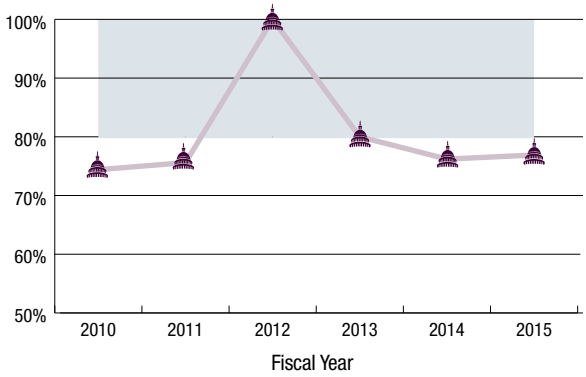
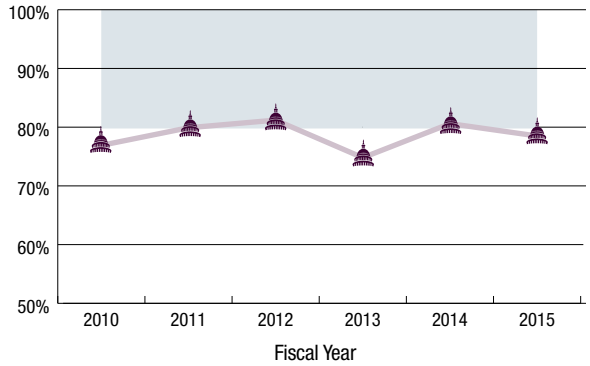


FIGURE 46: Small Purchases Awarded within PALT



Irina Kabakova

Safety and Occupational Health Specialist, AOC Capitol Police Buildings, Grounds and Security

Irina Kabakova personifies the AOC's mission through her drive and dedication to employee safety. Irina developed and implemented the first AOC Office of Security Programs' Safety and Health Fair. This fair was well-attended, highly-praised and provided valuable occupational safety information to both AOC and U.S. Capitol Police employees.

Sustainable SITES Initiative™

In Focus: Sustainable Sites v2 Rating System and Reference Guide Released

During FY 2015, the U.S. Botanic Garden (USBG) helped complete the Sustainable Sites Initiative (SITES) v2 Rating System (and Reference Guide) for use by landscape architects, designers, engineers and others who work in land design and development. In addition, USBG and its partners turned over the management of the SITES program to the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) Green Building Rating Systems.

Developed over seven years, SITES v2 is the most comprehensive sustainable landscape design certification program in the nation and is having a transformative effect on U.S. horticultural practices. It is a voluntary rating system that provides best practices, performance benchmarks and tools for creating and evaluating sustainable landscapes. The SITES program began as an interdisciplinary collaboration of the USBG, the Lady Bird Johnson Wildflower Center at the University of Texas at Austin, the American Society of Landscape Architects and a large group of technical volunteers.

Many United States Green Building Council staff and technical advisors informed the development of the SITES v2 Rating System and, looking ahead, the Council encourages projects to pursue simultaneous certification with the LEED and SITES v2 Rating Systems.

At AOC, USBG's Bartholdi Park is being redesigned as a Sustainable Sites Initiative using SITES v2. Bartholdi Park will include demonstration gardens for homeowners using SITES guidelines. Each demonstration will be a synergistic solution, helping improve home garden design and maintenance practices nationwide.

More information is available at: **www.usbg.gov/sites.**

The AOC's Innovative and Empowered Workforce Strategic Goal aims to create a workforce that excels in service delivery. This vision is embodied in dynamic individuals who are empowered to better serve Congress, the Supreme Court and the American public.

Strategic Goal 2: Innovative and Empowered Workforce

Leading Change Together

The AOC will attract, develop and retain exceptional employees; empower its workforce to be innovative and advance new programs and processes to serve its clients; preserve our national treasures; inspire memorable experiences; and embrace change through outstanding leadership and continuous improvement.

The purpose of this goal is to create a work environment that rewards excellence and creativity. In doing so, AOC will attract, develop and retain exceptional employees. The AOC's vision is embodied in dynamic individuals who are empowered to better serve Congress, the Supreme Court and the American public. This goal aims to create a workforce that excels in service delivery.

Innovative and Empowered Workforce includes three strategic objectives:

- Treat people as the cornerstone of our success.
- Increase employee involvement and engagement.
- Build a culture of transparency, ownership and accountability.

The AOC monitors two performance indicators and one alignment indicator for this goal. One of the two performance indicators is based on the biennial Organizational Assessment Survey that is conducted in even years. The AOC met its performance target for the indicator with an established target. The alignment indicator does not have a quantifiable target.

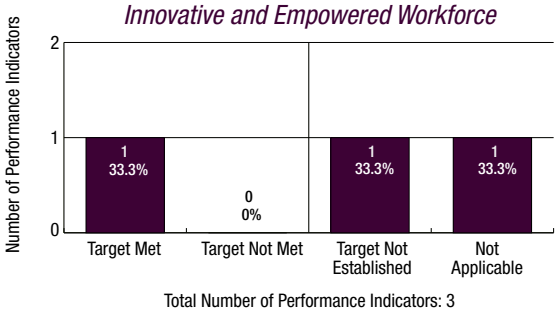
Innovative and Empowered Workforce

Activities focus on:

- Responsibility, accountability, trust and engagement
- Fostering employees' growth and betterment
- Including projects that develop a well-prepared and engaged workforce

The performance results achieved in FY 2015 for this goal are depicted in **Figure 47**.

FIGURE 47: Results Achieved for *Innovative and Empowered Workforce*



STRATEGIC OBJECTIVE 2.1: People are the Cornerstone of our Success

The AOC's strategies for this objective include:

- Enhancing opportunities for personal and professional growth.
- Strengthening our programs and strategies to attract and retain outstanding employees.

DISCUSSION: In FY 2015, AOC implemented the Supervisory Academy to commit to the continuous development of its supervisors and to develop and retain a cadre of managers capable of engaging and empowering employees, leading and managing the performance of others and ensuring the efficient and effective achievement of AOC's mission and vision. This week-long formative program, utilizing both in-house and external trainers, covers AOC-specific policies and procedures as well as topics such as leadership skills, communication and organizational psychology concepts. The Supervisory Academy sessions were held monthly with 62 percent of all supervisors attending the program in FY 2015. Training sessions will be held for the remaining AOC supervisors in the opening months of FY 2016.

Additional activities during FY 2015 focused on cultivating and developing the workforce talent of its non-supervisory employees. For example, the AOC Training and Employee Development Branch piloted the CORE program with the Capitol Building jurisdiction. This program provides 80 hours of entry-level basic knowledge and skills training in the construction and maintenance trades. The program is offered in partnership with the Prince George Community College to provide the foundation structure for developing a future trades workforce for AOC. The program had 17 employees attend and graduate in summer 2015.

Also in FY 2015, the career development coaching program "New Year, New You" became fully operational. This initiative, designed to foster personal growth, is devoted to helping employees stay challenged by broadening their skill sets. Over 200 employees attended sessions under this program covering practical abilities (e.g., "Writing Accomplishment Reports and Resumes") as well as behavioral and introspective subjects (e.g., "Career Development Using Myers Briggs Type Indicators" and "Enhancing Life at Work"). The AOC also deployed the online Skillport training tool in FY 2015. In an era of shrinking resources, the opportunity to take no-cost training courses via the Skillport portal provides AOC employees with the chance to enhance their development with courses covering over 2,000 topics (e.g., "Performance Management" and "Conflict Resolution").

The AOC measures success against this strategic objective with the performance indicator Participation in the Architect's Mobility Program (AMP), and is displayed in **Table 21**. This program offers career opportunities for employees who occupy "career limiting" positions and lack qualifying experience to enter other career fields. As part of AOC's objective to become an "employer of choice," this program addresses the agency's commitment to support employees in their development while providing continuity of talent and critical trade skills.

The AMP performance indicator provides a measure of the opportunities for professional growth offered to AOC's workforce. In FY 2015, the AMP program offerings were expanded by two additional skills to provide opportunities for AOC's workforce. Among the eight FY 2014-15 graduates from the AMP program, four worked under a supervisor who is himself a former AMP graduate. His trust in the program made him willing to take on the significant task of mentoring four employees and supporting them to a successful completion of the program.

TABLE 21: Performance Indicator—Participation in the Architect's Mobility Program

FY 2015 Target	Fill All Available Positions
Performance	100% filled
Target Met	Met

The Participation in the AMP indicator measures the proportion of positions available in the program that were filled. Participation in the program is an indicator of the extent to which employees take advantage of the opportunities for professional growth that AOC provides.

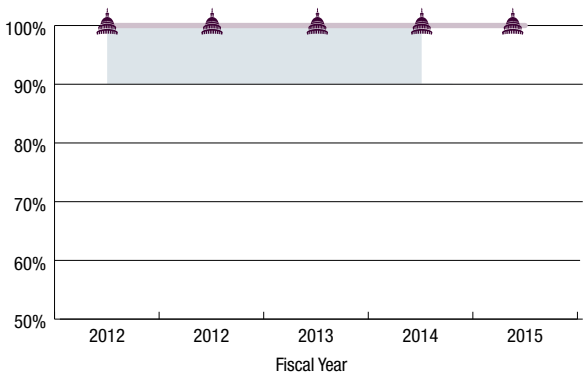
As shown in **Table 22** and **Figure 48**, AOC met its target in FY 2015. The agency's emphasis on the program is indicated by the steady flow of applicants whenever AMP positions become available. The number of applicants reflects the potential candidates' strong interest for openings in different trades, with opportunities in the painting and electrical trades being the most popular.

FUTURE STRATEGY EFFORTS: Looking ahead to FY 2016 and beyond, AOC will continue to expand training opportunities for its workforce. For instance, the Supervisory Academy will provide training for new supervisors and, to sustain Supervisory Academy-taught subjects, will add a "Keeping it REAL" program. This new program will include the sharing of experiences, networking among supervisors and an innovative radio program to discuss solutions to the challenges supervisors face. In addition, AOC will explore options to use the CORE program in support of AMP to provide additional

training opportunities for entry-level personnel. At the same time, AOC will continue to work with its jurisdictions to offer trade-specific training to AOC's craftsmen and women.

In addition, the implementation of AOC's new Human Resources Information System will provide opportunities to re-organize workflow and enhance its human capital programs and services. One such area is the recruitment and selection of highly-qualified candidates who are needed to advance AOC's mission and vision. To this end, AOC will need to leverage creative and best-in-class recruitment strategies (e.g., social media), other internet recruiting sources and the use of discipline-specific print material. In order to improve the recruitment experience for selecting officials, a comprehensive recruitment course will be offered, written guidance on AOC's recruitment process will be provided and greater engagement by human capital specialists throughout the entire recruitment process will occur.

FIGURE 48: Participation in the Architect's Mobility Program



Proportion of available AMP positions that were filled.
Source: Training and Employee Development Branch, HCMD, 2015

STRATEGIC OBJECTIVE 2.2: Increase Employee Involvement and Engagement

The AOC's strategies for this objective include:

- Empowering employees to serve as AOC ambassadors.
- Cultivating a work environment of trust and employee engagement.
- Encouraging workplace innovation, new ideas and solutions.

DISCUSSION: In FY 2015, to empower new employees and volunteers to serve as agency ambassadors from day one of their service, AOC developed and implemented a new, two-day employee orientation (onboarding) program. In addition, the Responsibility, Accountability, Trust and Engagement (RATE) expectations developed in FY 2014 were integrated into this employee onboarding program, as well as the Supervisory Academy training. The RATE expectations were developed using key elements from the U.S. Office of Personnel Management's (OPM's) Organizational Assessment Survey, Gallup literature, Partnership for Public Service's publications and studies, and the Malcolm Baldrige National Quality Award criteria. The AOC identified observable behaviors associated with RATE conduct and is in the process of incorporating these concepts into existing employee programs.

To cultivate a work environment of trust and employee engagement, employee feedback session best practices were published in FY 2015—providing a summary of the monthly meetings held by the Architect of the Capitol and

TABLE 22: Participation in the Architect's Mobility Program

Fiscal Year	2011	2012	2013	2014	2015
Target	No Target Assigned			Fill All Available Positions	Fill All Available Positions
% Positions Filled	100%	100%	100%	100%	100%
Positions Available	1	3	6	5	3
Number of Applicants	7	45	148	42	46
Enrollments	0	4	6	5	3
Target Met	Target Not Established	Target Not Established	Target Not Established	Met	Met
Definition: Percent of available positions in the Architect's Mobility Program that are filled Source: Training and Employee Development Branch, Human Capital Management Division					

Note: The FY 2011 position was filled in FY 2012 in order to take advantage of the newly re-designed program. The four FY 2012 enrollments filled the one FY 2011 position available and the three FY 2012 positions available. Two additional FY 2015 positions were advertised in late-September, with the selection process being conducted in FY 2016. These two positions are not reflected in the numbers above.

Chief Operating Officer, with various AOC employees. These regular feedback sessions identify best practices, work issues, employee concerns and other subjects that employees wish to address with their agency's senior leadership.

To increase employee involvement and engagement, AOC integrated the "ambassador" role into its agency-wide customer service program. The AOC is committed to providing high-quality service to internal and external customers and its FY 2015 customer service initiative, "We Deliver the 'WOW' by Exceeding Expectations" was about how AOC employees could have a positive effect on their external customers and their colleagues. To implement this initiative, each AOC employee attended a mandatory customer service training class to ensure that all employees apply "ROC star" (Responsibility, Ownership and Courteous program) behaviors. This class helped employees to acknowledge the needs and requests of AOC's customers, provide personalized and proactive support and treat others with the highest level of respect and courtesy in everyday activities (see also Strategic Goal 4: Extraordinary Services).

This objective is intended to address AOC's organizational culture and, as such, it is not easily matched to quantifiable metrics with defined targets. Employee recognition programs, such as the Architect's Honor Awards Program do, however, serve as indicators of success under this objective. **Table 23** provides the FY 2015 overview for this alignment indicator.

This indicator does not have a specific target, as logic dictates, but it is monitored to track the extent to which AOC recognizes its employees. **Table 24** and **Figure 49** provide the number of Honor Awards bestowed through the Architect's Honor Award Program. In FY 2015, AOC recognized 689 employees with Honor Awards for their achievements, including:

- One employee received the Architect's Award for Valor in recognition of courage and determination in taking swift action to ensure the safety of a Member of the U.S. Congress
- Eight employees received the Architect's Award for Leadership, including an award in recognition of distinctive leadership in inspiring colleagues to collaborate and advance preservation documentation that will serve as a foundation for future AOC endeavors
- 35 employees received the Architect's Award for Service Excellence, including an award in recognition of outstanding photography and video documentation of the restoration of the U.S. Capitol Dome
- 49 employees received the Architect's Award for Product/Process Excellence, including an award in recognition of exceptional accomplishments in promoting a culture of resource conservation, integrating sustainable practices into business operations.

TABLE 23: Alignment Indicator—Volume of Honor Awards

FY 2015 Target	Target not Established
Performance	689 awards
Target Met	Target not Established

FIGURE 49: Architect's Honor Awards Program

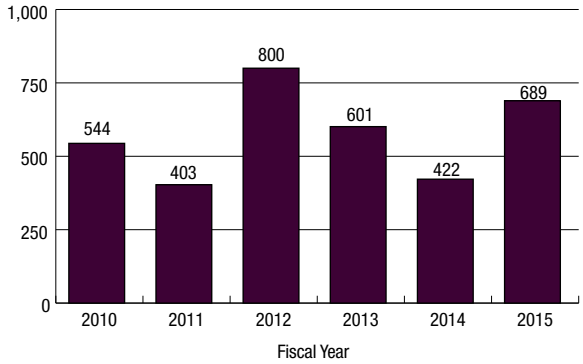


TABLE 24: Volume of Honor Awards

Fiscal Year	2010	2011	2012	2013	2014	2015
Target	Target Not Established					
Honor Awards	544	403	800	601	422	689
Target Met	Target Not Established	Target Not Established	Target Not Established	Target Not Established	Target Not Established	Target Not Established

Definition: Number of awards bestowed through the Architect's Honor Awards program
Source: Human Capital Management Division (Honor Awards Ceremony Programs)

The AOC's talented employees are its greatest resource and critical to the organization's success. Under its Innovative and Empowered Workforce Strategic Goal, AOC encourages workplace innovation, new ideas and solutions.

FUTURE STRATEGY EFFORTS: In support of this objective in FY 2016, AOC will continue to publicly recognize employees for going above and beyond the call of duty, for their dedication, ingenuity, and craftsmanship in support of AOC's mission to Serve, Preserve and Inspire. In addition, as a part of AOC's drive to become an "employer of choice," it is important for the agency to focus on future needs and challenges. The AOC, like other federal agencies, faces a potential drain on its critical skill sets through attrition. Various factors such as retirement eligibility of senior leaders, hard-to-fill positions and the need for more advanced skill sets continue to drive the need for succession planning. The AOC has conducted an analysis of its current workforce and identified positions considered to be at risk for succession vulnerability and are most critical to the ongoing success of the agency. Succession planning efforts involving talent development and/or external recruitment strategies will be critical in addressing these at-risk positions so that AOC will have a pool of available, experienced and capable employees that are prepared to assume these roles.

STRATEGIC OBJECTIVE 2.3: Build a Culture of Transparency, Ownership, and Accountability

The AOC's strategies under this objective include:

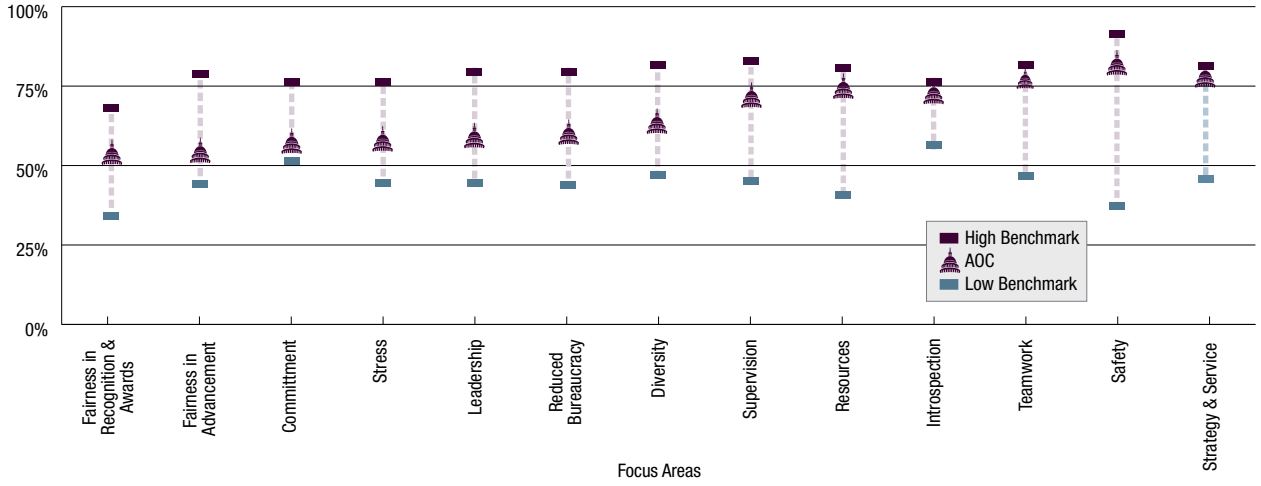
- Instilling and fostering accountability and responsibility.
- Promoting transparency through effective, tailored and clear communications.

DISCUSSION: In FY 2015, AOC continued focusing on developing and implementing actions to address the opportunities for improvement, as identified by AOC employees in the FY 2014 Organizational Assessment Survey (OAS). For a detailed discussion of these survey results, see *In Focus: AOC Participated in Best Places to Work Ratings*. These survey results identified three main areas where the agency could do better: fairness in recognition and rewards, fairness in advancement opportunities and a reduction in bureaucracy. The AOC conducts its OAS on a biennial basis in order to permit the agency's leaders time to implement solutions in response to the concerns raised by employees.

To improve the issue of fairness in recognition and rewards, AOC initiated a redesigned Honor Award nomination process by emphasizing "above and beyond" efforts by AOC employees. The House Office Buildings jurisdiction's pilot peer recognition awards program was instituted to permit employees to recognize excellent work and/or service delivered by co-workers—including teamwork or product quality. A similar recognition program has since been adopted by other AOC jurisdictions.

To enhance career development opportunities, AOC expanded its "New Year, New You" training to increase employee communications and teambuilding skills, continued to rely on the ExCEL and AMP programs to provide expanded workplace opportunities and provided student loan repayments for over 60 employees. Over 200 AOC employees were promoted in 2014 (the most recent year with a full data set) and over one-half of these were wage grade employees in the trade, craft and labor categories.

FIGURE 50: OAS Focus Areas Benchmarks



To reduce bureaucracy, AOC simplified the sick leave policy by removing certain requirements and increasing the protection of employee privacy. In addition, in response to the OPM data breach impacting current and former AOC employees, AOC supplemented OPM's response and provided assistance for personnel who desired to enroll in the offered protections.

Table 25 provides an overview about the OAS performance indicator and **Figure 50** shows the OAS focus areas high and low benchmarks[9] from the most recent FY 2014 OAS survey.

TABLE 25: Performance Indicator—Improved Organizational Assessment Position

FY 2015 Target	Participate in the Organizational Assessment Survey administered by OPM on a biennial basis and address its challenges
Performance	AOC successfully conducted its biennial Organizational Assessment Survey in FY 2014 and, in FY 2015, developed and implemented action plans to address areas of concern the survey brought to management's attention
Target Met	Not Applicable (biennial survey)

[9] Benchmarks are derived from OPM-provided data and refer to Federal agencies of similar size that participate in the Federal Employee Viewpoint survey.

FUTURE STRATEGY EFFORTS: In support of this objective, in spring 2016, AOC will conduct its third OAS cycle (following agency-wide surveys implemented in FY 2012 and FY 2014) and fully expects to be in a position to measure progress made since its last survey. The AOC is committed to being the "employer of choice" and one of the best places to work in the Federal Government. As a result, AOC plans to draw on the experience gained since the last OAS and continue making improvements to the work environment. This includes implementing guidance for hiring managers, developing more career development opportunities, improving the performance rating process, and streamlining the hiring and performance management processes.

Tawana Briscoe

Custodial Worker,
AOC House Office Buildings

Tawana Briscoe, an eight-year AOC veteran, is committed to sustaining cohesive working relationships with fellow employees within a diversified environment and leveraging these relationships to inspire her team to work efficiently and effectively. A role model of selfless dedication, Ms. Briscoe provides service to customers and co-workers alike, inspired by AOC's motto to "Serve, Preserve and Inspire."

MID-SIZE AGENCIES
1,000–14,999 EMPLOYEES

INDEX SCORES

RANK	AGENCY	SCORE	CHANGE
7	National Credit Union Administration	69.4	3.6
8	Architect of the Capitol	67.8	N/A
9	Federal Communications Commission	67.4	-3.9

In Focus: AOC Ranked Among the Best Places to Work

In 2014, AOC employees participated in an organizational assessment survey coordinated through the Office of Personnel Management and, for the first time, the agency shared its results for publication in the Partnership for Public Service's *The Best Places to Work in the Federal Government* rankings. Based on the survey, AOC ranked eighth out of 25 mid-sized federal agencies, with an overall employee satisfaction and commitment score of 67.8 out of 100—10.9 points higher than the government-wide score of 56.9.

The Best Places to Work rankings are published annually by the non-profit Partnership for Public Service to present a picture of employee satisfaction across the federal workforce. AOC's participation aligns with Strategic Goal 2, Innovative and Empowered Workforce, wherein AOC is committed to attract, develop and retain exceptional employees. Over 80 percent of the agency's personnel participated in the survey and the results identified AOC's greatest strengths as forging a strong connection between employees and the agency mission, establishing high client satisfaction and creating a culture of safety and teamwork.

Looking ahead, the survey identified three main areas for improvement. These included: fairness in advancement, fairness in recognition and rewards, and a reduction in bureaucracy. In early-FY 2015, as an initial corrective step, AOC created teams to develop recommendations for each area. Since then, actions taken involved looking at the composition of the hiring boards to be sure that someone from an outside jurisdiction participates, instituting a recognition program which empowers employees to acknowledge their peers, streamlining processes and increasing manager autonomy. AOC leadership is committed to developing solutions as part of an ongoing effort to make AOC one of the best places to work.

More information is available at: **www.bestplacestowork.org/BPTW/**.

The AOC's responsibilities include stewardship of the U.S. Capitol and the structures and grounds surrounding it. Under the Awe-Inspiring Facilities Strategic Goal, AOC's strategic activities foster approaches that are sensitive to the historic nature of AOC's work environment.

Strategic Goal 3: Awe-Inspiring Facilities

Unsurpassed Craftsmanship and Stewardship

The AOC will ensure outstanding stewardship of our nation's assets to facilitate legislative and judicial business and promote a safe, healthy and secure environment through the efficient use of resources, integrated facility planning, and sustainable practices.

This goal focuses on AOC's mission to maintain the national treasures, historic buildings and grounds entrusted to its care. The goal includes strategies to preserve facilities and landscapes, ensure building equipment and systems function properly, reasonably protect employees from injuries and integrate sustainable practices into business operations to promote efficiency and reduce waste.

Awe-Inspiring Facilities includes four strategic objectives:

- Preserve, enhance and protect AOC facilities and landscapes.
- Strengthen AOC facilities through asset lifecycle management.
- Promote a culture of resource conservation.
- Provide superior project delivery.

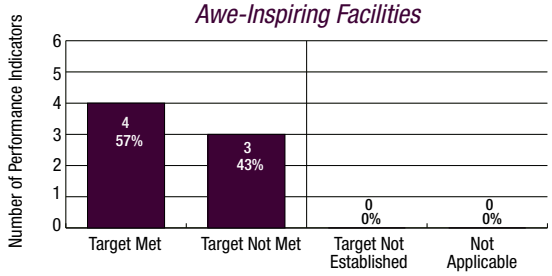
The performance results achieved in FY 2015 for this goal are depicted in **Figure 51**.

Awe-Inspiring Facilities

Activities focus on:

- Providing a safe environment where resources are utilized in a sensible manner
- Fostering approaches that are sensitive to the historic nature of AOC's work environment
- Keeping AOC facility management processes on the leading edge of technology

FIGURE 51: Results Achieved for *Awe-Inspiring Facilities*



Total Number of Performance Indicators: 7

STRATEGIC OBJECTIVE 3.1: Preserve, Enhance, and Protect AOC Facilities and Landscapes

The AOC's strategies for this objective include:

- Leverage technologies to improve facility management and increase operational efficiency.
- Establish a world-class facility cleaning program.
- Establish a world-class landscapes and gardens program.
- Integrate safety, security and preservation principles into business operations.

DISCUSSION: The AOC focused its FY 2015 efforts in support of this objective by improving its inventory management. This year, a pilot study on using radio frequency identification (RFID) to successfully track inventory components was completed by the Capitol Building jurisdiction. Use of RFID technology will reduce the need for visually seeing every inventory control tag and hand scanning each item. The use of RFID tags is expected to reduce the time and effort needed to perform inventory verification counts. Also during FY 2015, various jurisdictions tested new methodologies on how to track material requests and inventory. In the House Office Buildings jurisdiction (with support from the Information Technology Division), the decision was made to use an in-house developed solution to maintain communications between shops and the centralized Inventory Management Branch. Alternatively, the Library Buildings and Grounds jurisdiction decided to use its electronic work order system to link material requests to work orders. Both systems have been beneficial to their users and the jurisdictions continue to show efficiencies in their inventory operations.

In addition, AOC began an effort to develop a Facility Asset Management Plan (FAMP) to improve the linkage between maintenance and capital project prioritization—see also strategic objective 3.2. The FAMP allows the building condition and projected or planned repairs or maintenance to be viewed together. While not the main driver of the project, jurisdictions will be able to use this new tool to prioritize limited resources in material, labor and project funding to make more informed decisions and maximize the impact of maintenance and repair efforts.

The AOC utilizes four indicators to track progress against this objective. Preventive Maintenance Work Orders Timeliness provides a measure of AOC's stewardship of the national treasures entrusted to its care. Adherence to Cleaning Standards is a leading indicator of customer satisfaction with AOC's cleaning program. The Customer Satisfaction with Cleanliness, is a biennial lagging measurement of customer satisfaction with this very important building service. The fourth indicator, Injuries and Illnesses Rate, provides a means for AOC to monitor the outcomes of the safety program and reflects AOC's success integrating safety into its business operations. The AOC has a number of ongoing initiatives related to safety and tracks the injuries and illnesses rate as a lagging indicator. **Tables 26, 28, 30** and **32** provide the FY 2015 overviews for these performance indicators.

TABLE 26: Performance Indicator—Preventive Maintenance Work Orders Timeliness

FY 2015 Target	90.0% of preventive maintenance work orders are completed as planned
Performance	89.3%
Target Met	Not met

The AOC did not meet its target for preventive maintenance work order timeliness in FY 2015. Timeliness percentages are determined by dividing the number of total preventive maintenance work orders completed as planned by the total number of preventive maintenance work orders scheduled. In FY 2015, AOC completed over 195,000 preventive maintenance work orders on time out of 218,000 scheduled for the year, a timeliness completion rate of 89.3 percent. An additional 21,700 preventive maintenance work orders were completed in FY 2015, albeit late, bringing the total completion rate to 99.3 percent. As the agency's FY 2015 workload included the Congressional office moves, preventive maintenance work orders were placed on stand-by and addressed as time permitted during the three month moves cycle in the House and the Senate jurisdictions. Once the moves were successfully completed, AOC proceeded to catch-up on the preventive maintenance backlog and other activities that were suspended.

Table 27 and **Figure 52** provide the six-year trend in timeliness. Fiscal Year 2010 figures represent total completion rate and FY 2011—FY 2015 represent completion within the planned cycle time.

The AOC measures the effectiveness of its cleaning program through formal team inspections that verify the application of proper cleaning standards. In addition, AOC continued to administer the informal peer inspection program as a validation method to the teams' cleanliness inspections. The peer inspection program, which started in FY 2013, entails jurisdiction representatives conducting cleanliness inspections across buildings to provide the

TABLE 27: Preventive Maintenance Work Order Timeliness

Fiscal Year	2010	2011	2012	2013	2014	2015
Target	100.0%	90.0%	90.0%	90.0%	90.0%	90.0%
Percent Completed as Planned	83.9%	89.6%	92.8%	90.0%	82.9%	89.3%
Target Met	Not Applicable	Not Met	Met	Met	Not Met	Not Met
Definition: Preventive maintenance work orders closed as planned divided by total preventive maintenance work orders scheduled Source: WebTMA, AOC's Work Order Management System						

building occupant's perspective. Average scores continued above 4.5 on a scale of 0 to 5. The six-year performance trend, shown in **Table 29** and **Figure 53**, indicates consistent adherence to AOC's cleaning standards as verified through the Team Inspections Program.

