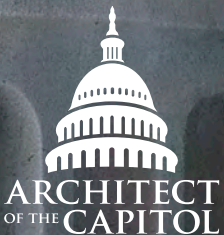


SERVE | PRESERVE | INSPIRE

FISCAL YEAR
2018

ARCHITECT OF THE CAPITOL

Performance and Accountability Report



WEBSITES AND MEDIA PLATFORMS

Visit the Architect of the Capitol (AOC) at: www.aoc.gov

For additional information:

U.S. Botanic Garden www.usbg.gov
U.S. Capitol Visitor Center www.visitthecapitol.gov

Follow our social media platforms by visiting www.aoc.gov/social



www.facebook.com/architectofthecapitol



www.pinterest.com/uscapitol



www.flickr.com/uscapitol



feeds.feedburner.com/architectofthecapitol



www.flipboard.com/@uscapitol



www.twitter.com/uscapitol



www.instagram.com/uscapitol



www.youtube.com/uscapitol



[www.linkedin.com/company/
architect-of-the-capitol](http://www.linkedin.com/company/architect-of-the-capitol)

Tholos Magazine

The AOC publishes a quarterly employee magazine, *Tholos*, to spotlight the staff who work behind the scenes 24 hours a day, seven days a week in support of our mission to serve, preserve and inspire. This magazine may be found at: www.aoc.gov/tholos-magazine or via Flipboard.

Visit us from your mobile device

AOC applications (apps) provide valuable information to the general public and visitors about the agency and the Capitol campus. The apps are available in the Apple iTunes store and the Android Google Play store. These include: *Guide to National Statuary Hall Collection*, *My Capitol*, *U.S. Capitol Grounds*, *U.S. Capitol Rotunda* and *U.S. Capitol Visitor Center Guide*. Each app is available for both smartphones and tablets. Also, for the fifth consecutive year, the AOC will release an app version of this *Performance and Accountability Report* (for tablets only) in December 2018.



Fiscal Year 2018 Performance and Accountability Highlights

AN EXECUTIVE SUMMARY OF THE AOC'S FINANCIAL AND PERFORMANCE RESULTS



About the Architect of the Capitol

Who We Are: The Architect of the Capitol cares for more than 18.4 million square feet of facilities, more than 570 acres of grounds and thousands of works of art. The AOC's employees work behind the scenes day and night to provide Congress and the Supreme Court with facilities and infrastructure to conduct its business. We inspire the public by providing tours and exhibits of the U.S. Capitol and the surrounding grounds, the U.S. Botanic Garden and the Library of Congress buildings.

Established: The AOC traces its beginnings to 1793 and was formally established by congressional legislation in 1876.

Branch of Government: Legislative.

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

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

FY 2018 Budget Authority: \$712.1 million.

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

Did You Know?

The AOC serves as steward for the U.S. Capitol Building, the U.S. Capitol Visitor Center, the House and Senate office buildings, the Library of Congress buildings, the U.S. Supreme Court Building, the U.S. Botanic Garden, the Capitol Power Plant and other surrounding grounds and facilities. The major facilities on the Capitol campus that fall under the AOC's care are depicted on **Figure 1**. A virtual tour of the Capitol campus is available at www.capitol.gov.

To learn more about the Architect of the Capitol, please view our video *We Are AOC*: www.aoc.gov/video/we-are.

FIGURE 1: Map of the U.S. Capitol



PERFORMANCE RESULTS IN BRIEF

In Fiscal Year (FY) 2018, the AOC tracked progress toward four strategic goals: (1) Maintain Awe-Inspiring Facilities, (2) Provide Extraordinary Services, (3) Foster an Innovative and Empowered Workforce and (4) Operate as One Team, Dedicated to One Mission, using eight strategic objectives and 49 key performance indicators (KPIs). The high-level KPIs, measuring the agency's most critical actions taken in line with the strategic plan, are summarized in **Table 1**.




View the AOC's FY 2018 performance highlights: www.aoc.gov/PAR 

TABLE 1: Summary of High-Level Key Performance Indicators

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

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

FINANCIAL RESULTS IN BRIEF

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

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

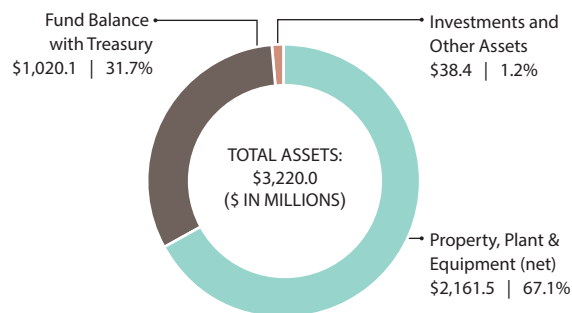
TABLE 2: Select Financial and Related Non-Financial Data (\$ in millions)

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

TABLE 3: Independent Auditor’s Internal Control Findings

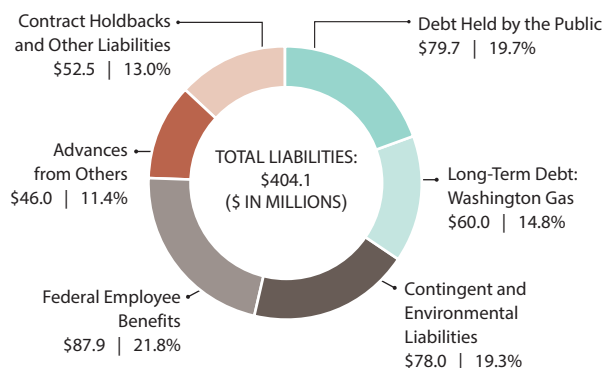
	FY 2018	FY 2017
Material Weaknesses	None	None
Significant Deficiencies	None	Incomplete Review of Service Organization Controls Reports from the National Finance Center (Cleared in FY 2018)

FIGURE 2: Summary of Total Assets



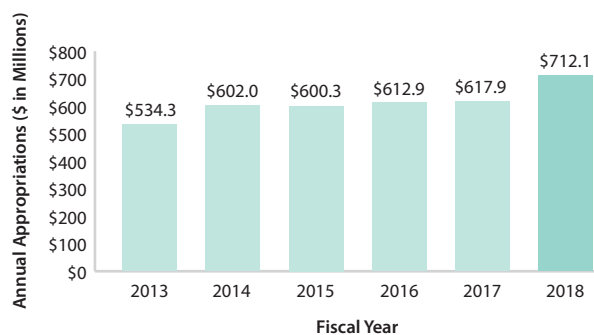
As of September 30, 2018, the AOC managed more than \$3 billion in total assets to accomplish its mission. More than two-thirds of total assets were represented by property, plant and equipment.

FIGURE 3: Summary of Total Liabilities



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

FIGURE 4: Trend in Total Enacted Appropriations



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



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

FORWARD-LOOKING INFORMATION

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

Backlog in Deferred Maintenance and Capital Renewal Projects. Prior year resource constraints have deferred maintenance and delayed important capital renewal work causing significant deterioration of buildings and grounds. As of September 30, 2018, the AOC's total backlog was estimated at \$1.480 billion.

Campus Security. The AOC is responsible for supporting the U.S. Capitol Police and providing security functions around the Capitol campus. The AOC continues to focus on meeting security requirements while also ensuring that safety, preservation and accessibility needs are met.

Energy Stewardship and Sustainability. The AOC established a 10-year goal to reduce energy consumption across the Capitol campus. Although the AOC did not meet the FY 2018 energy use reduction target of 36 percent, the Capitol Power Plant's cogeneration system began producing electricity and steam in the summer of FY 2018 and the agency continued meeting all waste diversion goals. This program, coupled with the West Refrigeration Plant revitalization and planned upgrades for the Library of Congress' facilities, will enable further energy efficiencies.

Management of Concurrent Construction Projects. The AOC is undertaking many needed major construction and restoration projects concurrently. To be successful, the AOC must ensure that each project remains on time, within budget and with minimal disruptions to the agency's stakeholders.

Retaining and Attracting a Skilled and Engaged Workforce. The AOC requires a high-performing and engaged workforce to achieve its mission and deliver

services to stakeholders. The AOC's human capital strategy includes succession planning and efforts to attract and retain talented staff.

Workplace Safety and Health. The AOC is responsible for ensuring that safety and health standards are met for those who work at or visit the Capitol campus.

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

The *AOC Performance and Accountability Highlights* provides a brief summary of the AOC's FY 2018 Performance and Accountability Report, following the Citizen-Centric Reporting model established by the Association of Government Accountants. The full report is available online at: www.aoc.gov/par.

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



This report is issued with data as of November 15, 2018.



TABLE OF CONTENTS

Websites and Media Platforms **Inside Front Cover**

Fiscal Year 2018 Performance and Accountability Highlights **I**

About the Architect of the Capitol I

Performance Results in Brief II

Financial Results in Brief III

Forward-Looking Information IV

Message from the Architect of the Capitol **VI**

Performance and Accountability Report **VIII**

About this Report VIII

About the Cover VIII

How this Report is Organized IX

Certificate of Excellence in Accountability Reporting IX

Section I: Management's Discussion and Analysis **1**

Overview 1

History of the AOC 1

Mission and Overview of the AOC 3

Organizational Structure of the AOC 4

Performance Highlights 11

Financial Highlights 24

Financial Management Systems

Framework and Strategy 33

Management Assurances and

Other Financial Compliances 36

Implementation of the Federal Managers'

Financial Integrity Act 36

Architect's Statement of Assurance 38

Summary of Financial Statement Audit Material Weaknesses

and Non-Conformances 39

Other Financial Compliances 39

Forward-Looking Information 41

Stone Repair and Preservation **49**

Section II: Performance Information **51**

Introduction 51

Strategic Goal 1: Maintain Awe-Inspiring Facilities 54

Strategic Goal 2: Provide Extraordinary Services 64

Strategic Goal 3: Foster an Innovative

and Empowered Workforce 69

Strategic Goal 4: Operate as One Team,

Dedicated to One Mission 78

Section III: Financial Information **85**

Introducing the Principal Financial Statements 85

Message from the Chief Financial Officer 86

Inspector General Transmittal 88

Independent Auditor's Report 89

Independent Auditor's Report on Internal Control Over

Financial Reporting 92

Independent Auditor's Report on Compliance 95

Architect of the Capitol's Response to the Inspector General 96

Financial Statements 98

Notes to the Financial Statements 102

Required Supplementary Information 122

Section IV: Other Information **137**

Overview 137

Combined Schedule of Spending 138

The Inspector General's Statement of Management

Opportunities and Performance Challenges 139

Summary of Financial Statement Audit and

Management Assurances 143

Payment Integrity 144

Reduce the Footprint 145

Energy and Sustainability Program Management 146

Small Business Accomplishments 151

Appendices **153**

Appendix A: Architects of the Capitol Past and Present 153

Appendix B: List of the Major Facilities under the AOC's Care 154

Appendix C: The AOC Jurisdictions'

Key Accomplishments and Priorities 156

Appendix D: Major Exhibitions and Programs 162

Appendix E: U.S. Capitol Campus Visitation Statistics 164

Appendix F: Agency Awards and Recognition 165

Appendix G: Reimbursable Accounts Summary 166

Appendix H: Glossary 167

Appendix I: List of Abbreviations and Acronyms 170

Appendix J: Acknowledgements 172

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

Capitol Highlights

Energy Management at the AOC 7

Stone and Metal Preservation at the U.S. Capitol Building 13

Grant Memorial Restoration 16

Conservation of Heritage Assets 31

Senate and House Garage Projects 37

Safety Enhancements at the AOC 44

Cannon Renewal Project 56

10th Anniversary of the U.S. Capitol Visitor Center 66

U.S. Botanic Garden Plant Collection Trips 73

Infographics

The AOC's Core Values 4

Getting to Know AOC 6

Legislative Branch Financial Management System 35

Energy and Sustainability Targets for Fiscal Year 2018 58

MESSAGE FROM THE ARCHITECT OF THE CAPITOL



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

I am honored to share with you the Fiscal Year (FY) 2018 Performance and Accountability Report (PAR) for the Architect of the Capitol (AOC). This report provides the results of this year's independent financial statement audit, measures our performance against the framework in our five-year strategic plan and identifies our agency's future opportunities and challenges.

Our mission is to serve Congress and the Supreme Court, preserve America's Capitol and inspire memorable experiences for the public. The Capitol campus is home to thousands of daily occupants and hosts five million visitors annually. The AOC serves as caretaker for more than 18.4 million square feet of facilities, more than 570 acres of grounds and thousands of works of art with a workforce of over 2,100 employees. Every day the AOC works to preserve our historic and aging infrastructure, while upgrading facilities to meet the needs of a 21st century workforce and address rapidly evolving security requirements.

I am incredibly pleased that the AOC continued to preserve our buildings, make progress on key renovation and energy projects and secure funding to maintain our critical infrastructure. Most critically, the AOC substantially completed construction of the Capitol Power Plant's cogeneration system, which will be the biggest single contributor to the AOC's energy reduction in the coming years.

In our strategic plan for FY 2017–2021, the first two strategic goals (Maintain Awe-Inspiring Facilities and Provide Extraordinary Services) keep us focused on our mission. The last two goals (Foster an Innovative and Empowered Workforce and Operate as One Team, Dedicated to One Mission) support our core values. Together, the strategic goals chart a path for us to leverage our core competencies and achieve our vision as a trusted partner of Congress and the Supreme Court. Our FY 2018 accomplishments, by strategic goal, include:

Maintain Awe-Inspiring Facilities

Nearly one-half of the campus buildings are undergoing stone restoration as weather, age and environmental conditions are destroying many of the finer details of our monumental buildings. Restoration of the Senate side of the U.S. Capitol Building is complete. We are continuing similar efforts on the House side. We made significant progress with stone and metal preservation at the U.S. Supreme Court Building, Russell Senate Office Building and U.S. Botanic Garden Conservatory. We set the stage to provide sustainable energy to the Capitol campus, by bringing the cogeneration system online and completing a preliminary assessment for an energy savings performance contract at the Library of Congress. In addition, we continued to make progress on the Cannon House Office Building Renewal, as well as making critical upgrades to the Rayburn House Office Building Garage and Senate Underground Garage.

Provide Extraordinary Services

We began preparations for the 10th anniversary of the opening of the Capitol Visitor Center, a facility that welcomes millions of visitors and provides inspiring educational exhibits and special tours at the U.S. Capitol. In addition, the U.S. Botanic Garden (USBG) engaged nearly a million visitors with innovative educational programs and seasonal exhibits. Plus, in an exciting development, staff from the USBG published a peer-reviewed article related to their participation in an historic trip to the Philippines. While there they collected a never-before-named species of plant that is new to science and added it to the USBG living botanical collection. We also collaborated with partners to provide extraordinary support for special events on the Capitol campus, including the 2018 State of the Union Address, the Lying in Honor ceremony for the Reverend Billy Graham, the Lying in State ceremony for Senator John McCain and the celebration of the 225th anniversary of the laying of the Capitol cornerstone.

Foster an Innovative and Empowered Workforce

The AOC was able to sustain the staff needed to maintain ongoing projects and to provide extraordinary customer service to our partners and visitors to the Capitol campus. As our workload increases, we need to ensure we hire and retain qualified professionals. We continued to make enhancements to our behavior-based safety program, Safety Observations and Reflections. This year, over 85 percent of the AOC's employees responded to the Federal Employee Viewpoint Survey and the agency showed improvement in virtually all areas. In addition, we implemented an internal peer survey to measure how our employees assess the agency's culture of teamwork and information sharing.