TABLE 28: Performance Indicator—Adherence to Cleaning Standards

FY 2015 Target	95.0% of inspected items are found to be cleaned according to AOC Cleaning Standards
Performance	96.6%
Target Met	Met

The AOC uses a lagging indicator to confirm customer satisfaction with its cleaning program. The indicator is built on the biennial Building Services Customer Satisfaction Survey (BSCSS). The AOC conducted the customer satisfaction survey annually through FY 2010, at which point it was temporarily suspended—results were rather consistent and building occupants were starting to show signs of survey fatigue. The AOC redesigned the approach by shifting to a biennial cycle and simplifying the questions. While AOC originally scheduled the deployment of its BSCSS for the summer of 2014, the timing was not convenient for its customers since it interfered with a congressional recess during an election year. The AOC revised its survey schedule to deploy it biennially in the spring following an election year, thus increasing the

FIGURE 52: Preventive Maintenance Work Order Timeliness

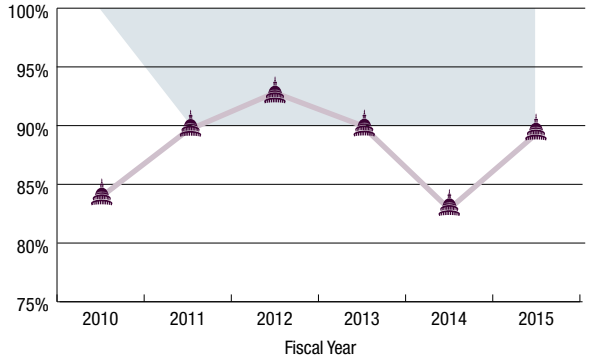


FIGURE 53: Adherence to Cleaning Standards

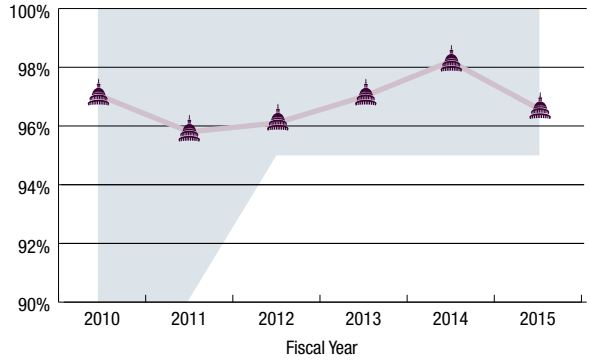


TABLE 29: Adherence to Cleaning Standards

Fiscal Year	2010	2011	2012	2013	2014	2015
Target	90.0%	90.0%	95.0%	95.0%	95.0%	95.0%
Percent Completed as Planned	97.1%	95.8%	96.1%	97.0%	98.2%	96.6%
Target Met	Met	Met	Met	Met	Met	Met
Definition: Items cleaned successfully divided by total number of items inspected Source: Formal Team Inspections						

convenience of the survey for its target audience. **Table 31** and **Figure 54** show survey results for the 2015 cycle.

As shown, AOC came very close to the target but was still below the 90 percent threshold, with an overall rating of 88 percent. The satisfaction level was driven down by satisfaction with cleanliness of public spaces (86 percent) whereas satisfaction with cleanliness of offices, did meet the 90 percent threshold.

TABLE 30: Performance Indicator—Customer Satisfaction with Cleanliness

FY 2015 Target	90.0% of survey responses indicate satisfaction with cleanliness level
Performance	88.0%
Target Met	Not Met

The safety of AOC's employees is paramount to the success of the organization. The AOC measures the effectiveness of safety programs through the Injuries and Illnesses (I&I) Rate that accounts for injury claims sent to the Department of Labor (DOL). After years of steady decline, the FY 2015 I&I rate increased sharply from prior years. The number of recordable claims rose from 66 in FY 2014 to 105 in FY 2015. The number of lost time or medical claims rose from 49 in FY 2014 to 67 in FY 2015. The AOC takes this matter seriously. The spike in claims concentrated in the months of July and August, which are project-intensive months for AOC[10]. In an effort to reverse the situation, AOC conducted safety stand-downs in each jurisdiction and work units, led by the Director of the Office of Safety, Fire and Environmental Programs, with the participation of AOC's Chief Operating Officer. In addition, safety and health have been focal points included in agency all-hands meetings, facility management leadership meetings and Architect's Forum meetings. In these forums, executive leadership shared AOC's safety results with all employees and urged everyone to continue giving safety the highest priority. See also *Management Challenges and Looking Ahead* in Section I for additional information on workplace safety and health.

[10] During the summer months, Members of Congress and their staffs typically conduct district work away from the Capitol campus, allowing AOC craftsmen and women to execute many projects without inconveniencing the building occupants.

FIGURE 54: Customer Satisfaction with Cleanliness

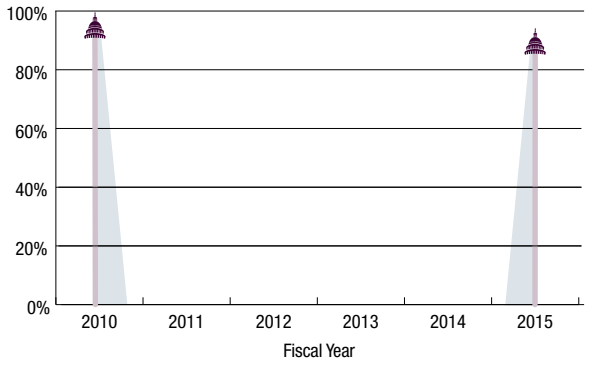


Table 33 and **Figure 55** provide the trend data for this indicator. For FY 2010–FY 2011, the target is based on the Department of Labor's Safety, Health and Return-to-Employment (SHARE)[11] initiative. For FY 2012–FY 2015, the target is based on the Protecting Our Workers and Ensuring Reemployment (POWER)[12] initiative.

TABLE 32: Performance Indicator—Injuries and Illnesses Rate

FY 2015 Target	<2.82% (Better than previous year, based on the Department of Labor's POWER initiative)
Performance	4.40%
Target Met	Not Met

[11] The Safety, Health and Return to Employment (SHARE) initiative was launched in 2004 with the purpose of reducing occupational injuries, illnesses and fatalities within the Federal government.

[12] The Protecting Our Workers and Ensuring Reemployment (POWER) Initiative will extend prior workplace safety and health efforts of the Federal government by setting more aggressive performance targets, encouraging the collection and analysis of data on the causes and consequences of frequent or severe injury and illness, and prioritizing safety and health management programs that have proven effective in the past.

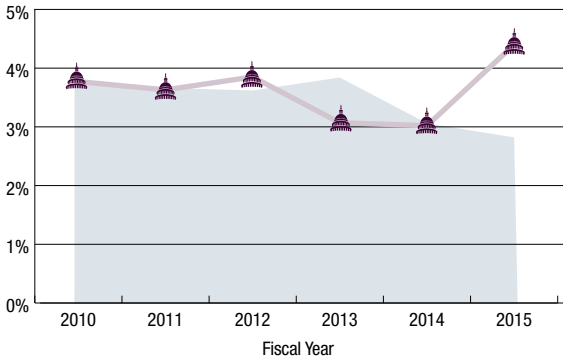
TABLE 31: Customer Satisfaction with Cleanliness

Fiscal Year	2010	2011	2012	2013	2014	2015
Target	90.0%	N/A	90.0%	N/A	90.0%	90.0%
Survey Results	97.1%	N/A	N/A	N/A	N/A	88.0%
Target Met	Not Met	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Met

Definition: Number of satisfied responses divided by number of significant responses (excludes "N/A" and null responses). The results are the non-weighted average of all five questions for AOC.
Source: Building Services Customer Satisfaction Survey, 2015 cycle

Note: The survey was not planned between FY 2011 and FY 2014. The survey was restarted in the spring of 2015.

FIGURE 55: Injuries and Illnesses Rate



FUTURE STRATEGY EFFORTS: In support of this objective in FY 2016, AOC will enhance its Executive Dashboard with leading measures related to safety. One addition planned for early-FY 2016 is the execution of incident investigations and the integration of findings to visualize trends and effects. Furthermore, as a result of AOC's discovery that the vast majority of incident and injury cases were behavior-based, AOC is implementing behavior-based safety training with supervisor and employee engagement coaching in FY 2016 (a pilot training course was completed during FY 2014-15). In addition, to improve the overall safety of the campus for visitors and staff, AOC will continue to remediate Americans with Disabilities Act accessibility barriers in FY 2016. The prioritization of barriers on and off the accessible path will be based on available funding. The AOC will improve the integration of safety, fire protection, environmental compliance and emergency preparedness considerations into operations and construction projects to reduce injuries and incidents and improve performance.

At the same time, with respect to the cleaning program, AOC is revamping its world-class cleaning strategy to address deficiencies in public areas and improve customer satisfaction. These efforts will include addressing specific deficiencies identified in the customer surveys.

STRATEGIC OBJECTIVE 3.2: Strengthen our Facilities through Asset Lifecycle Management

The AOC's strategies for this objective include:

- Establish a world-class maintenance program.
- Integrate facilities asset management processes and practices.
- Establish an integrated enterprise information model for facilities management.
- Prepare AOC's facilities to be a model workplace of the future.

DISCUSSION: The AOC's FY 2015 efforts focused on improving the data that details the condition of facilities and the related maintenance backlog. As part of the "Provide Superior Project Delivery" strategic objective, AOC is strengthening facilities planning by integrating a risk-based approach into the Facility Condition Assessments (FCA) to enhance the identification of needed maintenance, repair and capital improvements through the FCA. The strategy team also developed and incorporated new metrics for internal management that measures the impact from not performing recommended facility projects. These measures quantify the risk and cost of inaction, enabling jurisdictions to more strategically allocate their facility dollars.

In FY 2015, AOC developed tools to improve its management of facilities maintenance. This year, a Capitol Grounds Facility Maintenance Plan was completed and the Real Property Asset Management Plan was initiated. In an effort to ensure the outstanding stewardship of its heritage assets, AOC is completing Cultural Landscape Reports, inventories and subsequent Historic Preservation Guides for five landscapes and 10 buildings. These Guides will be a vital part of AOC's efforts to document and preserve these historic buildings and their contents.

TABLE 33: Injuries and Illnesses Rate

Fiscal Year	2010	2011	2012	2013	2014	2015
Target	<3.71%	<3.66%	<3.63%	<3.85%	<3.07%	<2.82%*
Injury and Illness Rate	3.77%	3.63%	3.85%	3.07%	2.82%*	4.40%
Target Met	Not Met	Met	Not Met	Met	Met	Not Met

Definition: Number of injury claims sent to DOL in the fiscal year divided by average number of employees in the fiscal year

Source: Number of injuries sent to DOL: HCMD, Employee Relations Branch National Finance Center bi-monthly information data file via ODS for number of employees

Note: Information adjusted from that reported in the FY 2014 PAR is marked with an asterisk (*).

Philip Davis

Gardener, AOC Capitol Grounds

Philip Davis is a dedicated and dependable worker on the Capitol Landscape Team. He has spent hours reading about and learning the landscape history of Capitol Square and is able to provide tours of the grounds and answer visitor questions. Philip is an outstanding recent addition to AOC's staff and is enthusiastic about taking on additional projects and responsibilities.

At the same time, AOC's Facilities Planning Branch initiated a pilot Facilities Asset Management Plan (FAMP) for the House Office Buildings jurisdiction in November 2014 to prioritize their workload and reduce their maintenance backlog. The FAMP connects the organization's objectives to the operation, maintenance and capital investment programs. Key results from this pilot program include: optimization of the preventive maintenance schedule utilizing levels of service rating and asset age, capital investment strategy using risk-based prioritization, critical backlog forecasting and reduction, measurable asset and workforce performance, and efficient resource allocation.

This year, to establish an integrated enterprise information model for facilities management, the agency brought AOC Explorer into production. This Web-based Geographic Information System (GIS) application is the first GIS product for the agency and provides AOC employees with access to authoritative facility data in a map-based context.

The AOC measures progress under this objective through the Corrective Maintenance Work Orders Timeliness indicator. This indicator provides a measure of AOC's efficiency in addressing unscheduled maintenance efforts. **Table 34** provides the FY 2015 overview of this performance indicator.

TABLE 34: Performance Indicator—Corrective Maintenance Work Orders Timeliness

FY 2015 Target	90.0% of corrective maintenance work orders are completed as planned
Performance	93.9%
Target Met	Met

In FY 2015, AOC completed over 89,000 corrective maintenance and reoccurring work orders on time out of more than 95,000 received for the year, a timeliness completion rate of 93.9 percent. An additional 5,400 work orders were completed in FY 2015, albeit late, bringing the total completion rate to 99.6 percent.

Table 35 and **Figure 56** provide the six-year trend in timeliness. Fiscal Year 2010 figures represent closure rate whereas the FY 2011–FY 2015 figures represent closure within the planned cycle time.

FUTURE STRATEGY EFFORTS: In FY 2016, AOC will develop an Electronic Dashboard for the FAMP program for the agency's senior management to review. In addition, after the prior year implementation of a pilot program at the House Office Buildings jurisdiction, AOC will design the goals for the next phase.

FIGURE 56: Corrective Maintenance Work Orders Timeliness

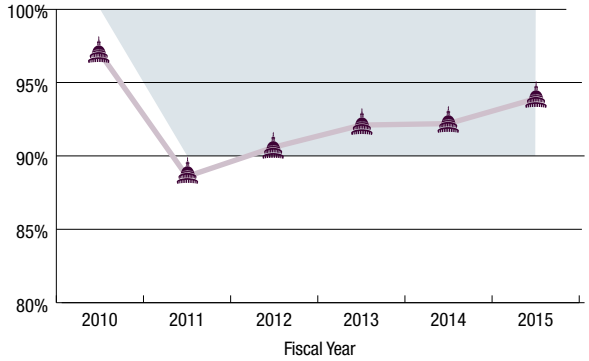


TABLE 35: Corrective Maintenance Work Orders Timeliness

Fiscal Year	2010	2011	2012	2013	2014	2015
Target	N/A	90.0%	90.0%	90.0%	90.0%	90.0%
Timeliness	97.0%	88.6%	90.6%	92.1%	92.2%	93.9%
Target Met	Not Applicable	Not Met	Met	Met	Met	Met

Definition: Number of corrective maintenance and reoccurring work orders closed within cycle time divided by number of corrective maintenance and reoccurring work orders received

Source: WebTMA, AOC's Work Order Management System, as extracted from the Executive Dashboard

STRATEGIC OBJECTIVE 3.3: Promote a Culture of Resource Conservation

The AOC's strategies for this objective include:

- Improve facilities asset performance.
- Integrate sustainable practices into business operations.
- Strengthen a culture of sustainability with stakeholders and external organizations.

DISCUSSION: The AOC incorporates energy and resource conservation and sustainability into its daily operations and stewardship of AOC's historic buildings and grounds. The AOC's energy program focuses on three main components: buildings and grounds, infrastructure and individual responsibilities. Making the historic buildings and grounds of Congress and the Supreme Court as energy-efficient as possible while maintaining the efficiency of the Capitol campus' utility infrastructure (via the Capitol Power Plant and its tunnel distribution system for steam and chilled water) are among AOC's biggest challenges. For a description of how individual actions contributed to AOC's energy reduction, see In Focus: *"Power to Save" Contributes Towards AOC Energy Milestone*.

To improve the energy efficiency of the Capitol campus, AOC invested nearly $100 million in infrastructure upgrades financed through Energy Savings Performance Contracts (ESPCs). Through these projects, AOC made significant upgrades for minimal capital investment. In addition, AOC incorporated energy conservation and sustainability into the design of its construction projects, including the use of low-impact materials and adherence to Leadership in Energy and Environmental Design (LEED) standards[13], where possible. For example, AOC's East House Underground Garage renovation project received a LEED Gold rating for its implementation of sustainable elements.

[13] LEED is a green building certification program, sponsored by the U.S. Green Building Council, which recognizes best-in-class building strategies and practices.

In FY 2015, AOC efforts involving the Capitol Power Plant continued to play an essential role in its energy program. As part of the West Refrigeration Plant Revitalization project, new chillers and pumps reduced the energy needed to produce chilled water, while distribution system upgrades increased efficiency and provided significant electrical cost savings. Also, the application of free cooling strategies provided a more efficient way to deliver steam during the winter months.

The installation of modern building automation systems improved the efficiency and monitoring of energy use within multiple AOC's facilities. During times of low or no occupancy, the systems can reduce or turn off lights and heating/cooling to designated areas. The systems also allow AOC to monitor energy consumption.

The AOC measures performance against this objective through its reduction in energy consumption. **Table 36** provides the FY 2015 overview of this indicator.

TABLE 36: Performance Indicator—Reduction in Energy Consumption

FY 2015 Target	-30% (Reduce energy consumption 3% each year over the baseline of FY 2003)
Performance	-30.8%
Target Met	Met

The AOC reduced energy consumption by nearly 31 percent over the FY 2003 baseline, achieving the 30 percent target and complying with the mandates of the Energy Independence and Security Act of 2007. This accomplishment caps off a 10-year AOC-wide energy conservation effort that has yielded tremendous results, including energy savings valued at approximately $16 million per year. The majority of these savings are used to pay back financed energy conservation investments provided by three ESPCs for the Capitol Building, House Office Buildings and Senate Office Buildings jurisdictions.

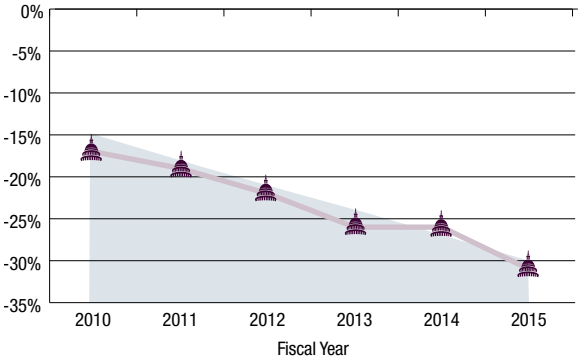
Table 37 and **Figure 57** provide the six-year trend in AOC's reduction in energy consumption.

TABLE 37: Reduction in Energy Consumption

Fiscal Year	2010	2011	2012	2013	2014	2015
Target	≤-15%	≤-18%	≤-21%	≤-24%	≤-27%	≤-30%
Reduction	-17%	-19%	-22%	-26%	-25.5%	-30.8%
Target Met	Met	Met	Met	Met	Not Met	Met

Definition: Energy used (in BTUs) per square foot in current year divided by the energy used per square foot in FY 2003
Source: Sustainability Division and Capitol Power Plant

FIGURE 57: Reduction in Energy Consumption



Note: The AOC's data point for FY2015 is composed of final data from October 2014 to August 2015 and tentative data for September 2015. Final September data is not expected until after publication, although all currently available information confirms that the tentative data will become final.

FUTURE STRATEGY EFFORTS: In FY 2016, AOC will continue its efforts to reduce energy consumption, although there is currently no legislated energy reduction target (see *Management Challenges and Looking Ahead* in Section I). In the upcoming year, AOC will establish a new process for stormwater management across AOC and work effectively with the District of Columbia government. Further, in FY 2016, AOC anticipates meeting the milestones detailed in its sustainability commitments: (1) recycle 40 percent of occupant waste, 80 percent of construction debris and send 90 percent of non-recycled waste to a certified waste-to-energy facility; (2) reduce AOC's scope one and two greenhouse gas emissions* by 25 percent compared to its FY 2008 baseline and (3) monitor 100 percent of AOC's water consumption. At the time of publication, the recycling and greenhouse gas reduction goals are on target. To meet the water metering goal, AOC is analyzing its consumption data and identifying estimated usages. If new meters are required, AOC will need to identify possible funding sources.

STRATEGIC OBJECTIVE 3.4: Provide Superior Project Delivery

The AOC's strategies for this objective include:

- Leverage best-in-class project management principles.
- Strengthen facilities planning.

* Scope one is greenhouse emissions from owned or controlled sources and scope two is indirect emissions from the consumption of purchased electricity, heat and steam.

In Focus: "Power to Save" Contributes Towards AOC Energy Milestone

The AOC reduced its energy usage by nearly 31 percent through FY 2015, exceeding the federally mandated energy reduction target of 30 percent. This milestone could not have been met without Congress' support, which helped AOC implement a variety of projects designed to save taxpayer dollars and conserve natural resources. In addition to these sustainability and stewardship projects, detailed in *Strategic Objective 3.3*, bottom-up individual commitment helped contribute towards the effort to conserve energy across the Capitol campus.

As AOC entered the final years of its 10-year energy program, it reached out to all building occupants to help achieve this significant milestone. The result was the "Power to Save" campaign. Behind this initiative was the understanding that simple individual actions can add up to a tremendous collective energy savings. "Power to Save" was designed to educate congressional members, staff, employees and visitors about energy and water efficiency, preservation, waste management, indoor air quality, transportation and other key sustainability issues. The initiative focused on:

- **Technology:** Powering off personal electronics and devices.
- **Minimize Printing:** Printing double-sided and using recycled paper for printing.
- **Recycle:** Recycling paper and other office materials.
- **Last Out Policy:** Turning off building lights, computers and copiers and closing windows.
- **Occupancy Sensors:** Installing sensors in rooms to automatically adjust systems.
- **Energy Star:** Purchasing Energy Star-certified office equipment.

More information is available at: **www.aoc.gov/power-save**.

Power to Save

DISCUSSION: The AOC's Office of Planning and Project Management (PPM) coordinates the strategy efforts under this objective. Project delivery encompasses project management and facilities planning—key components of the efforts to maintain the facilities and grounds under AOC's care.

In FY 2015, AOC continued to focus on identifying and defining current project management and construction management processes, programs and practices in use across the jurisdictions and within central staff offices. A cross-jurisdictional team created templates directed toward jurisdiction-based projects that address best management practices and will provide more standardization.

To strengthen project management, PPM has been working on two parallel tracks to provide consistent information about projects. During FY 2015, the Office created a complete redesign of the Project Information Center (PIC) system based on a more comprehensive set of requirements. The PIC system is used to track the status of AOC projects throughout the Capitol campus. The new PIC is expected to go live in FY 2016. At the same time, PPM set up a transition system to support project managers through the close of FY 2015. This transition was intended to minimize the impact of the system redesign on AOC operations.

The AOC measures progress under this initiative through the combined results of the Design Projects Customer Satisfaction Survey and the Construction Projects Customer Satisfaction Survey. **Table 38** provides the FY 2015 overview of this performance indicator.

TABLE 38: Performance Indicator—Customer Satisfaction with Projects

FY 2015 Target	90.0% of project elements are rated by clients as satisfactorily executed
Performance	96.5%
Target Met	Met

Satisfaction with PPM's design and construction project services consistently exceeds the target for this indicator. Their Energy and Design Services, Project Management and Construction Divisions deliver design and construction projects that are rated as satisfactory by the overwhelming majority of surveyed clients. This year, AOC decided to move to a more granular calculation for this indicator: instead of looking at each project as a unit to determine if it was satisfactorily completed, AOC now focuses on each of the 14 distinct elements of the survey that are used to declare satisfaction with a project. Data for previous years was adjusted to reflect this more precise calculation, which is also the normal measure used in the monthly report distributed among PPM managers. Clients rated 96.5 percent of project elements as satisfactorily executed. This result reinforces the importance that AOC puts on project delivery, one of the four strategic focus areas for FY 2015. **Table 39** and **Figure 58** provide the updated six-year trend for the combined ratings of the surveys.

FUTURE STRATEGY EFFORTS: In FY 2016, AOC will deploy the new, integrated Project Information Center (PIC) system to provide a centralized location to enter and obtain all project-related data for AOC's project managers and analysts. The PIC v3.0 system will be aligned with the Executive Dashboard for the agency's senior managers.

FIGURE 58: Customer Satisfaction with Projects

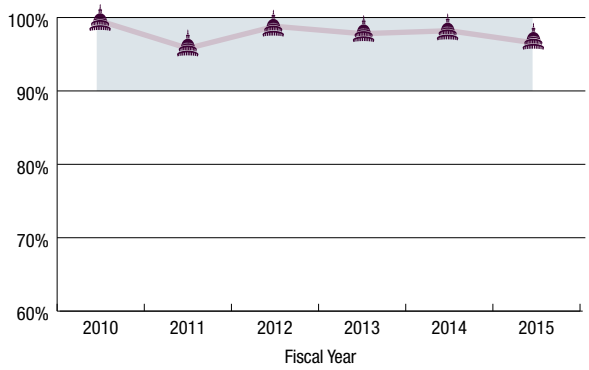


TABLE 39: Customer Satisfaction with Projects

Fiscal Year	2010	2011	2012	2013	2014	2015
Target	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%
Performance	99.5%*	95.8%*	98.8%*	97.8%*	98.2%*	96.5%
Target Met	Met	Met*	Met	Met	Met	Met
Definition: Number of project elements rated as satisfactorily executed divided by the number of project elements evaluated Source: Design Projects Customer Satisfaction Survey and Construction Projects Customer Satisfaction Survey						

Note: Information adjusted from that reported in the FY 2014 PAR is marked with an asterisk (*).

In Focus: Hart Senate Office Building Roof and Skylight Replacement

In December 2014, AOC began replacing the roof and 180 skylights and upgrading the fall protection system on the Hart Senate Office Building. The roof and skylights, which were installed in 1982, had reached the end of their useful life and, over time, had allowed water infiltration which caused building damage.

As part of the project, AOC also installed a 148-kilowatt photovoltaic system on the Hart roof. The solar panels will decrease utility use, increase sustainability and make the Senate Office Buildings eligible for an energy credit program that will further reduce electrical costs.

The AOC was also able to take advantage of the suspended work platform constructed for the roof project to perform a structural safety analysis of the cloud components of Alexander Calder's *Mountains and Clouds* sculpture in the Hart atrium.

An AOC contractor safely lowered the clouds onto scaffolding erected on the Hart atrium floor (depicted in the photo above). Because of the size and placement of the mountain part of the sculpture, which weighs 36 tons, the massive clouds had to be manually rotated as they were lowered to fit onto the scaffolding.

The roof and skylight replacement was completed in summer 2015, with the Calder structural safety analysis expected to be finished in late-calendar year 2015, with results of the analysis allowing the sculpture to be safely enjoyed by future generations of visitors and staff.

More information is available at: **www.aoc.gov/projects/hart-roof** and **www.aoc.gov/projects/calders-mountains-and-clouds**.

The AOC strives to provide extraordinary services to its visitors and, in FY 2015, developed and implemented a unique customer service program to support the agency's mission and vision. Here a CVC guide conducts a tour of Statuary Hall in the U.S. Capitol.

Strategic Goal 4: Extraordinary Services

Going the Extra Mile

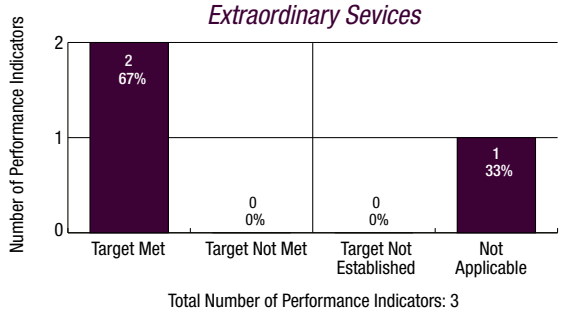
The AOC will provide proactive, professional, and integrated services that exceed clients' and visitors' expectations by understanding and anticipating their needs.

This goal serves to generate an organizational culture where AOC employees take ownership of client needs and proactively coordinate with the service providers to resolve issues. Under this goal, the term "client" includes Members of Congress, their staffs and constituents, visitors to Capitol Hill, employees of other Federal agencies and AOC's internal customers. This goal largely encompasses AOC's visitor services mission, as well.

Extraordinary Services includes two strategic objectives:

- Provide extraordinary client services.
- Educate, inform and inspire the Capitol Hill visitor experience.

FIGURE 59: Results Achieved for *Extraordinary Sevices*



Extraordinary Services

Activities focus on:

- Customer service
- Taking ownership of delivery
- Projects aimed at broadening the concept of "customer" to include internal and external customers

The performance results achieved in FY 2015 for this goal are depicted in **Figure 59**.

STRATEGIC OBJECTIVE 4.1: Provide Extraordinary Client Services

The AOC's strategies for this objective include:

- Improve AOC service delivery for both internal and external customers and clients.
- Increase efficiencies and transparency in the AOC acquisition process.
- Enhance AOC efficiency through integrated services.

DISCUSSION: In FY 2015, AOC continued focusing on its vision of providing extraordinary service to all internal and external customers. This year, AOC developed and implemented a unique customer service program to support the agency's vision: "ROC" (Responsibility,

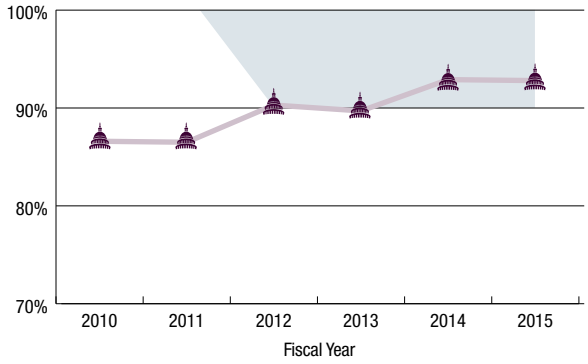
Ownership and Courteous program). The new ROC customer service training program provided AOC employees with the tools to exceed customer's expectations. The AOC trained 2,000 employees on ROC customer service, about 90 percent of the workforce, with the remaining employees scheduled to be trained by the end of December 2015. In addition, AOC developed and shared a video message on customer service that will reinforce the importance of the program and will be used in the new employee onboarding process to introduce the AOC's Customer Service Philosophy and Standards of Behavior.

To increase the efficiency and transparency of the acquisition process, AOC developed a new, comprehensive Contracting Manual, along with a revised Personal Property Handbook. These revised documents will be used to prescribe uniform policies for the acquisition of supplies, services, construction, and related services; maintain accountability for acquired property; and provide guidance to personnel in applying those policies and procedures. Both documents were in the final stages of review at the close of FY 2015 and are expected to be issued in early-FY 2016. In addition, AOC completed its first agency-wide inventory of all owned and leased vehicles, including photographic documentation, permitting the agency to better manage their vehicle assets' location and condition.

To improve its acquisition close-out process, AOC utilized the Department of Defense's Wounded Warrior Program to provide contract staff to assist in the contract close-out project. The AOC closed out open contract records bringing the open contract backlog down to 500 documents. For comparison, four years ago, AOC had 8,000 open contract records that should have been closed.

The AOC measures progress against this objective through three performance indicators. Service Request Work Orders Timeliness tracks service request work orders completed as scheduled, the Building Services Customer Satisfaction Survey results capture satisfaction levels with key facility management areas such as service delivery and cleanliness, while the Perception of Internal

FIGURE 60: Service Requests Work Order Timeliness



Service Provider Improvements measures the service improvements from AOC's internal service providers. **Tables 40, 42** and **44** provide the FY 2015 overviews of these performance indicators.

TABLE 40: Performance Indicator—Service Request Work Orders Timeliness

FY 2015 Target	90.0% of project elements are rated by clients as satisfactorily executed
Performance	92.8%
Target Met	Met

The AOC measures progress against this objective through the timeliness of completing service request work orders. Service requests may include a multitude of tasks, such as creating custom cabinetry, hanging pictures, supporting special events or other jobs for AOC's clients. In FY 2015, AOC completed over 79,000 service request work orders on time out of more than 85,000 received during the year, a timeliness completion rate of 92.8 percent. An additional 5,900 service request work orders were completed in FY 2015, albeit late, bringing the total completion rate to 99.7 percent. This result demonstrates the dedication of AOC trades to provide extraordinary service to clients and to meet the aggressive 90 percent timeliness rate target. **Table 41** and **Figure 60** provide the six-year trend. Fiscal

TABLE 41: Service Request Work Orders Timeliness

Fiscal Year	2010	2011	2012	2013	2014	2015
Target	N/A	N/A	90.0%	90.0%	90.0%	90.0%
Performance	86.6%	86.5%	90.3%	89.7%	92.9%	92.8%
Target Met	Not Applicable	Not Applicable	Met	Not Met	Met	Met

Definition: Service request work orders closed within cycle time divided by total service request work orders due
Source: WebTMA, AOC's Work Orders Management System, extracted from Executive Dashboard

Year 2010–FY 2011 figures represent completion rates whereas FY 2012–FY 2015 represent completion within the planned cycle time.