Operate as One Team, Dedicated to One Mission

We continued implementing an enterprise risk management program to identify and mitigate risks that could affect the achievement of our mission. To improve our information systems security, we focused on cyber security by participating in a joint congressional working group and becoming the first legislative branch agency to deploy two-factor authentication for all systems access. Our staff participated in opportunities to collaborate on shared initiatives and enter into job rotation and advancement programs, including the Exchange of Critical Expertise and Learning program designed to expand skills and abilities in the specialized trades required to preserve our historic buildings.

Future Challenges and Priorities

Looking ahead, the AOC's most significant challenge continues to be our deferred maintenance and capital renewal backlog — currently estimated at \$1.480 billion. The AOC is in a race against time as the campus' infrastructure deteriorates and projects continue to accumulate. In order to maintain our iconic buildings, we continue to prioritize and support critical investments in our backlog. In FY 2018, we received an increased budget of \$712.1 million that enables us to focus on projects in our deferred maintenance and capital renewal backlog. We will continue to work with Congress to fully fund maintenance and capital renewal projects necessary to avoid system failures that will require larger and more costly repairs.

Management challenges include our continued efforts to reduce energy consumption across the Capitol campus and our responsibility to maintain the safety and security of all who use or visit our facilities. Furthermore, our Office

of Inspector General identified additional challenges and opportunities — internal control structure weaknesses, improving data quality for monitoring projects, cyber security, lack of whistleblower protection, property accountability and surplus property disposal and managing user-requested changes related to large construction projects — as reported in this report's Other Information section. We thank the Office of Inspector General for their recommendations and pledge to address these items in a timely manner.

Financial Accountability

The AOC has a consistent record of responsible and transparent stewardship. This year we received an unmodified opinion on our financial statements — the 14th consecutive year with a clean audit opinion — and successfully addressed our prior year audit significant deficiency. In addition, for the seventh consecutive year, the Association of Government Accountants awarded us with their *Certificate of Excellence in Accountability Reporting*.

We are pleased to report that the independent auditor's report for this fiscal year noted no material weaknesses or significant deficiencies. I provide my assurance that the financial and performance data presented herein are complete, reliable and accurate. My Statement of Assurance may be found in the Management's Discussion and Analysis section of this report.

Conclusion

We appreciate your interest in the AOC. We have a proven record of managing our funds effectively and efficiently so that we may continue to exercise faithful stewardship of the Capitol campus. I believe that we have identified the critical challenges that we will face in the years ahead, and I am confident in our plans to address them. We thank Congress for its trust, support and investment in our agency. We also express gratitude to our dedicated employees, who take their responsibilities seriously and are committed to delivering results.

Sincerely,



Stephen T. Ayers, FAIA, CCM, LEED AP
Architect of the Capitol
November 15, 2018

Fiscal Year 2018 PERFORMANCE AND ACCOUNTABILITY REPORT

ABOUT THIS REPORT

The Performance and Accountability Report (PAR) is the Architect of the Capitol's (AOC's) principal report for communicating financial management and program performance information to Congress and the American public. The AOC's publication of the PAR for Fiscal Year (FY) 2018 demonstrates transparency and accountability for the public funds, property and heritage assets under its care and provides a comprehensive perspective of the agency's recent successes and challenges in executing its mission.

As a legislative branch agency, the AOC is not required to comply with the financial reporting regulations established for the federal executive branch agencies. Nonetheless, the AOC refers to the executive branch legislation and related guidance in developing its financial management practices and generating this annual report. Such guidance includes:

- Federal Managers' Financial Integrity Act of 1982
- Chief Financial Officers Act of 1990
- Government Performance and Results Act (GPRA) of 1993 (as amended by the GPRA Modernization Act of 2010)
- 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 by the Improper Payments Elimination and Recovery Act of 2010 and the Improper Payments Elimination and Recovery Improvement Act of 2012)
- Office of Management and Budget Circulars A-136 Revised, Financial Reporting Requirements and A-123, Management's Responsibility for Enterprise Risk Management and Internal Control

To spotlight major projects, events, exhibits, accomplishments and challenges that tell the AOC's story, the PAR includes "Capitol Highlights" feature articles with website hyperlinks, infographics, charts and tables, photographs and links to online videos.

This report is available electronically on the AOC's website at: www.aoc.gov/par. In addition, the AOC publishes an interactive version of the PAR for its website, as well as mobile application (app) versions for Apple and Android tablets. The use of multiple platforms for the PAR expands the AOC's reach to readers accustomed to online and mobile searching and makes learning about the agency more convenient.

“A regular Statement and Account of the Receipts and Expenditures of all public Money shall be published from time to time (U.S. Constitution, Article I, Section 9).”

About the Cover

The U.S. Capitol Exterior Stone and Metal Preservation project is a multi-phased project designed to address deferred maintenance, extend the life expectancy of the deteriorated stone and replace missing elements of the U.S. Capitol Building. The cover photo showcases the recently completed work on the Senate (North) extension in which more than 300 marble stone carvings replaced unsound and/or missing details on the cornice and column capitals.



How this Report is Organized

The FY 2018 PAR provides the AOC's integrated financial and performance information for the period beginning on October 1, 2017, and ending on September 30, 2018. The report offers candid insight into the organization's operations, accomplishments and challenges. The report begins with an executive summary and a Message from the Architect of the Capitol, followed by four main sections plus appendices.

Section I: Management's Discussion and Analysis (MD&A)

The MD&A presents an overview of the entire PAR. It summarizes the history, mission and organization of the AOC, presents balanced summaries of the agency's performance and financial management results, and displays its financial management systems framework. In addition, this section includes the Architect's statement of assurance and management's forward-looking information.

Section II: Performance Information

This section provides a detailed analysis of the AOC's annual performance results, as required by Office of Management and Budget Circular A-11 and the GPRA Modernization Act. This section identifies the AOC's strategic

planning framework, describes how the agency verifies its performance data, and summarizes the AOC's strategic goals, objectives and key performance indicators.

Section III: Financial Information

This section details the agency's finances for FY 2018 and FY 2017. It contains a Message from the Chief Financial Officer, the Inspector General's transmittal of the audit results, the independent auditor's reports, audited financial statements and required supplementary information.

Section IV: Other Information

This section presents a Combined Schedule of Spending, the Inspector General's Statement of Management Opportunities and Performance Challenges, plus a summary of the AOC's financial statement audit and management assurances. It also provides information pertaining to payment integrity and the agency's real property, energy and small business programs.

Appendices

The appendices provide additional data for the reader, including the major facilities and grounds under the AOC's care, a summary of the accomplishments and priorities for each AOC jurisdiction, U.S. Capitol campus visitation statistics and a glossary of key terms.

Certificate of Excellence in Accountability Reporting



On May 22, 2018, for the seventh consecutive year, the AOC received the Association of Government Accountants' (AGA's) prestigious *Certificate of Excellence in Accountability Reporting* (CEAR) for its FY 2017 Performance and Accountability Report. The AOC also received a special CEAR award in the category of "Best Executive Summary." This award recognized the AOC as the best government-wide example of a report containing a clear, succinct, reader-friendly and impactful summary of agency achievements.

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 financial and program accountability. The CEAR represents the highest form of recognition in federal government reporting.

In addition, the AOC received a *Certificate of Excellence in Citizen-Centric Reporting* from the AGA for its FY 2017 Performance and Accountability Highlights. This initiative encourages government at all levels to summarize its financial and performance information for American citizens in a clear, accurate and easily accessible manner.





AOC workers place a granite paving stone at the Ulysses S. Grant Memorial, one of the many ongoing stone restoration projects underway at the AOC in FY 2018.

Section I

MANAGEMENT'S DISCUSSION AND ANALYSIS

OVERVIEW

The Architect of the Capitol's (AOC's) Management's Discussion and Analysis (MD&A) serves as an overview of the agency's history, mission, organizational structure, strategic goals, program performance, financial management, management assurances and forward-looking information. This section is organized as follows.

History of the AOC. Provides background on the AOC's origins and responsibilities.

Mission and Overview of the AOC. Explains the AOC's mission, vision, core values and customer service philosophy.

Organizational Structure of the AOC. Provides an overview of the AOC's leadership structure, jurisdictions and central management offices.

Performance Highlights. Summarizes the AOC's strategic goals, objectives, data validation and verification processes, and performance results.

Financial Highlights. Provides an overview of the AOC's finances, including an analysis of the audited financial statements, the sources and uses of the AOC's funds, the limitations of the financial statements and the agency's budget testimony before the U.S. Congress.

Financial Management Systems Framework and Strategy. Provides a brief description of the AOC's financial management systems, part of the shared service Legislative Branch Financial Management System.

Management Assurances and Other Financial Compliances. Provides management's assessment and assurance on the AOC's internal controls under the Federal Managers' Financial Integrity Act and the AOC's conformity with other financial laws and regulations.

Forward-Looking Information. Details the agency's most significant challenges, as determined by management, and the specific actions planned or taken to address them.

HISTORY OF THE AOC

The Architect of the Capitol has origins rooted in the first U.S. Congress and the very beginnings of the capital city of the United States. The Architect of the Capitol's responsibilities for the care and maintenance of the U.S. Capitol Building were authorized in the *Residence Act of 1790*, which required the appointment of commissioners "to provide suitable buildings for the accommodation of Congress."¹ In 1791, President George Washington appointed a Board of Commissioners to oversee the development of the new federal city. The Commissioners hired Pierre L'Enfant to lay out the federal city, Andrew Ellicott to survey the boundaries of the 100-square-mile federal district and staged a national competition for the design of the U.S. Capitol Building. They selected Dr. William Thornton's design depicting a grand, two-winged structure topped by a central dome. In 1793, construction of the U.S. Capitol Building began when

¹ 1 STAT 130 (July 16, 1790)



Pierre L'Enfant's 1791 plan for the design of the federal capital city of Washington located the U.S. Capitol Building on the elevated east end of the National Mall.

President Washington ceremoniously laid the building’s cornerstone. The AOC marks its origins with this notable event and, for his architectural design, Dr. Thornton is honored as the first Architect of the Capitol.

In 1802, Congress consolidated the duties of the Board of Commissioners and placed the care of the U.S. Capitol Building — which at the time housed not only 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 Extension², a position previously created to oversee the addition of both the north and south extensions to the U.S. Capitol and the cast-iron dome during the 1850s and 1860s. The grounds surrounding the U.S. Capitol Building were expanded from 1874 through 1888 when work began on noted landscape architect Frederick Law Olmsted’s grand design. In 1876, Congress passed legislation 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 the nation and, correspondingly, the expansion of Congress. Throughout the 20th century, the AOC oversaw new construction on Capitol Hill and took stewardship responsibility for multiple new facilities. On the southern, or House, side of the U.S. Capitol Building, the

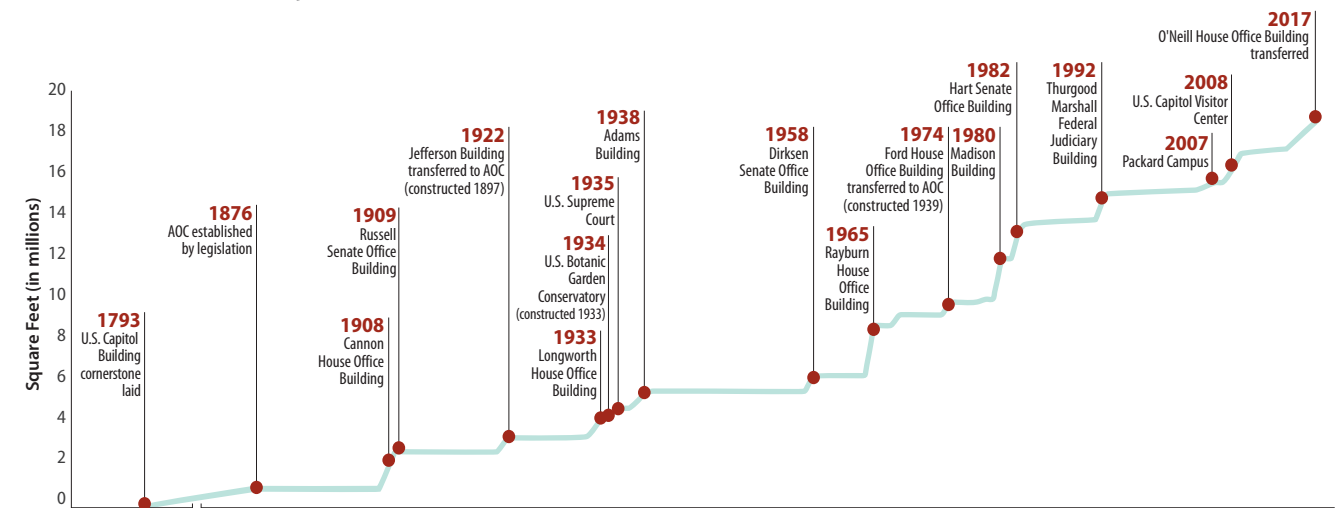
Cannon, Longworth and Rayburn House Office Buildings were constructed and placed in service between 1908 and 1965. Likewise, on the northern, or Senate edge of the U.S. Capitol Building, the Russell, Dirksen and Hart Senate Office Buildings were completed between 1909 and 1982. The AOC is responsible for the Capitol Power Plant, which has been serving the Capitol campus since 1909. The AOC assumed administrative responsibility for the Library of Congress’ Thomas Jefferson Building in 1922 and later oversaw the construction and facility management of the John Adams and James Madison Memorial Buildings in 1938 and 1982, respectively. The AOC received the responsibility for the U.S. Botanic Garden (USBG) facilities, including the Conservatory and the surrounding gardens, in 1934.

When the Supreme Court moved from the U.S. Capitol Building, where it had been meeting since 1801, to its own building in 1935, facility management responsibilities were assigned to the AOC and the Marshal of the Supreme Court. Later, when a judicial branch facility was to be constructed to house the Administrative Office of the U.S. Courts and other agencies, Congress turned to the AOC. Once this facility — the Thurgood Marshall Federal Judiciary Building — was completed in 1992, the AOC was given responsibility for its maintenance and preservation.

In recent years, the AOC oversaw the construction of the U.S. Capitol Visitor Center between 2002 and 2008. This facility was the largest expansion to the U.S. Capitol Building in its history. In addition, in 2011, the AOC received responsibility for the care of Union Square, a 13-acre site between the U.S.

² The word “Extension” was subsequently dropped, simplifying the title to the Architect of the Capitol.

FIGURE 5: Growth in Major Facilities Under AOC’s Care



Note: This figure tracks the square footage for all owned and leased buildings as they were added over time. Only the major facilities are named in the figure, although the square footage of smaller buildings is also included in the display.



On January 30, 2018, President Donald J. Trump delivered his State of the Union address to a joint session of Congress in the U.S. Capitol Building's Chamber of the House of Representatives. The AOC works behind the scenes to ensure that everything is impeccable for this important event.

Capitol Building and the National Mall. Last year, a FY 2017 continuing resolution transferred the O'Neill House Office Building to the AOC. Although most of the AOC's facilities are on or near Capitol Hill, the AOC also maintains support facilities in nearby locations beyond the limits of the District of Columbia.³ *Appendix B* of this report provides a list of the major facilities under the AOC's care.