TABLE 42: Performance Indicator—BSCSS Overall Customer Satisfaction Results

FY 2015 Target	90.0% of survey responses indicate satisfaction with services
Performance	93.0%
Target Met	Met

The AOC tracks performance against this objective by measuring customer satisfaction levels, as captured in the Building Services Customer Satisfaction Survey (BSCSS). This survey measures different aspects of facility services delivery, such as cleanliness and the overall building's condition. In FY 2015, AOC restarted this survey after a four-year hiatus. This pause period was necessary to provide building occupants with some distance: the survey had been administered every year between 2002 and 2010 and it was time to recalibrate the measurement system. Although the distribution approach was similar to years past, the BSCSS was shortened and focused on services that are the most visible to building occupants. As a result, data in **Table 43** was adjusted to provide a one-to-one comparison: satisfaction levels were recalculated to include only the services that were part of the FY 2015 survey. **Table 43** and **Figure 61** show survey results.

FIGURE 61: Building Services Customer Satisfaction Survey Results

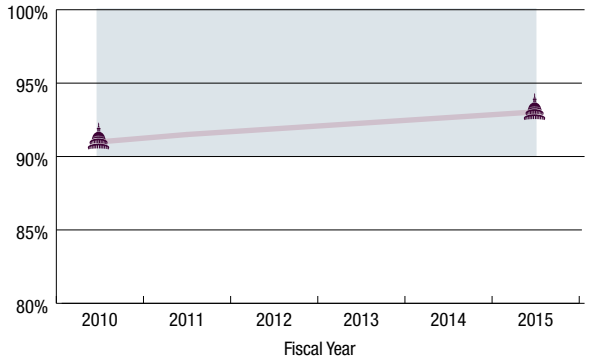


TABLE 44: Performance Indicator: Perception of ISP Improvements

FY 2015 Target	50.0% or more survey respondents indicate they notice improvements
Performance	N/A
Target Met	Not Applicable

The AOC also measures its customer service performance by measuring the perceived improvements in services delivered by AOC's internal service providers (ISP). The target was that at least one-half of survey respondents would indicate having noticed service improvements. At present, the ISP survey is temporarily suspended to re-align it with AOC's Customer Service Philosophy. A new date for the re-issuance of the ISP survey has not been established yet. As a result, FY 2015 performance results are designated as "Not Applicable."

FUTURE STRATEGY EFFORTS: In FY 2016, AOC will re-evaluate the scope, purpose and design of the Internal Service Provider Customer Satisfaction Survey to eliminate redundancies with the Organizational Assessment and the Building Services Customer Satisfaction Surveys.

In addition, to improve the human resources services, a robust Human Resources Information System (HRIS) enhancement will be implemented. Since December 2013, AOC has relied upon time-intensive, manual solutions to process personnel actions and facilitate AOC's performance management program. The AOC will begin the phase II implementation of a new HRIS in FY 2016 (the first phase was implemented in FY 2014). The implementation of EmpowHR, AOC's new HRIS, operates in a shared services environment that will foster the timely and accurate processing of personnel actions. Another

TABLE 43: Building Services Customer Satisfaction Survey Results

Fiscal Year	2010	2011	2012	2013	2014	2015
Target	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%
Performance	91.0%*	N/A	N/A	N/A	N/A	93.0%
Target Met	Met	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Met

Definition: Number of satisfied responses divided by number of significant responses (excludes "N/A" and null responses)
Source: Building Service Customer Satisfaction Survey, September 2015

Note: Information adjusted from that reported in the FY 2014 PAR is marked with an asterisk (*). The survey was intentionally suspended between FY 2011 and FY 2014.

In May 2015, AOC welcomed the 14-millionth visitor to the Capitol Visitor Center (CVC) since its December 2008 opening. The CVC continues to receive more than two million visitors to the U.S. Capitol each year.

integral component to EmpowHR is an e-performance module. This will enable an automated process to evaluate employee performance that is less time-consuming and more user-friendly. Once Phase II is completed, AOC will explore the integration of AOC's recruitment and classification system (Career Connector) with EmpowHR, to achieve a fully-integrated system. With such a system, AOC will be able to more effectively plan, control and manage human capital costs, achieve improved efficiency and quality in human capital decision making and increase managerial productivity and effectiveness.

STRATEGIC OBJECTIVE 4.2: Educate, Inform, and Inspire the Capitol Hill Visitor Experience

The AOC's strategies for this objective include:

- Enhance opportunities for memorable visitor experiences that educate and inform.
- Enhance the visitor experience through effective use of digital media and tools.
- Facilitate the development of a collaborative Capitol Hill visitor experience.

DISCUSSION: The AOC continues to focus on ensuring that visitors to the Capitol campus receive an enriching, memorable and inspirational experience. This year, AOC worked to provide more opportunities for visitors to experience the Capitol, embrace technology and new media, and create a comprehensive visitor experience.

In July 2015, the U.S. Capitol Visitor Center (CVC) moved away from delivering separate mobile and desktop websites to a single responsive website design. Having a responsive website provides a full, information-rich Web experience for visitors and supports the new search engine optimization standards. The new responsive design also allows AOC's entire website to fully adjust to all devices, delivering a single set of content and code that seamlessly caters to target screen sizes and resolutions. The CVC did this in recognition that mobile devices are increasingly used to access the Internet. Since 2013, CVC watched its mobile traffic grow from 25 percent to more than 41 percent of online visitors.

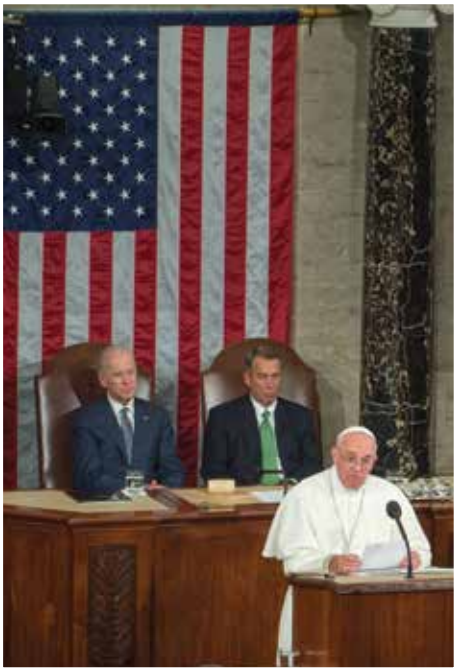
The CVC also continues to monitor users' online comments on social media outlets to help improve information and the visitor experience. CVC saw its Facebook page grow to more than 53,000 likes while earning a 4.5-out-of-5 stars review from more than 16,000 visitors. The CVC's Twitter account has also increased from about 1,000 followers 18 months ago to more than 10,000 followers, while tweets and content reach many thousands of viewers daily. The CVC was awarded a 2015 Certificate of Excellence from TripAdvisor. TripAdvisor users rated the U.S. Capitol Visitor Center 46 out of the 333 things to do while in Washington, DC and gave a 4.5 out of 5 rating in 1,835 reviews.

The AOC formerly measured progress under this objective with one performance indicator, Online Customer Satisfaction Survey Score. This indicator was discontinued in FY 2015, as reported in Appendix E of this report. This

indicator tracked online visitors' satisfaction with the CVC website (**www.visitthecapitol.gov**). The feedback data received from the independent measurement provider for several years was overwhelmingly positive. Further, the CVC website consistently ranked among the top ten percent of the 300 or more government sites that the independent measurement provider tracked. While validation of CVC site's effectiveness was valuable, CVC management was not getting enough constructive feedback and data to justify its cost. The CVC is currently using analytical tools that help see where visitors are searching on the website to see how CVC might better position the website content. The CVC will conduct a comprehensive customer satisfaction survey beginning in FY 2016. The survey will cover all key areas of CVC operations, including the website, and the new data will be used to measure this strategy.

FUTURE STRATEGY EFFORTS: In FY 2016, AOC will design and conduct a comprehensive customer satisfaction survey, covering all key areas of CVC operations, including the website. In addition, AOC will build new performance indicators for this strategic objective to better measure the effectiveness of its visitor services.

During FY 2016, scaffolding in the U.S. Capitol Rotunda for its restoration will greatly reduce the floor space for tours and limit the visibility of paintings, sculpture and other architectural features for visitors to the Capitol. Using the modifications instituted in July-August 2015 as a guide, AOC will plan how to effectively manage the flow of visitors in April-May 2016, the peak visitation period when the number of daily Capitol visitors regularly exceeds 12,000. The AOC's goal is to allow as many individuals as possible to view as much of the Capitol as possible and to provide them with memorable and enriching experiences. Moreover, at the U.S. Botanic Garden in FY 2016, AOC will deliver a spectacular Holiday model train show highlighting pollinators and an Orchid show highlighting one of the country's largest orchid collections.



In Focus: AOC Provided Support for Papal Visit to the U.S. Capitol

The Architect of the Capitol (AOC) worked closely with the House Speaker's Office, the House and Senate Sergeants-at-Arms, and the Capitol Police Board to prepare for the activities associated with the unprecedented visit of Pope Francis to the U.S. Capitol on September 24, 2015. This visit marked the first time a religious leader who is also a head of state addressed Congress. Pope Francis delivered his historic remarks to a Joint Session of Congress in the House Chamber while the address was broadcast live for an outdoor crowd watching on jumbotrons on the Capitol's West Front, as well as for a worldwide television audience of several million people.

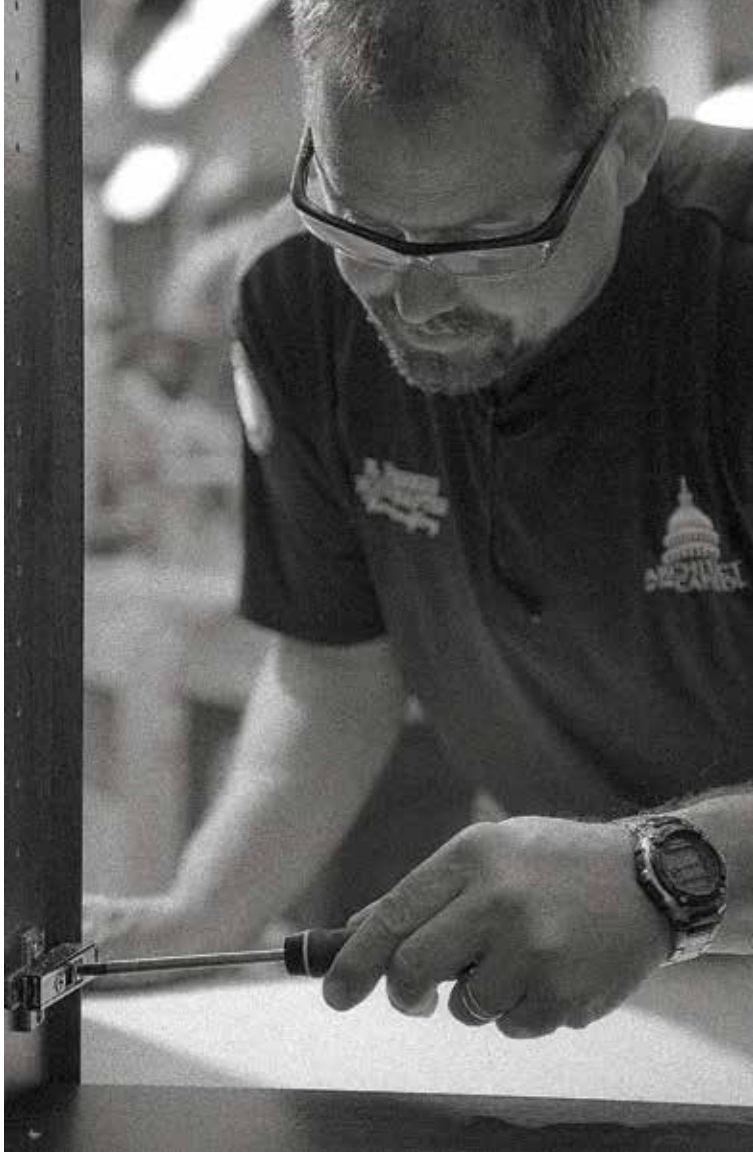
The AOC prepared for this event by procuring and setting up security fencing, video screens, chairs, scaffolding towers, portable toilets and tents. The Capitol Building Superintendent's shops were integral in preparing for this visit by refurbishing wooden doors, cleaning and repairing paint and plaster throughout the building, creating temporary accessibility ramps and deep cleaning the areas of the building in which the Pope would travel. At the same time, the Capitol Grounds jurisdiction readied the grounds and walkways for the thousands of visitors, while the Capitol Police Buildings, Grounds and Security jurisdiction provided security coordination and emergency support for the event.

This event was attended by over 50,000 people in the Capitol and on the West Lawn — including members of Congress and their guests, dignitaries, governors and Capitol Hill staff members — plus additional thousands on the National Mall. The Pope's visit to the Capitol was a success due to the diligence and teamwork of AOC and its fellow federal agencies on Capitol Hill.

More information on events at the Capitol is available at: **www.aoc.gov/capitol-campus-events**.

AOC Capitol Building

BEHIND THE SCENES



The AOC Capitol Building jurisdiction is responsible for the maintenance, repair, operations, mechanical and electrical infrastructure, heating, ventilation and air conditioning, plumbing, painting, cleaning and construction concerning the U.S. Capitol, as well as for the U.S. Capitol Visitor Center.

The U.S. Capitol, begun in 1793, is among the most architecturally impressive and symbolically important buildings in the world. To the AOC, the building is categorized as a multi-use heritage asset which is predominantly used for general government operations. The building has housed the meeting chambers of the Senate and the House of Representatives for over two centuries. In addition to the congressional chambers, the building contains committee rooms, spaces allocated to congressional officers, as well as offices, machinery rooms, workshops and other support areas.

In addition to its active use by Congress, the U.S. Capitol is a museum of American art and history. Each year, it is visited by over 2 million people from around the world. Areas accessible to visitors include the Rotunda, the National Statuary Hall, the Hall of Columns, the Brumidi Corridors, the Old Supreme Court Chamber, the Crypt and the restored Old Senate Chamber.

More information on the U.S. Capitol is available at: **www.aoc.gov/us-capitol-building.**

·OUT·OF·MANY·ONE·
A MORE PERFECT UNION

SECTION III

Financial Information

Introducing the Principal Financial Statements

The Principal Financial Statements (Statements) have been prepared to report the financial position and results of operations of the Architect of the Capitol (AOC). The Statements have been prepared from the books and records of the AOC in accordance with formats prescribed by the Office of Management and Budget (OMB) in OMB Circular A-136, *Financial Reporting Requirements,* revised. The Statements are in addition to financial reports prepared by the AOC in accordance with OMB and U.S. Department of the Treasury (Treasury) directives to monitor and control the status and use of budgetary resources, which are prepared 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. The AOC has no authority to pay liabilities not covered by budgetary resources. Liquidation of such liabilities requires enactment of an appropriation.

Balance Sheet

Provides comparative information on AOC's assets, liabilities and Net Position (Unexpended Appropriations and Cumulative Results of Operations). Net Position represents the Net Investment of the U.S. government in AOC's assets less liabilities.

Statement of Net Costs

Provides the comparative gross costs incurred by responsibility segment (AOC jurisdiction), net of any exchange or earned revenue from activities. Exchange revenue includes income from steam and chilled water provided to governmental or private entities, gift shop sales, recycling and others. The net cost of operations is prepared on the proprietary basis of accounting and, unlike budgetary accounting, includes costs of services provided by other entities, accruals and non-cash expenses such as depreciation and amortization.

Statement of Changes in Net Position

Provides, on a comparative basis, the beginning Net Position, the transactions that affected Net Position during the period, and the ending Net Position.

Statement of Budgetary Resources

Presents comparative information on the budgetary basis of accounting, including how budgetary resources were made available and their status at the end of the year.

The AOC is dedicated to providing extraordinary services for visitors to Capitol Hill and, in FY 2015, over 2 million visitors were welcomed to the U.S. Capitol. The AOC's Capitol Visitor Center staff provided visitors with special activities to enhance their understanding of Congress and the U.S. Capitol, including a third season of student programs, offered from October 2014 through February 2015.

Message from the Chief Financial Officer

Thomas J. Carroll,
Chief Financial Officer

I am pleased to present the Architect of the Capitol's (AOC's) financial statements for Fiscal Year (FY) 2015. As detailed in this Performance and Accountability Report (PAR), AOC diligently fulfills its primary mission of serving Congress and the Supreme Court, preserving America's Capitol and inspiring memorable experiences for our visitors. Serving as effective stewards of the public funds we receive is an integral component of achieving this mission.

The AOC faces a number of long-term challenges — maintaining and repairing the historic and other facilities under our care, ensuring the physical security of our buildings and grounds, and safeguarding those who work at or visit the U.S. Capitol, to name just a few. Given our budgetary constraints, it is critical that we find innovative ways to work leaner and reduce our operational costs so that those savings can be redirected towards our priority needs. Looking to the years ahead, we face difficult decisions in determining how to fund our facilities' deferred maintenance and capital renewal backlog, while continuing our regular operations and supporting our customers. The AOC, with the help of our congressional oversight, will make the appropriate investments to ensure that these challenges are met in a fiscally prudent manner.

Our Achievements

FY 2015 proudly marks the 11th consecutive year AOC has received an unmodified (clean) audit opinion from the independent auditors of our financial statements, with one material weakness. For the fourth straight year, we were recognized with the distinguished Certificate of Excellence in Accountability Reporting (CEAR) by the Association of Government Accountants (AGA) for our FY 2014 PAR, along with a "Best in Class" CEAR award for the "Best Use of Hyperlinks, Drilldowns, and Opportunities for Interaction." These accomplishments demonstrate our dedication to quality financial reporting.

This year, AOC continued to make progress with the migration of AOC's core Financial Management System and Inventory Control System to the shared Legislative Branch Financial Management System (LBFMS) managed by the Library of Congress. Guided by Congress' long-term vision of a shared financial system for the entire Legislative Branch, this year AOC established the final project management plan, project schedule and configuration management plan. This standardization project continues to be on target, is scheduled for completion in December 2015, and is projected to result in significant cost savings for the Legislative Branch as a whole.

During FY 2015, AOC worked methodically and resolved our three audit significant deficiencies. These deficiencies pertained to accounting for the Fairchild Building lease renewal, improperly recorded leasehold improvement costs associated with the O'Neill Building and the untimely contract closeouts and liquidation of obligations. This year, to address the latter finding, AOC reduced the volume of undelivered orders (UDOs) by:

- Bringing on temporary workforce support through the Wounded Warrior Program to assist with UDO closeouts;
- Monitoring UDO closeouts with detailed monthly e-Dashboard indicators; and
- Creating a new electronic management tool to automate a portion of AOC's quarterly financial reviews, improve the workflow of UDO closeouts, and ensure that orders are managed effectively.

One material weakness, concerning ineffective controls over the agency's estimate of asbestos cleanup costs, was identified in the FY 2015 Independent Auditors' Report. The AOC concurs with this audit finding and is committed to implement corrective actions and resolve this

material weakness as quickly as possible. The corrective action plan will include adequate documentation and the implementation of a formal review and approval process for the key assumptions, methodology and inputs used in estimating our environmental liability.

We continue to make significant strides to strengthen our control environment and Internal Control Program. Over the last few years, utilizing a well-developed project management approach, an overarching plan and internal control testing schedule was executed. We started this year by developing training documentation for the control implementation and began the process of formally documenting and updating our processes and procedures. An annual testing plan was developed to validate our compliance with requirements, based upon OMB Circular A-123, Management's Responsibility for Internal Control. These steps will enhance accountability and allow us to identify management control issues quickly.

Looking Forward

Continued budget constraints and uncertainty will impact our future operations and ability to address needed capital projects. We recognize that not every project can be funded at the same time. Therefore, we carefully weigh competing demands and use our project prioritization process to ensure that the most critical projects will be unhindered by budget cuts. However, without the long-term funds to fully address our maintenance requirements, especially projects with safety and health elements, we are delaying repairs that we know will eventually become necessary to address. Therefore, this deferred work will continue to be added to our future funding requests, with the understanding that the prolonged deferral of maintenance projects will only increase their future cost.

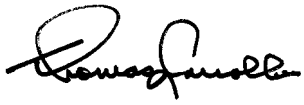
As a result of the current budget environment, AOC must be more efficient and effective within the boundaries of the limited resources available to us. By developing our budget using a zero-base model, AOC has used this environment as an opportunity to take a fresh look at all operational areas and find efficiencies. In addition, in the years ahead, we will consider other occasions for cost-savings and efficiencies through additional shared services with the agencies of the Legislative Branch.

One example of AOC taking a fresh look at its operations, this year we studied different funding models for our small construction workload to identify one that is agile, simple to manage, and adjusts for fluctuating workload demand. Consequently, AOC is examining the feasibility and impact of moving to a Working Capital Fund (WCF) model for funding our Construction Division's small construction projects. Should AOC and Congress decide to switch from using multiple appropriations to a single WCF to manage the approximately $30 million annual cost of small construction, we will be sure to work with our congressional partners to bring this change about in an effective and efficient manner.

Planning for AOC's new 2017-2022 Strategic Plan will continue in FY 2016 with a focus on improving our measurement of performance results. To further enhance our accountability and fiscal stewardship, we plan on integrating the principles of Enterprise Risk Management and the identification of efficiencies and cost-savings opportunities into the next Strategic Plan.

Over the years, AOC has implemented many financial best practices to ensure the proper stewardship of its funds. In addition, AOC has undertaken a number of value-added activities to generate reliable cost analysis and support strategic decision-making. Our finance team supports the agency's core mission and goals in a customer-focused manner and I express my sincere thanks and appreciation to them. The AOC's financial management professionals consistent efforts to plan, execute and account for the agency's resources is the foundation of our strong fiscal stewardship.

Sincerely,



Thomas J. Carroll, CFM
Chief Financial Officer
November 13, 2015

AOC Inspector General Transmittal

ARCHITECT OF THE CAPITOL
OFFICE OF INSPECTOR GENERAL

AUDIT OF
FISCAL YEAR 2015 FINANCIAL STATEMENTS REPORTS

OIG REPORT A - 2016 – 04

SECTION I

OIG Transmittal Memorandum

AOC Inspector General Transmittal (continued)

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: November 13, 2015

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

FROM: Kevin Mulshine, Inspector General

SUBJECT: Audit of Fiscal Year 2015 Financial Statements Reports, A - 2016 - 04

We contracted with the independent certified public accounting firm of CliftonLarsonAllen LLP (Clifton) to audit the financial statements of the Architect of the Capitol (AOC) as of and for the years ending September 30, 2015 and 2014. The contract required that the audit be conducted in accordance with Government Auditing Standards issued by the Comptroller General of the United States.

Clifton's opinion on the financial statements is unmodified. I commend the AOC for continuing to maintain this significant accomplishment.

In connection with the audit, we reviewed Clifton's reports and related documentation and met with its representatives. The review was not intended to enable us to express, and we do not express, an opinion on the conclusions expressed therein. Clifton is responsible for the opinion in the attached reports and the conclusions in the related reports on internal control and compliance with laws and regulations. Our review disclosed no instances where Clifton did not comply, in all material respects, with generally accepted government auditing standards.

If you have questions or wish to discuss the report, please contact H. Vance Haney at 202.593.0261 or vhaney@aoc.gov.

Copy to:

Christine A. Merdon, P.E., CCM, Chief Operating Officer
Thomas J. Carroll, Chief Financial Officer
David W. Ferguson, Chief Administrative Officer
Shalley Kim, Executive Officer
John Kelly, Policy Program Officer
File OIG - A-2016-04

Independent Auditors' Report

ARCHITECT OF THE CAPITOL
OFFICE OF INSPECTOR GENERAL

AUDIT OF
FISCAL YEAR 2015 FINANCIAL STATEMENTS REPORTS

OIG REPORT A - 2016 - 04

SECTION II

Independent Auditor's Report

Independent Auditors' Report (continued)

CliftonLarsonAllen LLP
www.cliftonlarsonallen.com

INDEPENDENT AUDITORS' REPORT

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

Report on the Financial Statements

We have audited the accompanying financial statements of the Architect of the Capitol (AOC), which comprise the balance sheet as of September 30, 2015, and the related statements of net cost, changes in net position, and budgetary resources for the year then ended, and the related notes to the financial statements (collectively referred to as financial statements).

Management's Responsibility for the Financial Statements

AOC management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America (U.S.) and 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' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the U.S.; 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. 15-02, *Audit Requirements for Federal Financial Statements* (OMB Bulletin 15-02). Those standards and OMB Bulletin 15-02 require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

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Independent Auditors' Report (continued)

INDEPENDENT AUDITORS' REPORT (Continued)

Opinion on the Financial Statements

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the AOC as of September 30, 2015, and its net costs, changes in net position, and budgetary resources for the year then ended, in accordance with accounting principles generally accepted in the U.S.

Other Matters

Prior Year Financial Statements
AOC's financial statements as of and for the year ended September 30, 2014, were audited by other auditors, whose Independent Auditors' Report dated December 3, 2014, expressed an unmodified opinion on those financial statements.

Required Supplementary Information
Accounting principles generally accepted in the U.S. issued by the Federal Accounting Standards Advisory Board (FASAB) require that AOC's Management Discussion and Analysis (MD&A) and Required Supplementary Information (RSI) on pages 5 through 56 and 134 through 148, be presented to supplement the financial statements. Such information, although not a part of the financial statements, is required by FASAB, who considers it to be an essential part of financial reporting for placing the financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the MD&A and other RSI in accordance with auditing standards generally accepted in the U.S., 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 financial statements, and other knowledge we obtained during our audit of the financial statements. We do not express an opinion or provide any assurance on the MD&A and RSI because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Information
The Schedule of Spending and other information in Section IV contain a wide range of information, some of which is not directly related to the financial statements. This information is presented for purposes of additional analysis and is not a required part of the financial statements or RSI. This information has not been subjected to the auditing procedures applied in the audit of the financial statements, and accordingly, we do not express an opinion or provide any assurance on it.

Report on Internal Control over Financial Reporting and on Compliance Based on an Audit of Financial Statements Performed in Accordance with *Government Auditing Standards*

Report on Internal Control over Financial Reporting

In planning and performing our audit of the financial statements, we considered AOC's internal control over financial reporting (internal control) to determine the 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 AOC's internal control or on management's statement of assurance on internal control included in the MD&A. Accordingly, we do not express an opinion on the effectiveness of AOC's internal control

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Independent Auditors' Report (continued)

INDEPENDENT AUDITORS' REPORT (Continued)

or on management's assertion on internal control included in the MD&A. We did not test all internal controls relevant to AOC.

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 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.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section 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. However, we did identify a deficiency in internal control described below that we consider to be a material weakness.

Ineffective Controls over Estimate of Asbestos Cleanup

AOC has identified real properties that are expected to contain asbestos, and collected information on amount, type, location, and expected condition of friable and nonfriable asbestos for purposes of estimating the liability of expected asbestos cleanup costs. However, AOC's internal control structure was not sufficiently designed to ensure that assumptions, methodology, and inputs used in estimating its environmental liability were relevant, sufficient, reliable, and adequately documented. Additionally, the review and approval process over the estimate and assumptions was not robust in ensuring a reasonable cost estimate was calculated and recorded within the financial statements.

Our test disclosed that assumptions, specifically the cost factors per square foot for friable and nonfriable asbestos containing material (ACM), were not adequately reviewed, approved, and substantiated. Moreover, documentation supporting the cost factors used by AOC was not readily available during the audit. As a result, the environmental liability estimate in the financial statement was initially overstated by $22 million. AOC made an adjustment to correct the overstatement at September 30, 2015.

FASAB Technical Release No. 10 (TR10), paragraph 12, outlines several methodologies to estimate the cleanup cost; property-specific based on survey data (most accurate), extrapolation of historical cost or cost estimates for asbestos cleanup of similar properties, a cost model used for similar properties and information from industry-specific cost estimation publications or standardized cost factors developed for each state, or other reasonable methodologies.

Further, Appendix A6 of TR10 discusses several factors to consider when developing a reasonable cost estimate including; accumulating sufficient, reliable data on which to base the accounting estimate, using qualified personnel to prepare such estimate, performing adequate reviews of relevant factors, development of assumptions, consistency of assumption with supporting,

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Independent Auditors' Report (continued)

INDEPENDENT AUDITORS' REPORT (Continued)

historical, and industry data, and performing comparisons or prior estimates with subsequent results.

We recommend AOC: Implement a formal process to review and approve the estimate and key assumptions by appropriate levels of authority to include:

a. Review the development and the reasonableness of assumptions
b. Evaluate the assumptions' consistency with the supporting data (including the general ledger), relevant historical data, and industry data
c. Compare prior accounting estimates with subsequent results to assess the reliability of the process used to develop estimates

Management's Response to Finding

Management verbally concurred with our finding and recommendations and did not provide a written response.

Report on Compliance

As part of obtaining reasonable assurance about whether AOC's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts and grants agreements, noncompliance with which could have a direct and material effect on the determination of financial statements amounts.

The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported in accordance with *Government Auditing Standards* or OMB Bulletin No. 15-02.

Management's Responsibility for Internal Control and Compliance

Management is responsible for (1) evaluating the effectiveness of internal control over financial reporting, (2) providing a statement of assurance on the overall effectiveness on internal control over financial reporting, and (3) complying with other applicable laws, regulations, contracts, and grant agreements.

Auditors' Responsibilities

We are responsible for: (1) obtaining a sufficient understanding of internal control over financial reporting to plan the audit and (2) testing compliance with certain provisions of laws, regulations, contracts, and grant agreements applicable to AOC noncompliance with which could have a direct and material effect on the determination of financial statement amounts.

We limited our internal control testing to testing controls over financial reporting. Because of inherent limitations in internal control, misstatements due to error or fraud, losses, or noncompliance may nevertheless occur and not be detected. We also caution that projecting our audit results to future periods is subject to risk that controls may become inadequate because of changes in conditions or that the degree of compliance with controls may deteriorate. In addition, we caution that our internal control testing may not be sufficient for other purposes.

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Independent Auditors' Report (continued)

INDEPENDENT AUDITORS' REPORT (Continued)

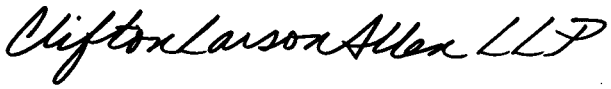
We did not test compliance with all laws, regulations, contracts and grant agreements applicable to AOC. We limited our tests of compliance to certain provisions of laws, regulations, contracts, and grant agreements noncompliance with which could have a direct and material effect on the determination of financial statements amounts. 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. We caution that noncompliance may occur and not be detected by these tests and that such testing may not be sufficient for other purposes.

Status of Prior Year's Control Deficiencies

We have reviewed the status of AOC's corrective actions with respect to the findings included in the prior year's Independent Auditors' Report, dated December 3, 2014 (date of prior report). The status of prior year findings is presented in Exhibit A.

Purpose of the Report on Internal Control over Financial Reporting and the Report on Compliance

The purpose of the Report on Internal Control over Financial Reporting and the Report on Compliance sections of this report is solely to describe the scope of our testing of internal control and compliance and the result of that testing, and not to provide an opinion on the effectiveness of AOC's internal control or on compliance. These reports are an integral part of an audit performed in accordance with *Government Auditing Standards* in considering AOC's internal control and compliance. Accordingly, these reports are not suitable for any other purpose.