Figure 1 (page I) provides a map of the major facilities on the Capitol campus for which the AOC is responsible. In addition, **Figure 5** illustrates the growth of the AOC's facility stewardship responsibilities from 1793 through the present.

MISSION AND OVERVIEW OF THE AOC

Who We Serve

Serving Congress and the Supreme Court, the AOC is the builder and steward of the landmark buildings and grounds of the Capitol campus. The AOC is responsible for the operations and care of more than 18.4 million square feet of buildings, more than 570 acres of grounds on the Capitol campus and thousands of works of art. Today, there are more than 2,100 AOC employees working effectively behind the

scenes day and night to provide Congress and the Supreme Court with the facilities and infrastructure to conduct its business. The Capitol campus is home to thousands of daily occupants and hosts five million visitors annually.

The AOC's Mission

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

The AOC's Vision

The AOC is a trusted partner of Congress and the Supreme Court. The employees of the AOC are an exceptional team, acclaimed for superior service, recognized as trusted stewards and renowned for enriching people's lives.

The AOC's Core Values

Every day, AOC employees demonstrate their commitment to five core organizational values: teamwork, integrity, professionalism, pride and safety (TIPPS). See Infographic: *The AOC's Core Values* on page 4.

The AOC's Customer Service Philosophy

The AOC's employees affect the lives of thousands of people every day. Through the responsive, ownership and courteous (ROC) program, we demonstrate our

³ For example, off-site support facilities include the Packard Campus for Audio-Visual Conservation in Culpeper, Virginia, and five Library of Congress Book Storage Modules in Fort Meade, Maryland.

commitment to delivering ROC star customer service to our colleagues and external stakeholders.

- **Responsive:** We immediately acknowledge our customers and their needs. We ensure they receive a timely resolution.
- **Ownership:** We provide a personalized and proactive service. We anticipate needs and implement solutions.
- **Courteous:** We treat others as we want to be treated. Everyone is a very important person.

The AOC’s Core Competencies

The AOC’s areas of greatest expertise establish our team as the most qualified to fulfill our mission.

- **Facility Management and Capital Planning**
- **Customer Centricity**
- **Inspiration**
- **Stewardship**

ORGANIZATIONAL STRUCTURE OF THE AOC

The Architect of the Capitol

The AOC is a legislative branch agency of the U.S. federal government and is headed by the Architect of the Capitol. In addition to the position’s responsibilities for the Capitol campus’ facilities maintenance and operation, the Architect of the Capitol is responsible for the care of all works of art in the U.S. Capitol Building under the direction of the Joint Committee on the Library. The AOC is responsible for the maintenance and restoration of murals, outdoor sculptures and other architectural elements throughout the Capitol campus. The Architect also serves as the Acting Director of the U.S. Botanic Garden.

The Architect of the Capitol serves as a member of several governing or advisory bodies, including the U.S. Capitol Police Board and the Congressional Accessibility Services Board, as well as an ex-officio member of the United States Capitol Preservation Commission and the National Building

INFOGRAPHIC: The AOC’s Core Values

Core Values: The behaviors of AOC employees demonstrate our commitment to the TIPPS principles:



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

The Architect of the Capitol is appointed by the president and subject to Senate confirmation. The *Legislative Branch Appropriations Act of 1990*, established a 10-year term for the position. A complete list of the individuals who have served as Architect of the Capitol is contained in **Appendix A**.

The AOC’s Organizational Structure

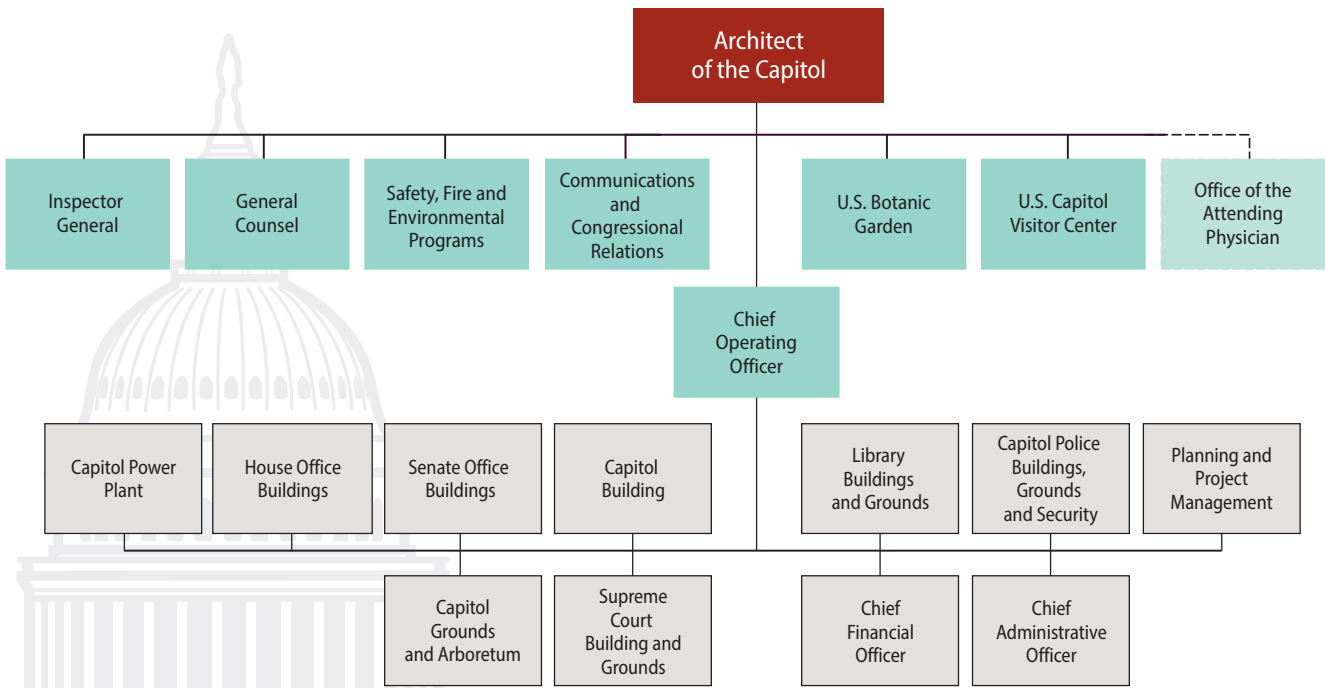
The AOC fulfills its mission through 10 primary jurisdictions, as well as a Capital Construction and Operations office in charge of centrally managed functions. **Figure 6** presents the AOC’s organization chart. The AOC’s organizational directory may be found online at: www.aoc.gov/organizational-directory.

Each of the AOC’s jurisdictions is funded by a separate legislative branch appropriation. The Supreme Court Building and Grounds jurisdiction is funded by a judicial branch

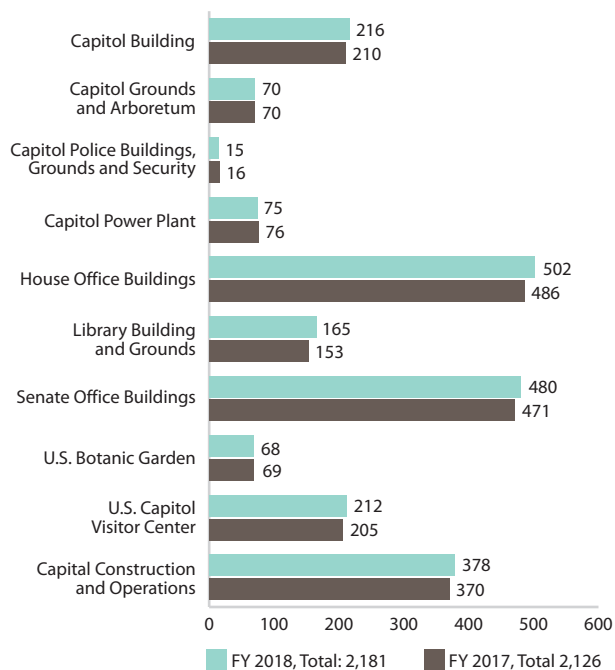
appropriation. The agency’s Capital Construction and Operations appropriation funds common central services supporting the AOC’s specialized construction; curatorial; design; energy and sustainability; facilities planning; historic preservation; project management; safety, fire and environmental programs; technical support and business needs. This structure allows the AOC to establish economies of scale that increase efficiency and reduce operating costs.

The AOC’s workforce is its greatest asset. As of September 30, 2018, the AOC’s staff included 2,181 full-time equivalents (FTEs), along with temporary and seasonal staff. The AOC’s workforce serves in diverse roles applying both modern techniques and historic tradecrafts in the care and preservation of the Capitol campus. The staff includes architects, carpenters, custodians, electricians, engineers, gardeners, laborers, masons, mechanics, painters and plasterers, planners, plumbers, sheet metal workers, upholsterers, woodcrafters and other craftspeople. **Figure 7** shows the distribution of the AOC’s employees by jurisdiction. The AOC’s offices are primarily based in Washington, D.C., with off-site support facilities in Maryland and Virginia. An infographic on page 6 (*Getting to Know AOC*) displays notable information about the agency and the U.S. Capitol.

FIGURE 6: AOC Organization Chart



Note: The AOC provides administrative support to the Office of the Attending Physician, represented by a dotted line on the organization chart. In addition, although the AOC’s Diversity, Inclusion and Dispute Resolution Office is managed by the Chief Administrative Officer, it has a direct reporting relationship to the Architect of the Capitol.

FIGURE 7: AOC FTEs by Jurisdiction

Note: The total AOC FTEs and the chart exclude the FTEs on board at the Supreme Court Building and Grounds jurisdiction (43 in FY 2018 and 43 in FY 2017). These positions are separately funded via the judicial branch appropriation.

AOC Jurisdictions

This section summarizes the responsibilities for each AOC jurisdiction. For financial statement purposes, the AOC jurisdictions are considered responsibility segments and are the components used for reporting on the Statement of Net Costs. For more information, see *Appendix B*, which lists the major facilities under each jurisdiction's stewardship and *Appendix C*, which highlights each jurisdiction's FY 2018 accomplishments and FY 2019 priorities.

Capital Construction and Operations

The AOC's Capital Construction and Operations jurisdiction includes the positions of the Architect of the Capitol, along with several offices that provide essential construction, central management, and operational and professional support. A description of the central offices included in the Capital Construction and Operations jurisdiction follow:

- **Chief Administrative Officer:** The Chief Administrative Officer (CAO) provides administrative and business support and includes the Acquisition and Material Management Division, Curator Division, Human Capital Management Division, Information Technology Division and Office Services Division. The CAO also manages the Policy Program Office. The Curator Division, which is responsible for the care and conservation of the architectural, fine and decorative arts under the AOC's stewardship, also manages

INFOGRAPHIC: Getting to Know AOC

Getting to know AOC

1793

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



3

Hidden Treasures on Capitol Hill

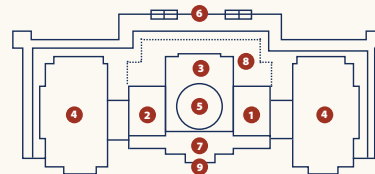
- Great Hall in the Jefferson Building, Library of Congress
- Summerhouse, Capitol Grounds
- Bartholdi Park, U.S. Botanic Garden

570⁺

Acres of Land



Currently, the Capitol campus is comprised of more than **30 buildings** and **18.4 million square feet** of building space.



9

Number of incremental growths of the U.S. Capitol

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



2,100⁺

Uniquely Skilled Employees



11

Number of Architects of the Capitol

The first Architect of the Capitol was William Thornton. The 11th Architect of the Capitol, Stephen T. Ayers, was appointed in 2010.

21,000,000

Visitors welcomed to the U.S. Capitol since the opening of the Capitol Visitor Center in 2008.

View Architect of the Capitol "By the Numbers" video infographic:
www.aoc.gov/video/numbers



the agency's Records Management and Photography Branches. Although the AOC's Diversity, Inclusion and Dispute Resolution Office is managed by the CAO, it reports directly to the Architect of the Capitol.

- **Chief Financial Officer:** The Chief Financial Officer (CFO) ensures sound financial stewardship and analyzes the financial implications of program decisions. CFO activities include accounting operations, budget formulation and execution, enterprise risk management, financial reporting, financial systems management, fiscal policy, internal control and managerial cost accounting.
- **Chief Operating Officer:** The Chief Operating Officer is responsible for the overall direction, operation and management of the AOC, including implementing the agency's mission and strategic goals, providing overall organization management, promoting reform and measuring results.
- **Communications and Congressional Relations:** Communications and Congressional Relations (CCR) is responsible for strategic communication initiatives, legislative affairs, and media and community relations. The office oversees communications to members of Congress and their staffs, and external parties such as the press, government agencies and the public. CCR also creates a variety of resources for agency stakeholders including graphics, videos, publications and web content.
- **General Counsel:** The General Counsel provides legal counsel on matters involving construction and service contracts, occupational safety and health matters, labor management and employee relations, environmental issues, new and proposed legislation, insurance and liability, and property acquisition management. The General Counsel serves as the AOC's supervising ethics office.
- **Inspector General:** The *Architect of the Capitol Inspector General Act of 2007* established the Office of the Inspector General (OIG) of the AOC as a statutory office within the agency to promote the integrity, efficiency and effectiveness of agency operations and programs. The OIG conducts independent audits and investigations, reviews existing and proposed legislation and regulations, and recommends policies to detect and prevent fraud, waste and abuse.
- **Planning and Project Management:** Planning and Project Management (PPM) provides consolidated services to the AOC including long-range facility planning, architectural and engineering design, historic preservation and project and program management. The division conducts campus master planning, building performance audits,

CAPITOL HIGHLIGHTS



Energy Management at the AOC

The AOC's investments in energy performance are not solely designed to meet short-term objectives. Such investments drive productivity, improve long-term energy efficiency and support the agency's neighboring community. In FY 2018, the AOC made significant progress on two initiatives that will play an essential role in its long-term energy performance and cost reduction efforts.

First, this fiscal year, the cogeneration system at the Capitol Power Plant was turned over to the AOC following system testing, which began in the summer of 2018. After a rigorous analysis of potential technologies, the AOC determined that cogeneration was the best way to reduce utility costs, increase efficiency, reduce environmental impacts and maintain a reliable steam source for the 23 facilities on Capitol Hill that it serves. In October 2015, the AOC utilized a utility energy service contract with Washington Gas to design-build the cogeneration system. The AOC's system primarily uses natural gas (with diesel oil as a backup) to simultaneously produce electricity and steam.

Next, the AOC completed the Preliminary Assessment phase of an energy savings performance contract, a congressionally approved public-private partnership, at the Library Buildings and Grounds jurisdiction. This jurisdiction's facilities account for 31 percent of the AOC's building electricity, 26 percent of the delivered steam and 32 percent of the delivered chilled water. Even slight improvements in performance within these buildings will have a large, positive impact on the agency's overall energy reduction. In FY 2018, the AOC signed a Notice of Intent to Award and began to develop energy conservation measures for the investment grade audit. For more information, see *Energy Sustainability and Program Management* in Section IV of this report.

www.aoc.gov/cogeneration

retro-commissioning and facility condition assessments. PPM manages an energy and sustainability program, provides project funded in-house construction services and supports critical campus-wide systems — including electrical distribution, emergency generators, cable television, legislative clocks and the AOC's Building Automation System (BASnet).