CliftonLarsonAllen LLP

Calverton, MD
November 13, 2015

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Independent Auditors' Report (continued)

EXHIBIT A
Status of Prior Year Recommendations

Our assessment of the current status of the recommendations related to findings identified in the prior year audit is presented below:

FY 2014 Recommendation	*Type*	*Fiscal Year 2015 Status*
1. AOC review its lease classifications and develop processes to strengthen internal control to ensure that lease transactions are properly classified and reported in conformity with GAAP.	Significant Deficiency	Closed
2. AOC's Procurement Office strengthen its internal controls to ensure that UDO balances for invalid obligations are de-obligated after the goods and services have been delivered and/or the period of performance has ended. In addition, the Accounting Office should work with the Procurement Office to validate information contained in the financial management system and ensure that UDO balances identified as invalid during the quarterly financial reviews are resolved timely.	Significant Deficiency	Closed
3. AOC strengthen internal controls over financial reporting and improve communication with project managers to ensure the accurate and timely recording of accounting events related to leasehold improvements.	Significant Deficiency	Closed

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Architect of the Capitol's Response to the AOC Inspector General

ARCHITECT OF THE CAPITOL
OFFICE OF INSPECTOR GENERAL

AUDIT OF
FISCAL YEAR 2015 FINANCIAL STATEMENTS REPORTS

OIG REPORT A - 2016 - 04

SECTION III

Architect of the Capitol Comments

Architect of the Capitol's Response to the AOC Inspector General (continued)

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

www.aoc.gov

November 13, 2015

Kevin Mulshine
Inspector General
Architect of the Capitol
499 South Capitol Street, SW, Suite 518
Washington, DC 20515

Dear Mr. Mulshine:

Thank you for the opportunity to comment on the Independent Auditors' Report and the Independent Auditors' Report on Internal Control over Financial Reporting and Compliance for the Fiscal Years ending September 30, 2015 and 2014. The Architect of the Capitol (AOC) works diligently to establish strong financial management practices to address our compliance requirements, manage our financial processes and systems, and meet our day-to-day financial responsibilities. In today's fiscal climate, how we balance these important efforts will have added significance as we look to achieve the most value from our limited financial resources. A key part of our accountability is the discipline of the annual independent audit process.

We are pleased that the result of this year's audit is an unmodified or "clean" independent audit opinion—marking the eleventh consecutive year that the AOC has received a clean opinion. We note that a material weakness was identified in this year's annual independent audit for *Ineffective Controls over Estimate of Asbestos-Related Cleanup*. Management concurs with this finding and understands the critical nature of this issue. We are in the process of developing corrective action plans to remedy this material weakness.

Looking ahead, we are committed to building on our progress. We recognize that there is more to be done that will require our organization's sustained attention, action and improvement. We look forward to cooperating with you and our stakeholders on the continuous improvement of the AOC's financial management activities. I would like to thank the Office of Inspector General and our auditors, CliftonLarsonAllen LLP, for your cooperation and professional approach.

Sincerely,

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

Doc. No. 151116-04-01

Financial Statements

Architect of the Capitol

Balance Sheet

As of September 30, 2015 and 2014 *($ in thousands)*

	2015	2014
ASSETS		
Intragovernmental Assets		
Fund Balance with Treasury (Note 3)	$ 792,185	$ 751,158
Investments (Note 5)	15,631	10,012
Accounts Receivable (Note 6)	2,090	1,185
Total Intragovernmental	809,906	762,355
Cash and Other Monetary Assets (Note 4)	55	16
Investments (Note 5)	21,266	26,697
Accounts Receivable, Net (Note 6)	617	525
Inventory & Related Property, Net (Note 7)	668	483
General Property, Plant and Equipment, Net (Note 8)	1,865,078	1,821,230
Other Assets (Note 10)	631	923
TOTAL ASSETS	**$ 2,698,221**	**$ 2,612,229**
Stewardship PP&E (Note 9)		
LIABILITIES		
Intragovernmental Liabilities		
Accounts Payable	$ 153	$ 112
Unfunded FECA (Note 12)	9,443	9,936
Other Intragovernmental Liabilities (Note 16)	49	16,952
Total Intragovernmental	9,645	27,000
Accounts Payable	3,037	3,126
Debt Held by the Public (Note 13)	106,666	114,213
Actuarial FECA (Note 12)	54,844	57,428
Contingent and Environmental Liabilities (Note 14)	62,890	85,056
Accrued Annual Leave and Other (Note 12)	18,788	17,082
Capital Lease Liability (Note 15)	6,725	7,240
Contract Holdbacks	10,680	5,605
Other Liabilities (Note 16)	35,607	25,336
Advances from Others	19,962	9,795
TOTAL LIABILITIES (Note 11)	**$ 328,844**	**$ 351,881**
NET POSITION		
Unexpended Appropriations	$ 647,915	$ 652,858
Cumulative Results of Operations	1,721,462	1,607,490
TOTAL NET POSITION	**$ 2,369,377**	**$ 2,260,348**
TOTAL LIABILITIES AND NET POSITION	**$ 2,698,221**	**$ 2,612,229**

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

Architect of the Capitol

Statement of Net Cost

For the Periods Ending September 30, 2015 and 2014 *($ in thousands)*

Program Costs	2015	2014
AOC Capitol Building		
Gross Costs	$ 50,313	$ 51,848
Less: Earned Revenue	—	—
Net Program Costs	**50,313**	**51,848**
AOC Capitol Grounds		
Gross Costs	13,276	10,942
Less: Earned Revenue	—	—
Net Program Costs	**13,276**	**10,942**
AOC Capitol Police Buildings, Grounds and Security		
Gross Costs	34,875	38,218
Less: Earned Revenue	(151)	(541)
Net Program Costs	**34,724**	**37,677**
AOC General Administration		
Gross Costs	94,518	89,247
Less: Earned Revenue	(100)	(102)
Net Program Costs	**94,418**	**89,145**
AOC House Office Buildings		
Gross Costs	85,450	79,133
Less: Earned Revenue	(318)	(68)
Net Program Costs	**85,132**	**79,065**
AOC Library Buildings and Grounds		
Gross Costs	33,949	42,130
Less: Earned Revenue	—	—
Net Program Costs	**33,949**	**42,130**
AOC Senate Office Buildings		
Gross Costs	77,789	72,605
Less: Earned Revenue	(683)	(494)
Net Program Costs	**77,106**	**72,111**
AOC Utilities and Capitol Power Plant		
Gross Costs	99,356	106,181
Less: Earned Revenue	(8,916)	(8,956)
Net Program Costs	**90,440**	**97,225**
U.S. Botanic Garden		
Gross Costs	12,964	13,735
Less: Earned Revenue	—	—
Net Program Costs	**12,964**	**13,735**
U.S. Capitol Visitor Center		
Gross Costs	24,936	23,336
Less: Earned Revenue	(4,388)	(4,331)
Net Program Costs	**20,548**	**19,005**
U.S. Supreme Court Buildings and Grounds		
Gross Costs	43,537	52,097
Less: Earned Revenue	(41,559)	(33,139)
Net Program Costs	**1,978**	**18,958**
Net Cost of Operations (Note 18)	**$ 514,848**	**$ 531,841**

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

Architect of the Capitol

Statement of Changes in Net Position

For the Periods Ending September 30, 2015 and 2014 *($ in thousands)*

	2015	2014
CUMULATIVE RESULTS OF OPERATIONS		
Beginning Balances	**$ 1,607,490**	**$ 1,614,574**
Budgetary Financing Sources		
Appropriations Used	603,395	489,931
Non-Exchange Revenue	16	5
Other Financing Sources (Non-Exchange)		
Transfers In/(Out) Without Reimbursement	91	912
Imputed Financing From Costs Absorbed By Others (Note 17)	25,318	33,909
Total Financing Sources	**628,820**	**524,757**
Net Cost of Operations	**(514,848)**	**(531,841)**
Net Change	**113,972**	**(7,084)**
Cumulative Results of Operations	**$ 1,721,462**	**$ 1,607,490**
UNEXPENDED APPROPRIATIONS		
Beginning Balances	**$ 652,858**	**$ 540,149**
Budgetary Financing Sources		
Appropriations Received (Note 21)	611,901	613,188
Appropriations Transferred In/(Out)	—	—
Other Adjustments	(13,449)	(10,548)
Appropriations Used	(603,395)	(489,931)
Total Budgetary Financing Sources	**(4,943)**	**112,709**
Total Unexpended Appropriations	**$ 647,915**	**$ 652,858**
NET POSITION	**$ 2,369,377**	**$ 2,260,348**

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

Architect of the Capitol

Statement of Budgetary Resources

For the Periods Ending September 30, 2015 and 2014 *($ in thousands)*

	2015	2014
Budgetary Resources		
Unobligated Balance Brought Forward, Oct 1	$ 515,921	$ 427,832
Recoveries of Prior Year Unpaid Obligations	16,933	31,161
Other Changes in Unobligated Balances	(13,449)	(10,548)
Unobligated Balance from Prior Year Budget Authority, Net	519,405	448,445
Appropriations (Note 21)	594,671	595,958
Borrowing Authority (Note 13)	—	10,301
Spending Authority from Offsetting Collections	88,240	61,573
Total Budgetary Resources	**$ 1,202,316**	**$ 1,116,277**
Status of Budgetary Resources		
Obligations Incurred	$ 674,087	$ 600,356
Unobligated Balance, End of Year:		
Exempt from Apportionment	508,685	490,143
Unapportioned (Note 3)	19,544	25,778
Total Unobligated Balance, End of Year	528,229	515,921
Total Budgetary Resources	**$ 1,202,316**	**$ 1,116,277**
Change in Obligated Balance		
Unpaid Obligations:		
Unpaid Obligations, Brought Forward, Oct 1	$ 246,744	$ 212,045
Obligations Incurred	674,087	600,356
Outlays (Gross)	(621,806)	(534,496)
Recoveries of Prior Year Unpaid Obligations	(16,933)	(31,161)
Unpaid Obligations, End of Year	282,092	246,744
Uncollected Payments:		
Uncollected Payments, Fed Sources, Brought Forward, Oct 1	(1,483)	(1,721)
Change in Uncollected Payments, Fed Sources	(932)	238
Uncollected Payments, Fed Sources, End of Year	(2,415)	(1,483)
Memorandum (Non-Add) Entries:		
Obligated Balance, Start of Year	**$ 245,260**	**$ 210,324**
Obligated balance, End of Year (Note 3)	**$ 279,677**	**$ 245,261**
Budget Authority and Outlays, Net		
Budgetary Authority, Gross	$ 682,911	$ 667,832
Actual Offsetting Collections	(77,626)	(61,812)
Change in Uncollected Payments, Fed Sources	(932)	238
Budget Authority, Net (Total)	**$ 604,353**	**$ 606,258**
Outlays, Gross	621,806	534,496
Actual Offsetting Collections	(77,626)	(61,812)
Outlays, Net (Total)	544,180	472,684
Agency Outlays, Net	**$ 544,180**	**$ 472,684**

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

Notes to the Financial Statements

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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 AOC Capitol Building (CB); AOC Capitol Grounds (CG); AOC Capitol Police Buildings, Grounds, and Security (CPBGS); AOC House Office Buildings (HOB); AOC Library Buildings and Grounds (LBG); AOC Senate Office Buildings (SOB); AOC Supreme Court Buildings and Grounds (SCBG); AOC Utilities and Capitol Power Plant (CPP); U.S. Botanic Garden (USBG); and U.S. Capitol Visitor Center (CVC).

AOC is also responsible for:

- supporting Congress during official national events (e.g., Presidential Inaugural Ceremonies) held at the Capitol or on the Capitol Grounds
- providing steam and chilled water to the Supreme Court, Thurgood Marshall Federal Judiciary Building (TMFJB), Union Station, and the Folger Shakespeare Library, and steam-only to the Government Printing Office (GPO) and the Postal Square building, and
- providing visitor guide services at the CVC and USBG

B. Basis of Accounting and Presentation

As a legislative branch agency of the federal government, AOC is not required to follow the accounting standards promulgated by the Federal Accounting Standards Advisory Board (FASAB). AOC has not formally adopted the Government Management and Reform Act of 1994, the Federal Managers Financial Integrity Act, 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, AOC refers to these acts as a general guide for best practices and incorporates them into its financial management practices, as appropriate.

AOC's financial statements have been prepared in conformity with U.S. generally accepted accounting principles (GAAP) as promulgated by FASAB. The American Institute of Certified Public Accountants (AICPA) recognizes FASAB standards as GAAP for federal reporting entities. AOC has adopted GAAP for financial reporting in a manner consistent with other federal agencies.

C. Fund Balance with Treasury

AOC maintains most available fund balances with the U.S. Department of Treasury (Treasury). The Fund Balance with Treasury (FBWT) account represents the unexpended balances of appropriation accounts, trust accounts, and revolving funds. Cash receipts and disbursements are processed by Treasury, and AOC's records are reconciled with those accounts on a regular basis. In addition to the FBWT, AOC also has other cash deposits and investments as described in *Notes 4 and 5*, respectively.

D. Accounts Receivable

Accounts Receivable *(see Note 6)* includes reimbursement for supplying certain AOC and non-AOC entities on Capitol Hill with steam and chilled water to heat and cool their facilities. Per annual appropriation, AOC provides steam and chilled water to the Folger Library, Union Station, the Supreme Court and TMFJB, as well as steam-only to the GPO and the Postal Square building. AOC is legislatively provided the authority to collect a pre-determined amount to recover the cost of supplying these services and record these amounts as offsetting collections. Any amount collected over the pre-determined amount is credited to Treasury's Miscellaneous Receipt Fund and is a non-entity asset. In addition, receivables may include, but are not limited to, food service commissions from operations at the CVC restaurant, flag-flying fees, employee payroll overpayments as well as rent collections from the Monocle Restaurant. AOC may record an Allowance for Doubtful Accounts based on management's review of outstanding receivables. If applicable, Accounts Receivable would be is reduced to net realizable value by the Allowance for Doubtful Accounts.Accounts Receivable is reduced to net realizable value by the Allowance for Doubtful Accounts.

E. Investments

All investments are reported at their acquisition cost, net of amortized premiums and discounts, as it is AOC's intent to hold the investments to maturity. Purchases and sales of investments are recorded as of the trade date. Investment income is reported when earned. The market value of the investments is the current market value at the end of the reporting period.

Intragovernmental (Investments Held With Treasury)
The CVC Revolving Fund was established under the *Capitol Visitor Center Act of 2008* (2 U.S.C. 31, 2201 et. seq.) to provide for the sale of gift shop items and the deposit of miscellaneous receipts. A portion of related funds are invested in government securities through the Bureau of Public Debt using their webbased application, FedInvest. By law, interest income is credited to the fund.

Entity (Investments Held Outside Treasury)
AOC has funds invested by a trustee outside of Treasury as a result of financing the construction of the TMFJB. Congress did not appropriate funds for the construction of the building but, instead, authorized the use of private financing to cover its cost. In 1989, AOC entered into a Development Management Agreement with Boston Properties for the design, development, and construction of the TMFJB.

Shearson Lehman Hutton, Inc., and Kidder, Peabody, & Co., Inc., issued 30-year Serial Zero Coupon Certificates of Participation to finance its 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). These proceeds 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 and, at AOC's direction, the funds are invested and disbursed. The Operating Reserve Fund is held in reserve for future needs of the building (e.g., roof replacement or other major renovation). See *Notes 1.F. and 4* for additional detail on investments.

F. Trust and Revolving Funds

Trust Funds
In Fiscal Year 2015, 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 Joint Committee on the Library (of Congress) 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 by the Legislative Branch Appropriations Act, 2014 (part of the Consolidated Appropriations Act, 2014). This fund consists of permit fees collected by the United States Capitol Police (USCP) to cover costs incurred by the AOC as a result of the issuance of permits for commercial activity in Union Square. Funds in this trust are available for maintenance, improvements, and projects with respect to Union Square, subject to the approval of the Committees of the House of Representatives and Senate. As of the current reporting period there have been no collections in this fund.

Revolving Funds
AOC has stewardship responsibility for six 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 include:

- House (of Representatives) Gymnasium Revolving Fund
- Senate Health and Fitness Facility Revolving Fund
- Senate Restaurant Revolving Fund
- Judiciary Office Building Development and Operations Fund
- CVC Revolving Fund, and
- Recyclable Materials Revolving Fund

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

The Senate Health and Fitness Facility Revolving Fund was established to deposit membership dues by authorized users of the Senate Health and Fitness Facility and proceeds from AOC's Senate recycling program. AOC, subject to the approval of the Senate Committee on Appropriations, may expend fund amounts 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, control of the Senate restaurants was transferred to a private vendor and AOC took over 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 in from the U.S. Senate to 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 TMFJB. 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 TMFJB.

The CVC Revolving Fund is used to administer funds from the sale of gift shop items, the deposit of miscellaneous receipts such as net profits or commissions paid to the CVC for food service operations, and any fees collected from other functions within the CVC facility. This business-type revolving fund is invested in government securities through the Bureau of Public Debt.

The Recyclable Materials Revolving Fund was established to record proceeds from the sale of recyclable materials from across AOC (excluding the Senate, which deposits such funds in the Senate Health and Fitness Facility Revolving Fund). The fund balance is without fiscal year limitation and may be used to carry out recycling programs or other programs that promote energy savings at AOC.

G. Recognition of Financing Sources

AOC receives funding to support its programs through appropriations authorized by Congress. Funding for operating and capital expenditures is received as annual, multi-year, and no-year appropriations. This includes funding for the House Historic Buildings Revitalization Trust Fund, which is a general fund that is funded by direct appropriations. Amounts in this fund are restricted for the revitalization of the major historical buildings and assets of the House of Representatives with the approval of the House Appropriations Committee.

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

1. AOC Capitol Building
2. AOC Capitol Grounds
   - Capitol Grounds
   - West Central Front (inactive)
   - Union Square (Capitol Trust Account)
3. AOC Capitol Police Buildings, Grounds, and Security
4. AOC General Administration
   - General Administration
   - American Disabilities Act (inactive)
   - Congressional Cemetery (inactive)
5. AOC House Office Buildings
   - House Office Buildings
   - House (of Representatives) Gymnasium
   - House Historic Buildings Revitalization Trust Fund
   - House Recyclable Materials
6. AOC Library Buildings and Grounds
7. AOC Senate Office Buildings
   - Senate Office Buildings
   - Senate Health and Fitness Facility
   - Senate Restaurant Revolving Fund
8. AOC Utilities and Capitol Power Plant
9. U.S. Botanic Garden
   - Botanic Garden
   - National Garden (inactive)
10. U.S. Capitol Visitor Center
11. U.S. Supreme Court Buildings and Grounds
    - Supreme Court
    - Thurgood Marshall Federal Judiciary Building

H. Operating Materials and Supplies

AOC's materials and supplies consist of tangible personal property consumed during normal operations. Per Statement of Federal Financial Accounting Standards (SFFAS) No. 3, *Accounting for Inventory and Related Property*, operating materials and supplies are recorded using the purchases method. This method provides that operating materials and supplies be expensed when purchased. Operating materials and supplies are purchased using funds specifically appropriated to AOC's jurisdictions. Therefore, the related usage of those materials and supplies is intended for those specific jurisdictions making the purchases *(see Note 1.I)*.

I. Inventory

Inventory is recorded at historical cost, using the weighted average valuation method, in accordance with SFFAS No. 3, *Accounting for Inventory and Related Property,* and consists of retail goods purchased for resale at the CVC's gift shops. 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 that are classified as "held for current sale" are books, t-shirts, jewelry and other souvenirs. AOC may also record an allowance which is based on

slow-moving, excess or obsolete and damaged inventory, as a result of known restrictions on the sale or disposition of inventory *(see Note 7)*.

J. General Property, Plant and Equipment, Net

AOC records property (buildings and equipment) at cost. Buildings 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 AOC's possession and there is nothing held by others *(see Note 8)*.

The following table presents AOC 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
Assets Under Capital Lease	Shorter of Lease Term or Useful Life of Property Type	See Related Property Type

K. Stewardship PP&E

Stewardship land and heritage assets have physical properties that resemble those of General 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 per SFFAS No. 29 *Accounting for 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 non-collection, which are parks, memorials, monuments and buildings. AOC holds both collection and non-collection heritage stewardship assets *(see Note 9)*.

L. Liabilities

Liabilities represent the amounts owed to others for goods or services received, and amounts owed for progress in contract performance. Some liabilities are funded while others are unfunded because no liability may be paid without an enacted appropriation. For example, future appropriations may be enacted to fund activities for accrued unfunded annual leave and workers' compensation. The Balance Sheet presents the following types of liabilities:

- Accounts Payable
- Debt Held by the Public
- Unfunded Actual and Actuarial Workers' Compensation
- Contingent and Environmental Liabilities
- Accrued Annual Leave
- Capital Lease Liability
- Contract Holdbacks
- Advances from Others, and
- Other Liabilities

M. Personnel Compensation and Benefits

Federal Employee Benefits

The Federal Employees' Compensation Act (FECA) provides income and medical cost protection to covered federal civilian employees injured on the job, employees who have incurred a work-related occupational disease, and beneficiaries of employees whose death is attributable to a job-related injury or occupational disease. 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. The DOL determines the actuarial liability for claims outstanding at the end of each fiscal year. This liability includes the estimated future costs of death benefits, workers' compensation, and medical and miscellaneous costs for approved compensation cases *(see Note 12)*.

AOC recognizes its share of the cost of providing future pension benefits to eligible employees over the period the related services are rendered. The amount funded by the Office of Personnel Management is considered imputed financing *(see Note 17)*.

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 16)*.

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 principally long-term in nature.

Other types of leave are expensed when taken and no future liability is recognized for these amounts *(see Note 12)*.

N. Contingencies and Environmental Liabilities

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 involving uncertainty as to the possible gain or loss to an entity that will ultimately be resolved when one or more future events occur or fail to occur. Management recognizes a contingent liability for liabilities equal to or greater than $100 thousand 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. AOC has recorded no loss provisions for contingent liabilities *(See Note 14)*.

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*, AOC recognizes a liability and related expense for friable and non-friable asbestos cleanup costs when it is both probable and reasonably estimable—consistent with SFFAS No. 5, SFFAS No. 6, and Technical Release No. 2 *(see Note 14)*.

O. Statement of Net Cost

The Statement of Net Cost (SNC) is presented by responsibility segment, (which are AOC jurisdictions), in accordance with SFFAS No. 4, *Managerial Cost Accounting Concepts and Standards for the Federal Government*. Costs not assigned to any of AOC's ten major jurisdictions are presented as General Administration. AOC has a number of initiatives (e.g., cost accounting and strategic vision) in place to gather program data in order to provide more information to its stakeholders, such as costs per strategic goal. While these initiatives are in various stages of progress, AOC believes the responsibility segment approach currently provides information to its stakeholders in a direct, informative, and succinct manner.

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

- AOC Capitol Building
- AOC Capitol Grounds
- AOC Capitol Police Buildings, Grounds, and Security
- AOC General Administration
- AOC House Office Buildings
- AOC Library Buildings and Grounds
- AOC Senate Office Buildings
- AOC Utilities and Capitol Power Plant
- U.S. Botanic Garden
- U.S. Capitol Visitor Center, and
- U.S. Supreme Court Buildings and Grounds

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

P. 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.

NOTE 2: Entity and Non-Entity Assets

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

- steam and chilled water collections over the annual Congressional cap
- rent collections from the Monocle Restaurant,
- and flag-flying fees, and
- provision of palm trees for rent by the USBG

Upon receipt, funds for these activities are not available for AOC use. At year-end, all collections are transferred to Treasury and the only non-entity assets remaining are Accounts Receivable related to these activities.

AOC's assets as of September 30, 2015 and 2014 were as follows: (dollars in thousands)

Descriptions	2015 Entity	2015 Non-Entity	2015 Total	2014 Entity	2014 Non-Entity	2014 Total
Intragovernmental						
Fund Balance with Treasury (Note 3)	$ 792,185	$ —	$ 792,185	$ 751,158	$ —	$ 751,158
Investments (Note 5)	15,631	—	15,631	10,012	—	10,012
Accounts receivable (Note 6)	2,057	33	2,090	1,148	37	1,185
Total Intragovernmental	**$ 809,873**	**$ 33**	**$ 809,906**	**$ 762,318**	**$ 37**	**$ 762,355**
Cash and other monetary assets (Note 4)	55	—	55	16	—	16
Investments (Note 5)	21,266	—	21,266	26,697	—	26,697
Accounts receivable, net (Note 6)	606	11	617	522	3	525
Inventory & related property (Note 7)	668	—	668	483	—	483
General property, plant and equipment, net (Note 8)	1,865,078	—	1,865,078	1,821,230	—	1,821,230
Other (Note 10)	631	—	631	923	—	923
Total assets	**$2,698,177**	**$ 44**	**$2,698,221**	**$2,612,189**	**$ 40**	**$2,612,229**

NOTE 3: Fund Balance with Treasury

Funds with Treasury primarily consist of appropriated funds. As of September 30, 2014, AOC also has stewardship responsibility for six revolving funds and administrative responsibility for two trust funds (one of them is currently inactive).

A. Fund Balances

The balance of these funds as of September 30, 2015 and 2014 is as follows:

Dollars in thousands

Fund Type	2015	2014
Appropriated Funds	$ 752,697	$ 722,721
Trust and Revolving Funds	39,488	28,437
Total	**$ 792,185**	**$ 751,158**

B. Status of Fund Balance with Treasury

FBWT is classified as unobligated available, unobligated unavailable, obligated and not yet disbursed, or Non Budgetary FBWT. Unobligated available balances represent unexpired appropriations available for incurring new obligations. Unobligated unavailable balances are expired appropriations that are no longer available to incur new obligations. Obligated balances not yet disbursed include undelivered orders or orders received but not yet paid. Non Budgetary FBWT (if applicable) includes unavailable miscellaneous receipts and suspense accounts that do not have budget authority.

The status of FBWT as of September 30, 2015 and 2014 is as follows:

Dollars in thousands

Balance Type	2015	2014
Unobligated Balance		
Available	$ 492,970	$ 480,118
Unavailable	19,544	25,778
Obligated Balance not yet Disbursed	279,678	245,261
Non Budgetary FBWT	(7)	1
Total	**$ 792,185**	**$ 751,158**

Amounts shown as "Unobligated Available" in the chart above may differ from the line items on the Statement of Budgetary Resources (SBR). This difference may be due to anticipated reimbursements for the first three quarters of the fiscal year, CVC investments and other proprietary only adjustments (including imprest and other funds held outside of Treasury).

NOTE 4: Cash and Other Monetary Assets

Cash and Other Monetary Assets include change-making funds maintained outside Treasury for CVC Gift Shop operations and daily gift shop sales deposits-in-transit. There are no restrictions on cash.

The cash balances as of September 30, 2015 and 2014 are as follows:

Dollars in thousands

Cash and Other Monetary Assets	2015	2014
Undeposited Collections	$ 41	$ 2
Cash Imprest Funds	14	14
Total	**$ 55**	**$ 16**

NOTE 5: Investments

Investments with the Public decreased from FY2014 to FY12015. This was due to a $5 million transfer out of the investment account during Q1 FY 2015 for capital improvements on the TMFJB. This transfer is pursuant to the terms of the trust agreement. Investments at September 30, 2015 and 2014 are summarized below.

At September 30, 2015 (Dollars in thousands)

Investments	Shares/ Par	Amortized Prem./(Net of Disc.)	Investments, Net	Market Value
Intragovernmental, Nonmarketable:				
Capitol Visitor Center Revolving Fund				
One Day Certificate, 0.02% Daily Yield Maturing 10/01/2015	$ 2,500	$ —	$ 2,500	$ 2,500
Six Month Certificate 0.1% Annual Yield Maturing 12/10/2015	6,315	—	6,315	6,315
One Year Certificate, 0.19% Annual Yield Maturing 12/10/2015	6,818	(2)	6,816	6,818
Total Intragovernmental	**$ 15,633**	**$ (2)**	**$ 15,631**	**$ 15,633**
With the Public:				
The Bank of New York Mellon				
Operating Reserve Fund Serial Zero Coupon Certificates Maturing 08/15/2024	21,266	—	21,266	21,266
Total With the Public	**$ 21,266**	**$ —**	**$ 21,266**	**$ 21,266**
Total Investments	**$ 36,899**	**$ (2)**	**$ 36,897**	**$ 36,899**

At September 30, 2014 (Dollars in thousands)

Investments	Shares/ Par	Amortized Prem./(Net of Disc.)	Investments, Net	Market Value
Intragovernmental, Nonmarketable:				
Capitol Visitor Center				
Six Month Certificate 0.05% Annual Yield Maturing 12/11/2014	$ 6,101	$ (1)	$ 6,100	$ 6,100
One Year Certificate, 0.13% Annual Yield Maturing 12/11/2014	3,913	(1)	3,912	3,913
Total Intragovernmental	**$ 10,014**	**$ (2)**	**$ 10,012**	**$ 10,013**
With the Public:				
The Bank of New York Mellon				
Operating Reserve Fund Serial Zero Coupon Certificates Maturing 08/15/2024	26,697	—	26,697	26,697
Total With the Public	**$ 26,697**	**$ —**	**$ 26,697**	**$ 26,697**
Total Investments	**$ 36,711**	**$ (2)**	**$ 36,709**	**$ 36,710**

NOTE 6: Accounts Receivable, Net

The breakdown of the consolidated accounts receivable (both Intragovernmental and With the Public), as of September 30, 2015 and 2014 is as follows:

Dollars in thousands

Accounts Receivable	2015	2014
Intragovermental:		
Entity	$ 2,057	$ 1,148
Non-Entity	33	37
Total Intragovernmental	**$ 2,090**	**$ 1,185**
With the Public		
Entity	$ 606	$ 522
Non-Entity	11	3
Total With the Public	**$ 617**	**$ 525**
Total	**$ 2,707**	**$ 1,710**

The AOC is responsible for the stewardship of multi-use heritage assets, including the historic buildings used by Congress, the Supreme Court and the Library of Congress.

NOTE 7: Inventory

Inventory consists of retail goods purchased for resale at the Capitol Visitor Center's gift shops. The inventory amounts presented herein are limited to purchases made with the gift shops' appropriated and/or revolving funds. AOC may record an allowance which is based on slow-moving, excess or obsolete and damaged inventory, if applicable.

Inventory, as of September 30, 2015 and 2014 is as follows:

Dollars in thousands

Inventory Category	2015	2014
Purchased Goods Held for Current Sale	$ 668	$ 476
Damaged/Restricted/Held for Future Sale	—	7
Total	**$ 668**	**$ 483**

Based upon management reviews of the most recent inventory count, inventory that was considered damaged or restricted was disposed in accordance with normal operating practices. Therefore, there is no balance of damaged inventory to report as of September 30, 2015.

NOTE 8: General Property, Plant and Equipment, Net

AOC differentiates its property and equipment by distinct categories. The following represents these categories and their balances as of September 30, 2015 and 2014:

At September 30, 2015 (Dollars in thousands)

Class of Property and Equipment	Acquisition Value	Accumulated Depreciation	Net Book Value	%
Buildings	$1,398,961	$ 666,084	$ 732,877	39.3
Building Improvements	1,414,370	797,806	616,564	33.1
Land	168,672	—	168,672	9.0
Land Improvements	157,861	80,334	77,527	4.2
Capital Leases (Real Property)	39,749	34,238	5,511	0.3
Leasehold Improvements	71,383	24,482	46,901	2.5
Equipment and Internal Use Software	19,057	16,217	2,840	0.2
Other Structures	9,288	3,258	6,030	0.3
Construction Work-in-Progress	208,156	—	208,156	11.1
Total	**$ 3,487,497**	**$1,622,419**	**$ 1,865,078**	**100.0**

At September 30, 2014 (Dollars in thousands)

Class of Property and Equipment	Acquisition Value	Accumulated Depreciation	Net Book Value	%
Buildings	$1,398,961	$ 635,607	$ 763,354	41.9
Building Improvements	1,369,991	746,846	623,145	34.2
Land	168,672	—	168,672	9.3
Land Improvements	157,833	72,684	85,149	4.7
Capital Leases (Real Property)	39,749	33,693	6,056	0.3
Leasehold Improvements	69,147	19,920	49,227	2.7
Equipment and Internal Use Software	18,172	15,402	2,770	0.2
Other Structures	9,288	2,898	6,390	0.4
Construction Work-in-Progress	116,467	—	116,467	6.3
Total	**$3,348,280**	**$1,527,050**	**$1,821,230**	**100.0**

The educational, artistic, architectural, and historical significance of the U.S. Capitol, Senate, House, Supreme Court, and Jefferson buildings meets the FASAB criteria for heritage assets. Since these buildings are currently used for day-to-day business, they are further classified as multi-use heritage assets. 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. AOC is responsible for reviewing and authorizing all structural and architectural changes to the buildings and grounds prior to any change occurring.