- **Safety, Fire and Environmental Programs:** Safety, Fire and Environmental Programs is responsible for ensuring that the AOC complies with safety, fire and environmental regulations. The office establishes safety policy, conducts oversight and coordinates emergency planning and preparedness. It serves as the AOC's point of contact with 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 the Capitol campus, provides primary care, emergency, environmental and occupational health services in support of the congressional community, the Supreme Court, dignitaries and visitors to the Capitol campus. The AOC provides personnel and administrative support to the Office of the Attending Physician.

Capitol Building

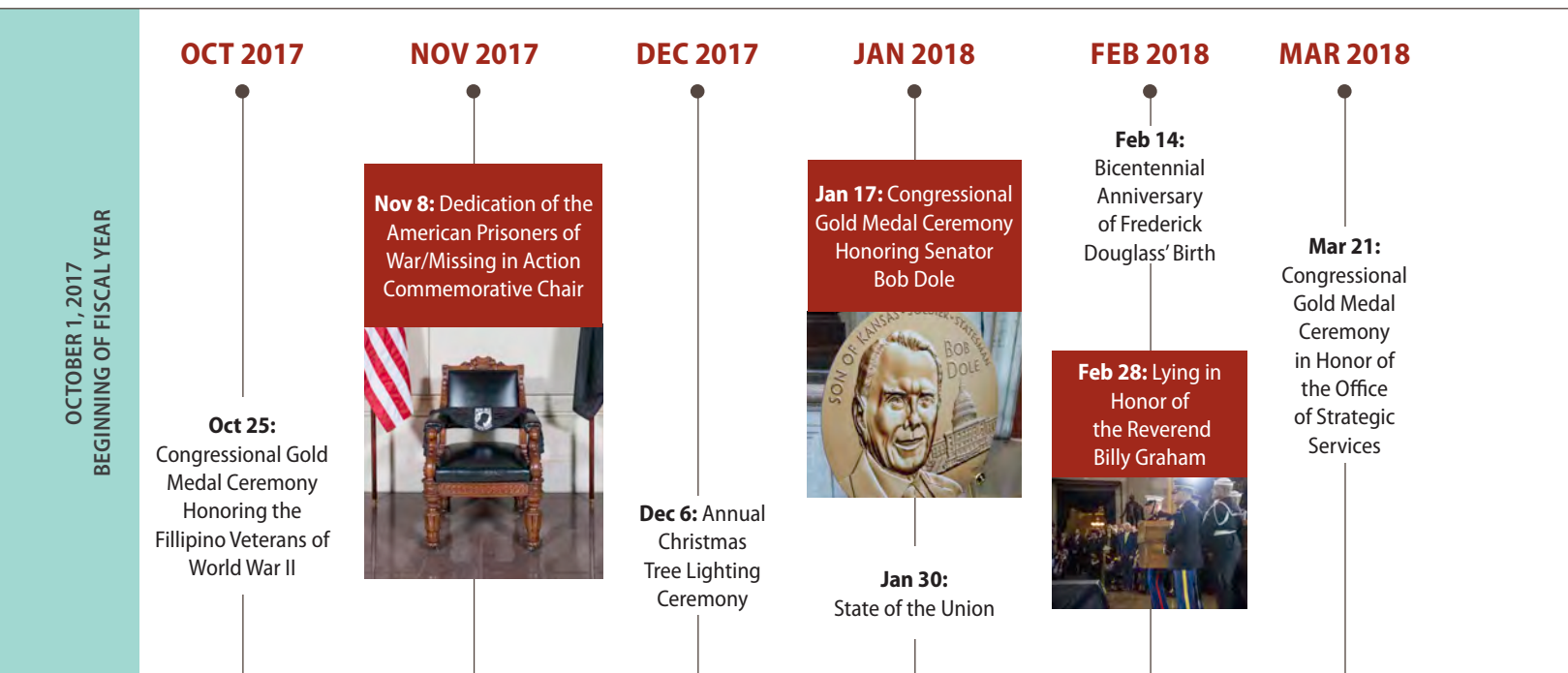
The Capitol Building jurisdiction is entrusted with the care and stewardship of the U.S. Capitol Building, one of the most

iconic and historically significant buildings in the world and the centerpiece of the Capitol campus. The jurisdiction is responsible for carpentry, construction, custodial, electrical, elevator, heating and air conditioning, insulation, labor, masonry, painting, plumbing, and sheet metal services. Additionally, the jurisdiction manages a flag office, supports special events on the Capitol campus (a timeline of special events may be found in **Figure 8**) and manages the facility maintenance at the U.S. Capitol Visitor Center (CVC). It also supports programs related to occupational safety and health, sustainability, recycling and energy management, fire detection and protection management. For more information: www.aoc.gov/jurisdiction/capitol-building.

Capitol Grounds and Arboretum

The Capitol Grounds and Arboretum jurisdiction (formerly Capitol Grounds) is responsible for preserving and maintaining more than 290 acres of landscape and infrastructure across Capitol Hill, including Union Square — the 13-acre site situated between the U.S. Capitol Building's West Front and the National Mall. The jurisdiction implements campus-wide horticultural initiatives, such as seasonal display plantings, to grow and care for over 4,000 trees comprising our urban forest. 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 and 8.5 miles of driveways, parking lots and irrigation systems. The jurisdiction

FIGURE 8: Timeline of Special Events at the U.S. Capitol Building, Fiscal Year 2018



preserves and maintains the historic stone walls, ornamental fountains and other decorative features of the Capitol Grounds. Snow and ice removal, trash collection and support of major events also fall under this jurisdiction's responsibilities. The recent name change reflects the additional responsibilities of a nationally accredited arboretum. For more information: www.aoc.gov/jurisdiction/capitol-grounds-and-arboretum.

Capitol Police Buildings, Grounds and Security

The Capitol Police Buildings, Grounds and Security jurisdiction is managed by the AOC's 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 and related facilities. It provides centralized security and resilience operations for the Capitol campus, manages the AOC's internal security programs and perimeter security, coordinates interagency emergency preparedness, and supports the USCP in protecting, policing and providing security for the congressional community and its visitors. For more information: www.aoc.gov/jurisdiction/capitol-police-buildings-grounds-and-security.

Capitol Power Plant

The jurisdiction manages the year-round operation of the Capitol Power Plant, providing steam and chilled water to heat and cool the U.S. Capitol Building and 22 other facilities on or around the Capitol campus. In addition to the

central steam and refrigeration plants, it also maintains an administration building and the utility tunnel distribution and metering system. The Capitol Power Plant operates on a reimbursable basis to non-congressional facilities and procures electricity from commercial suppliers. In support of the AOC's long-term energy program, the Capitol Power Plant is the site of the West Refrigeration Plant Revitalization project and the cogeneration system. For more information: www.aoc.gov/jurisdiction/capitol-power-plant.

House Office Buildings

The House Office Buildings jurisdiction oversees the office and committee space for the members of the U.S. House of Representatives and their staffs. It is responsible for the operation, maintenance and preservation of the Cannon, Longworth, Rayburn, Ford and O'Neill House Office Buildings, underground garages, annexes, and subways. The jurisdiction oversees daily domestic care, repairs and maintenance for these facilities. It also performs client services, preventive maintenance, building inspector surveys, compliance issues abatement, energy savings initiatives and safety inspections. The jurisdiction also manages the biennial office move process for House members. For more information: www.aoc.gov/jurisdiction/house-office-buildings.

Library Buildings and Grounds

The Library Buildings and Grounds jurisdiction is responsible for the day-to-day structural, mechanical and grounds



SEPTEMBER 30, 2018
END OF FISCAL YEAR



The AOC's Capitol Grounds and Arboretum jurisdiction preserves and maintains more than 290 acres of landscape and infrastructure across Capitol Hill, including its beautiful gardens and more than 160 flower beds.

care for the Library of Congress. Its duties include heating, ventilation, air conditioning, plumbing, electrical and fire systems along with trade work such as masonry, painting, refinishing, sheet metal, wood crafting and grounds maintenance. The Library of Congress is the largest library in the world at more than 4.4 million square feet and houses millions of books, recordings, photographs, maps and manuscripts. The jurisdiction manages four buildings on Capitol Hill (the Jefferson, Adams and Madison Buildings; as well as the St. Cecilia Special Services Facilities Center) and facilities beyond Washington, D.C. (including book storage modules in Maryland and the Packard Campus for Audio-Visual Conservation in Virginia). For more information: www.aoc.gov/jurisdiction/library-buildings-and-grounds.

Senate Office Buildings

The Senate Office Buildings jurisdiction oversees the office and committee space for the United States Senate. The jurisdiction is responsible for the daily care, maintenance, repair and operations of more than 3 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 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 staff. For more information: www.aoc.gov/jurisdiction/senate-office-buildings.

Supreme Court Building and Grounds

The Supreme Court Building and Grounds jurisdiction operates and maintains the Supreme Court of the United States and the Thurgood Marshall Federal Judiciary Building. Its staff provides a variety of professional and skilled trades including engineering, planning, project and contract management, computer-aided design, facilities operations, landscape management along with electrical, structural and

mechanical work. Per legislation, the AOC is responsible for the structural and mechanical care and maintenance of the U.S. Supreme Court Building and its grounds. Appropriations for this purpose are provided to the AOC under the heading "care of the building and grounds" in the judiciary's annual appropriation bill. The duties required for the operation and care of the U.S. Supreme Court Building are performed under the joint direction of the Marshal of the Supreme Court and the AOC. Also, the AOC provides, on a reimbursable basis, office space and special project support to the Administrative Office of the U.S. Courts in the Marshall Building. For more information: www.aoc.gov/jurisdiction/supreme-court-building-and-grounds.

U.S. Botanic Garden

The U.S. Botanic Garden (USBG) jurisdiction is responsible for the maintenance, operations and construction for USBG facilities, including the Conservatory and approximately eight acres of surrounding gardens encompassing the National Garden and Bartholdi Park. It is also responsible for an administration building and a plant production and support facility with 34 greenhouse bays, outdoor nurseries, and areas for storage and maintenance. The USBG is the steward of a diverse plant collection and provides educational programs, tours, exhibits and consultations, as well as training for youth. The USBG is a leader in plant conservation and helped found the Sustainable SITES Initiative (SITES®) program to encourage sustainable landscaping. The Executive Director of the U.S. Botanic Garden reports directly to the Architect of the Capitol. The Architect of the Capitol serves as Acting Director of the USBG and reports on its operations to Congress. For more information: www.aoc.gov/jurisdiction/botanic-garden or www.usbg.gov.

U.S. Capitol Visitor Center

The CVC jurisdiction manages the U.S. Capitol Visitor Center, the main entrance for visitors to the U.S. Capitol Building. The facility is located underground on the east side of the U.S. Capitol, and it provides informational exhibits, a restaurant, two orientation theaters, a large auditorium and two gift shops to enhance the visitor experience. The CVC increased public access to the U.S. Capitol, welcoming more than 21 million visitors since opening in 2008. The CVC's Chief Executive Officer for Visitor Services reports directly to the Architect of the Capitol. The CVC informs and inspires guests even before they arrive at the U.S. Capitol through partnerships and outreach. For more information: www.aoc.gov/jurisdiction/capitol-visitor-center or www.visitthecapitol.gov.

PERFORMANCE HIGHLIGHTS

Strategic Planning Framework

Launched in March 2017, the AOC Strategic Plan 2017–2021 positions the agency to meet the ever-growing and changing demands of its mission during a time of continued growth in facilities, visitors and capital construction. The plan directs the agency to strengthen its core competencies to achieve its vision as a trusted partner of Congress and the Supreme Court. The plan is structured around four strategic goals and eight objectives, as well as the specific strategies that aid in their achievement. The strategic plan is publicly available. For a copy, visit the AOC website at: www.aoc.gov/publications and click on "Strategic Plan 2017–2021."

Strategic Goals and Objectives

The AOC's strategic plan prioritized four strategic goals. The first two goals, Maintain Awe-Inspiring Facilities and Provide Extraordinary Services, are externally focused and guide principal program areas related to facilities maintenance, operational support, project delivery, heritage asset preservation, and client and visitor services. The final two goals, Foster an Innovative and Empowered Workforce and Operate as One Team, Dedicated to One Mission, are internally focused and concentrate on promoting a culture of integrity, teamwork and accountability. **Table 4** identifies the relationship between the AOC's strategic goals and the objectives that support them.

Strategic Goal 1: Maintain Awe-Inspiring Facilities

This strategic goal reflects the agency's commitment to the stewardship of the structures and grounds of the Capitol campus. This goal ensures every visitor to the Capitol campus experiences the grandeur of these historic treasures at their very best.

- **Objective 1.0: Reliably deliver high-quality capital projects.** Ensure that high-quality capital projects are delivered safely, on time, within budget and with minimal client disruption.
- **Objective 2.0: Preserve, maintain and operate facilities, cultural and natural resources at the highest quality levels.** Attain best-in-class levels of performance according to industry standards with minimal client disruption for the AOC's key operational functions.

Strategic Goal 2: Provide Extraordinary Services

This goal supports the facilities' prestigious occupants in their critical mission to govern our country. In addition, the AOC will fulfill the journey of visitors from across the nation and around the world to celebrate and discover the center and symbol of American democracy.

- **Objective 1.0: Demonstrate our expertise while exhibiting responsiveness, ownership and courtesy to all internal and external customers.** Achieve high customer confidence in all (internal and external) service providers' capabilities, resulting in highly satisfied customers and a strengthened position as a trusted partner.

Strategic Goal 3: Foster an Innovative and Empowered Workforce

This support goal helps the agency's staff exercise greater responsibility for its performance and proactively apply well-informed judgement and innovation to solve problems with solutions that focus on results.

- **Objective 1.0: Strengthen employee performance through improved development and accountability**

TABLE 4: Strategic Goals and Objectives

	STRATEGIC GOALS	STRATEGIC OBJECTIVES
PROGRAM-ORIENTED GOALS	1. Maintain Awe-Inspiring Facilities <i>Unsurpassed Craftsmanship and Stewardship</i>	1.0. Reliably Deliver High-Quality Capital Projects 2.0. Preserve, Maintain and Operate Facilities, Cultural and Natural Resources at the Highest Quality Levels
	2. Provide Extraordinary Services <i>Going the Extra Mile</i>	1.0. Demonstrate our Expertise While Exhibiting Responsiveness, Ownership and Courtesy to All Internal and External Customers
LONG-TERM SUPPORT GOALS	3. Foster an Innovative and Empowered Workforce <i>Leading Change Together</i>	1.0. Strengthen Employee Performance through Improved Development and Accountability Practices 2.0. Cultivate High Employee Engagement in the Workplace 3.0. Provide for the Security and Safety of Every AOC Employee
	4. Operate as One Team, Dedicated to One Mission <i>United in Excellence</i>	1.0. Support the Success of Others by Prioritizing the AOC's Mission, Values, Vision and Goals Ahead of the Interests of Any Individual, Work Group or Business Unit 2.0. Strategically Plan, Allocate and Manage Resources AOC-wide



Keeping the Capitol campus clear of hazards, such as snow and ice, demonstrates the AOC's commitment to provide for the safety of members, staff and visitors.

practices. Ensure that all employees regularly receive training and development, resulting in stronger performance in technical competency and desired workplace behaviors. Managers, supervisors and coworkers will hold low performers accountable for substandard technical competency or substandard workplace behaviors.