NOTE 9: Stewardship PP&E

Stewardship land and heritage assets are property, plant, and equipment that are unique for one or more of the following reasons: historic or natural significance; cultural, educational, or artistic importance; or significant architectural characteristics. Stewardship assets are expected to be preserved indefinitely. Federal agencies are not required to assign a cost on the Balance Sheet for stewardship assets, except for multi-use heritage assets, which are defined as stewardship assets whose predominant use is in general government operations. The Capitol, House Office Buildings, Senate Office Buildings, Supreme Court, and Thomas Jefferson Building of the Library of Congress are all examples of multi-use heritage assets at AOC.

AOC's stewardship assets are directly related to its mission to serve, preserve and inspire America's Capitol. Authority for the care and maintenance of the Capitol was established by legislation in 1876. The Architect's core

The bronze statue of former Arizona Senator Barry Goldwater was unveiled in the U.S. Capitol's Statutory Hall on February 11, 2015. This statue is the latest addition to the 100-statue National Statuary Hall collection.

duties include the conservation and care of works of art in the buildings under the Architect's jurisdiction and the upkeep and improvement of the living heritage assets on the Capitol Grounds and in the Botanic Garden. AOC's stewardship responsibility for the heritage assets of Capitol Hill include those that are jointly under the Senate and House of Representatives (such as works of architectural fine art) and those attached to the complex's buildings and on its grounds. The AOC administered stewardship lands encompass more than 553 acres of grounds. This includes the approximately 290 acres of grounds immediately surrounding the U.S. Capitol and designed by Frederick Law Olmsted. In FY 2012, Union Square was transferred to AOC from the National Park Service and is also included in AOC's stewardship land and heritage assets. This 11-acre site on the National Mall contains the Ulysses S. Grant Memorial and the Capitol Reflecting Pool. Heritage asset categories include:

Artwork: AOC cares for some of the artwork that is part of the Capitol Hill buildings and grounds. This includes fine art, decorative art, architectural fine art, and architectural decorative art.

Architectural Features: USBG and AOC Capitol grounds are graced with many unique architectural features. These include outdoor sculptures and monuments and landscape features and fixtures.

Reference and Library Materials: The AOC's collections include art and reference files and art and reference materials.

Records: The AOC's collections include architectural and engineering drawings, manuscripts and other textual records, small architectural models, photographs, and conservation reports.

Living Heritage Assets: As Acting Director of the USBG and steward of the Capitol grounds, AOC has living heritage assets in its collections. These include memorial trees and a variety of living plants.

A summary inventory of AOC's stewardship assets as of September 30, 2015 and 2014 is as follows:

Description	2015	2014
Artwork	2,027 items	2,019 items
Architectural Features	203 features	199 features
Reference and Library Materials		
Art and Reference Files	108 drawers	108 drawers
Art and Reference Materials	1,192 items	1,183 items
Records	462,693 records	446,896 records
Living Heritage Assets	60,709 items	58,078 items

NOTE 10: Other Assets

As of September 30, 2015, Other Assets consist of employee travel advances as well as a project advance payment to the U.S. Capitol Police for security work related to the Cannon Renewal project.

Dollars in thousands

Other Assets	2015	2014
Advances to Others	$ 631	$ 923

NOTE 11: Liabilities

The Balance Sheet as of September 30, 2015 and 2014 includes, amongst others, some liabilities not covered by current budgetary resources. Such liabilities require Congressional action prior to budgetary resources being provided. Although future appropriations to fund these liabilities are likely and anticipated, it is not certain that appropriations will be enacted to fund them. Liabilities not covered by budgetary resources generally include accrued annual and compensatory leave, workers'compensation, debt held by the public, capital leases as well as contingent and environmental liabilities. Liabilities covered by budgetary resources generally include actual and accrued accounts payable, advances from others, contract holdbacks and other liabilities, if applicable. In FY 2015, funding of $11.67 million was received from the Administrative Offices of the US Courts (AOUSC) for reimbursable project work in the TMFJB. This is reflected in the amount reported as advances from others.

Liabilities covered/not covered by budgetary resources as of September 30, 2015 and 2014 are as follows:

Dollars in thousands

Fund Type	2015	2014
Intragovernmental:		
Accounts Payable	$ 153	112
Other	—	16,914
Liabilities Covered by Budgetary Resources	$ 153	$ 17,026
Accrued Unfunded Worker's Compensation	9,443	9,936
Other–Custodial Liabilities	49	38
Liabilities Not Covered by Budgetary Resources	9,492	9,974
Total Intragovernmental	**$ 9,645**	**$ 27,000**
With the Public:		
Accounts Payable	3,037	3,126
Contract Holdbacks	10,680	5,604
Other	35,607	25,336
Advances from Others	19,962	9,795
Liabilities Covered by Budgetary Resources	$ 69,286	$ 43,861
Debt Held by Public	106,666	114,213
Actuarial Unfunded Worker's Compensation	54,844	57,428
Environmental Liabilities—Unfunded	62,890	85,056
Accrued Annual Leave and Other	18,788	17,082
Capital Lease	6,725	7,241
Liabilities Not Covered by Budgetary Resources	249,913	281,020
Total With the Public	**$319,199**	**$324,881**
Total	**$328,844**	**$351,881**

NOTE 12: Payroll-Related Liabilities

On September 30, 2015 and 2014, the liability for Accrued Annual Leave and Other is comprised of three accounts: Funded Accrued Payroll (payroll that has been earned but not paid), Unfunded Accrued Annual Leave (employee leave that has been earned but not taken) and Workers' Compensation.

Accrued Payroll and Annual Leave, by type, as of September 30, 2015 and 2014 are as follows:

Dollars in thousands

Accrued Annual Leave and Other	2015	2014
Funded Accrued Payroll	$ 7,239	$ 5,974
Unfunded Accrued Annual Leave	11,549	11,108
Total	**$ 18,788**	**$ 17,082**

Workers' Compensation is reported as required by the Federal Employees' Compensation Act (FECA). The liability is presented in two parts: an annual accrued liability for billed costs (current portion) and a long-term, actuarial-based unfunded liability *(see Note 1.L)*. The actuarial workers' compensation liability was calculated using a formula provided by the DOL.

Workers' Compensation, by type, as of September 30, 2015 and 2014 is as follows:

Dollars in thousands

Workers' Compensation, by Type	2015	2014
Unfunded Workers' Compensation (Current)	$ 9,443	$ 9,936
Actuarial Workers' Compensation (Long-Term)	54,844	57,428
Total	**$ 64,287**	**$ 67,364**

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. Workers' Compensation is included in Liabilities not covered by Budgetary Resources, as described in *Note 10*.

NOTE 13: Debt Held by the Public

As of September 30, 2015 and 2014, Debt Held by the Public consists of the financing obtained for the construction of the TMFJB. The debt consists of 30-year Serial Zero Coupon Certificates of Participation issued in 1989 for $125.4 million with a maturity value of $525.5 million. The certificates are amortized using the effective interest rate of 9 percent. The balance of Debt Held by the Public is as follows:

Dollars in thousands

Debt Held by the Public, by Type	2015	2014
Securities	$ 155,069	$ 172,300
Interest Payable	757	810
Subtotal	155,826	173,110
Discount on Securities	(400,123)	(400,123)
Less: Amortization of Discount	350,963	341,226
Subtotal	(49,160)	(58,897)
Total	**$ 106,666**	**$ 114,213**

Various judiciary offices and personnel occupy the TMFJB under an Interagency Agreement between AOC and the Administrative Office of the U.S. Courts. Base rent will not change over the initial 30 years, and is set at the amount necessary to retire the debt at $17.2 million annually. Payment of the certificates will end in August 2024. This certificate is not subject to prepayment or acceleration under any circumstance, pursuant to the language in the certificate agreement.

The Statement of Budgetary Resources (SBR) reports prior year (FY2014) Borrowing Authority of $10.3 million. These amounts represent the current year portion of the amortized bond discount which is shown in the table above (net of interest payable). Per guidance from the Office of Management and Budget (OMB) in FY 2015, AOC reclassified the amortization from "borrowing authority" to "spending authority".

NOTE 14: Contingent and Environmental Liabilities

AOC is party to various administrative proceedings, legal actions, and tort claims which may result in settlements or decisions adverse to the federal government. AOC also has responsibility to remediate certain sites with environmental contamination hazards related to ongoing operations.

Contingent Liabilities

General contingent liabilities consist of claims filed against AOC which are awaiting adjudication. These liabilities typically relate to contracts, labor and equal employment opportunity issues, and personal and property damage.

For the purpose of estimating contingent liabilities for the financial statements, AOC conducted a review of existing claims for which the likelihood of loss to AOC is probable. Additionally, management and 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 *(see Note 1.N)*. No amounts are accrued in the financial records for claims where the estimated amount of potential loss does not exceed $100 thousand or where

the likelihood of an unfavorable outcome is less than probable. During the current reporting period there were no reported cases that met this criteria.

Matters for which the likelihood of an unfavorable outcome is less than probable but more than remote involve a wide variety of allegations and claims. These matters arise in the course of carrying out AOC programs and operations. The ultimate outcomes in these matters cannot be predicted at this time; however as of September 30, 2015 the lower level estimate of these cases ranged from $0 to approximately $1.3 million. Sufficient information is not currently available to determine if the ultimate resolution of the proceedings, actions, and claims will materially affect 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.

Environmental Cleanup Cost Liabilities Related to Asbestos Cleanup

Pursuant to the Federal Accounting Standards Advisory Board (FASAB) Technical Bulletin 2006-1, *Recognition and Measurement of Asbestos-related Cleanup Costs,* federal entities are required to recognize a liability for asbestos cleanup costs. AOC is responsible for managing friable and non-friable asbestos-containing materials (ACM) in all Capitol Complex Buildings owned by the federal government. Beginning in 2000, AOC contracted EPA-accredited asbestos inspectors to conduct inspections in accessible areas using nondestructive sampling techniques. For financial reporting purposes, separate per square foot rates were determined for friable and non-friable ACM. The per square foot values were based on recent removal projects conducted by AOC's Construction Division and a review of current industry estimates. The rates were applied to the ACM square footage of each Capitol Complex building as estimated during the asbestos inspections.

As required by SFFAS No. 6 "Accounting for Property, Plant and Equipment," AOC determines the need for asbestos liability adjustments on an annual basis. Based on the results of AOC's FY 2015 asbestos liability analysis, the agency reduced its liability by $22.1 million. The reduction in the reported asbestos liability reflects the annual adjustment as well as a revision of the underlying cost factors used to determine the estimate.

The accrued and potential Contingent and Environmental Cleanup Cost Liabilities, as of September 30, 2015 and 2014 are as follows:

Dollars in thousands

Contingent and Environmental Liabilities	2015	2014
Contingent Liabilities	$ —	$ —
Estimated Cleanup Cost Liabilities	62,890	85,056
Total	**$ 62,890**	**$ 85,056**

Fort George G. Meade, Maryland

In addition to the requirements of Technical Bulletin 2006-1, AOC is subject to various federal, state, and local environmental compliance and restoration laws, including 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). Estimated environmental and disposal disclosures include expected future cleanup costs, and for those sites where future liability is unknown, the cost of studies necessary to evaluate response requirements.

Management's review concluded that AOC is not responsible for the clean-up 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 AOC. The Army is responsible for the environmental clean-up of any previous contamination under CERCLA. AOC understands that the Army is actively monitoring existing contamination on the entire site, including the land transferred to AOC, and is pursuing appropriate remediation of this contamination.

NOTE 15: Leases

AOC currently has leases and occupancy agreements with the General Services Administration (GSA) and Government Printing Office (GPO) as well as leases with other commercial vendors for office and storage space, and equipment and vehicle rentals. These leases expire in various years. Many of these leases contain escalation clauses tied to inflationary and tax increases, and renewal options. At the end of the current reporting period, AOC had one real property capital lease for the Senate Sergeant of Arms Warehouse facility in Landover, MD.

Capital Leases

Capital leases have initial or remaining non-cancelable lease terms in excess of one year and the capital lease liability is amortized over the term of the lease. As of September 30, 2015 and 2014, the present value of the future minimum lease payments required by those leases identified as capital leases is as follows:

At September 30, 2015 (Dollars in thousands)

Fiscal Year	Total
2016	$ 845
2017	845
2018	845
2019	845
2020	845
Thereafter	4,225
Total Minimum Future Lease Payments	**$ 8,450**
Less: Imputed Interest	(1,725)
Total Capital Lease Liability	**$ 6,725**

At September 30, 2014 (Dollars in thousands)

Fiscal Year	Total
2015	$ 845
2016	845
2017	845
2018	845
2019	845
Thereafter	5,070
Total Minimum Future Lease Payments	**$ 9,295**
Less: Imputed Interest	(2,055)
Total Capital Lease Liability	**$ 7,240**

Operating Leases

AOC currently has leases and occupancy agreements with the General Services Administration (GSA) and leases with other commercial vendors for office and storage space, plus rentals of equipment and vehicles. These leases expire in various years. During Q4 FY 2015 AOC signed a new lease agreement on the behalf of the Library of Congress for additional book storage space located in Cabin Branch, MD.

As of September 30, 2015, the aggregate of future payments due under non-cancelable operating leases and occupancy agreements are as follows:

Dollars in thousands

Fiscal Year	Real Property	Personal Property	Total
2016	$28,006	$ 49	$ 28,055
2017	26,068	16	26,084
2018	21,761	2	21,763
2019	12,960	—	12,960
2020	6,617	—	6,617
Thereafter	16,399	—	16,399
Total Future Lease Payments			**$111,878**

NOTE 16: Other Liabilities

As of September 30, 2015 and 2014, these liabilities consist of accrued accounts payable (with the public) and miscellaneous receipts that are to be forwarded to Treasury (intragovernmental custodial liabilities). Miscelleanous receipts include, but are not limited to, flag-flying fees, rent from the Monocle restaurant and steam and chilled water collections over the Congressional cap. In FY 2014, AOC recorded an additional accounts payable accrual of $16.9 million to recognize the estimated value of work performed by and payable to GSA. This work was performed under reimbursable work agreements with GSA for tenant improvements to space occupied in the Thomas P. O'Neill, Jr. Federal Building. As of September 30, 2015, the total liability of $16.9 million has been paid to GSA.

These liabilities, which are classified as current as of September 30, 2015 and 2014, are as follows:

Dollars in thousands

Other Liabilities	2015	2014
Intragovernmental		
Custodial Liability	$ 49	$ 38
Other	—	$ 16,914
Total Intragovernmental	$ 49	$ 16,952
With the Public		
Other	35,607	25,336
Total With the Public	35,607	25,336
Total	**$ 35,656**	**$ 42,288**

NOTE 17: Imputed Financing

To measure the full cost of activities, SFFAS No. 4, *Managerial Cost Accounting Concepts and Standards for the Federal Government,* requires that total costs of programs include imputed financing. Such costs result when an entity receives unreimbursed services from other U.S. government entities.

Imputed financing consists of future pension benefits for AOC employees that are paid on its behalf by the Office of Personnel Management (OPM), printing services provided by the GPO, design elements paid for by the Army Corps of Engineers to improve building infrastructure campus-wide, capital projects performed by another federal agency, and Treasury judgment fund payments, as applicable.

With some exceptions, employees participate in one of three defined benefit retirement programs based on

A Memorial Tree honoring Emmett Till was planted on the north side of the U.S. Capitol on November 17, 2014. The AOC is responsible for maintenance and care of 135 Memorial Trees planted on the Capitol Grounds to honor distinguished citizens, groups and national events.

their employment start date: employee and employer contributions are made to the Civil Service Retirement and Disability Fund (CSRDF), the Civil Service Retirement Offset, or the Federal Employees Retirement System - all administered by 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.

Civil Service Retirement System (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. AOC and the employee contribute to Medicare at the rate prescribed by law. AOC does not match contributions to the TSP for employees who participate in the CSRS.

Civil Service Retirement System Offset: CSRS Offset generally covers those employees who have had a break in their CSRS service of more than one and less than five years by the end of 1986. AOC and the employee contribute to Social Security and Medicare at the rates prescribed by law. AOC does not match contributions to TSP for participating employees in the CSRS Offset.

Federal Employee Retirement System (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.

AOC and the employee contribute to Social Security and Medicare at rates prescribed by law. In addition, 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. 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 ending September 30, 2015 and 2014 is as follows:

Dollars in thousands

Imputed Financing, by Type	2015	2014
Pensions		
CSRS	$ 2,545	$ 3,298
CSRS Offset	871	876
FERS	32,390	30,862
Less: Contributions	(30,000)	(26,494)
Subtotal: Employee Pensions	5,806	8,542
Health	10,290	9,724
Life Insurance	33	31
Subtotal: All Employee Benefits	$ 16,129	$ 18,297
Corps Building Improvements	—	—
Government Printing Office	—	181
Other Agency—Campus Infrastructure	9,189	15,428
Department of Justice–Treasury Judgment Fund	—	3
Total	**$ 25,318**	**$ 33,909**

NOTE 18: Net Cost of Operations Related to Payroll

The SNC reports AOC's gross and net cost by responsibility segment. A responsibility segment is the organizational component (i.e., jurisdiction) that carries out a major line of activity and whose managers report directly to top management. The net cost of operations is the gross cost less any earned revenues.

Expenses for salaries and related benefits for the periods ending September 30, 2015 and 2014, are shown in the table below. These amounts were approximately 45 and 43 percent of the annual gross cost of operations for each respective year. This includes actual payroll and benefit expenses, as well as imputed federal employee benefit costs paid by OPM. The amount identified as payroll expense represents actual expenditures and does not include accruals which are shown as other expenses.

Net Cost of Operations Related to Payroll as of September 30, 2015 and 2014 is as follows:

Dollars in thousands

Expenses for Payroll & Related Benefits	2015	2014
Payroll Expense	$ 236,984	$ 227,417
Imputed Costs (payroll only—see Note 17)	16,129	18,297
Other Expenses Not Requiring Budget—Payroll	(38)	(36)
Employer Contribution to Employee Benefits	4,102	4,332
Total Expenses for Payroll & Related Benefits	**$ 257,177**	**$ 250,010**
Total Gross Cost	**$ 570,963**	**$ 579,472**
Payroll related expenses to Gross Costs (%)	**45%**	**43%**

NOTE 19: Reconciliation of Net Cost of Operations to Budget

FASAB requires a reconciliation of proprietary and budgetary information (the former Statement of Financing) in a way that helps users to relate the two. The objective is to provide an explanation for the differences between budgetary and financial (proprietary) accounting and is accomplished by means of a reconciliation of budgetary obligations and non-budgetary resources available to the reporting entity with its net cost of operations.

Most entity transactions are recorded in both budgetary and proprietary accounts. However, because different accounting bases are used, some transactions may appear in only one set of accounts (e.g., accrual of workers' compensation liabilities is only recorded in proprietary records). Not all obligations or offsetting collections may result in expenses or exchange revenue (e.g., a building purchase is capitalized in proprietary accounts, but obligated and outlayed in budgetary accounts).

An entire scaffolding system was installed in FY 2015 to repair the U.S. Capitol Rotunda's interior and is expected to remain in the Rotunda through late summer 2016. The Rotunda's interior walls and coffered ceiling have greatly deteriorated due to water, humidity and moisture infiltration.

Exchange revenue with the public consists of revenues received for services provided, such as access to the Senate Health and Fitness Facility and House Wellness Center, as well as rent and interest. Exchange revenue with federal entities consists of revenue from services provided, such as steam and chilled water, work performed on reimbursable projects, and reimbursement for the TMFJB.

Resources Used to Finance Activities reflects the budgetary resources obligated and other resources used to finance AOC activities. The obligations of budgetary resources are net of offsetting collections, recoveries and receipts. Other resources are financing sources that increase net position but are not budgetary resources (e.g., donated property or imputed costs).

Resources Used to Finance Items Not Part of the Net Cost of Operations includes resources used to finance the activities of the entity to account for items that were included in net obligations and other resources but were not part of the SNC. This item includes undelivered orders reflected in net obligations but not part of current period SNC. It also includes budgetary resources and obligations 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).

Components Requiring or Generating Resources in Future Periods identifies items that are recognized as a component of the SNC for the current period but the budgetary resources (and related obligation) will not be provided (or incurred) until a subsequent period. Costs such as contingent liabilities and workers' compensation are not always funded in the period the costs are incurred and are included in this item.

Components Not Requiring or Generating Resources includes items that are recognized as part of the net cost of operations for the period but will not generate or require the use of resources, such as depreciation and amortization.

The reconciliation for the periods ending September 30, 2015 and 2014 is as follows:

Dollars in thousands

Reconciliation of Net Cost of Operations to Budget	2015	2014
Resources Used to Finance Activities:		
Budgetary Resources Obligated		
Obligations Incurred	$ 674,087	$ 600,356
Less: Spending Authority from Offsetting Collections and Recoveries	(95,490)	(92,734)
Obligations Net of Offsetting Collections and Recoveries	578,597	507,622
Net Obligations	578,597	507,622
Other Resources		
Transfers In/(Out) Without Reimbursement	91	912
Imputed Financing	25,318	33,909
Net Other Resources used to Finance Activities	25,409	34,821
Total Resources Used to Finance Activities	**$ 604,006**	**$ 542,443**
Resources Used to Finance Items not Part of Net Cost of Operations (NCOO)		
Change in Budgetary Resources Obligated for Goods, Services and Benefits Ordered but not yet Provided	8,239	19,411
Resources that Fund Expenses Recognized in Prior Periods	22,238	4,419
Budgetary Offsetting Collections and Receipts that do not affect NCOO	(60)	(9)
Resources that Finance the Acquisition of Assets	151,600	84,373
Total Resources Used to Finance Items not Part of NCOO	182,017	108,194
Total Resources Used to Finance the Net Cost of Operations	**$ 421,989**	**$ 434,249**
Components of NCOO that will not Require or Generate Resources in the Current Period		
Components Requiring or Generating Resources in Future Periods	(477)	(149)
Other	(8,913)	(20)
Total Components of NCOO that will Require or Generate Resources in Future Periods	(9,390)	(169)
Components not Requiring or Generating Resources		
Depreciation and Amortization	97,742	97,572
Revaluation of Assets or Liabilities	(168)	65
Other	4,675	124
Total Components of NCOO that will not Require or Generate Resources	102,249	97,761
Total Components of NCOO that will not Require or Generate Resources in the Current Period	**92,859**	**97,592**
Net Cost of Operations	**$ 514,848**	**$ 531,841**

NOTE 20: Net Cost by Type

AOC's net cost of operations for the periods ending September 30, 2015 and 2014 as reported in the Statement of Net Cost (SNC) are $514,848 thousand and $531,841 thousand, respectively. The table below highlights AOC net cost by jurisdiction.

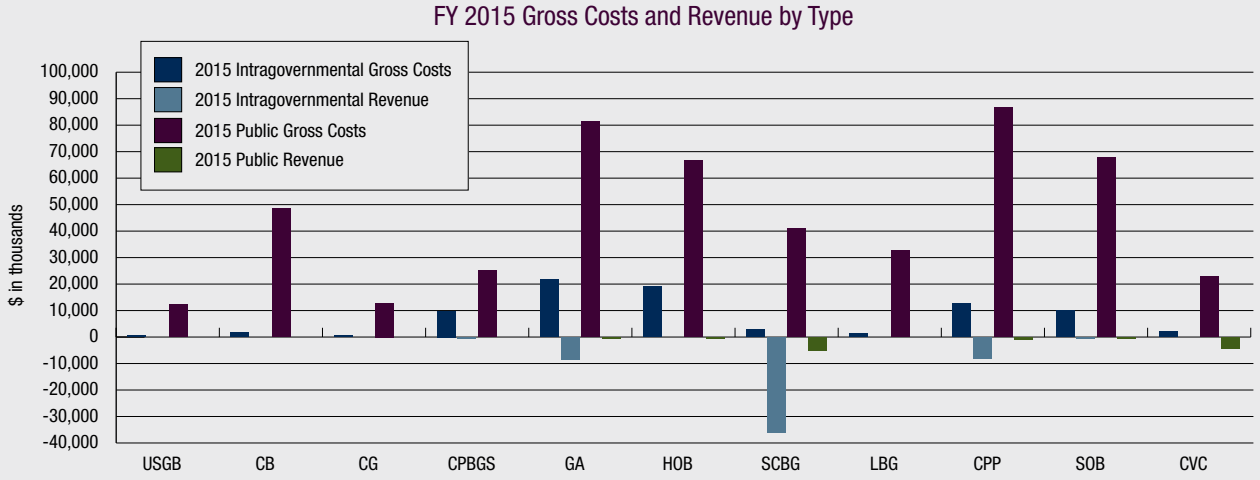
Dollars in thousands

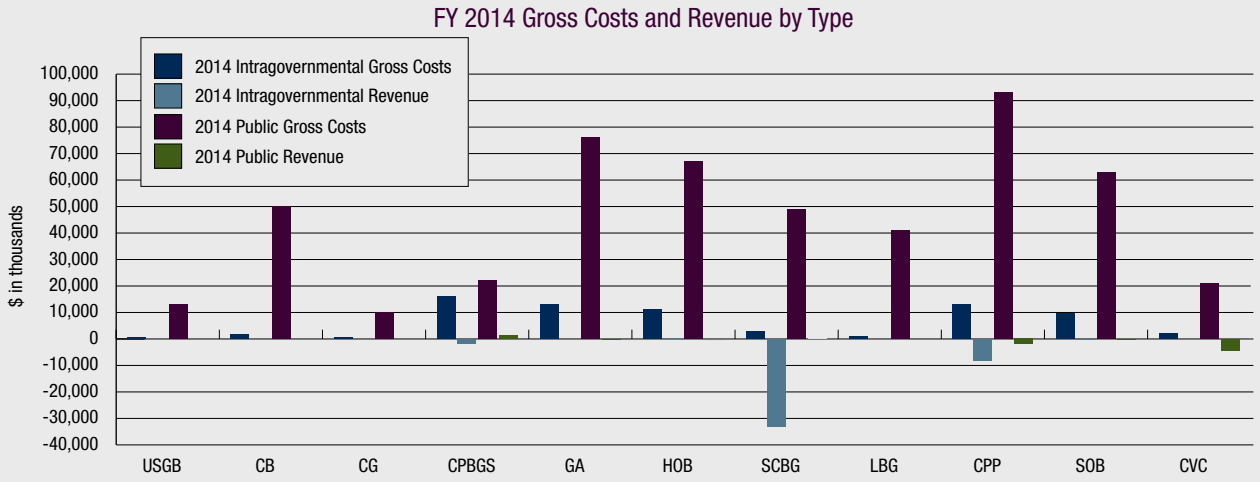
Gross Costs (by Jurisdiction)	2015	2014
AOC Capitol Building	$ 50,313	$ 51,848
AOC Capitol Grounds	13,276	10,942
AOC Capitol Police Buildings, Grounds, and Security	34,724	37,677
AOC General Administration	94,418	89,145
AOC House Office Buildings	85,132	79,065
AOC Library Buildings and Grounds	33,949	42,130
AOC Senate Office Buildings	77,106	72,111
AOC Utilities and Capitol Power Plant	90,440	97,225
U.S. Botanic Garden	12,964	13,735
U.S. Capitol Visitor Center	20,548	19,005
U.S. Supreme Court Buildings and Grounds	1,978	18,958
Total	**$ 514,848**	**$ 531,841**

The charts that follow separate these costs by Intragovernmental and With the Public to provide additional details on the nature of these costs.

Amounts shown as negative net costs in the charts above imply that earned revenue is greater than the gross costs.

Intragovernmental activities comprise payments to other federal agencies for services provided such as General Service Administration (GSA) for leases, Federal Occupational Health (FOH) for training, and Department of Labor (DOL) for payroll and benefits related expenses. Activites with the public include vendor payments and employees' payroll expenses.





NOTE 21: Reconciliation of SCNP Appropriation to SBR

Amounts reported as Appropriations Received on the Statement of Changes in Net Position (SCNP) are $611,901 thousand and $613,188 thousand for FY 2015 and FY 2014, respectively. These amounts consist of funds congressionally appropriated to the agency within the current fiscal year. On the Statement of Budgetary Resources (SBR) the Appropriations line consists of appropriations received, current year transfers, actual repayments of debt and new budget authority totaling $594,671 thousand and $595,958 thousand for FY 2015 and FY 2014 respectively. The difference between the two statements was attributed to the $17,230 thousand annual debt payment to the Bank of New York/Mellon.

NOTE 22: Undelivered Orders at the End of the Period

IIn accordance with OMB Circular A-136, *Financial Reporting Requirements,* the amount of budgetary resources obligated but not delivered must be disclosed separately. Amounts obligated comprise contracts with vendors for acquisitions of goods and services including contractual support, constructions projects, and CVC inventory purchases. Undelivered orders for the periods ending September 30, 2015 and 2014 are $226,010 thousand and $190,600 thousand, respectively. This is different from the unpaid obligations shown on the SBR which include undelivered orders and delivered orders (unpaid).

FOREIGN RELATIONS
COMMITTEE ROOM
QUIET PLEASE

Required Supplementary Information

Deferred Maintenance and Repairs

The AOC oversees more than 17.4 million square feet of facilities and more than 587 acres of grounds on Capitol Hill and off-site areas. The AOC is responsible for ensuring that the historic facilities 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. FASAB Statement of Federal Financial Accounting Standards (SFFAS) 42, *Deferred Maintenance and Repairs: Amending SFFAS 6, 14, 29 and 32,* defines deferred maintenance and repairs (DM&R) as maintenance and repairs that were not performed when they should have been or were scheduled to be and which are put off or delayed for a future period.

Effective FY 2015, SFFAS No. 42, Deferred Maintenance and Repairs: Amending SFFAS 6, 14, 29, and 32 requires federal entities to: (1) describe their maintenance and repairs (M&R) policies and how they are applied, (2) discuss how they rank and prioritize M&R activities among other activities, (3) identify factors considered in determining acceptable condition standards, (4) state whether DM&R relate solely to capitalized general property, plant and equipment (PP&E) and stewardship PP&E or also to non-capitalized or fully depreciated general PP&E, (5) identify PP&E for which management does not measure and/or report DM&R and the rationale for the exclusion of other than non-capitalized or fully depreciated general PP&E, (6) provide beginning and ending DM&R balances by category of PP&E, and (7) explain significant changes from the prior year.

The AOC defines its acceptable level of condition of PP&E to be "good to excellent" based on the Facility Condition Index. The index is based upon AOC facility replacement values, which are updated annually. PP&E of less than "good" condition are determined to require significantly more maintenance than facilities in better condition.

The three major classes of capitalized assets for which AOC's deferred maintenance and repairs are tracked are: buildings and other structures, grounds (i.e., stewardship land) and heritage assets. Additionally, while AOC tracks capital equipment deferred maintenance and repairs, none was identified for fiscal year 2015. Non-Capitalized and fully depreciated PP&E are not included as part of the deferred maintenance estimate. To evaluate the condition of buildings, other structures and grounds, AOC uses the Facility Condition Assessment (FCA) to identify deferred maintenance and repair, capital renewal, capital improvements and capital construction projects. The cost models in the FCA are considered early planning estimates used to identify liabilities but are not derived by fully completed construction drawings. The focus of this disclosure is solely deferred maintenance, as identified through the FCA and does not include capital renewal, capital improvements and capital construction projects; however, AOC continues to monitor capital renewal projects that, if not funded, could become deferred maintenance in the near future. Capital renewal projects, identified for a five year period, are combined with deferred maintenance and reported as Backlog at AOC.

AOC has completed an initial FCA on all buildings and grounds under its purview with some exceptions. Exceptions have not been included in the figures. The AOC continues to complete and update the FCA for all Capitol Hill facilities for which it is responsible. As a result, the FCA for some of these facilities are underway or in the planning stage and will be stated in subsequent reports.

The AOC's estimate of the amount of accumulated deferred maintenance and repair work required to bring facilities to a "good" condition, based on the Facility Condition Index, is approximately $281,059,000* for the fiscal year ending September 30, 2015.[14] **Table 49** depicts deferred maintenance costs, by category, at the beginning and end of the fiscal year.