- **Objective 2.0: Cultivate high employee engagement in the workplace.** Safeguard that employee engagement remains strong and improves over time.
- **Objective 3.0: Provide for the security and safety of every AOC employee.** Train and prepare employees for emergencies. Pledge that the AOC employee behaviors and work environments are continuously improved to ensure employee safety on the job.

Strategic Goal 4: Operate as One Team, Dedicated to One Mission

This support goal is designed to recognize and value the priorities for various AOC functions that serve the agency's mission, values, vision and goals.

- **Objective 1.0: Support the success of others by prioritizing the AOC's mission, values, vision and goals ahead of the interests of any individual, work group or business unit.** Continuously improve employee collaboration, communication and alignment to a shared purpose across the organization.

- **Objective 2.0: Strategically plan, allocate and manage resources AOC-wide.** Ensure that the AOC's approach to resource planning, allocation and management is fully deployed in a systematic manner by the end of FY 2021.

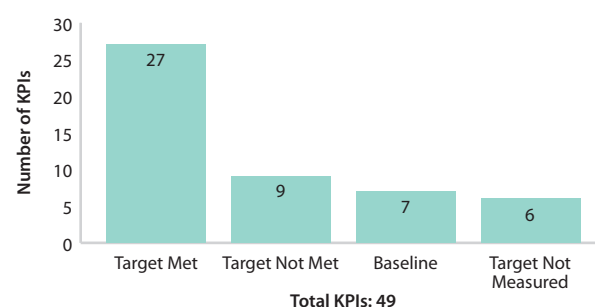
The AOC identified 49 key performance indicators (KPIs) for FY 2018 to monitor progress against its strategic goals and objectives. Indicators measure performance against an established target or establish a baseline of performance. Where available, up to five years of historic data is provided for comparison. **Table 5** breaks down the strategic goals to the number of associated objectives and KPIs.

For FY 2018, as shown in **Figure 9**, the AOC met performance targets for 27 indicators and did not meet performance targets for nine indicators. Seven indicators represent KPIs for which the AOC is collecting baseline data and are noted as "Baseline". Finally, six indicators classified as "Target Not Measured" are related to initiatives for which significant work was accomplished, but changes to scope and schedule required the measurement to be delayed. Under its strategic plan, the AOC will implement additional indicators in FY 2019 and will continue to update its indicators through FY 2021 (for more detail, each strategic objective's future strategies are provided in *Section II*).

TABLE 5: Strategic Objectives and Key Performance Indicators by Strategic Goal

STRATEGIC GOAL	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATORS
Maintain Awe-Inspiring Facilities	2	9
Provide Extraordinary Services	1	5
Foster an Innovative and Empowered Workforce	3	23
Operate as One Team, Dedicated to One Mission	2	12
Total	8	49

FIGURE 9: Key Performance Indicator Results



Data Validation and Verification

In accordance with the *GPRA Modernization Act of 2010*, the AOC strives to ensure the completeness, reliability and quality of all performance measurement data and has the mechanisms in place to validate and verify the accuracy of information collected and reported. Validation and verification of performance data supports the accuracy and reliability of this information, reduces the risk of inaccurate data and provides a sufficient level of confidence that the information is credible. At the AOC, these efforts include internal agency assessments that address standards and procedures, data entry and transfer, data integrity, data quality, data limitations and oversight.

High-Level Key Performance Indicators

Within this *Management's Discussion and Analysis*, highlights of the AOC's performance are represented by high-level key performance indicators. The high-level KPIs are a subset of the key performance indicators monitored under the strategic plan and represent the agency's most critical performance indicators. Each high-level KPI displays the current year performance target and results plus, where applicable, prior year results for comparison. The indicators, displayed in **Tables 6** through **9**, are organized by strategic goal. In addition, narrative highlights describe other major program and project results for each strategic goal.

Net Cost of Operations

The AOC uses a managerial cost accounting system to track and summarize costs by mission activity and business unit. During FY 2018, the CFO updated and streamlined the agency's cost accounting codes to allow for a more accurate recording of the AOC's financial transactions. At the time of issuance of this Performance and Accountability Report, the AOC is still developing management reports that will assign or allocate the net cost of operations to strategic goals, objectives and program activities in order to provide management with insight into resource utilization and the full cost of outputs. As a result, while these reports are under development, the AOC is unable to report the net cost of operations by strategic goal.

For More Information

A complete discussion of the AOC's performance results is presented in this report under *Section II: Performance Information*.

CAPITOL HIGHLIGHTS



Stone and Metal Preservation at the U.S. Capitol Building

The AOC continued the ambitious U.S. Capitol Exterior Stone and Metal Preservation project, a multi-phase effort to prolong the life expectancy and preserve the historic features of the historic U.S. Capitol Building. Under this project, the AOC will clean, repair and preserve the exterior stone and the architectural metal throughout the building.

This year, the AOC substantially completed the Senate Extension of the U.S. Capitol. The AOC awarded the contract for the next restoration phase of the House Extension of the U.S. Capitol and construction is underway.

To date, the AOC replaced more than 300 marble stone carvings to restore unsound and/or missing details on the cornice and column capitals. This work will continue as the AOC executed a contract to hand carve replacement stone elements that will be used at the Senate west balcony column capitals. In addition, scaffolding at the House Extension's west façade and the east portico will soon be underway, along with the stone preservation at the lower levels. The House Extension will be cleaned, repointed, repaired and preserved to match the preservation at the Senate Extension.

The work at the U.S. Capitol is visible to thousands of visitors daily and demonstrates the AOC's mission to preserve its historic buildings. In addition to the U.S. Capitol project, numerous stone repair projects are underway, or planned, to restore and preserve the AOC's historic buildings. These include the Cannon House Office Building Renewal, Russell Senate Office Building Exterior Envelope, U.S. Botanic Garden Conservatory Façade and Roof Restoration and others.

www.aoc.gov/stone/capitol

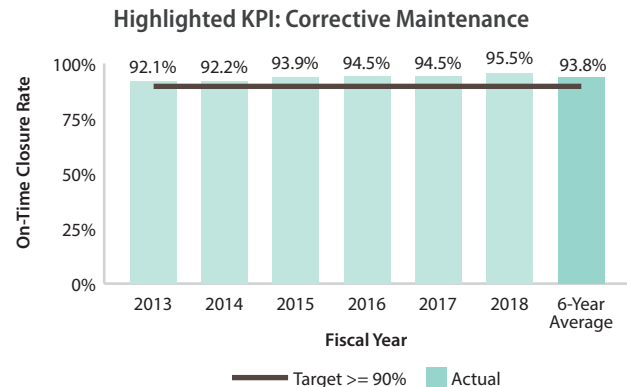
Strategic Goal 1: Maintain Awe-Inspiring Facilities

The AOC's strategic goal to *Maintain Awe-Inspiring Facilities* ensures that the 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. This strategic goal addresses the AOC's core facilities maintenance, stewardship and sustainability responsibilities.

Related Management Challenges:

- Backlog in Deferred Maintenance and Capital Renewal Projects
- Campus Security
- Energy Stewardship and Sustainability
- Management of Construction Projects
- Retaining and Attracting a Skilled and Engaged Workforce
- Workplace Safety and Health

See *Forward-Looking Information* in this report for a summary of these challenges and mitigation strategies.



As seen in **Table 6**, there are five high-level key performance indicators associated with this strategic goal. These high-level KPIs track sustainability, preventive maintenance, corrective maintenance, work order timeliness and overtime usage. As shown, the agency reached its targeted performance for four out of five high-level KPIs. An in-depth discussion is included in *Section II: Performance Information*.

In addition to these high-level KPIs, the AOC attained several accomplishments for the programs aligned with the strategic goal. Maintain Awe-Inspiring Facilities programs include: facilities maintenance, facilities operations, capital project delivery, cultural preservation, safety and compliance, security and resilience, and sustainability and energy.

TABLE 6: Maintain Awe-Inspiring Facilities — Results for High-Level Key Performance Indicators

HIGH-LEVEL KEY PERFORMANCE INDICATOR	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 TARGET	FY 2018 RESULTS
STRATEGIC GOAL: Maintain Awe-Inspiring Facilities							
Energy and Sustainability Targets. Reduce energy and water usage. Increase waste diversion, recycling and composting. <i>Note: Only the energy results are displayed for comparability to the fiscal years covered by the prior strategic plan.</i>	(26.7)%* Met	(26.4)%* Not Met	(31.7)%* Met	(34.1)%* Met	(35.0)%* Met*	≤ (36.0)%	(33.3)% Not Met
Preventive Maintenance Work Order Timeliness. Complete preventive facility maintenance work on schedule.	90.9% Met	82.9% Not Met	89.3% Not Met	91.1% Met	90.3% Met	≥ 90.0%	90.5% Met
Corrective Maintenance Work Order Timeliness. Complete corrective facility maintenance work on schedule.	92.1% Met	92.2% Met	93.9% Met	94.8% Met	94.5% Met	≥ 90.0%	95.5% Met
Service Request Work Order Timeliness. Complete service request work orders on time.	89.7% Not Met	92.9% Met	92.8% Met	92.6% Met	91.9% Met	≥ 90.0%	92.4% Met
Usage of Overtime. Reduce overtime hours to fulfill mission through improved planning and scheduling.	121,428 Hours Met*	126,840 Hours Not Met*	136,721 Hours Met*	171,498 Hours* Not Met	161,085* Hours Met	< 161,085	151,836 Hours Met

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

Programs related to Maintain Awe-Inspiring Facilities

KEY:

● Facilities Maintenance

● Capital Project Delivery

● Safety and Compliance

● Sustainability and Energy

● Facilities Operations

● Cultural Preservation

● Security and Resilience

The FY 2018 major accomplishments and the programs they support follow:

- **Cannon House Office Building Renewal:** The AOC continued to make progress on Phase 1 of the renewal of the historic Cannon House Office Building, which focused on the New Jersey Avenue wing of the building. This year the project dismantled and began rebuilding the west wing's entire fifth floor, including the walls and roof. See also *Capitol Highlights: Cannon House Office Building Renewal*.



- **Stone Preservation Program — Overview:** The AOC continued an ambitious program to restore and preserve the deteriorating stone and metal features on many of its most treasured assets, including the U.S. Capitol Building, U.S. Supreme Court Building, Thurgood Marshall Federal Judiciary Building, Russell Senate Office Building and the U.S. Botanic Garden Conservatory. These projects are critical to restore the facilities' exterior stone after decades of degradation from weather, age and environmental conditions. See also *Capitol Highlights: Stone and Metal Preservation at the U.S. Capitol* and the infographic *Stone Repair and Preservation*.



- **Exterior Façade Restoration Project at the U.S. Supreme Court Building:** The AOC completed the restoration in December 2017. This multi-year project entailed cleaning, repairing and restoring the western steps, cheek

walls on either side of the steps, and the North, South and East Façades of the U.S. Supreme Court. This project addressed the aesthetics of the facility exterior and mitigated safety concerns of failing stone.



- **North Façade Restoration and Roof Replacement at the U.S. Botanic Garden:** The AOC continued the USBG Conservatory's North Façade restoration and roof replacement. The project has generated significant improvements to the façade integrity and a green roof will be installed once the roof replacement has been completed.



- **Cogeneration System:** The Capitol Power Plant's cogeneration system was installed and tested in FY 2018. The system uses natural gas, which increases system reliability, improves efficiency and saves taxpayer dollars. See also *Capitol Highlights: Energy Management Accomplishments*.



- **Ulysses S. Grant Memorial Conservation:** The AOC continued maintenance of the Grant Memorial site, including structural repairs to the foundation and replacement of historical bronze light fixtures. This preservation work addresses the civil, structural, waterproofing, mechanical and hazardous material deficiencies. See also *Capitol Highlights: Grant Memorial Restoration*.



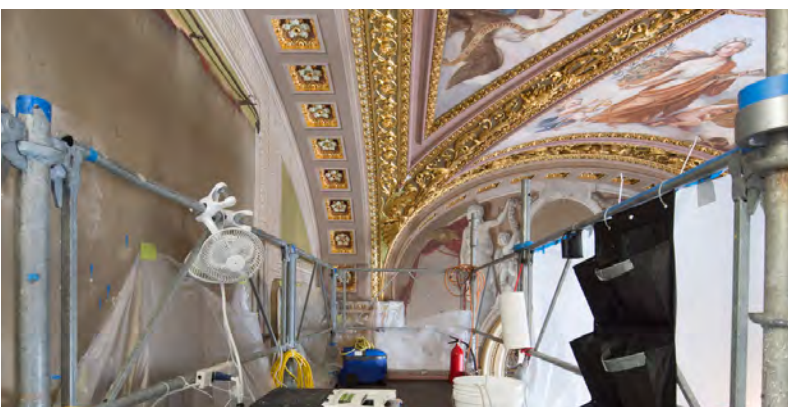
- **House and Senate Garage Restorations:** The AOC completed Phase 1 of the major project to rehabilitate the Rayburn House Office Building Garage and undertook the restoration of the Senate Underground Garage and Senate Park. See also *Capitol Highlights: House and Senate Garage Projects*.



- **Historical Elevator Door and Cab Refinishing:** The AOC refinished the historical elevators in the Longworth House Office Building. This included cleaning and lacquering the bronze entrance doors and frames, elevator doors, returns, transoms, handrails and lower bumper guards. The agency also repaired and refinished the wooden panels inside the elevator cabs.



- **Historical Chandelier and Sconce Restoration:** The AOC restored 38 fixtures located in the Longworth and Rayburn House Office Buildings, including entryway and stairwell



This fiscal year, the AOC completed the restoration on the North Wall of the U.S. Capitol Building's Senate Reception Room (S-213), along with the conservation of gilding and decorative painting therein.

CAPITOL HIGHLIGHTS



Grant Memorial Restoration

Situated in Union Square at the edge of the reflecting pool and backed by the U.S. Capitol Building, the historic bronze and marble Ulysses S. Grant Memorial honors the Civil War Commander of the Union Armies and two-term President (1869–1877). Dedicated in 1922, the memorial measures 252 feet long by 71 feet wide by 44 feet high and is a tour de force of monumental sculpture.

After care of the Grant Memorial was transferred to the AOC in late 2011, it became the focus of a meticulous conservation effort. Beginning in 2015, disfiguring corrosion was removed and more than 150 castings of missing or broken pieces were reintegrated into the monument. The marble plinths were refurbished, with joints repointed and stains removed. This work on the bronze components and marble pedestals was completed in 2016.

In FY 2018, the AOC embarked on the next phase of the memorial's restoration. This phase addresses the civil, structural, waterproofing, mechanical and hazardous material deficiencies associated with the memorial's surrounding plaza. Work includes replacing eight historic light fixtures, making structural repairs to the concrete foundation, fabricating ornate bronze lamp replicas on the north and south upper plazas, starting helical pier stabilization on the west side and resetting pavers. The restoration work will continue into FY 2019 to include additional stone cleaning, as well as balustrade renewal and further lamp installations.