TABLE 49: Deferred Maintenance ($ in thousands required to achieve "good" condition)

Category	As of 10/01/14* (deferred maintenance only)	As of of 9/30/15[1] (deferred maintenance and repairs)	Change from Prior Year
Buildings and Other Structures	$273,187	$268,479	($4,708)
Grounds	$7,230	$12,044	$4,814
Heritage Assets	$627	$536	($91)
Total	**$281,044**	**$281,059**	**$15**

* Does not represent total deferred maintenance or backlog.

[1] The deferred maintenance and repairs figure for September 30, 2015, excludes the Library of Congress' Special Service Facilities Center, the Supreme Court Building, the Thurgood Marshall Federal Judiciary Building, pedestrian tunnels, E Street S.E. Garage and most major equipment related to the Capitol Power Plant. The majority of the change in deferred maintenance is related to recent assessment work for the Dirksen Senate Office Building, the Library of Congress John Adams Building, funding of garage and stone projects, and accessibility barrier findings at Capitol Square. Reassessment work, contracted in 2015, included reevaluations of the Dirksen Senate Office Building and the Library of Congress John Adams Building. Deferred maintenance calculations are based on FY 2014 AOC replacement values, completed in April 2015.

[14] AOC aims to maintain its assets in at least good condition. Condition is defined by the Facility Condition Index, which is calculated as the cost of deferred maintenance divided by the current replacement value. A ratio of less than 0.02 is considered "excellent." A ratio of 0.02 to 0.05 is judged "good." A ratio of 0.05 to 0.10 is deemed "fair." A ratio of more than 0.10 is considered "poor." AOC's goal is to attain a ratio of less than 0.05 (or "good" condition) for its assets. Although an asset may be rated as being in acceptable condition, individual systems within that asset may require deferred maintenance and repairs to return the system to an acceptable operating condition.

The AOC is the steward of heritage assets located within the U.S. Capitol and across the Capitol campus. In addition to the buildings and landscape, these assets include architectural fine and decorative art, architectural features, archival material and joint works of art.

Heritage Assets

The AOC is the steward of heritage assets located throughout Capitol Hill. In addition to the buildings and landscape, these assets include architectural fine and decorative art, architectural features, archival material and joint works of art. Many of these assets, both collectible and non-collectible (i.e., architectural), are national treasures.

The AOC Curator Division, including the Records Management and Archives Branch and the Photography Branch, manages the resources provided by Congress for the conservation of art and the preservation of other heritage assets, such as architectural drawings and photographs. AOC follows professional standards established by the American Institute for Conservation and the National Archives and Records Administration. The AOC Curator prepares recommendations to the Joint Committee on the Library regarding acquisition and placement of joint works of art and shares responsibility with the Senate and House Curators for the care of collectible fine and decorative art.

The AOC's Curator maintains detailed records for each work of art and manages computerized inventories of heritage assets.[15] The AOC contracts with professional fine art conservators for needed repairs or treatments.

The Curator maintains a library of conservation reports prepared in accordance with standards that require preservation work to be fully documented. The Curator provides advice to AOC's jurisdictions on projects and contracts that involve heritage assets or preservation issues. The Records Management and Archives Branch preserves and maintains historic architectural and engineering drawings and textual records. The Branch also creates records policies. The Photography Branch documents facilities and projects, heritage assets and AOC and congressional events, and manages and preserves AOC's photographic records archive. Some vital records, including microfilm and photographic negatives, are stored off-site in stable and secure conditions. Curator Division staff support numerous projects by conducting historical research and providing copies of photographs, drawings, records, specifications and reports.

The AOC's Historic Preservation Officer is responsible for preserving the architectural features of the historic buildings maintained by AOC. The Historic Preservation Officer works closely with the Curator in documenting, researching and providing information about buildings, architectural features and architectural decorative art; reviewing projects, developing specifications; and developing and implementing AOC's Preservation Policy.

[15] The catalogue of the entire congressional art collection was last published in 1978 in *Art in the United States Capitol*.

General Condition Standards

The AOC has defined condition standards based on principles and guidance used by members of the American Institute for Conservation (AIC) defined by Heritage Preservation before it merged into AIC. The AOC performs periodic condition surveys to ensure heritage assets are documented and preserved for future generations. Assets must be monitored because they are located in working offices and public spaces rather than in a museum setting, so they can be damaged by touching, impact and surface deposits. Outdoor sculptures and fixtures are exposed to weather and pollutants. Once these objects are conserved, regular follow-up inspections and periodic maintenance treatments are essential for their preservation. The table below summarizes the condition survey rating scales used by AOC for its heritage assets.

AOC 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 routine maintenance or 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.	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 attended to.	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

In FY 2015 restoration work started on the Ulysses S. Grant Memorial. This work includes cleaning, repatinating and coating the existing bronze, and providing new bronze castings for missing or broken items.

AOC Heritage Assets

In the following tables, footnotes explain changes in condition or inventory count.

1. AOC Capitol Building

The U.S. Capitol is an important example of 19th century neoclassical architecture. While a working building, the U.S. Capitol may also be considered a museum of American art and history with millions of visitors each year.

1.1. Fine Art

This collection includes principally unique works of art by known artists that are not permanently attached to or designed for the structure (i.e., collectible). They are separated into (a) works that are under the jurisdiction of the Joint Committee on the Library and cared for by AOC and (b) those that were originally accepted by the Joint Committee on the Library and are joint in subject matter or acquisition (these are counted in AOC's inventory as possibly joint). The possibly joint assets are located in the Senate and House wings of the U.S. Capitol and, in many cases, are considered part of the Senate or House collections and are cared for by the Senate and House Curators.

1.1.1. Interior Sculpture

This collection is comprised primarily of the bronze and marble statues in the National Statuary Hall collection. This collection (comprised of 100 statues — two from each state) was established in 1864 and completed in 2005. In FY 2011, a long-range conservation maintenance contract for sculpture was implemented. By the end of FY 2015 all of the statues were maintained at least once (with most maintained multiple times) to keep them in excellent condition.

Sculpture	As of 10/01/14	As of 9/30/15	Change	General Condition
1.1.1.1 National Statuary Hall Statues	100	100[1]	—	Excellent
1.1.1.2 Other Statues[2]	9	9	—	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.)	27	27	—	Good to Excellent

[1] The state of Arizona replaced its statue of John Campbell Greenway with one of Barry Goldwater in FY 2015.

[2] The Magna Carta display, located in the Crypt, is included in this category.

1.1.2. Framed Oil Paintings

Framed oil paintings under 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.

Paintings	As of 10/01/14	As of 9/30/15	Change	General Condition
1.1.2.1 Portraits	17	17	—	Good to Excellent[1]
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	23	23	—	Excellent

[1] Several portraits were conserved in FY2015.

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 10/01/14	As of 9/30/15	Change	General Condition
1.1.3.1 Watercolors	6	6	—	Good
1.1.3.2 Prints and Drawings	64	72	8[1]	Poor to Excellent
1.1.3.3 Sketches for Murals	Approx. 232	Approx. 232	—	Fair to Excellent

[1] Eight historic prints found in storage were added.

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 10/01/14	As of 9/30/15	Change	General Condition
1.2.1 Gilded Mirror Frames*	93	93	—	Poor to Excellent
1.2.2 Historic Furniture[1]	38	38	—	Fair to Good
1.2.3 Antique Clocks	10	10	—	Good to Excellent
1.2.4 Textiles	2	2	—	Good

* This number primarily includes frames in the House side of the Capitol. The Senate Curator has assumed responsibility for inventory and conservation of Senate mirror frames.

[1] Sixteen Rotunda benches have been moved to the Capitol Visitor Center for protection for the duration of the dome restoration project.

In FY 2015, AOC continued to restore and regild the cast plaster ornaments and subtle decorative painting on the walls in the elaborately-decorated Senate Reception Room in the U.S. Capitol.

1.3. Architectural Fine Art

This category of fine art is part of the fabric of a structure, permanently attached to the structure or building systems, or designed as part of an architectural space.

Architectural Fine Art	As of 10/01/14	As of 9/30/15	Change	General Condition
1.3.1 Pediments (exterior)	3	3	—	Poor to Fair[1]
1.3.2 Statues (interior and exterior)	6	6	—	Good to Excellent
1.3.3 Plaster Model of Sculpture	1	1	—	Excellent
1.3.4 Sculptured Stair Railings	4	4	—	Excellent[2]
1.3.5 Architectural Models on Display	—	—	—	—
1.3.6 Reliefs	39	39	—	Good
1.3.7 Sculptured Bronze Doors (sets) (interior and exterior)	4	4	—	Excellent
1.3.8 Plaques	29	29	—	Fair to Excellent
1.3.9 Stained Glass	16	16	—	Poor to Good[3]
1.3.10 Rotunda Paintings	8	8	—	Good to Excellent
1.3.11 Rooms or Spaces with Fine Art Murals	84	84[4]	—	Fair to Excellent

[1] Conservation of the marble pediment sculptures is part of the Capitol stone preservation project starting in FY 2015.

[2] Conservation of all four Brumidi stair railings was completed in FY2015.

[3] The stained glass skylights in the grand stairwells have been removed and are stored for future conservation.

[4] 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 Capitol's walls. Mural conservation has been ongoing since 1981 and most murals are in at least "good" condition.

1.4. Architectural Decorative Art

This decorative art is part of the fabric of a structure, permanently attached to the 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 Superintendent's CAFM inventory. Only about a third of the lighting fixtures are historic and considered heritage assets appropriate for restoration. The more utilitarian fixtures are at times moved or replaced.

Architectural Decorative Art	As of 10/01/14	As of 9/30/15	Change	General Condition
1.4.1. Mantels	Approx. 167	Approx. 167	—	Good
1.4.2. Chandeliers	Approx. 250	Approx. 250	—	Good to Excellent
1.4.3. Pendant Lights	Approx. 270	Approx. 270	—	Good
1.4.4. Sconces	Approx. 100	Approx. 100	—	Good
1.4.5. Rooms or Spaces with Decorative Murals	48	48	—	Fair to Excellent

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 Superintendent (or the Senate Sergeant at Arms) maintains these assets. While an accurate count of these features does not exist, the 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. Capitol Grounds

The Capitol Grounds cover approximately 290 acres on which the U.S. Capitol, Senate and House Office Buildings and Capitol Power Plant reside. The Grounds include sculpture and monuments and living assets such as trees and plantings. Heritage assets include such elements as ornamental fountains, drinking fountains, outdoor seating, stone retaining walls and light fixtures.

2.1. Outdoor Sculpture

Outdoor Sculpture	As of 10/01/14	As of 9/30/15	Change	General Condition
2.1.1 Monuments/Statues	4	4	—	Good to Excellent[1]
2.1.2 Fountains with Sculpture	1	1	—	Good
2.1.3 Plaques	5	5	—	Good

[1] Conservation of the Grant Memorial is expected to be completed in early FY2016. The Garfield Monument and the Taft Memorial will also be conserved in FY2016.

2.2. Landscape Features and Fixtures (including fixtures on the exterior of the U.S. Capitol)

Landscape Features and Fixtures	As of 10/01/14	As of 9/30/15	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

2.3. Memorial Trees

Memorial trees are living heritage assets planted to honor distinguished citizens, groups and national events. About half are located on the Capitol's East Front.

Memorial Trees	As of 10/01/14	As of 9/30/15	Change	General Condition
2.3 Memorial Trees	136	135	(1)	Good

3. House Office Buildings

There are three major office buildings and one annex building for the House of Representatives: the Cannon, Longworth, Rayburn and Ford House Office Buildings, respectively.

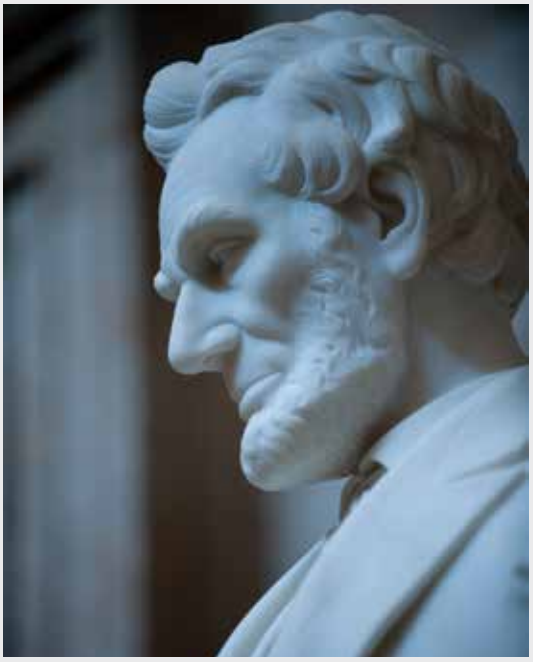
Architectural Fine Art	As of 10/01/14	As of 9/30/15	Change	General Condition
3.1 Pediments (exterior)	1	1	—	Good
3.2 Sculpture (exterior)	8	8	—	Fair
3.3 Plaster Models of Sculpture	27	27	—	Good
3.4 Architectural Models on Display	1	1	—	Fair to Good
3.5 Reliefs	1	1	—	Good
3.6 Murals	1	1	—	Good
3.7 Plaques	1	1	—	Good
3.8 Monuments/Statues	2	2	—	Good

4. Senate Office Buildings

There are three major office buildings for the U.S. Senate: the Russell, Dirksen and Hart Senate Office Buildings.

Architectural Fine Art	As of 10/01/14	As of 9/30/15	Change	General Condition
4.1 Pediments (exterior)	1	1	—	Fair
4.2 Sculpture	1	1	—	Poor[1]
4.3 Plaster Models of Sculpture	6	6	—	Good
4.4 Architectural Models on Display	4	4	—	Excellent
4.5 Maquettes, etc.	1	1	—	Good
4.6 Reliefs (exterior)	51	51	—	Good
4.7 Murals (rooms with)	1	1	—	Excellent

[1] Safety inspection of the Calder *Mountains and Clouds* began in FY2015.



The AOC is responsible for the preservation and care for a number of heritage assets. Included in the collection of statues inside the U.S. Capitol's Rotunda is a marble statue of President Abraham Lincoln, created in 1871.

5. Library Buildings and Grounds

The Library of Congress' 1897 Thomas Jefferson Building contains large areas of decorative painting, relief plaster, woodwork, stone work, and mosaic ceilings. The John Adams Building, which is embellished with Art Deco-style decorative metal and relief stone work, is not included in the inventory count.

Architectural Fine Art	As of 10/01/14	As of 9/30/15	Change	General Condition
5.1. Statues	27	27	—	Good to Excellent
5.2. Sculptured Stair Railings	2	2	—	Good
5.3. Reliefs (interior)	74	73	(1)[1]	Good
5.4 Sculptured Bronze Doors (sets) (exterior)	17	17	—	Excellent
5.5. Stained Glass/Mosaics	17	17	—	Fair to Good
5.6. Rooms or Spaces with Fine Art Murals	32	32	—	Fair to Excellent
5.7. Fountains with Sculpture (exterior)	3	3	—	Poor to Excellent[2]
5.8 Sculptural Clock	1	1	—	Excellent
5.9 Exterior Sculpture	0	1	1	Fair[3]

[1] Relief reclassified as exterior sculpture.

[2] Conservation on the Jefferson Building's Pan bronze sculpture was completed in FY2015. Conservation on the JMMB Cronbach fountain sculpture has not been completed.

[3] Conservation assessment of the Cascade of Books was completed in FY2015. Exterior stone sculpture and reliefs to be added after completion of preservation guide.

6. Supreme Court Building and Grounds

The Supreme Court Building is richly adorned with decorative carvings in marble and wood, decorative metal and plaster work and decorative painting.[16]

Architectural Fine Art	As of 10/01/14	As of 9/30/15	Change	General Condition
6.1 Pediments (exterior)	2	2	—	Poor to Excellent*
6.2 Sculpture (exterior)	2	2	—	Good
6.3 Reliefs	4	4	—	Good
6.4 Light Posts with Reliefs (exterior)	2	2	—	Poor to Fair
6.5 Bronze Door (set) (exterior)	1	1	—	Good

* Conservation of the east pediment sculpture is planned as part of the exterior stone and metal preservation project.

7. U.S. Botanic Garden

The U.S. Botanic Garden (USBG) maintains a collection of living plants and includes all plants used to fulfill the mission of the institution. The collection is categorized as follows:

[16] The collectible fine art within the Supreme Court Building does not fall under AOC's jurisdiction and is cared for by the Curator of the Supreme Court.

The U.S. Botanic Garden maintains a collection of over 60,000 living plants that are used for exhibition, study and exchange with other institutions.

- Plants of historical or current institutional significance (e.g., individuals or descendants from the Wilkes and Perry expeditions, commemorative gifts from foreign governments and descendants of plants of American historical significance)
- Plants appearing on approved permanent landscape planting plans for the Conservatory, National Garden, Bartholdi Park, and the Production facility
- Plants listed for rotation into permanent exhibits in the Conservatory, National Garden or Bartholdi Park
- 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 Flora and Fauna 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

Plants are used for exhibition, study and exchange with other institutions. Noteworthy collections include economically significant plants, medicinal plants, orchids, cacti and succulents, bromeliads and cycads.

Living Heritage Assets

The tables below identify USBG's inventory of living heritage assets. Plant inventories for FY 2015 and the prior five years are provided to facilitate comparison. At the end of FY 2015, the USBG held more than 60,000 individual plants at the Conservatory and the Blue Plains Production Facility in Maryland. The USBG maintains over 7,600 unique taxa in its collections.

ALL PLANTS (INCLUDING ORCHID COLLECTION)							
FY	Names[1]	Accessions[2]	Plants[3]	Deaccessions – YTD[4]	Taxa (Alive)[5]	Plants (Alive)[6]	Number of Individuals[7]
2010	29,210	27,471	40,008	1,984	7,547	15,942	62,079
2011	30,189	28,403	41,668	529	7,738	16,442	63,542
2012	30,703	29,496	43,487	1,128	7,890	16,919	66,328
2013	31,326	30,294	44,944	2,051	7,459	16,051	58,944
2014	31,780	30,679	45,449	276	7,470	15,462	57,942
2015	32,362	31,463	46,395	750	7,610	15,682	60,574

[1] The number of taxonomic entries is not based on or associated with current holdings (cumulative).
[2] Current number of accessions, presumed to be genets (cumulative).
[3] Total number of individuals in Plants table–living and dead (cumulative).
[4] Deaccessions for the current year.
[5] Number of unique taxa currently alive in holdings.
[6] Number of individuals in Plants table currently living.
[7] Number of individuals living including multiple ramets associated with a single accession number (note: this number has a high degree of inaccuracy).

Orchid Collection

There are over 5,000 orchids in the Botanic Garden's collections. The orchid collection is the single largest component of the USBG's plant inventory, accounting for over 30 percent of its total collection.

ORCHID COLLECTION							
FY	Names	Accessions	Plants	Deaccessions	Taxa (Alive)	Plants (Alive)	Number of Individuals
2010	4,295	8,095	11,440	517	1,727	4,816	N/A
2011	4,819	8,483	12,389	212	1,771	5,147	N/A
2012	4,928	8,704	12,839	344	1,803	5,171	N/A
2013	5,071	9,085	13,531	452	1,847	5,397	N/A
2014	5,245	9,191	13,714	342	1,839	5,139	N/A
2015	5,316	9,375	13,945	268	1,876	5,021	N/A

In FY 2015, 16 Rotunda benches were moved to the Capitol Visitor Center for protection for the duration of the Dome Restoration Project.

The USBG's gardens and living collections are important resources, and are made available for the study of threatened plants and their conservation. USBG staff maintain extensive computerized records of the plant collections, which track the location, condition and provenance of each addition. A database with this information is available to the public on USBG's website, **www.usbg.gov/plant-collections**. Collections are continually reviewed for accuracy in identification.

Architectural Feature

Outdoor Sculpture	As of 10/01/14	As of 9/30/15	Change	General Condition
7.1 Fountains with Sculpture	1	1	—	Excellent

8. Architectural and Engineering Artifacts

The AOC maintains an inventory of small architectural and engineering artifacts and models for research or exhibition. AOC also maintains an inventory of large artifacts, such as pieces of stone removed from buildings or plaster models, for possible reuse or repairs. As an example, 150 tons of sculpture and stone removed from the East Front of the U.S. Capitol during its 1958 extension is held in a secure facility at Fort Meade, MD.

The AOC Curator tracks these artifacts and maintains lists of the objects in storage. It is not possible to provide a meaningful count as some crates hold multiple pieces and some items are stored in pieces in multiple crates.

9. Historical Records and Reference Materials

The Records Management and Archives Branch preserves and provides access to architectural and engineering drawings and textual records. The Branch uses approved records schedules based on archival appraisal and records surveys. The Branch arranges drawings and textual records in accordance with archival principles to facilitate control, access, reference, research and retrieval. Architectural and engineering drawings and manuscripts require special archival storage and handling because of their diverse physical attributes. The Branch maintains stable temperature and humidity conditions and high security for the records. Microfilm of many drawings is stored off-site for backup purposes. Digital scans of drawings are also important backups for the original drawings.

9.1. Architectural and Engineering Drawings

Beginning with plans for the construction of the Capitol in the early 1800s, and with primary holdings from the 1850s on, the architectural and engineering drawings collection contains a wide range of subjects and 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 specifications and files on previous projects aid in the planning and development of new projects.

The AOC archives contain over 187,000 architectural and engineering drawings with more constantly added. Approximately 60 percent of these drawings have been arranged, indexed and assigned control numbers. Most of those remaining are stored in drawing cabinets (arranged by building) waiting to be indexed and verified as not being duplicates. The Records Management and Archives Branch scans, labels, indexes and backs up (using a web-based database) the drawings to facilitate retrieval. The

Archival staff performs basic preservation and conservation of drawings, with specialized work on fragile and historic drawings performed by contracted experts.

9.2. Construction and Administrative Textual Records
The Records Center and Archives maintains administrative and project records that document AOC's history as well as the construction history of Capitol Hill buildings. These holdings date from the 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.

9.3. Photographs
The Photography Branch produces photographs relating to architectural design, construction, renovation and restoration of the historic buildings and grounds under AOC's care. The Branch covers major ceremonial events, documents works of art and conservation projects and produces graphic slides, displays and video for AOC and congressional use. The Branch maintains an archive of over 266,000 photographic 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. The number of images is growing rapidly since the conversion to digital format. Each unique image is given a control number (one image may exist in multiple formats). The majority of the glass and film negatives are stored off-site for long-term preservation. Digital files are systematically backed-up and copied.

9.4. Small Architectural Models
The AOC preserves a small number of display models as part of the architectural record for study and possibly future exhibit purposes.

9.5, 9.6 and 9.7. Reference Files, Library Materials and Conservation Reports
One of the largest curatorial functions AOC performs is maintaining the inventory of, 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, members of Congress and their staffs and the public and to provide information for written 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.

The AOC's Curator Division manages the resources provided by Congress for the conservation of art and the preservation of other heritage assets located throughout the Capitol campus. The AOC contracts with professional fine art conservators for needed repairs or treatments to its heritage asset collection.

Records and Reference	As of 10/01/14	As of 9/30/15	Change	General Condition
9.1 Architectural and Engineering Drawings	Approx. 186,504	Approx. 187,641	1,137	Good to Excellent
9.2 Manuscripts and Other Textual Records	Approx. 8,127	Approx. 8,419	292	Fair to Good
9.3 Photographs	251,945	266,214	14,269	Good to Excellent
9.4 Small Architectural Models	18	18	—	Fair
9.5 Art and Reference Files	108 Drawers	108 Drawers	—	Good
9.6 Art and Reference Library (published volumes)	1,183 Vols.	1,192 Vols.	9	Good
9.7 Conservation Reports (in notebooks)	302	401	99[1]	Good

[1] This figure includes 74 Library of Congress mural conservation reports that were stored in a separate area and were added in FY2015.

Summary of Heritage Assets

This consolidating schedule reports the heritage assets by jurisdiction and AOC-wide. Although records are related to all jurisdictions, for simplicity, such reference files are shown under the responsibility of the AOC Capitol Building.

AOC Heritage Assets Consolidating Schedules as of September 30, 2015 and September 30, 2014

	FY 2015									FY 2014								
	AOC Jurisdiction									AOC Jurisdiction								
Category	CB	CCO	CG	HOB	LBG	SC	SOB	USBG	TOTAL	CB	CCO	CG	HOB	LBG	SC	SOB	USBG	TOTAL
Artwork																		
Fine Art																		
Interior Sculpture																		
National Statuary Hall Statues	100	—	—	—	—	—	—	—	100	100	—	—	—	—	—	—	—	100
Other Statues	9	—	—	—	—	—	—	—	9	9	—	—	—	—	—	—	—	9
Possibly Joint Statues	3	—	—	—	—	—	—	—	3	3	—	—	—	—	—	—	—	3
Busts	16	—	—	—	—	—	—	—	16	16	—	—	—	—	—	—	—	16
Possibly Joint Busts	21	—	—	—	—	—	—	—	21	21	—	—	—	—	—	—	—	21
Other (Maquettes, etc.)	27	—	—	—	—	—	—	—	27	27	—	—	—	—	—	—	—	27
Sub-Total: Interior Sculpture	176	—	—	—	—	—	—	—	176	176	—	—	—	—	—	—	—	176
Framed Oil Paintings																		
Portraits	17	—	—	—	—	—	—	—	17	17	—	—	—	—	—	—	—	17
Possibly Joint Portraits	26	—	—	—	—	—	—	—	26	26	—	—	—	—	—	—	—	26
Paintings Other Than Portraits	12	—	—	—	—	—	—	—	12	12	—	—	—	—	—	—	—	12
Possibly Joint Paintings	23	—	—	—	—	—	—	—	23	23	—	—	—	—	—	—	—	23
Sub-Total: Framed Oil Paintings	78	—	—	—	—	—	—	—	78	78	—	—	—	—	—	—	—	78
Works of Art on Paper																		
Watercolors	6	—	—	—	—	—	—	—	6	6	—	—	—	—	—	—	—	6
Prints and Drawings	72	—	—	—	—	—	—	—	72	64	—	—	—	—	—	—	—	64
Sketches for Murals	232	—	—	—	—	—	—	—	232	232	—	—	—	—	—	—	—	232
Sub-Total: Works of Art on Paper	310	—	—	—	—	—	—	—	310	302	—	—	—	—	—	—	—	302
Sub-Total: Fine Art	564	—	—	—	—	—	—	—	564	556	—	—	—	—	—	—	—	556
Decorative Art																		
Gilded Mirror Frames	93	—	—	—	—	—	—	—	93	93	—	—	—	—	—	—	—	93
Historic Furniture	38	—	—	—	—	—	—	—	38	38	—	—	—	—	—	—	—	38
Antique Clocks	10	—	—	—	—	—	—	—	10	10	—	—	—	—	—	—	—	10
Textiles	2	—	—	—	—	—	—	—	2	2	—	—	—	—	—	—	—	2
Sub-Total: Decorative Art	143	—	—	—	—	—	—	—	143	143	—	—	—	—	—	—	—	143
Architectural Fine Art																		
Pediments (exterior)	3	—	—	1	—	2	1	—	7	3	—	—	1	—	2	1	—	7
Statues/Sculpture	6	—	—	8	27	2	1	—	44	6	—	—	8	27	2	1	—	44
Plaster Models of Sculpture	1	—	—	27	—	—	6	—	34	1	—	—	27	—	—	6	—	34
Sculptured Stair Railings	4	—	—	—	2	—	—	—	6	4	—	—	—	2	—	—	—	6
Architectural Models on Display	—	—	—	1	—	—	4	—	5	—	—	—	1	—	—	4	—	5
Reliefs	39	—	—	1	73	4	51	—	168	39	—	—	1	74	4	51	—	169
Light Posts with Reliefs (exterior)	—	—	—	—	—	2	—	—	2	—	—	—	—	—	2	—	—	2
Bronze Doors (Sets)	4	—	—	—	17	1	—	—	22	4	—	—	—	17	1	—	—	22
Plaques	29	—	—	1	—	—	—	—	30	29	—	—	1	—	—	—	—	30
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
Fountains with Sculpture	—	—	—	—	3	—	—	—	3	—	—	—	—	3	—	—	—	3
Maquettes	—	—	—	—	—	—	1	—	1	—	—	—	—	—	—	1	—	1
Sculptural Clock	—	—	—	—	1	—	—	—	1	—	—	—	—	1	—	—	—	1
Exterior Sculpture	—	—	—	—	**1**	—	—	—	**1**	—	—	—	—	—	—	—	—	—
Sub-Total: Architectural Fine Art	194	—	—	42	173	11	65	—	485	194	—	—	42	173	11	65	—	485

Category	FY 2015									FY 2014								
	AOC Jurisdiction									AOC Jurisdiction								
	CB	CCO	CG	HOB	LBG	SC	SOB	USBG	TOTAL	CB	CCO	CG	HOB	LBG	SC	SOB	USBG	TOTAL
Architectural Decorative Art																		
Mantels	167	—	—	—	—	—	—	—	167	167	—	—	—	—	—	—	—	167
Chandeliers	250	—	—	—	—	—	—	—	250	250	—	—	—	—	—	—	—	250
Pendant Lights	270	—	—	—	—	—	—	—	270	270	—	—	—	—	—	—	—	270
Sconces	100	—	—	—	—	—	—	—	100	100	—	—	—	—	—	—	—	100
Rooms/Spaces with Decorative Murals	48	—	—	—	—	—	—	—	48	48	—	—	—	—	—	—	—	48
Sub-Total: Architectural Decorative Art	835	—	—	—	—	—	—	—	835	835	—	—	—	—	—	—	—	835
TOTAL	**1,736**		**—**	**42**	**173**	**11**	**65**	**—**	**2,027**	**1,728**		**—**	**42**	**173**	**11**	**65**	**—**	**2,019**
Architectural Features																		
Outdoor Sculptures																		
Monuments/Statues	—	—	4	—	—	—	—	—	4	—	—	4	—	—	—	—	—	4
Fountains with Sculpture	—	—	1	—	3	—	—	1	5	—	—	1	—	—	—	—	1	2
Plaques	—	—	5	1	—	—	—	—	6	—	—	5	—	—	—	—	—	5
Sub-Total: Outdoor Sculptures	—	—	10	1	3	—	—	1	15	—	—	10	—	—	—	—	1	11
Landscape Features and Fixtures																		
Lighting Fixtures	—	—	166	—	—	—	—	—	166	—	—	166	—	—	—	—	—	166
Basins	—	—	2	—	—	—	—	—	2	—	—	2	—	—	—	—	—	2
Urns	—	—	20	—	—	—	—	—	20	—	—	20	—	—	—	—	—	20
Reliefs	—	—	—	—	—	—	—	—	0	—	—	—	—	—	—	—	—	0
Sub-Total: Landscape Features and Fixtures	—	—	188	—	—	—	—	—	188	—	—	188	—	—	—	—	—	188
TOTAL	**—**	**—**	**198**	**1**	**3**	**—**	**—**	**1**	**203**	**—**	**—**	**198**	**—**	**—**	**—**	**—**	**1**	**199**
Reference and Library Materials																		
Art and Reference Files	—	108	—	—	—	—	—	—	108	—	108	—	—	—	—	—	—	108
Art and Reference Library	—	1,192	—	—	—	—	—	—	1,192	—	1,183	—	—	—	—	—	—	1,183
TOTAL	**—**	**1,300**	**—**	**—**	**—**	**—**	**—**	**—**	**1,300**	**—**	**1,291**	**—**	**—**	**—**	**—**	**—**	**—**	**1,291**
Records																		
Architectural and Engineering Drawings	—	187,641	—	—	—	—	—	—	187,641	—	186,504	—	—	—	—	—	—	186,504
Manuscripts and Other Textual Records	—	8,419	—	—	—	—	—	—	8,419	—	8,127	—	—	—	—	—	—	8,127
Small Architectural Models	—	18	—	—	—	—	—	—	18	—	18	—	—	—	—	—	—	18
Conservation Reports	—	401	—	—	—	—	—	—	401	—	302	—	—	—	—	—	—	302
Photographs	—	266,214	—	—	—	—	—	—	266,214	—	251,945	—	—	—	—	—	—	251,945
TOTAL	**—**	**462,693**	**—**	**—**	**—**	**—**	**—**	**—**	**462,693**	**—**	**446,896**	**—**	**—**	**—**	**—**	**—**	**—**	**446,896**
Living Heritage Assets																		
Individual	—	—	135	—	—	—	—	60,574	60.709	—	—	136	—	—	—	—	57,942	58,078
TOTAL	**—**	**—**	**135**	**—**	**—**	**—**	**—**	**60,574**	**60.709**	**—**	**—**	**136**	**—**	**—**	**—**	**—**	**57,942**	**58,078**

SECTION IV

Other Information

Overview

This Other Information section presents a range of financial, operational, stewardship and performance material to supplement the agency information that appears in the previous three main sections. A brief overview of each sub-section is provided below.