The continued preservation of this significant national memorial will ensure that it continues to captivate viewers with its dramatic power.

www.aoc.gov/capitol-grounds/ulysses-s-grant-memorial

fixtures, in the second phase of a fixture restoration program. Also, the agency replaced 11 sconces in the Longworth stairwells that were missing or too damaged to be restored with historical replicas. ●●

- **Thomas Jefferson Building Roof Replacement:** The East and West Main Pavilion Roof project at the Jefferson Building replaces the copper roofs with proper detailing and flashing to prevent further water infiltration, and replaces the West Pavilion's skylight with a new, energy-efficient installation. The project incorporated subject matter experts on copper roofing installation techniques. ●●●●●
- **Senate Gift Shop Renovation:** The AOC completed a renovation of the Senate Gift Shop in the Dirksen Senate Office Building, transforming the highly visible area into a state-of-the-art retail space. The project features critical fire and life-safety upgrades, improved ADA-accessibility, customized furnishings and energy-efficient upgrades to the cabling, lighting and temperature-control systems. ●●●●
- **House Child Care Center Expansion:** The AOC began construction of the House of Representatives' Child Care Center expansion. Once complete, the project will increase capacity at the center. ●●
- **POW/MIA Chair of Honor:** In November 2017, a Chair of Honor was unveiled in the U.S. Capitol Visitor Center's Emancipation Hall to commemorate American service men and women who are prisoners of war or missing in action (POW/MIA). In preparation for display, conservators dusted, made minor repairs, and applied a protective coating to the chair originally designed by Thomas U. Walter and used in the House Chamber from the mid-to-late-nineteenth century. ●
- **Conservation of the Plaster Model of the U.S. Capitol with the East Front Extension:** This model, by architectural sculptor Emile Garet, was cast as a visual aid for a 1904 report illustrating the extension and completion of the U.S. Capitol. In FY 2018 the model, which consists of four interlocking pieces plus the Dome, was removed off-site for conservation that included removal of dust, filling of cracks, and recasting and attaching a damaged railing. ●
- **Perimeter Security Bollard and Fence Painting:** The AOC cleaned and painted approximately 10,000 bollards and 2,100 linear feet of perimeter security fencing across the Capitol campus. ●●

Strategic Goal 2: Provide Extraordinary Services

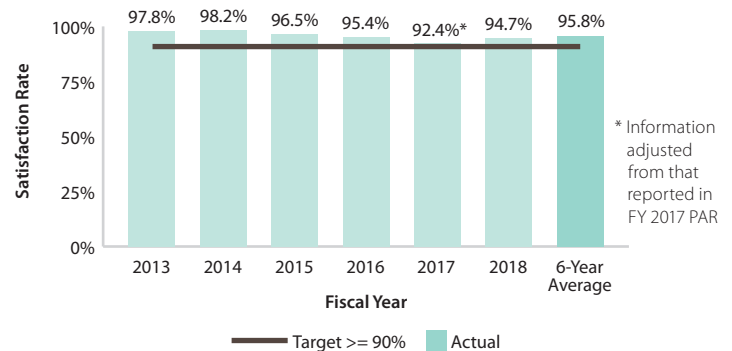
The AOC's strategic goal to *Provide Extraordinary Services* is intended to ensure the delivery of proactive, professional and integrated services that exceed clients' and visitors' expectations. This goal addresses the AOC's core functions as a support organization for Congress and the Supreme Court and as a provider of visitor services for the public.

Related Management Challenges:

- Management of Construction Projects
- Retaining and Attracting a Skilled and Engaged Workforce

See *Forward-Looking Information* in this report for a summary of these challenges and mitigation strategies.

Highlighted KPI: Customer Satisfaction with Projects



Programs related to Provide Extraordinary Services

KEY:

- Client Services
- Visitor Services
- Peer Services

As seen in **Table 7**, there are two high-level key performance indicators associated with this strategic goal. These high-level KPIs track the AOC's customer satisfaction and adherence to procurement acquisition lead times. As shown, the agency reached its targeted performance for one of the two high-level KPIs. An in-depth discussion is included in *Section II: Performance Information*.

The AOC realized several accomplishments for the programs aligned with the strategic goal. Provide Extraordinary Services is characterized by programs that support client services, visitor services and peer services. The FY 2018 major accomplishments and the programs they support follow:

- **Exhibitions:** The AOC offered a number of exemplary exhibitions and programs to educate and inspire the public. These included the *Botanical Art Worldwide: America's Flora* exhibit at the U.S. Botanic Garden (USBG) and *Congress and the Separation of Powers* at the U.S. Capitol Visitor Center (CVC). See *Appendix D* for an annotated list and description of the major exhibitions held during FY 2018. ●
- **Capitol Campus Visitation:** During FY 2018, the AOC welcomed its 21-millionth visitor to the CVC, which celebrates its 10th anniversary in December 2018. This fiscal year, the agency's CVC, USBG and the Library Buildings and Grounds jurisdictions welcomed approximately 2.4 million, 1.0 million and 1.6 million visitors, respectively (see **Figure 10**). For monthly and annual visitation data, see *Appendix E*. ●
- **Special Events:** In FY 2018, the AOC planned, designed and provided support for more than 20 special events

TABLE 7: Provide Extraordinary Services — Results for High-Level Key Performance Indicators

HIGH-LEVEL KEY PERFORMANCE INDICATOR	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 TARGET	FY 2018 RESULTS
STRATEGIC GOAL: Provide Extraordinary Services							
Customer Satisfaction with Projects. Maintain high customer satisfaction with projects.	97.8% Met	98.2% Met	96.5% Met	95.4% Met	92.4%* Met*	≥90.0%	94.7% Met
Adherence to Procurement Acquisition Lead Times. Timely award of contracts and procurement of supplies.	74.8% Not Met	80.3% Met	76.5% Not Met	77.0% Not Met	76.9% Not Met	≥80.0%	75.8% Not Met

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



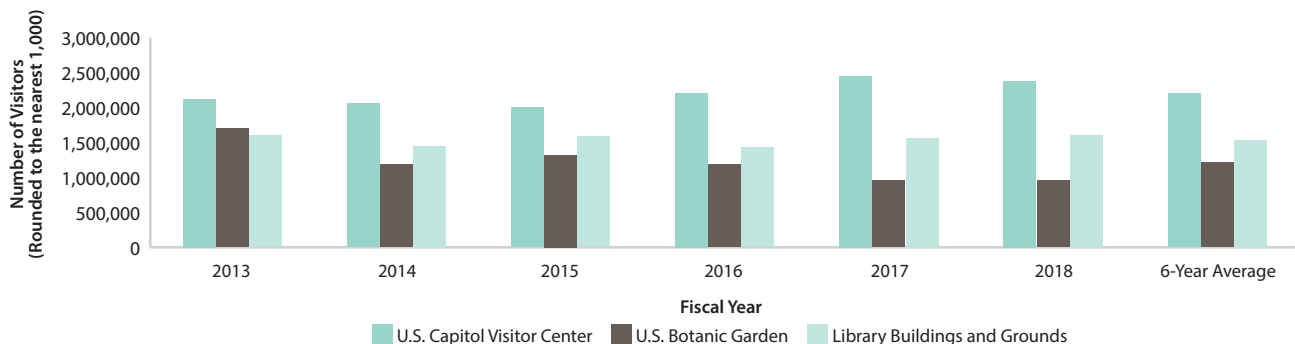
The CVC provides tours and programs for the over two million visitors that come to the U.S. Capitol Building every year. The exhibits include original documents, artifacts and videos.

in the U.S. Capitol. These events included congressional ceremonies, joint sessions of Congress and other high-profile events such as the bicentennial anniversary of Frederick Douglass' birth, the nationally recognized Lying in Honor for the late Reverend Billy Graham and Lying in State for the late Senator John McCain and the recognition of the 225th anniversary of the laying of the U.S. Capitol cornerstone. ● ●

- **Specialty Tours and Programs:** The CVC provides two specialty tours, both of which witnessed a sharp spike in attendance. Participation in the *Freedom Fighters in the Capitol Collection* tour increased nearly 94 percent over the last year. This program introduces visitors to four ordinary Americans whose actions changed the course of civil rights history. At the same time, participation in the *Halls of the Senate* tour, which takes visitors through the beautiful Brumidi Corridors, increased nearly 77 percent over the past year. The USBG offered several innovative programs including the *Morning at the Museum* program, which provided early entrance, pre-visit materials and engaging activities to visitors with cognitive and sensory processing disabilities and their families. The USBG offered its 11th annual Hands on Plant Science program to educate underserved D.C. school children. ●

- **Capitol Flag Program Modernization:** The AOC fully modernized the Capitol Flag Program. Since 1937, this program facilitated the flying of American flags over the U.S. Capitol Building to commemorate special events or honor distinguished groups. During the past year, the AOC transformed a largely manual process to one that electronically transmits the data submitted by constituents to their member's office and the Capitol Flag Office. ●
- **O'Neill Building Transition:** The agency continued to support the O'Neill House Office Building's transition from the General Services Administration (GSA) to the AOC. As part of the process, the AOC took responsibility for all building utilities and executed multiple operation and maintenance contracts for in-building utility plant systems. ●
- **Veteran's History Project:** The AOC completed a new Veteran's History Project area in the Thomas Jefferson Building. In this new area, veterans will now have a much more comfortable and private area to record and document their history. ●
- **Green Roof Demonstration:** The USBG installed a green roof demonstration on the Conservatory terrace — pre-viewing the green roof that will be installed during the completion of the North Façade and Roof Restoration project. The green roof was designed to use a shallower amount of soil than typical and will have a range of plant pallets to identify which plant groupings work best. The demonstration shows the public the roof layers, details about the system and information about plant selection for the roof. ●
- **Committee Room Upgrades:** The AOC completed audio-visual, dais, paint and lighting upgrades for the Energy and Commerce Committee Hearing Room and a subcommittee hearing room for Ways and Means. ●

FIGURE 10: Capitol Campus Visitation from FY 2013 through FY 2018



Strategic Goal 3: Foster an Innovative and Empowered Workforce

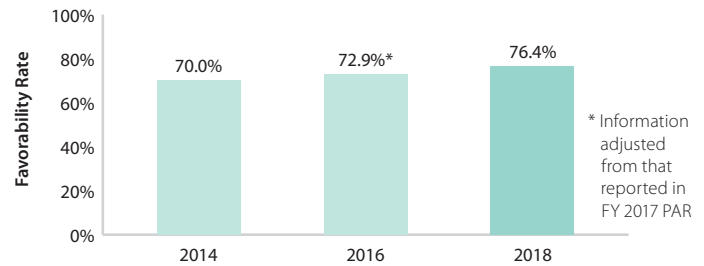
The AOC's strategic goal to *Foster an Innovative and Empowered Workforce* is intended to facilitate an organizational culture that attracts, develops and retains exceptional employees, empowers its workforce to be innovative, and advances new programs and processes to accomplish its mission. This goal encourages the organization to embrace change through outstanding leadership and continuous improvement.

Related Management Challenges:

- Campus Security
- Retaining and Attracting a Skilled and Engaged Workforce
- Workplace Safety and Health

See *Forward-Looking Information* in this report for a summary of these challenges and mitigation strategies.

Highlighted KPI: Best Places to Work



As seen in **Table 8**, there are three high-level key performance indicators associated with this strategic goal. These high-level KPIs track favorability ratings in the Federal Employee Viewpoint Survey, hiring cycle time and the injuries and illnesses rate. As shown, the agency reached its targeted performance for two of the three high-level KPIs. An in-depth discussion is included in Section II: Performance Information.

In addition to these high-level KPIs, the AOC realized several accomplishments for the strategic goal. Foster an Innovative and Empowered Workforce is a support goal and is not further categorized by program breakout areas. The FY 2018 major accomplishments follow:

- **Federal Employee Viewpoint Survey (FEVS) Results:** Every two years, the AOC takes part in the FEVS, which measures employees' perceptions of their work experiences, agency and leadership — including a government-wide ranking of the Best Places to Work. Overall, the results exceeded its prior survey scores.
- **Peer Survey:** This year the AOC administered a new biennial Peer Survey. This survey provided a baseline for how agency employees rated one another for internal services such as procurement, human capital and information technology. High survey scores were received for competency (83.1 percent satisfaction rate) and customer service (80.5 percent rate).

TABLE 8: Foster an Innovative and Empowered Workforce — Results for High-Level Key Performance Indicators

HIGH-LEVEL KEY PERFORMANCE INDICATOR	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 TARGET	FY 2018 RESULTS
STRATEGIC GOAL: Foster an Innovative and Empowered Workforce							
Favorability Ratings for Best Places to Work Dimension. Maintain high ratings for best places to work questions in Federal Employee Viewpoint Survey.	N/A	70.0%* Baseline Established	Biennial — Not Measured in 2017*	73.0%* Met	Biennial — Not Measured in 2017*	> 73.0%	76.4% Met
Adherence to Hiring Cycle Time. Reduce amount of time to hire a new employee.	107 Days Met	122 Days Met	114 Days Met	128 Days Met	107 Days* Met	< 150 Days	108 Days Met
Injuries and Illnesses Rate. Reduce injuries and illnesses experienced by agency staff.	3.07% Met	2.82% Met	4.40% Not Met	3.31% Met	2.37%* Met	≤ 2.37%	2.79% Not Met

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



In line with the AOC's Foster an Innovative and Empowered Workforce strategic goal, the agency promotes programs to expand employee skill sets, support career growth and develop future leaders.

- **Architect's Mobility Program (AMP) Promotions:** In FY 2018, the AOC demonstrated its commitment to employee career growth and mobility by offering opportunities to cultivate careers within specific trades and other administrative fields. The AMP helps the AOC develop and recognize high potential employees to foster employee engagement in support of the agency's mission.
- **Exchange of Critical Expertise and Learning (ExCEL) Program:** The AOC continued to utilize the ExCEL program to help employees expand their skills and professional development opportunities. The program provides opportunities for jurisdictions to work together and for employees to share their knowledge with fellow colleagues. In FY 2018, AOC jurisdictions collaborated to detail employees and develop their skill sets in the masonry field.
- **Fleet Inspection Process:** The Capitol Grounds and Arboretum jurisdiction's mechanics identified changes needed for fleet vehicle inspections. As a result, a new process was implemented that empowers all mechanics to "ground" vehicles that fail an inspection.
- **Collaboration with Professional Organizations:** The U.S. Botanic Garden began organizing a national conference to be held in 2019 for the American Public Gardens Association. The AOC also is working with Olmsted 2022, an organization celebrating the bicentennial of Frederick Law Olmsted's birth, to bring recognition to the historic and culturally significant landscape of the Olmsted-designed U.S. Capitol Grounds.
- **Staff Training:** The AOC provided several training opportunities supporting critical skill development and best practices. Training included sessions on skills development, steam systems, project management, project delivery, the *Americans with Disabilities Act*, Geographic Information System project tracking, emergency response and executive development.
- **Inspection Findings Input and Tracking:** The AOC implemented a new information technology solution to manage safety, fire and environmental hazards. The AOC is now able to seamlessly link hazardous conditions to work orders and projects and track them to completion. This saves hundreds of labor hours by eliminating the need to work with multiple systems when abating hazards.
- **SharePoint Records Center Roll-Out:** The AOC continued to adopt the SharePoint records management functionality and manage official records in their native electronic format. To date, five gigabytes of electronic files have been captured in the SharePoint archives site collection as permanent historical records for the AOC.
- **Senate Ride-Along Program:** The Senate Office Buildings jurisdiction successfully resolved nearly 100 action items found during the Senate Ride-Along Program. The program allows members of the leadership team of the Senate Office Buildings jurisdiction to spend a shift working as an apprentice in one of the Senate's 27 shops to better understand shop practices, work routines and job hazards and to proactively respond to needs identified by the program.
- **Capitol Power Plant Operations Restructured:** The AOC evaluated and restructured the Capitol Power Plant Operations Division. The work included a comprehensive trade study of all operations positions, new career ladder positions and new position descriptions/job titles. This effort resulted in a better alignment with the power plant industry and greater career advancement opportunities for agency employees.

Strategic Goal 4: Operate as One Team, Dedicated to One Mission

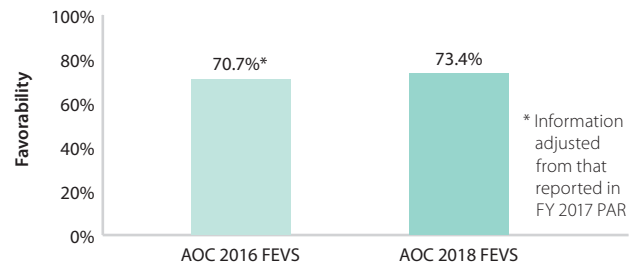
The AOC's strategic goal to *Operate as One Team, Dedicated to One Mission* is intended to foster a culture of learning, sharing, cooperation and teamwork that improves efficiency and effectiveness throughout the AOC. Collaboration across the organization and between jurisdictions has allowed the AOC to improve efficiency and reduce costs.

Related Management Challenge:

- Retaining and Attracting a Skilled and Engaged Workforce

See *Forward-Looking Information* in this report for a summary of these challenges and mitigation strategies.

Highlighted KPI: FEVS Communication Dimension



As seen in **Table 9**, there is one high-level key performance indicator associated with this strategic goal and the AOC met the target. The high-level KPI tracks the favorability ratings for communication in the Federal Employee Viewpoint Survey. An in-depth discussion is included in *Section II: Performance Information*.

In addition to the high-level KPIs, the AOC realized several accomplishments for the strategic goal. Operate as One Team, Dedicated to One Mission is a support goal and is not further categorized by program breakout areas. The FY 2018 major accomplishments follow:

- **Line Item Construction Program (LICP) Development**

Schedule: The agency revised the LICP development schedule to prioritize projects earlier to better align with available resources. The AOC also conducted seven jurisdiction mission scoring meetings and six risk workshops to collaboratively discuss project risk in support of the prioritization process for the FY 2020 LICP.

- **ERM Tool Development/Identification and**

Prioritization of Enterprise Level Risks: The AOC developed a SharePoint-based Enterprise Risk Management Tool that serves as the agency-wide risk profile by capturing risks and response strategies. The agency analyzed the baseline risk data captured to date and began identifying trends and commonalities to prioritize enterprise-level risks.

- **Legislative Branch Financial Management System**

(LBFMS) Updates: This year, the Government Accountability Office (GAO) was added to LBFMS. The AOC was assigned responsibility for the inventory maintenance system within LBFMS and a memorandum of agreement was established with the U.S. Capitol Police for the use of this system. This year also saw the release of an app version of the system, which allows staff to maintain inventory on their smartphones while working on-site.

- **Small Business Day:** The AOC hosted a Small Business Day forum in May 2018. Representatives from small

TABLE 9: Operate as One Team, Dedicated to One Mission — Results for High-Level Key Performance Indicator

HIGH-LEVEL KEY PERFORMANCE INDICATOR	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 TARGET	FY 2018 RESULTS
STRATEGIC GOAL: Foster an Innovative and Empowered Workforce							
Favorability Ratings for FEVS Communication Dimension. Maintain high rating for communication questions in FEVS.	N/A	N/A	N/A	70.7%* Baseline Established	No target in FY 2017*	>70.7%	73.4% Met

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



The AOC's Operate as One Team, Dedicated to One Mission strategic goal emphasizes the importance of teamwork and collaboration. Its initiatives encourage employees to develop an enterprise view, streamline processes and focus on the mission.

Did You Know?

The Senate Superintendent's Honor Awards program highlights accomplishments within the jurisdiction, as well as those in which the Senate partnered with other AOC jurisdictions, recognizing employee engagement, teamwork and morale.

businesses were invited to learn about the AOC, network and receive information on doing business with the federal government.

- **Improved Organization and Safety at Capitol Concerts:** To improve organization and safety at the annual Fourth of July, Memorial Day and Labor Day concerts at the U.S. Capitol, the AOC improved collaboration with the producer (Capital Concerts, Inc.) and other stakeholders (e.g., the U.S. Capitol Police and National Park Service) with shared responsibility for the Capitol campus. The AOC developed changes to increase pedestrian safety and protect and preserve the historic landscape elements, including the Olmsted wall.

- **Cross-Jurisdiction Opportunities:** Several AOC jurisdictions routinely supported opportunities for employees to collaborate with and learn from other business units, facilitating closer working relationships and reinforcing business functions. For example, the Library Building and Grounds jurisdiction identified a weakness in their staff's ability to install, troubleshoot and maintain variable frequency drives that help regulate electric motors. Recognizing the benefit this would provide to the entire agency, the jurisdiction coordinated and hosted agency-wide training.
- **Master Planning Task Force Workshops:** The AOC's Planning and Project Management office led two Master Planning Task Force workshops for AOC senior leaders. The workshops focused on placemaking and comprehensive budget vision planning across the Capitol campus.
- **Updated Tax Assessments:** The AOC coordinated with the D.C. Office of Tax and Revenue to update the tax assessed values for the Ford House Office Building, U.S. Capitol Police Headquarters, Thurgood Marshall Federal Judiciary Building and Capitol Power Plant. This effort facilitated the agency's programming, planning, design and construction program.



The AOC's strategic plan is the blueprint that lays out the goals, objectives and strategies to help the agency fulfill its mission.

The AOC's Strategic Plan: Looking Toward the Future

This past year, to further strengthen the implementation of the strategic plan, the AOC decided to transition from separate, business unit-level action plans to one agency-wide performance plan with defined strategic initiatives. This change is effective at the start of FY 2019. Three key principles guided this transition:

1. Focusing on the right things and doing them right

The agency performance plan will include a portfolio of high-impact strategic initiatives that are designed to advance the agency's four strategic goals. The connection between those activities and the intended results will be clear, using a logic model framework. In addition, each initiative or activity will have a defined implementation plan, ensuring clarity on roles and responsibilities, jurisdiction engagement, work approach, anticipated milestones and outputs, and the measurement of progress toward outcomes. Each initiative will have a lead organization assigned to ensure continuity and accountability.

2. Building on existing initiatives

The AOC's strategic plan, and the FY 2017–FY 2018 and FY 2018–FY 2019 action planning processes, identified concrete initiatives that will be critical to advancing the strategic goals. The subsequent FY 2019–2020 planning effort will build on the efforts that are already underway. In addition,

during June 2018, the AOC held a series of workshops to engage employees across functional areas and business units and identify opportunities for the coordinated development and implementation of enterprise-level strategic initiatives. The workshop discussions built on enterprise efforts that are already underway — bringing more awareness to them and fostering discussions on new efforts that may be needed.

3. Adopting a collaborative agency-wide approach

The agency performance plan development adopts a collaborative approach to engage the AOC employees across functional areas and to identify opportunities for the coordinated development and implementation of initiatives. A core set of strategic initiatives were identified for each goal. In addition, to ensure continued progress and engagement, activities under each strategic goal will be overseen and shepherded by strategic goal champions. The strategic goal champions will provide executive-level input and direction to ensure that the teams and organizations working on these initiatives have the necessary guidance and support. The champions will also have the opportunity to propose new or improved strategic goal strategies, as necessary.

The agency performance plan FY 2019–FY 2020, and the associated implementation plans for each strategic initiative, were finalized in September 2018. In addition, during FY 2019, business units will be expected to continue the implementation of the business unit action plans that were developed for FY 2018–FY 2019 and regularly report on their progress.



The AOC is committed to providing accountability and transparency for its financial resources. In FY 2018, the AOC received a clean independent audit opinion for the 14th consecutive year.

FINANCIAL HIGHLIGHTS

Introduction

This section provides an analysis and overview of the financial statements of the Architect of the Capitol (AOC). The principal financial statements, independently audited by Kearney & Company, include the Balance Sheet as of September 30, 2018 and 2017, along with the Statements of Net Cost, Changes in Net Position and Budgetary Resources for the fiscal years ending September 30, 2018 and 2017. A summary of key data from the AOC's financial statements is presented in **Table 10**. The financial highlights discussed include:

- The assets of the AOC exceeded the liabilities at the close of FY 2018 by \$2.8 billion, an increase of \$216 million (8 percent) over FY 2017.
- General property, plant and equipment (net of accumulated depreciation), the AOC's largest asset, totaled near \$2.2 billion at the close of FY 2018, a \$154 million increase over FY 2017. Of this total, building improvements showed the largest growth (\$114 million).
- The agency's net cost of operations for the fiscal year ending September 30, 2018 amounted to \$551 million, a \$24 million (4 percent) decrease from the prior year.
- The AOC's financial activities resulted in a \$216 million positive change in net position from the prior year. Of

this amount, unexpended appropriations increased \$102 million and the cumulative results of operations rose \$114 million.

Independent Financial Statement Audit

The AOC received an unmodified (clean) financial statement audit opinion for FY 2018. This represents the 14th consecutive year in which the AOC received a clean audit opinion. An unmodified opinion provides reasonable assurance that the financial statements are free of material misstatement. Reasonable assurance, while not absolute, is nonetheless a high level of assurance. This year, the audit resulted in no material weaknesses or significant deficiencies. The complete financial statements and audit reports are presented in *Section III: Financial Information*. **Figure 11** shows the number of audit material weaknesses and significant deficiencies for each fiscal year that the AOC's four principal financial statements have been subject to audit. As shown, the average audit internal control findings dropped from 5.2 per year between FY 2005–FY 2010 to just 1.3 per year between FY 2011–FY 2018.

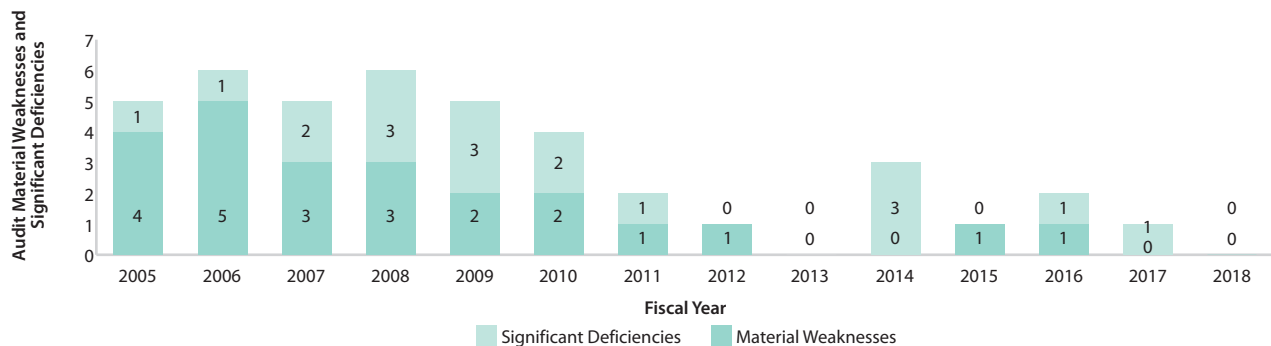
Guide to the Financial Statements

Federal government efforts to improve financial transparency and accountability led to the enactment of mandatory uniform accounting and reporting standards for executive branch agencies, along with the tools to manage financial

TABLE 10: Financial Statement Summary Data (dollars in thousands)

BALANCE SHEET SUMMARY	FY 2018	FY 2017	PERCENT CHANGE
Fund Balance with Treasury	\$1,020,087	\$914,018	12%
Investments	33,151	31,428	5%
General Property, Plant & Equipment, Net	2,161,475	2,007,638	8%
Accounts Receivable, Inventory and Other Assets	5,251	3,955	33%
Total Assets	\$3,219,964	\$2,957,039	9%
Debt Held by the Public	\$79,740	\$89,492	-11%
Contingent and Environmental Liabilities	77,952	77,683	0%
Federal Employee Benefits	87,903	85,900	2%
Advances from Others	46,001	45,829	0%
Contract Holdbacks and Other Liabilities	112,515	58,030	94%
Total Liabilities	\$404,111	\$356,934	13%
Unexpended Appropriations	\$820,284	\$717,962	14%
Cumulative Result of Operations	1,995,569	1,882,143	6%
Total Net Position	\$2,815,853	\$2,600,105	8%
Total Liabilities and Net Position	\$3,219,964	\$2,957,039	9%
STATEMENT OF NET COST SUMMARY			
Gross Cost	\$614,565	\$634,952	-3%
Less: Earned Revenue	(63,929)	(59,875)	7%
Net Cost of Operations	\$550,636	\$575,077	-4%
STATEMENT OF BUDGETARY RESOURCES SUMMARY			
Unobligated Balance from Prior Year Budget Authority, Net	\$616,191	\$566,602	9%
Appropriations*	743,323	632,831	17%
Spending Authority from Offsetting Collections	37,679	42,014	-10%
Borrowing Authority	7,478	8,277	-10%
Total Budgetary Resources	\$1,404,671	\$1,249,724	12%

* Appropriations of \$743.3 million in FY 2018, as reported on the Statement of Budgetary Resources, includes direct appropriations of \$712.1 million, transfers of \$15 million from the House of Representatives appropriation and \$16.2 million in the Judiciary appropriation, administered by the AOC for the care of the U.S. Supreme Court Building and grounds. In FY 2017, the AOC received \$617.9 million in direct appropriations and \$14.9 million in the Judiciary appropriation.

FIGURE 11: Audit Material Weaknesses and Significant Deficiencies

resources. Although the AOC is a legislative branch agency, it voluntarily implemented policies that comply with the spirit of the executive branch requirements. The financial statements have been prepared from the 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, the AOC breaks out its financial highlights as follows:

- Financial Position Overview: Balance Sheet
- Operational Results: Statement of Net Cost
- Cumulative Overview: Statement of Changes in Net Position
- Investments to Preserve Our National Treasures: Combined Statement of Budgetary Resources
- Limitations of the Principal Financial Statements

Financial Position Overview: Balance Sheet

The Balance Sheet provides a snapshot of the AOC's financial position at a fixed point in time. The 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. This year, the agency received an appropriated budget of \$712 million, an increase of \$94 million (15 percent) over FY 2017. This increase was primarily related to capital projects appropriations, which increased by \$86 million (43 percent) over last year. This increase affected the Balance Sheet — increasing the fund balance with treasury, unexpended appropriations and construction work-in-progress balances, as discussed in the following.