Schedule of Spending. This schedule provides, for the current and prior fiscal year, an accessible and easily understandable summary of the resources that were available to spend, how much money was spent, and who the money went to.

The AOC Inspector General's Statement of Management Opportunities and Performance Challenges. This statement summarizes the most serious management and performance challenges facing the agency as identified by AOC's Inspector General in accordance with the Reports Consolidation Act of 2000. It includes a brief assessment of the agency's progress in addressing the challenges.

Summary of Financial Statement Audit and Management Assurances. Summary tables of material weaknesses in internal controls and system non-conformances as determined during the independent auditors' financial statement audit, material weaknesses resulting from management's evaluation of internal controls using the FMFIA and OMB Circular A-123 as general guidance, and management's evaluation of financial systems conformance with financial management system requirements referencing the FMFIA and FFMIA for general guidance.

Improper Payments Information Act and Related Laws and Regulations. An overview of AOC's efforts to identify any programs where significant erroneous payments may have occurred and how AOC's invoice payment process incorporates the Do Not Pay capability.

Freeze the Footprint. Though not subject to "Freeze the Footprint" disclosures, information about AOC's real property square footage for the FY 2012 baseline and for FY 2014 and FY 2015 is presented.

Small Business Accomplishments. A summary of AOC's efforts in meeting its goals under its small business set-aside program.

The Capitol Power Plant's multi-phase Refrigeration Plant Revitalization program, currently underway, will increase the efficiency and reduce the long-term operating costs of producing chilled water to cool the buildings on the Capitol campus. To date, this program has installed new variable speed chillers, pumps and cooling towers, as well as changed how chilled water is delivered.

Schedule of Spending

The Schedule of Spending provides an accessible and easily understandable financial summary of how and where agencies are spending money for the reporting period. As shown in **Table 45**, an overview of how much money AOC had available to spend, how or on what that money was spent, and who the money went to for the fiscal years ended September 30, 2015 and 2014. The data for the Schedule of Spending is the same used to prepare the Statement of Budgetary Resources (SBR). The Schedule of Spending provides a more detailed summary of the "Obligations Incurred" line shown on the Statement of Budgetary Resources. "What Money is Available to Spend?" compares to the SBR's total resources, factoring the amounts for funds available and unavailable. The term "spend," as used in this report, means funds paid out or used. It does not equate to expenses as reported in the Statement of Net Cost.

TABLE 45: Schedule of Spending

SCHEDULE OF SPENDING

For the Year Ended September 30, 2015 (Dollars in Thousands)

	Total	AOC Capitol Building	AOC Capitol Grounds	AOC Capitol Police Buildings, Grounds and Security	AOC General Administration	AOC House Office Buildings	AOC Library Buildings and Grounds	AOC Senate Office Buildings	AOC Utilities and Capitol Power Plant	U.S. Botanic Garden	U.S. Capitol Visitor Center	U.S. Supreme Court Buildings and Grounds
What Money is Available to Spend?												
Total Resources	**$1,202,316**	**$107,584**	**$ 21,152**	**$ 23,550**	**$ 106,512**	**$ 447,439**	**$ 92,403**	**$ 135,151**	**$ 135,395**	**$ 20,128**	**$ 40,614**	**$ 72,388**
Less Amount Available but Not Agreed to be Spent	(508,685)	(36,647)	(8,260)	(2,928)	(3,095)	(275,870)	(35,510)	(63,729)	(26,270)	(7,151)	(15,841)	(33,384)
Less Amount Not Available to be Spent	(19,544)	(1,064)	(800)	(339)	(4,228)	(1,864)	(1,469)	(2,288)	(5,468)	(963)	(1,061)	–
Total Amounts Agreed to be Spent	**$ 674,087**	**$ 69,873**	**$ 12,092**	**$ 20,283**	**$ 99,189**	**$ 169,705**	**$ 55,424**	**$ 69,134**	**$ 103,657**	**$ 12,014**	**$ 23,712**	**$ 39,004**
How was the Money Spent/Issued?												
Personnel Compensation/ Benefits	$ 249,722	$ 22,578	$ 6,746	$ 2,790	$ 57,434	$ 51,025	$ 21,125	$ 45,621	$ 13,251	$ 6,511	$ 17,471	$ 5,170
Contracts	424,084	47,295	5,343	17,445	41,583	118,648	34,299	23,500	90,406	5,500	6,241	33,824
Other (Unclassified)	281	–	3	48	172	32	–	13	–	3	–	10
Total Amounts Agreed to be Spent	**$ 674,087**	**$ 69,873**	**$ 12,092**	**$ 20,283**	**$ 99,189**	**$ 169,705**	**$ 55,424**	**$ 69,134**	**$ 103,657**	**$ 12,014**	**$ 23,712**	**$ 39,004**
Who Did the Money Go to?												
Employees	$ 245,199	$ 22,419	$ 6,747	$ 2,796	$ 55,940	$ 50,934	$ 21,138	$ 45,310	$ 10,840	$ 6,415	$ 17,491	$ 5,169
Federal Entities	51,152	1,138	(20)	499	11,402	16,165	146	6,304	11,991	258	559	2,710
Non-Federal Entities	377,736	46,316	5,365	16,988	31,847	102,606	34,140	17,520	80,826	5,341	5,662	31,125
Total Amounts Agreed to be Spent	**$ 674,087**	**$ 69,873**	**$ 12,092**	**$ 20,283**	**$ 99,189**	**$ 169,705**	**$ 55,424**	**$ 69,134**	**$ 103,657**	**$ 12,014**	**$ 23,712**	**$ 39,004**

TABLE 45: Schedule of Spending (continued)

SCHEDULE OF SPENDING

For the Year Ended September 30, 2014 (Dollars in Thousands)

	Total	AOC Capitol Building	AOC Capitol Grounds	AOC Capitol Police Buildings, Grounds and Security	AOC General Administration	AOC House Office Buildings	AOC Library Buildings and Grounds	AOC Senate Office Buildings	AOC Utilities and Capitol Power Plant	U.S. Botanic Garden	U.S. Capitol Visitor Center	U.S. Supreme Court Buildings and Grounds
What Money is Available to Spend?												
Total Resources	**$1,116,277**	**$ 95,838**	**$ 19,899**	**$ 24,849**	**$ 102,868**	**$ 378,147**	**$ 75,856**	**$ 115,806**	**$ 183,284**	**$ 15,095**	**$ 38,787**	**$ 65,845**
Less Amount Available but Not Agreed to be Spent	(490,143)	(49,146)	(8,159)	(3,845)	(5,561)	(284,361)	(40,009)	(36,015)	(28,212)	(3,428)	(13,529)	(17,875)
Less Amount Not Available to be Spent	(25,778)	(1,177)	(548)	(756)	(3,484)	(878)	(1,229)	(2,279)	(13,173)	(1,088)	(1,166)	0
Total Amounts Agreed to be Spent	**$ 600,356**	**$ 45,515**	**$ 11,192**	**$ 20,248**	**$ 93,823**	**$ 92,908**	**$ 34,618**	**$ 77,512**	**$ 141,899**	**$ 10,579**	**$ 24,092**	**$ 47,970**
How was the Money Spent/Issued?												
Personnel Compensation/ Benefits	$ 254,719	$ 23,882	$ 6,879	$ 3,042	$ 57,735	$ 47,415	$ 23,684	$ 45,192	$ 16,632	$ 6,731	$ 18,570	$ 4,957
Contracts	342,983	21,411	4,156	17,005	35,911	45,195	10,693	32,021	125,249	3,568	5,227	42,547
Other (Unclassified)	2,654	222	157	201	177	298	241	299	18	280	295	466
Total Amounts Agreed to be Spent	**$ 600,356**	**$ 45,515**	**$ 11,192**	**$ 20,248**	**$ 93,823**	**$ 92,908**	**$ 34,618**	**$ 77,512**	**$ 141,899**	**$ 10,579**	**$ 24,092**	**$ 47,970**
Who Did the Money Go to?												
Employees	$ 250,041	$ 23,898	$ 6,881	$ 2,707	$ 57,180	$ 47,443	$ 23,695	$ 45,261	$ 13,004	$ 6,614	$ 18,392	$ 4,966
Federal Entities	46,339	325	29	900	10,885	10,959	318	6,724	12,516	286	815	2,582
Non-Federal Entities	303,976	21,292	4,282	16,641	25,758	34,506	10,605	25,527	116,379	3,679	4,885	40,422
Total Amounts Agreed to be Spent	**$ 600,356**	**$ 45,515**	**$ 11,192**	**$ 20,248**	**$ 93,823**	**$ 92,908**	**$ 34,618**	**$ 77,512**	**$ 141,899**	**$ 10,579**	**$ 24,092**	**$ 47,970**

From July 25, 2015 through Labor Day 2015, as part of the Capitol Rotunda Interior Restoration Project, the U.S. Capitol Rotunda was closed while a scaffolding system was installed to protect the Rotunda floor and the art contained within. The entire scaffolding system is expected to remain in the Rotunda through late summer 2016.

The AOC 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 2, 2015

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

FROM: Kevin Mulshine
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, 2015. 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, the chief operating officer, 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 promote economy and efficiency while working to prevent and eliminate fraud, waste and abuse.

If you have any questions, please contact me at 202.593.0260 or kmulshin@aoc.gov.

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The AOC Inspector General's Statement of Management Opportunities and Performance Challenges (continued)

ARCHITECT OF THE CAPITOL

Office of Inspector General

Management Challenges 2015

Introduction

Architect of the Capitol Stephen T. Ayers requested this Office of Inspector General (OIG) Statement of Management Opportunities and Performance Challenges 2015 (Statement) for information and for inclusion in the upcoming Performance and Accountability Report. This document identifies the Architect of the Capitol's (AOC) most significant challenge and opportunity for improvement. The Statement is based on our observations, audits and investigative efforts, as well as the AOC Financial Statements Audit. We appreciate this opportunity to provide the AOC with our unique perspective on areas that need increased management attention and decisive action.

The AOC Capitol Complex Master Plan, which is the master blueprint for AOC's prioritizing projects in contention for future investments, includes a Five-Year Capital Improvement Plan (CIP). The CIP includes a rank-ordered, deferred maintenance project list and other planning tools. This backlog of construction and maintenance is dependent upon steadily increased funding. Limited resources, of course, routinely present a challenge for the AOC. This challenge is not further addressed in this document, except to say that the efficient expenditure of the resources that become available is key to the successful fulfillment of the AOC mission.

While recognizing AOC's accomplishments in executing the core mission, amid fiscal constraints, the AOC must make progress in these challenge areas. The OIG believes that focusing senior leadership attention on the key challenge enumerated below will help to improve service delivery; promote economy and efficiency; and also reduce the potential for fraud, waste and abuse in AOC operations. Management focus on this challenge will help ensure that finite resources are carefully used to meet the needs of Congress and the Supreme Court of the United States.

The AOC Inspector General's Statement of Management Opportunities and Performance Challenges (continued)

The Opportunities, Challenges, and Successes

We believe the key challenge we identify below presents significant opportunities for AOC organizational improvement.

Due to high-visibility major construction and repair projects ongoing throughout Capitol Hill, we are including *Managing AOC Construction Projects* as the sole challenge for this year. This challenge will be concerned with the timely completion of these projects, in accordance with quality standards, and within the established budget authority.

I am pleased to report that we have eliminated the prior management challenge entitled *Improving Human Capital Management.* AOC has taken a number of major steps to improve the management of its personnel, including the advent of a new web-based timekeeping system and implementation of timeclocks to improve workplace accountability. The AOC is now in the first full year of a new performance management system, and we look forward to seeing that system expanded. In addition, AOC updated their policy on a "Drug Free Workplace" and instituted mandatory drug testing, not only for new employees, but for current AOC employees whom the AOC requires to have a commercial driver's license (CDL).

In addition, the prior year's *Property Accountability and Surplus Property Disposal* challenge has been eliminated from this statement based on progress made by AOC in the past year. Since the December 2013 issuance of the *Personal Property Manual* providing for the accountability of certain government property, AOC has established Standard Operating Procedures (SOPs) at the jurisdiction level for comprehensive coverage and rigorously monitored that implementation. As such, these steps have not only influenced accountability for property over the specified threshold value, but also improved overall accountability for property of lesser value. In the past, we had identified significant risks concerning hand and power tools, which are easily pilfered and valued below that accountable threshold. While we plan on monitoring progress in this area, it no longer is a significant challenge to be included here.

Another area covered by the *Property Accountability and Surplus Property Disposal* challenge was related to Information Technology (IT) equipment, which is also highly susceptible to theft. The IT accountability process had been prone to significant errors in accuracy and lost accountability of government IT property through inadequate receipt and turn-in procedures. The OIG, in coordination with the Information Technology Division (ITD), has participated in ongoing efforts to improve the IT property accountability process. Over the past year, ITD has established policies and SOPs on IT property accountability along with implementing a new inventory system. This property is now recorded in a completely separate, contractor-managed data base. Further, a complete wall-to-wall inventory of IT property was recently completed by ITD.

We have also eliminated the prior management challenge *Enhancing Internal Controls* from this statement. From our perspective, the AOC has been maintaining progress on solid internal

The AOC Inspector General's Statement of Management Opportunities and Performance Challenges (continued)

controls as a necessary part of how each AOC employee approaches daily work. There has been significant progress with establishing and maintaining a reliable Internal Control Program (ICP) over the past few years. We also note that the independent certified public accounting firm that performed the AOC Financial Statements Audit for the past two years (2013 and 2014) found no significant issues with internal controls or the implementation of the ICP. Senior management has met their commitment to establish internal controls as a cornerstone of the AOC accountability structure.

Managing Construction Projects

For many years to come, the AOC will be engaged in major construction, renewal, and other infrastructure projects. The Capitol Dome Restoration Project, the Cannon Building Renewal, the Cogeneration Plant Facility and the Refrigeration Plant Revitalization Project at the Capitol Power Plant are the major undertakings that are now underway. There are many other smaller projects going on at the same time. Keeping all of these projects on schedule and within budget is an enormous responsibility. As other historic Capitol Hill buildings age in the coming decades, the AOC will be seeking funding and authorization from the Congress to begin other major projects. For that reason, this is a challenge that is likely to be on next year's statement and in subsequent years, as well.

From the start of each major project, the OIG will review AOC project management continuously to project completion. Within the confines of its resources, the OIG will alert the Architect of the Capitol, at the earliest time possible, when cost overruns, time delays, or other risks are likely to cause projects to run off course.

Concluding Thoughts

Federal agencies, overall have areas where improvement is needed. This Statement of Management Challenges, as seen from the Inspector General's perspective, should be taken in that context. The AOC has much to be proud of as it has eliminated or reduced several prior challenges. The remarkable progress in updating policies, drafting its first AOC-wide procurement order, identifying a new personnel management system, and beginning drug testing for new and CDL employees must be highlighted. All of these actions were in response, at least in part, to OIG recommendations. The AOC carefully considers OIG recommendations in a timely manner, and that is very welcome.

The OIG is encouraged by progress on the identified challenge. As the OIG finds additional challenges, we will provide follow-up reports to the AOC. The AOC's record of addressing and overcoming many of the challenges reported earlier has resulted in a stronger organization dedicated to accomplishing the AOC mission in an efficient and effective manner.

Summary of Financial Statement Audit and Management Assurances

The AOC tracks audit material weaknesses, as well as other requirements of the Federal Managers' Financial Integrity Act of 1982 (FMFIA). Below is management's summary of these matters as required by OMB Circular No. A-136, *Financial Reporting Requirements,* revised.

TABLE 46 (part A): Summary of Financial Statement Audit

AUDIT OPINION TYPE	Unmodified				
RESTATEMENT (YES/NO)	No				
Material Weaknesses	Beginning Balance	New	Resolved	Consolidated	Ending Balance
Ineffective Controls over Estimate of Asbestos Cleanup	0	1	0	0	1
Total Material Weaknesses	**0**	**1**	**0**	**0**	**1**

TABLE 46 (part B): Summary of Management Assurances

EFFECTIVENESS OF INTERNAL CONTROL OVER FINANCIAL REPORTING (FMFIA, para. 2)					
STATEMENT OF ASSURANCE	Unqualified				
Material Weaknesses	Beginning Balance	New	Resolved	Consolidated/ Reassessed	Ending Balance
Ineffective Controls over Estimate of Asbestos Cleanup	0	1	0	0	1
Total Material Weaknesses	**0**	**1**	**0**	**0**	**1**

EFFECTIVENESS OF INTERNAL CONTROL OVER OPERATIONS (FMFIA, para. 2)					
STATEMENT OF ASSURANCE	Unqualified				
Material Weaknesses	Beginning Balance	New	Resolved	Consolidated/ Reassessed	Ending Balance
Total Material Weaknesses	**0**	**0**	**0**	**0**	**0**

CONFORMANCE WITH FEDERAL FINANCIAL MANAGEMENT SYSTEM REQUIREMENTS (FMFIA, para. 4)					
STATEMENT OF ASSURANCE	Systems conform to financial system management requirements				
Nonconformances	Beginning Balance	New	Resolved	Consolidated/ Reassessed	Ending Balance
Total Nonconformances	**0**	**0**	**0**	**0**	**0**

COMPLIANCE WITH SECTION 803(a) OF THE FEDERAL FINANCIAL MANAGEMENT IMPROVEMENT ACT (FFMIA)		
	Agency	Auditor
1. System Requirements	No lack of substantial compliance noted	No lack of substantial compliance noted
2. Accounting Standards	No lack of substantial compliance noted	No lack of substantial compliance noted
3. U.S. Standard General Ledger (USSGL) at Transaction Level	No lack of substantial compliance noted	No lack of substantial compliance noted

Improper Payments Information Act and Related Laws and Regulations

Improper Payments Information Act, As Amended

The Improper Payments Information Act of 2002 (IPIA) defines requirements to reduce improper and erroneous payments made by the Federal government. It requires the head of each agency to annually review all programs and activities that it administers and identify all such programs and activities that may be susceptible to significant improper payments. The Office of Management and Budget (OMB) also has established specific reporting guidance for Executive Branch agencies with programs that have a significant risk of erroneous payments and for reporting on the results of payment recovery auditing activities. A significant erroneous payment, as defined by OMB, is an annual erroneous program payment that exceeds both 2.5 percent of the program payments and $10 million.

In January 2013, the Improper Payments Elimination and Recovery Improvement Act of 2012 (IPERIA), which amended IPIA, was signed into law. IPERIA requires the OMB to submit to Congress an annual report regarding the operation of the Do Not Pay Initiative, described below.

The AOC does not administer grant, benefit or loan programs. The AOC's most significant expenses are payroll and benefits for its employees, which are administered by the U.S. Department of Agriculture's National Finance Center. The AOC's most significant non-payroll expenses are its payments to vendors for subcontracting, professional services and goods procured during the course of normal operations.

The AOC is a Legislative Branch office and, as such, is not subject to IPIA, as amended, nor to the related OMB guidance. Nonetheless, as part of its multi-year effort for implementing its Internal Control Program and conducting reviews of its internal controls and financial systems (using FMFIA as a general reference tool), a formal annual assessment will be developed to identify any programs where significant erroneous payments may have occurred. Based on the assessment of risk, a monitoring plan will be implemented that outlines sample procedures and sample sizes, based on materiality and OMB guidelines. As part of this effort, AOC will also refer to the Improper Payments Information Act, as amended, for general guidance. In addition, AOC currently conducts quarterly financial reviews of its jurisdiction-level programs and activities, also described below.

Do Not Pay Initiative

IPERIA requires the OMB to submit to Congress an annual report regarding the operation of the Do Not Pay Initiative. The AOC uses the Department of Treasury's electronic Invoice Processing Platform (IPP) for centralizing its invoice payment process. IPP is a secure online platform which incorporates Do Not Pay for the Federal agencies using this system.

Other Efforts

As the AOC's Internal Control Program monitoring and testing plan is implemented, AOC conducts other efforts to identify improper payments. By internal policy (AOC Order 32-10), AOC conducts quarterly financial reviews of its jurisdiction-level programs and activities, including various sensitive payment areas. Establishing an internal, quarterly financial monitoring and verification policy has proven essential to improving the reliability of the information used in the AOC's financial statements and budget execution reports. As part of this policy, a suite of reports are sent out quarterly for verification by the parties responsible across the AOC's jurisdictions for each separate appropriation. The responsible parties are required to assert whether the transactions charged to AOC funds are valid and properly recorded. These financial reports include: 1) status of current funds, 2) document detail for all requisitions and obligations, 3) payroll detail, 4) travel and training detail and 5) open obligations and receivers for all expired funds. The reviews are managed by the AOC Chief Financial Officer and are used to not just identify inaccurate payments, but also determine the effectiveness of controls over the obligation and payment process.

Sensitive payments are those where the dollar amounts involved are usually not significant, but the public disclosure of improper payments may result in significant criticism of the agency. The AOC has identified several areas of sensitive payments for routine review. They include purchase card expenditures, as well as travel and training costs. In FY 2015, to help ensure that local and long distance business travel on behalf of the agency is paid for in a manner that is consistent with federal standards, AOC's Official Business Travel policy and procedures were updated.

The AOC maintains more than 17.4 million square million feet of total facility space. This portfolio includes a wide variety of real property and, in addition to office and inventory storage space, includes committee rooms, exhibit space, a conservatory, a plant production facility, a visitor center, two gift shops, restaurants, a power plant and others.

Freeze the Footprint

Consistent with Section 3 of the OMB Memorandum M-12-12, *Promoting Efficient Spending to Support Agency Operations* and OMB Management Procedures Memorandum 2013-02, the "Freeze the Footprint" policy implementing guidance, all CFO Act departments and agencies shall not increase the total square footage of their domestic office and warehouse inventory compared to the FY 2012 baseline.

The AOC is a Legislative Branch agency and, as a result, is not subject to the "Freeze the Footprint" disclosures. The AOC's mission includes managing a unique real estate portfolio that includes office and historic buildings on Capitol Hill for the Legislative and Judicial Branches. Although it is not required to comply with the "Freeze the Footprint" disclosures, AOC presents (**Table 47**) its total square footage for the current and prior fiscal years as compared to the FY 2012 baseline. Total square footage includes all facility space that AOC is responsible for. This portfolio includes a wide variety of real property which reflects AOC's diverse mission. Therefore, in addition to office and inventory storage space, its square footage also includes committee rooms, exhibit space, a conservatory, a plant production facility, a visitor center, two gift shops, restaurants, a power plant, tunnels for transportation and steam and chilled water delivery, book storage modules, a summer house and others.

TABLE 47: AOC Square Footage

	FY 2012 Baseline (Rounded)	FY 2014 (Change from FY 2012 baseline)	FY 2015 (Change from FY 2012 baseline)
Total Square Footage (in millions)	17.4	More than 17.4 (Increased)	More than 17.4 (Increased)

As shown, the total square footage for FY 2014 and FY 2015 increased over this baseline. This is primarily a result of the February 2013 lease of approximately 257,000 square feet of building space in the Thomas P. O'Neill, Jr. Federal Building from the General Services Administration. This space supports the U.S. House of Representatives and includes swing space to be used during the Cannon House Office Building Renewal Project. This leased space provides offices, conference rooms, administrative functional areas and support spaces.

To reduce the operations and maintenance costs associated with its real property portfolio, AOC has implemented a number of key initiatives. These include reducing overall energy and water usage, making improvements to building automation systems by installing direct digital controls, increasing recycling of occupant waste and construction debris, managing overtime hours, cancelling contracts and bringing the work in-house, and many others. In addition, FY 2015 revisions to the agency's Telework Program policy increased the number of telework days permitted per week and introduced the option of desk sharing—helping AOC to manage its real property footprint and the associated costs.

Small Business Accomplishments

The AOC procurement authority is separate from the Competition in Contracting Act and other laws affecting the Executive Branch, and AOC is not authorized by law to use the Small Business Act for set-aside programs or subcontracting plans. However, AOC's procurement authority does provide discretion in the level of competition required when using small purchase procedures for open market purchases. As a result of this discretion, AOC is interested in directing more business opportunities to the small business community and has created a small business subcontracting program and a small business set-aside program for small purchases $100,000 or less. The AOC works collaboratively with the Small Business Administration to implement and operate small business programs at AOC.

The AOC has established socio-economic goals through its small business programs for prime contract awards to small business, small disadvantaged business, women-owned small business, veteran-owned small business, service-disabled veteran-owned small business, and HUBZone small business concerns. In FY 2015, as shown in the table, a goal of 65 percent of all contract awards were to go to small businesses. The percentage of awards to various small business categories within this goal is also shown. The AOC exceeded the goals for every category of small business concerns through increased visibility in the small business community, consultations with small business concerns seeking information regarding AOC's procurements, on-going data collection efforts on the type of business of AOC vendors, and actively seeking small business concerns for small purchases.

The AOC's other efforts to support local and small businesses include hosting a Small Business Industry Day in October 2014 at the CVC, and recognizing AOC jurisdictions that met or exceeded socio-economic contracting goals through the Architect's Honor Awards Program. In FY 2015, AOC awarded contracts in excess of $30.7 million to small businesses.

Small Business Program Accomplishments, October 1, 2014 to September 30, 2015

Category	FY 2015 Goal	FY 2015 Achievements*	Goal Met?
Small Business	65%	85.7%	Yes
Small Disadvantaged Business	8%	14.5%	Yes
Women-Owned Small Business	11%	14.6%	Yes
Veteran-Owned Small Business	4%	9.3%	Yes
Service-Disabled Veteran-Owned Small Business	1%	2.6%	Yes
HUBZone Small Business	1%	1.9%	Yes

*Contract awards may fall under more than one category.

The AOC's efforts to support local and small businesses included hosting a Small Business Industry Day in October 2014 at the Capitol Visitor Center.

Appendices

Appendix A: AOC Jurisdictions' Key Accomplishments and Priorities

The AOC is nonpartisan office in the U.S. government's Legislative Branch and is comprised of 10 primary jurisdictions, plus general administration offices to provide agency-wide shared business services and program management. Each jurisdiction has distinct responsibilities for the maintenance, operation, development and preservation of a designated area of the Capitol campus and receives their own appropriation. **Table 48** identifies the primary AOC jurisdictions.

This appendix highlights the primary jurisdiction's top accomplishments for FY 2015 and their FY 2016 priorities. These accomplishments and priorities support AOC's mission and Strategic Vision and supplement the information provided in *Section I: Management's Discussion and Analysis*. In addition to the information contained in this appendix, each jurisdiction also identified employees that exemplify AOC's values and its efforts to *Serve, Preserve and Inspire*. These employees are highlighted throughout this report.

TABLE 48: Primary AOC Jurisdictions

AOC Capitol Building (CB) Responsible for the maintenance, care and stewardship of the U.S. Capitol, one of the most iconic and historically significant buildings and the centerpiece of Capitol Hill, and for the care and maintenance of the Capitol Visitor Center.
AOC Capitol Grounds (CG) Responsible for preserving and maintaining approximately 286 acres of historic landscape and grounds infrastructure across Capitol Hill.
AOC Capitol Police Buildings, Grounds and Security (CPBG&S) Responsible for AOC security operations and the maintenance, care and operations of the U.S. Capitol Police buildings and grounds.
AOC House Office Buildings (HOB) Responsible for the support and maintenance of the facilities supporting the office and committee space for the members of the U.S. House of Representatives and their staffs.
AOC Library Buildings and Grounds (LBG) Responsible for the maintenance, operations and care of the Library of Congress facilities and grounds.
AOC Senate Office Buildings (SOB) Responsible for the support and maintenance of the facilities supporting the office and committee space for the U.S. Senators and their staffs.
AOC Supreme Court Building and Grounds (SCBG) Responsible for the operations and maintenance of the Supreme Court Building and the Thurgood Marshall Federal Judiciary Building.
AOC Utilities and Capitol Power Plant (CPP) 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.
U.S. Botanic Garden (USBG) Responsible for the maintenance, operation and care for the U.S. Botanic Garden Conservatory, support facilities, the National Garden, Bartholdi Park, and USBG's heritage and other plant collections.
U.S. Capitol Visitor Center (CVC) Responsible for visitor services and general operations at the Capitol Visitor Center—including informational exhibits, a restaurant, two orientation theaters, a large auditorium and two gift shops.

In December 2014, AOC commenced the first phase of the 10-year Cannon House Office Building Renewal Project. This initial phase will upgrade the utility systems infrastructure of the building which dates to 1908. The tower crane, erected in the courtyard, will rotate to serve each side of the Cannon Building during the designated construction phases.

AOC Capitol Building

AOC Capitol Grounds

Key Accomplishments in FY 2015

Continued Critical Restoration Projects

The jurisdiction is involved in multiple construction and restoration projects, including the Capitol Dome, Capitol Exterior Stone and Metal Preservation at the North Extension, smoke control system at the Grand Stairwells and a section of the Brumidi Corridors known as the Patent Corridor. This year, phases IIA Exterior and IIB Interior of the Dome Restoration began, while phase IIC for the Rotunda was awarded and started.

Supported Special Events

The jurisdiction delivered support for numerous Capitol special events, such as Congressional Gold Medal Ceremonies, and also provided the conceptual layout, room set up and seating logistics for over 30 programs, including four Joint Sessions of Congress and the September 2015 Papal visit.

Improved Customer Service

The jurisdiction continued to improve the level of service and achieved a customer satisfaction rating of 97 percent in the latest 2015 survey. The jurisdiction also created a customized database for tracking project funded expenditures, which improved operations and accountability.

What's Next? FY 2016 Priorities

Complete Major Projects Prior to Inauguration

The jurisdiction will successfully manage their major construction projects—U.S. Capitol Dome Restoration, Smoke Control System at Grand Stairwells and Exterior Stone and Metal Preservation, Phase 1 (North Extension)—to ensure they are on time and under budget. These three projects will need to be completed before the 2017 presidential inauguration on-site preparations begin.

Implement Energy Savings

The jurisdiction will implement energy savings opportunities by recommissioning and reprogramming the lighting control system, installing system metering to improve CVC's steam usage, reducing hot water usage and installing LED lighting.

Key Accomplishments in FY 2015

Alleviated Barriers to Access for People with Disabilities

The jurisdiction alleviated hundreds of barriers to access identified by the Office of Compliance (OOC) in accordance with the Americans with Disabilities Act (ADA). To meet the ADA accessibility standards, sidewalks were repaired around the House and Senate Office Buildings in 2015, with plans made for Capitol Square.

Initiated Capitol Square Restoration

AOC Capitol Grounds completed a Culture Landscape Report for Union Square, including the replanting of lost trees to align with the Olmsted[17] Plan of 1894. Looking ahead, projects have been designed for the Summerhouse restoration and general plans have been made for the complete restoration of Capitol Square. A Sustainability Plan is also under development.

Delivered Emergency Response and Major Events Support

The jurisdiction provided exceptional service delivery during emergency storm and winter weather events and logistics support during major Congressional events. Key events included the annual Capitol Christmas Tree Lighting and the Summer Concert Series.

What's Next? FY 2016 Priorities

Implement Five-Year Business Plan

The jurisdiction will implement a new Five-Year Business Plan by focusing on the goals of organizational excellence, improved communications and collaboration, and increased employee knowledge regarding historic landscapes.

Continue to Mitigate Barriers to Access

The jurisdiction will continue to make improvements to pedestrian accessibility and mitigate as many barriers to access as possible in accordance with the ADA standards and OOC findings by focusing on resource prioritization, planning and stakeholder communications.

[17] Frederick Law Olmsted (1822–1903), considered the greatest American landscape architect and urban planner of his day, designed the grand landscape plan for the grounds surrounding the U.S. Capitol.

AOC Capitol Police Buildings, Grounds and Security

Key Accomplishments in FY 2015

Installed Energy Reduction Technology
The jurisdiction reduced energy in the Alternate Computer Facility's data centers by replacing their fluorescent fixtures with high-efficiency LED lighting panels. In addition to their improved energy use, LED panels have a 20-year life, which reduces maintenance and inventory costs. The jurisdiction also installed a building automation system at U.S. Capitol Police Headquarters, which is expected to reduce building-wide energy consumption by 15 percent.

Improved Security Awareness
The jurisdiction provided security briefings for AOC's staff to enable employees to identify risks to the Capitol complex and understand the response actions necessary. Also, the jurisdiction collaborated with AOC Communications and Congressional Relations to send security alerts via text messages and emails to all AOC staff and contractors.

Replaced Security Kiosk Flooring
The jurisdiction completed phases one and two of the security kiosk flooring replacement for 32 of the 63 locations operated across Capitol Hill. The new flooring provided protection for the substrate metal pan, durability under all conditions, and a non-slip surface for safety.

What's Next? FY 2016 Priorities

Enhance Collaboration with External Partners and Stakeholders
The jurisdiction will enhance their collaboration with external homeland security and resilience partners and stakeholders. This effort will include educating AOC's partners and stakeholders on its roles and responsibilities.

Revise Employee and Contractor Adjudication Standards
The jurisdiction will review and revise AOC employee and contractor adjudication standards to meet industry best practices. This effort will require personnel security adjudicators, investigators and security clerks, along with the resources to facilitate the added workload.

AOC House Office Buildings

Key Accomplishments in FY 2015

Performed Detailed Cleaning and Maintenance
The jurisdiction completed detailed cleaning and maintenance upgrades to enhance the appearance of their facilities. For example, at the Longworth Building, HOB refinished the Independence Avenue entrance doors and repaired and painted exterior windows to restore them to their original condition.

Increased Waste Management and Recycling Awareness
The jurisdiction analyzed its waste footprint and achieved a 45 percent recycling rate for FY 2015. This resulted from waste audits, observations and working with vendors to capture and recycle construction waste.

Completed Several Client Projects
The jurisdiction completed several projects, including audio-visual updates to multiple committee hearing rooms. At the Rayburn Building, HOB replaced two cooling units with a new 10-ton chilled water cooling unit for greater efficiency. The jurisdiction is also replacing the U.S. Capitol Police Small Arms Firing Range.

What's Next? FY 2016 Priorities

Continue Energy and Waste Reduction Efforts
The jurisdiction will aggressively support AOC's next energy savings goals to build on its past success. The HOB will also conduct a comprehensive waste stream audit to establish realistic, yet challenging, waste management goals.

Sustain Customer Satisfaction
With many employees at or near retirement age, HOB is emphasizing the transfer of knowledge among employees, including the use of work orders as training opportunities. Although this investment in training sometimes results in longer repair times, the jurisdiction will monitor ratings from customer surveys and minimum ratings have been established. Additionally, survey comments are forwarded to supervisors within one week of receipt to ensure prompt follow-up.

AOC Library Buildings and Grounds

AOC Senate Office Buildings

Key Accomplishments in FY 2015

Implemented Sustainability Upgrades

The jurisdiction implemented multiple upgrades to meet its sustainability and energy reduction goals. LBG reduced the Neptune Fountain's daily water usage by about 10,000 gallons after implementing modifications to the water recirculation system. Also, in the James Madison Memorial Building (JMMB) and the John Adams Building, direct digital controls upgrades are underway.

Executed Extraordinary Client Services

During the 2014-15 winter season, the jurisdiction successfully managed nine snow events to maintain building ingress and egress for the public and staff. During February 2015, LBG addressed several emergency utility challenges when extreme low temperatures caused cooling coils within air handling units and a sprinkler line to freeze and rupture within the JMMB.

Repaired Emergency Generator

One of JMMB's emergency generators failed in spring 2015. The jurisdiction, with the coordinated effort of multiple AOC offices, ensured backup power was available to support critical data center operations while the repairs were implemented. The generator was repaired within five days of its failure without affecting any data center systems.

What's Next? FY 2016 Priorities

Maintaining Energy Savings

To realize additional energy savings, the jurisdiction will evaluate funding options for procuring higher-efficiency facility infrastructure and equipment. To finance these upgrades, LBG will assess the feasibility of an Energy Savings Performance Contract.

Address Water Infiltration in the Jefferson Building

Funding is being requested to address water penetration inside the Thomas Jefferson Building. Without a funding plan to address its long-standing roof challenges, the building's integrity and the potential for damage to the Library's valuable, rare collections and historic art work remain a major risk.

Key Accomplishments in FY 2015

Developed the Senate Online Suite Selection Tool

The jurisdiction developed the Senate Online Suite Selection Tool which automated the election-year suite selection process for Senators and staff. The Web-based program greatly increased the efficiency of the moves and information flow, enhanced the overall suite selection process and streamlined administrative tasks.

Developed and Implemented the Ride-Along Program

The jurisdiction developed and implemented the Ride-Along Program, in which members of the Senate Superintendent's Management Team spend time working as helpers in one of the Senate shops, to better understand shop practices, work routines and safety culture and to recommend improvements.

Continued to Implement Energy and Environmental Initiatives

The jurisdiction added a photovoltaic power system and upgraded the secondary chilled water system in the Hart Building, continued installation of LED lighting in the buildings, replaced the air-handling units in the Dirksen Building and held an Environmental and Energy Showcase for the Senate Community.

What's Next? FY 2016 Priorities

Continue Exterior Stone Repair Projects

The jurisdiction will continue to assess and repair their facilities' exterior stone. Repairs will be initiated on the multi-phase RSOB Exterior Envelope Repair and Restoration Project. Exterior stone assessments are in progress for the Dirksen and Hart Buildings, along with plans for exterior restoration of the Senate Underground Garage.

Complete the Calder Safety Analysis

The jurisdiction will complete the structural safety analysis of the cloud components of Alexander Calder's *Mountains and Clouds* sculpture in the Hart Building Atrium. This assessment will predict the static, dynamic and seismic effects of potential stresses on the clouds and ensure the sculpture can safely be enjoyed for years to come.

AOC Supreme Court Building and Grounds

Key Accomplishments in FY 2015

Collaborated on a Memorandum of Agreement
The jurisdiction collaborated with Administrative Office of the United States Courts (AOUSC) on a Memorandum of Agreement (MOA) to reduce services overlap. This MOA identifies roles, duties and responsibilities for both the AOUSC and AOC. This agreement will enhance the quality of facility services as well as the overall care of the Thurgood Marshall Federal Judiciary Building (TMFJB).

Improved Client Relationships
The jurisdiction improved client relationships by sharing office space with the client at TMFJB. This change in operations is a major step forward in enhancing its relationship with the client and seeking ways to become more responsive to client needs.

Completed Air Handler Unit Retro-Commissioning
The jurisdiction coordinated with Energy Management and Control Systems and the Department of Defense to complete a retro-commissioning of all air handler units in the Supreme Court Building, resulting in the optimization of air handler performance. This was one of the primary drivers behind the jurisdiction's 18 percent energy reduction this fiscal year.

What's Next? FY 2016 Priorities

Enhance Contract Oversight Responsibilities
The jurisdiction is planning to assume the Contracting Officer Representative responsibilities for TMFJB facility work from the AOUSC. This will reduce administrative fragmentation and improve facility management.

Begin Major Construction Projects
The jurisdiction has several major construction contracts that will be starting or in execution through 2016. This includes stone restoration at the Supreme Court and roof replacement, garage renovations and elevator upgrades at the TMFJB. The level of effort needed for this construction will be significant and the jurisdiction will work closely with AOC Planning and Project Management to ensure adequate manpower.

AOC Utilities and Capitol Power Plant

Key Accomplishments in FY 2015

Supported Energy Goal Achievement
The jurisdiction played a critical role in supporting AOC's energy reduction efforts and monitors and adjusts supply temperatures based on season and time of day. The extensive use of the "free cooling"[18] system and work on the Refrigeration Plant Revitalization (RPR) program have increased the reliability and efficiency of the chiller plant.

Implemented Safety Upgrades
The jurisdiction developed, revised and enhanced multiple programs to improve its safety culture. As a result, CPP set a new jurisdiction record of 316 days without a lost-time injury in FY 2015. The jurisdiction also completed critical renovations at tunnel location OM-25 which provides steam service to the House Office Buildings.

Responded to Customer Utility Emergencies
The jurisdiction responded to a number of emergencies resulting from a complex and aging utility infrastructure. In FY 2015, CPP provided extraordinary service in troubleshooting steam distribution problems, an issue experienced in the U.S. Botanic Garden steam station.

What's Next? FY 2016 Priorities

Continue Major Infrastructure Improvements
The jurisdiction will continue focusing on major infrastructure improvements. In FY 2016, the CPP will begin RPR Phase 3S to repair the concrete and related elements of the West Refrigeration Plant. The Cogeneration project was approved and awarded in October 2016, allowing AOC to begin work on this modernization project.

Improve Inventory Management System
The jurisdiction will improve its inventory management system with a focus on centralizing the tracking of small parts while in-transit and creating a plan to address the storage of large and specialized parts.

[18] Free cooling is a method of chilling water when the outside air temperature is below 45 degrees Fahrenheit.

U.S. Botanic Garden

U.S. Capitol Visitor Center

Key Accomplishments in FY 2015

Created New Displays for Garden Visitors

The jurisdiction created a new themed plant house that features the beauty and health-benefiting flora of Mediterranean climates worldwide. The jurisdiction also completed the first of three phases of the Children's Garden renovation, featuring interactive water spraying elements and opportunities for children to plant.

Developed Visitor Engagement Initiatives

The jurisdiction is at the forefront of visitor engagement. USBG produced a major exhibit, *Exposed: The Secret Life of Roots,* to showcase the importance of roots in natural and agricultural environments, and drew almost 300,000 visitors for their annual Holiday Show. In cooperation with the Kennedy Center Theater for Young Audiences, USBG created two original, on-site, educational productions. Both plays opened for public viewing in late September.

Instituted Sustainable Horticultural Practices

The jurisdiction installed additional rain gardens in Bartholdi Park, which collect and process storm water so that it does not burden the District of Columbia's storm system. The USBG has become a "go to" expert for all aspects of sustainable landscape management and design for other federal agencies and the public.

What's Next? FY 2016 Priorities

Restore the Conservatory's Stone Façade and Roof

The jurisdiction will complete design work for the full restoration of the historic stone façade and roof of the USBG Conservatory. This project will repair deterioration that is leading to water infiltration and risk of falling stone.

Begin Restoration of Bartholdi Park

The jurisdiction will complete the design, contract for, and begin restoration of the Northwest Fountain of Bartholdi Park, as well as renew the Park's plantings and walkways.

Key Accomplishments in FY 2015

Improved Service to Visitors and Congressional Clients

The jurisdiction implemented new tools for servicing customers by releasing a new advanced reservation system to book tours and reserve rooms for congressionally-sponsored events. In addition, the CVC released a mobile app offering visitors a virtual tour of the U.S. Capitol Rotunda using photographs and videos.

Procured New Shuttles to Serve Visitors

The jurisdiction procured six new shuttles to better serve mobility-challenged visitors who need to travel from the West Front bus drop-off location to the Visitor Center. The shuttles' enhanced features include Americans with Disabilities Act-compliant wheelchair ramps, among others.

Expanded Special Tours and Programs

In coordination with the Capitol Building jurisdiction, CVC developed new tours and schedules to accommodate the July 26–September 7 closures related to the Rotunda and Dome construction. The jurisdiction expanded the special tours and programs offered, including hourly Brumidi Corridors tours and twice-a-day outdoor tours.

What's Next? FY 2016 Priorities

Plan for the Impact of Rotunda Restoration on Tours

The jurisdiction will assess and plan for the impact of the Rotunda restoration on tours, in coordination with the CB jurisdiction. With the scaffolding expected to limit visibility and reduce the Rotunda's available floor space, CVC's goal is to allow as many individuals as possible to view as much of the Capitol as possible during the restoration.

Update Five-Year Operations Plan

The jurisdiction will update CVC's five-year operations plan for FYs 2017-2022. The plan development team will outline measurable goals that are aligned with AOC's Strategic Vision, creating a roadmap to enhance the Capitol visitor experience.

Appendix B: List of the Major Facilities Under AOC's Care

The AOC serves as builder, caretaker and curator of many of the nation's most iconic landmark buildings in the U.S. government's Legislative Branch. The major AOC facilities, organized by jurisdiction, are listed in **Table 49** with their location and the date AOC assumed responsibility for them, whether through construction completion, acquisition, transfer or lease.

TABLE 49: List of Major AOC Facilities

Facility	Location	Year Built or Acquired (AOC acquisition date in parenthesis, if different)
AOC Capitol Building		
U.S. Capitol	Washington, DC	1793 and various dates
AOC Capitol Construction and Operations		
Construction Division Shops	Washington, DC	1982
Construction Division Warehouse	Alexandria, VA	Leased a portion of facility since 2006
AOC Capitol Grounds		
Summerhouse	Washington, DC	1881
Capitol Square	Washington, DC	1894
Union Square	Washington, DC	Transferred from National Park Service in 2011
AOC Capitol Police Buildings, Grounds and Security		
Eney, Chestnut, Gibson Memorial Building (U.S. Capitol Police Headquarters)	Washington, DC	1930 (1986)
Courier Acceptance Facility	Washington, DC	1996
Vehicle Maintenance Facility	Washington, DC	1930
Canine Facility	Washington, DC	1996 (2004)
Fairchild Building	Washington, DC	Leased a portion of facility since 2004
Alternate Computer Facility	Location Withheld	1983 (2005)
Interim Offsite Delivery	Washington, DC	2006
AOC House Office Buildings		
Cannon House Office Building	Washington, DC	1908
Longworth House Office Building	Washington, DC	1933
Rayburn House Office Building	Washington, DC	1965
East and West House Underground Garages	Washington, DC	1968
Ford House Office Building	Washington, DC	1939 (1974)
House Page Dormitory	Washington, DC	1940 (1986)
Thomas P. O'Neill, Jr. Federal Building	Washington, DC	Leased a portion of facility since 2013
AOC Library Buildings and Grounds		
Thomas Jefferson Building	Washington, DC	1897 (1922)
John Adams Building	Washington, DC	1938
James Madison Memorial Building	Washington, DC	1980
Special Services Facilities Center	Washington, DC	1990 (1991)
Congressional Campus, which includes:	Fort Meade, MD	Transferred from U.S. Army 1993
Book Storage Modules	Fort Meade, MD	2002
Warehouse Buildings	Fort Meade, MD	1942 (Transferred from U.S. Army in 1993)
Packard Campus	Culpeper, VA	2007

Facility	Location	Year Built or Acquired (AOC acquisition date in parenthesis, if different)
AOC Senate Office Buildings		
Russell Senate Office Building	Washington, DC	1908
Senate Underground Garage	Washington, DC	1932
Monocle Building	Washington, DC	1885 (1935)
Dirksen Senate Office Building	Washington, DC	1958
Robert A. Tart Memorial	Washington, DC	1959
Hart Senate Office Building	Washington, DC	1982
Webster Hall Page Dormitory	Washington, DC	1930 (1993)
Senate Day Care Center	Washington, DC	1998
Senate Mail Handing Facility	Landover, MD	2008
AOC Supreme Court Building and Grounds		
Supreme Court Building	Washington, DC	1935
Thurgood Marshall Federal Judiciary Building	Washington, DC	1992
AOC Utilities and Capitol Power Plant		
Generator Building	Washington, DC	1909
Main Boiler Plant	Washington, DC	1909
East Refrigeration Plant	Washington, DC	1937
Coal Facilities	Washington, DC	1990
Administration Building	Washington, DC	1978
West Refrigeration Plant	Washington, DC	1978 and various dates
U.S. Botanic Garden		
Administration Building	Washington, DC	1931
Bartholdi Park and Fountain	Washington, DC	1932
Conservatory	Washington, DC	1933
Plant Facility Greenhouse and Headhouse	Anacostia, MD	1993
U.S. Capitol Visitor Center		
Capitol Visitor Center	Washington, DC	2008

Appendix C: Websites and Media Platforms of Interest

TABLE 50: Websites of Interest

Name	Website
Architect of the Capitol	www.aoc.gov
Library of Congress*	www.loc.gov
The Supreme Court of the United States*	www.supremecourt.gov
U.S. Botanic Garden	www.usbg.gov
U.S. Capitol Police*	www.uscapitolpolice.gov
U.S. Capitol Visitor Center	www.visitthecapitol.gov
U.S. House of Representatives*	www.house.gov
U.S. Senate*	www.senate.gov

TABLE 51: Media Platforms of Interest

Name	Website
Facebook	www.facebook.com/architectofthecapitol
Flickr	www.flickr.com/photos/uscapitol
Flipboard[19]	www.flipboard.com/@uscapitol
Instagram	www.instagram.com/uscapitol
RSS Feeds	feeds.feedburner.com/architectofthecapitol
Twitter	www.twitter.com/uscapitol
YouTube Channel	www.youtube.com/aocgov

The AOC publishes the quarterly employee magazine, *Foundations and Perspectives*, to spotlight the agency staff who work behind-the-scenes 24 hours a day, 7 days a week. This magazine may be found at **www.aoc.gov/foundations-perspectives** or via Flipboard.

We have Apps for that!

In addition, AOC has developed Apps to provide U.S. Capitol information to visitors and the general public. The Apps are available in the Apple iTunes store and the Android Google Play store. These include: *Guide to National Statuary Hall, My Capitol, U.S. Capitol Rotunda* and *U.S. Capitol Visitor Guide* (for phones and tablets) and the *AOC Performance and Accountability Report* (for tablets only).

[19] The AOC has online magazines available in Flipboard, a popular social media app. These include: *Restoring the Capitol Dome, Renewing the Cannon House Office Building* and *Caring for America's Capitol*.

Asterisk (*) denotes a non-AOC website that may be of interest to the reader.

Appendix D: Reimbursable Accounts Summary

The AOC has stewardship responsibility for a number of trust and revolving funds, along with reimbursable accounts. The trust and revolving funds are identified and described in *Section III: Financial Information* under financial statement note 1.F. The assets, liabilities and transactions associated with these reimbursable accounts are included in AOC's audited financial statements. The reimbursable accounts are summarized below.

AOC Reimbursements Collected and Posted to a Specific AOC Appropriation

Battery Recharging Stations (2 U.S.C. §2170, P.L. 112-167 (Senate); and 2 U.S.C. §2171, P.L. 112-170 (House)). In 2012, AOC was authorized to establish battery recharging stations for privately owned vehicles in parking areas under the jurisdiction of the U.S. Senate and the U.S. House of Representatives at no net cost to the Federal Government. Any fees, charges, or commissions collected by AOC shall be deposited to the credit of the appropriations account for the Capitol Power Plant. Monies deposited are available for obligation in the fiscal year collected or the fiscal year following the year collected.

Capitol Complex E–85 Refueling Station (2 U.S.C. §2169; P.L. 110-140, Title V, §502). In 2007, AOC was authorized to construct a fuel tank and pumping system for E–85 fuel at or within close proximity to the Capitol Grounds Fuel Station. The AOC's E–85 fuel tank and pumping system "shall be available for use by all legislative branch vehicles capable of operating with E–85 fuel, subject to such other legislative branch agencies reimbursing the Architect of the Capitol for the costs of E–85 fuel used by such other legislative branch vehicles."

Disposition of Surplus or Obsolete Personal Property (2 U.S.C. §1817a; P.L. 111-68, Div. A, Title I, §1301). In 2009, AOC was authorized, "within the limits of available appropriations, to dispose of surplus or obsolete personal property by inter-agency transfer, donation, sale, trade-in, or discarding. Amounts received for the sale or trade-in of personal property shall be credited to funds available for the operations of the Architect of the Capitol and be available for the costs of acquiring the same or similar property. Such funds shall be available for such purposes during 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 may collect amounts for the lighting, heating, power (including the purchase of electrical energy) and water and sewer services for the Capitol, Senate and House office buildings, Library of Congress buildings, and the grounds about the same, Botanic Garden, Senate garage, and air conditioning refrigeration not supplied from plants in any of such buildings; heating the Government Printing Office and Washington City Post Office, and heating and chilled water for air conditioning for the Supreme Court Building, the

The AOC is authorized to operate, on a reimbursable basis, an E-85 fuel tank and pumping system for the use by all legislative branch agencies for their vehicles capable of operating with E-85 fuel.

Union Station complex, the Thurgood Marshall Federal Judiciary Building and the Folger Shakespeare Library, expenses for which shall be advanced or reimbursed upon request of the Architect of the Capitol and amounts so received shall be deposited into the Treasury to the credit of the appropriation for the Capitol Power Plant.

AOC Reimbursements Collected and Transferred to the U.S. Treasury General Fund

Flag Flying Fees (2 U.S.C. §1867; P.L. 104-53, Title I). Congress has directed "On and after November 19, 1995, expenses, based on full cost recovery, for flying American flags and providing certification services therefore shall be advanced or reimbursed upon request of the Architect of the Capitol, and amounts so received shall be deposited into the Treasury (General Fund)."

Rent—The Monocle Restaurant (P.L. 91-382). In 1970, as part of the extension of the Senate Office Building site (including square 724 in the District of Columbia—which includes the lot on which The Monocle Restaurant is located), AOC was authorized "to lease any or all of such property for such periods and under such terms and conditions as he [the Architect of the Capitol] may deem most advantageous to the United States and to incur any necessary expenses in connection therewith." No specific appropriation for the deposit of such lease revenue was provided and, as a result, lease revenues are deposited into the Treasury (General Fund).

Elizabeth Buday

Director of the Equal Employment Opportunity and Diversity Programs, AOC Human Capital Management Division

Elizabeth Buday is an outstanding AOC leader whose innovative ideas and programs have resulted in significant cultural change, including the Architect's Diversity Executive Chat Series. She is a consummate professional and elevates the level of customer service to any project or situation in which she is involved.

Appendix E: Performance Indicators Added or No Longer Used

The AOC has one performance indicator to report as removed from this year's PAR.

Performance Indicator	Mapped to Strategic Goal	Revision
Perception of Internal Service Provider Improvement	4	Removed

The AOC has no performance indicators to report as added in this year's PAR.

Appendix F: List of Abbreviations and Acronyms

A

ACF	Alternate Computer Facility
ACM	Asbestos-Containing Material
ADA	Americans with Disabilities Act
AGA	Association of Government Accountants
AIA	American Institute of Architects
AIC	American Institute for Conservation
AICPA	American Institute of Certified Public Accountants
AMMD	Acquisition and Material Management Division
AMP	Architect's Mobility Program
AOC	Architect of the Capitol
AOUSC	Administrative Office of the United States Courts
AP	Accredited Professional

B

BSCSS	Building Services Customer Satisfaction Survey
BTU	British Thermal Unit

C

CAFM	Computer-Aided Facilities Management
CAO	AOC Chief Administrative Officer
CAP	Cross-Agency Performance
CB	AOC Capitol Building
CCM	Certified Construction Manager
CCMP	Capitol Complex Master Plan
CCO	AOC Capitol Construction and Operations
CCR	Central Contractor Registration
CCRC	Central Contractor Registration Connector
CDL	Commercial Driver's License
CEAR	Certificate of Excellence in Accountability Reporting
CERCLA	Comprehensive Environmental Response, Compensation and Liability Act
CFM	Certified Facilities Manager
CFO	AOC Chief Financial Officer
CFO Act	Chief Financial Officers Act
CG	AOC Capitol Grounds
CGFM	Certified Government Financial Manager
CIP	Capital Improvement Plan
COO	AOC Chief Operating Officer
CORE	Workforce Development and Continuing Education Program
COTS	Commercial-off-the-Shelf
CPA	Certified Public Accountant
CPBGS	AOC Capitol Police Buildings, Grounds and Security
CPP	AOC Utilities and Capitol Power Plant
CSRDF	Civil Service Retirement and Disability Fund
CSRS	Civil Service Retirement System
CVC	United States Capitol Visitor Center
CWIP	Construction Work-in-Process

D

DM&R	Deferred Maintenance and Repairs
DOL	U.S. Department of Labor

E

EISA2007	Energy Independence and Security Act of 2007
ELT	Executive Leadership Team
EPAct2005	Energy Policy Act of 2005
ERM	Enterprise Risk Management
ESPC	Energy Savings Performance Contract
ExCEL	Exchange of Critical Expertise and Learning

F

FAIA	Fellow, American Institute of Architects
FAMP	Facility Asset Management Plan
FASAB	Federal Accounting Standards Advisory Board
FBO	Federal Business Opportunities
FBWT	Fund Balance with Treasury
FCA	Facility Condition Assessment
FECA	Federal Employees Compensation Act
FERS	Federal Employees Retirement System
FFMIA	Federal Financial Management Improvement Act
FISCAM	Federal Information System Controls Audit Manual
FISMA	Federal Information Security Management Act
FMFIA	Federal Managers' Financial Integrity Act
FMS	Financial Management System
FOH	Federal Occupational Health
FSD	Financial Systems Division
FTE	Full-Time Equivalent
FY	Fiscal Year

G

GAAP	Generally Accepted Accounting Principles
GAO	U.S. Government Accountability Office
GC	AOC General Counsel
GIS	Geographic Information System
GPO	U.S. Government Publishing Office
GPRA	Government Performance and Results Act
GSA	U.S. General Services Administration

H

HCMD	Human Capital Management Division
HOB	AOC House Office Buildings
HR	Human Resources
HRIS	Human Resources Information System
HVAC	Heating, Ventilation and Air Conditioning

I

I&I	Injuries and Illnesses
ICOFR	Internal Control over Financial Reporting

ICP	Internal Control Program
ICS	Inventory Control System
IDIQ	Indefinite Delivery, Indefinite Quantity
IG	AOC Inspector General
IPERIA	Improper Payments Elimination and Recovery Improvement Act
IPIA	Improper Payments Information Act
IPP	Invoice Processing Platform
ISP	Internal Service Provider
IT	Information Technology
ITD	Information Technology Division

J

JMMB	James Madison Memorial Building

L

LBFMS	Legislative Branch Financial Management System
LBG	AOC Library Buildings and Grounds
LED	Light-Emitting Diode
LEED	Leadership in Energy and Environmental Design
LOC	Library of Congress

M

M&R	Maintenance and Repairs
MD&A	Management's Discussion and Analysis
MOA	Memorandum of Agreement

N

NCOO	Net Cost of Operations
NFC	National Financial Center
NIST	National Institute of Standards and Technology

O

OAS	Organizational Assessment Survey
ODS	Operational Data Store
OIG	Office of Inspector General
OMB	Office of Management and Budget
OOC	Office of Compliance
OPM	U.S. Office of Personnel Management
OSP	Office of Security Programs

P

PALT	Procurement Acquisition Lead Time
PAR	Performance and Accountability Report
PCB	Polychlorinated Biphenyls
PDF	Portable Document Format
PE	Professional Engineer
PIC	Project Information Center
PL	Public Law
POS	Point of Sale
POWER	Protecting Our Workers and Ensuring Reemployment (Department of Labor)
PP&E	Property, Plant and Equipment
PPM	AOC Planning and Project Management

Q

QFR	Quarterly Financial Review
QR	Quick Response code

R

RATE	Responsibility, Accountability, Trust and Engagement
RFID	Radio Frequency Identification
ROC	Responsibility, Ownership and Courteous program
RPR	Refrigeration Plant Revitalization
RSI	Required Supplementary Information
RSOB	Russell Senate Office Building
RSS	Rich Site Summary
RSSI	Required Supplementary Stewardship Information

S

SAM	System for Award Management
SAT	Senior Advisory Team
SBR	Statement of Budgetary Resources
SCBG	AOC Supreme Court Building and Grounds
SCNP	Statement of Changes in Net Position
SEIM	Security Event and Information Management
SFEP	AOC Safety, Fire and Environmental Programs
SFFAS	Statement of Federal Financial Accounting Standard
SHARE	Safety, Health and Return-to-Employment (Department of Labor)
SITES	Sustainable Sites Initiative
SMC	Senior Management Council
SNC	Statement of Net Cost
SOB	AOC Senate Office Buildings
SOP	Standard Operating Procedure
SWOT	Strengths, Weaknesses, Opportunities and Threats

T

T&A	Time and Attendance
TMFJB	Thurgood Marshall Federal Judiciary Building
TR	Technical Release
TSP	Thrift Saving Plan
Treasury	Department of Treasury

U

UDO	Undelivered Orders
USBG	United States Botanic Garden
USC	United States Code
USCP	United States Capitol Police
USSGL	United States Standard General Ledger

W

WCF	Working Capital Fund
WRP	West Refrigeration Plant

Y

YTD	Year-to-Date

Appendix G: Acknowledgements

This *Performance and Accountability Report* was produced with the energies and talents of the AOC's staff. To these dedicated individuals, we offer our sincerest thanks. In particular, we recognize the following individuals for their hard work and contributions:

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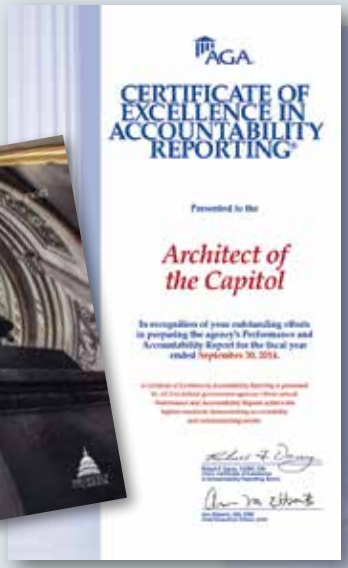
Certificate of Excellence in Accountability Reporting

In May 2015, AOC received the Association of Government Accountants' (AGA) *Certificate of Excellence in Accountability Reporting (CEAR)* for its FY 2014 *Performance and Accountability Report.* This represents the fourth consecutive year the agency has won the prestigious CEAR award. The CEAR Program was established by the AGA, in conjunction with the Chief Financial Officers Council and the U.S. Office of Management and Budget, to enhance accountability. The CEAR recognizes outstanding accountability reporting and represents the highest form of recognition in Federal government reporting. The AOC was also honored with an AGA "Best in Class" recognition award for the *Best Use of Hyperlinks, Drilldowns, and Opportunities for Interaction* in recognition of the photo slideshows, videos and web content linked to the annual report. The "Best in Class" award is issued in recognition of Federal agencies that have demonstrated excellence in their report within a specific reporting category.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We Would Like to Hear From You

Thank you for your interest in the Architect of the Capitol and its Fiscal Year 2015 Performance and Accountability Report. We would like to hear from you. Suggestions or comments on how we can make this report more informative may be directed to AOC by phone (202.226.2552) or e-mail (aocpar@aoc.gov). If you prefer, written comments may be submitted to:

Architect of the Capitol
ATTN: AOC Chief Financial Officer—PAR
Ford House Office Building, Room H2-205
2nd & D Street, SW
Washington, D.C. 20024

Capitol Tours

Capitol tours are free and may be booked in advance online at: **www.visitthecapitol.gov.** Tours may also be booked through the offices of your Senators or Representative or through the Office of Visitor Services by calling 202.226.8000.

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