Assets: As of September 30, 2018, the AOC reported total assets of \$3.2 billion. This represents an increase of \$263 million (9 percent) over FY 2017 total assets of \$2.9 billion. This change is primarily due to the \$106 million increase in fund balance with treasury (FBWT), coupled with a \$154 million increase in general property, plant and equipment (PP&E), net. These two asset classes account for 99 percent of the agency's total assets. The FBWT increase in FY 2018 was primarily due to additional multi-year and, in some cases, no-year project funding received for major campus restoration projects (including \$62 million for the Cannon House Office Building Renewal and \$10 million for the House Historic Buildings Revitalization Trust Fund, among others) and other major capital programs to cover building

or system repairs and upgrades. When appropriated, the construction project funding increases the FBWT account immediately, although the amounts are obligated over the term of the appropriation (typically, five years) due to the long-term nature of such projects. Thus, while annual funds are generally obligated and paid in the year appropriated, multi-year or no-year capital project funds are generally obligated over the life of the project, resulting in an increasing FBWT balance in the year appropriated. The increase in PP&E is primarily due to an increase in construction work-in-progress, the general ledger account used to record the direct and indirect costs associated with agency construction projects. **Figure 12** summarizes the FY 2018 total assets by major component.

Figure 13 summarizes FY 2018 PP&E balances by asset class. PP&E is the AOC's largest asset class, representing 67 percent of total assets. PP&E, net of accumulated depreciation, equaled \$2.2 billion at fiscal year-end, a slight increase from \$2.0 billion in FY 2017, primarily due to an increase in construction work-in-process of \$98 million related principally to the Cannon House Office Building Renewal project, Rayburn House Office Building Garage Interior Rehabilitation phase 2

FIGURE 12: Summary of Total Assets

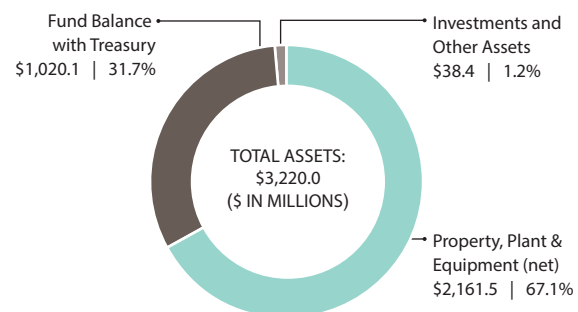
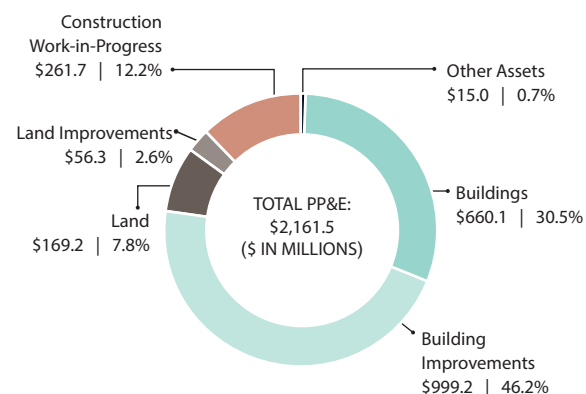


FIGURE 13: Net PP&E by Asset Class



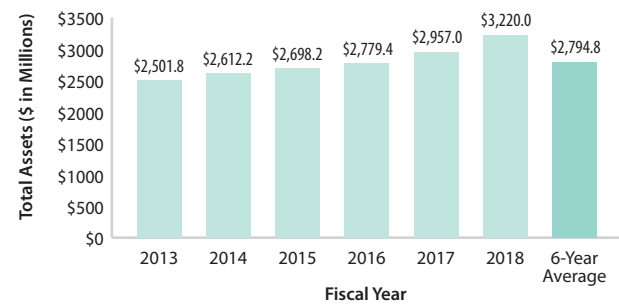
and Senate Underground Garage restoration projects, Russell Exterior Envelope Project, Longworth House Office Building security window installation and other major construction or system replacements.

The largest asset class making up the AOC's PP&E balance is building improvements (\$999 million, 46 percent of total PP&E) due to the fact that the majority of the AOC's building portfolio is made up of historic buildings whose age exceeds the standard 40-year accounting useful life. In FY 2018, the AOC's largest capitalized projects were the cogeneration system (\$80.1 million) and the Rayburn House Office Building Garage Interior Rehabilitation phase 1 (\$36.7 million). The AOC expects PP&E to continue to increase over the ensuing years due to capital cost accumulation related to the Cannon House Office Building Renewal project and various ongoing restoration projects.

The remainder of the AOC's assets are comprised of investments, accounts receivable, retail inventory held for sale in the CVC gift shops and other assets such as travel advances. Investments are composed of two primary instruments: the Capitol Visitor Center Revolving Fund held with the U.S. Treasury (\$22.7 million) and an escrow balance held with the public related to the Thurgood Marshall Federal Judiciary Building⁴ (\$10.5 million). Total investments equaled \$33.2 million, representing a net increase of \$1.6 million, or 5 percent from FY 2017. This increase is primarily a result of increased Treasury security holdings (and the corresponding investment income earned) from monies received from sales by the CVC gift shops, net of expenses, and commissions from vendor food service operations at the Capitol Café. The CVC Revolving Fund investments are available for the operation of the gift shop and, after consultation with the appropriate oversight committees, the design and construction of the Exhibition Hall redesign. The escrow reserve fund supporting the Marshall Building may be used for major building renovations.

The annual trend in the AOC's total assets for FY 2013 through FY 2018 is presented in **Figure 14**. The AOC's total assets have increased by \$718 million, or 29 percent, since FY 2013.

FIGURE 14: Trend in Total Assets



This increase is principally the result of a \$393 million increase (63 percent) in the Fund Balance with Treasury. The largest single component of this increase is related to the appropriations designated for the AOC's House Historic Buildings Revitalization Trust Fund. Since FY 2013, more than \$212 million in appropriations were enacted to support the revitalization of major historic buildings and assets of the U.S. House of Representatives, which the AOC is responsible for maintaining and preserving. Multi-year/no-year appropriations to the AOC's jurisdictions makes up the remaining component of this FBWT increase. The AOC uses multi-year/no-year appropriations to fund many of its long-term construction projects and, for example, the FY 2016–FY 2018 budgets each included an additional \$62 million in direct appropriations for the restoration and renewal of the Cannon House Office Building.

The AOC maintains an important collection of heritage assets (including artwork, architectural features, reference and library materials, historic records and living botanical assets at the U.S. Botanic Garden) and stewardship land (including the U.S. Capitol Grounds). Heritage assets and stewardship land have historic or natural significance, are of cultural, educational or artistic importance, or have significant architectural characteristics. In accordance with the Statement of Federal Financial Accounting Standards (SFFAS) No. 29, Heritage Assets and Stewardship Land, the Balance Sheet does not include a value for its heritage assets and stewardship land. These assets are generally expected to be preserved indefinitely and, as such, are carried at a zero dollar amount⁵.

The reporting standards include an exception for multi-use heritage assets — namely, those heritage assets which are primarily used for general government operations. See **Table 11** for a list of the AOC's multi-use heritage assets. Multi-use

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

⁵ In addition, federal entities are required to provide a description of major heritage asset categories, physical unit information at the end of the reporting period, physical units added or withdrawn during the year, a description of the methods of acquisition and withdrawal, and condition information. For further detail, see the *Notes to the Financial Statements* (Note 9) and *Required Supplementary Information*, both in Section III.

TABLE 11: Multi-Use Heritage Assets at the AOC

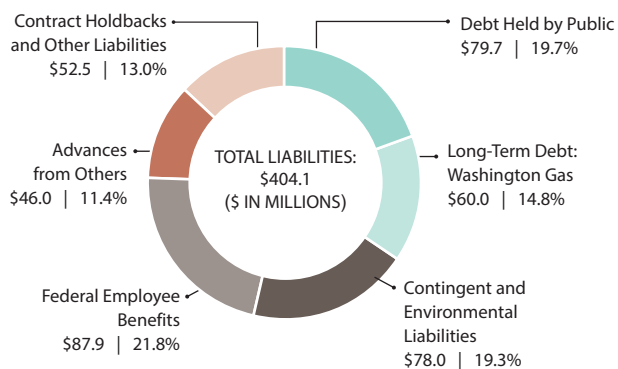
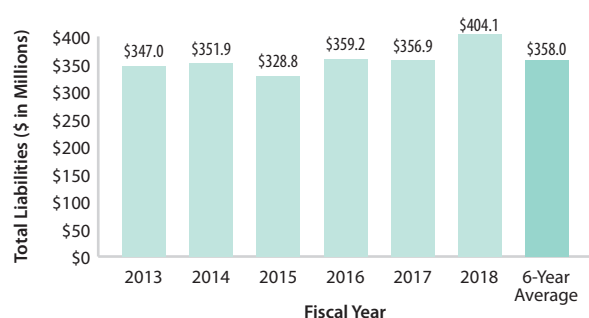
FACILITY	AOC JURISDICTION
U.S. Capitol Building	Capitol Building
Main Boiler Building	Capitol Power Plant
East Refrigeration Plant	Capitol Power Plant
Old Generator Building	Capitol Power Plant
Cannon House Office Building	House Office Buildings
Longworth House Office Building	House Office Buildings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

heritage assets are included on the AOC's Balance Sheet and carried at its cost of acquisition or betterment.

Liabilities: As of September 30, 2018, the AOC's total liabilities amounted to \$404 million, a \$47 million (13 percent) increase from last year. Major increases in liabilities included \$60 million in new long-term debt related to Washington Gas and the cogeneration system and \$2 million (2 percent) in federal employee benefits — due primarily to an increase in the actuarially determined workers' compensation liability. Offsetting these increases were declines of \$10 million (62 percent) in debt held by the public — due to required semiannual payments (less accrued interest) in the AOC's bond securities and \$7 million (20 percent) in other liabilities — including decreases in intragovernmental custodial liabilities.

Figure 15 provides the FY 2018 total liabilities by component. The AOC's largest component of total liabilities was federal employee benefits (\$88 million or 22 percent) — which included the liabilities associated with the *Federal Employees' Compensation Act* (FECA) (\$66 million) and accrued payroll and annual leave (\$22 million). Other major liabilities included debt held by the public (\$80 million or 20 percent) related to the 30-year Serial Zero Coupon Certificates of Participation to finance the Marshall Building construction and contingent and environmental liabilities (\$78 million or 19 percent) related to estimated asbestos cleanup costs.

The annual trend in total liabilities for FY 2013 through FY 2018 is presented in **Figure 16**. Since FY 2013, the AOC's total liabilities have increased by \$57 million or 16 percent. This change was primarily driven by the following account increases: \$41 million (more than 100 percent) in advances from others — mainly due to funding advanced for the Marshall Building, and \$65 million (more than 100 percent) in other liabilities, \$60 million of which are long-term debt from Washington Gas related to the construction of the cogeneration system. These increases were offset by the following decreases: \$41 million (34 percent) in debt held by the public to record payments on the bonds used to finance the Marshall Building construction, along with \$5 million (51 percent) in capital lease liabilities.

FIGURE 15: Summary of Total Liabilities**FIGURE 16: Trend in Total Liabilities**

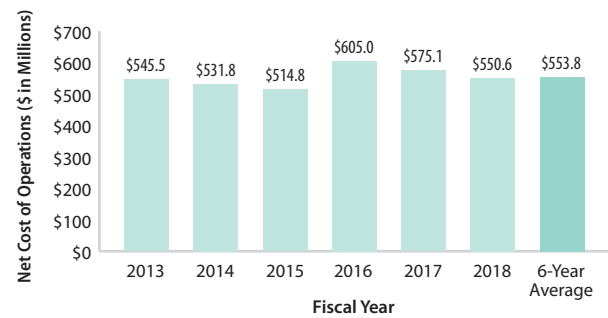
Operational Results: Statement of Net Cost

The Statement of Net Cost presents the AOC's total net cost of operations by responsibility segment (jurisdiction). Net cost includes total program costs less all earned revenues attributed to and permitted to be offset against those costs. The AOC's net cost of operations in FY 2018 totaled \$551 million, a decrease of \$24 million or 4 percent from FY 2017. Although enacted appropriations increased by \$94 million over the prior year, a substantial portion of this increase related to multi-year capital projects rather than daily operations. As such, in accordance with GAAP standards, the projects' construction costs were recorded as a capital asset on the Balance Sheet for any amounts in excess of the AOC's capitalization threshold (\$500,000 for real property and improvements). Such capitalized costs will be depreciated over their estimated 40-year useful life once the related asset is considered to be placed in service. As a result, there was not a corresponding increase between budgetary resources and the net cost of operations in the current fiscal year. The trend in the net cost of operations is displayed in **Figure 17**.

A comparison of the AOC's total net cost by responsibility segment for FY 2018 and FY 2017 is displayed in **Figure 18**. Significant increases, year over year, included:

- **Supreme Court Building and Grounds:** Net costs increased by \$9 million (65 percent) due to higher cleaning and repair costs for the exterior façade at the U.S. Supreme Court Building. In addition, a decline in offsetting reimbursements from the Marshall Building Integrated Workplace Initiative also contributed to the net costs increase.

FIGURE 17: Trend in Net Cost of Operations

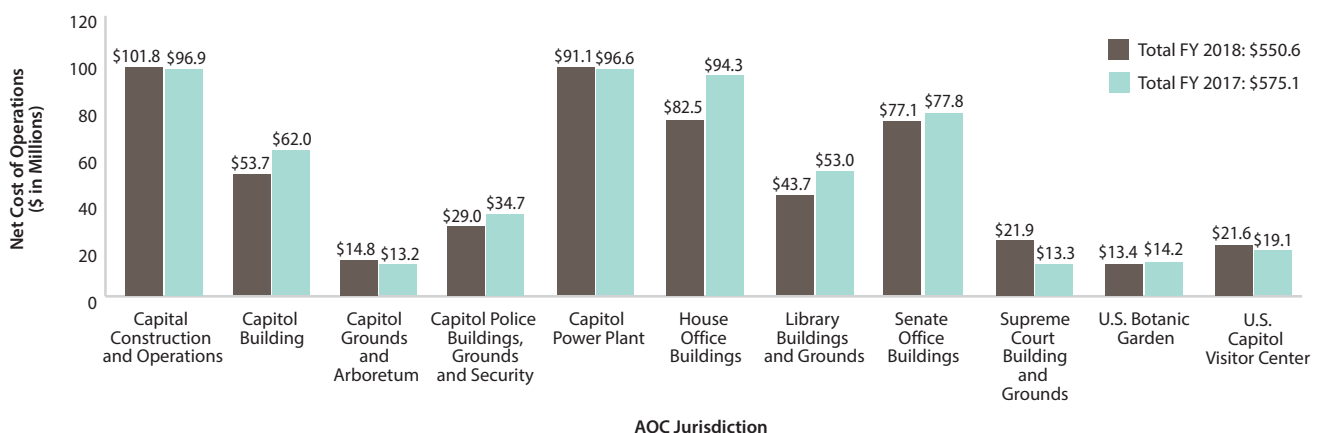


- **U.S. Capitol Visitor Center:** Net costs increased by \$2 million (13 percent) due to mandatory cost increases, such as the payroll cost-of-living adjustment and within grade pay increases, along with an educational services program increase.
- **Capitol Grounds and Arboretum:** Net costs increased by \$2 million (12 percent) due to an increase in operating and program costs, including costs related to the Grant Memorial project and the implementation of a major Arboretum management plan.

At the same time, major decreases in the net cost of operations included:

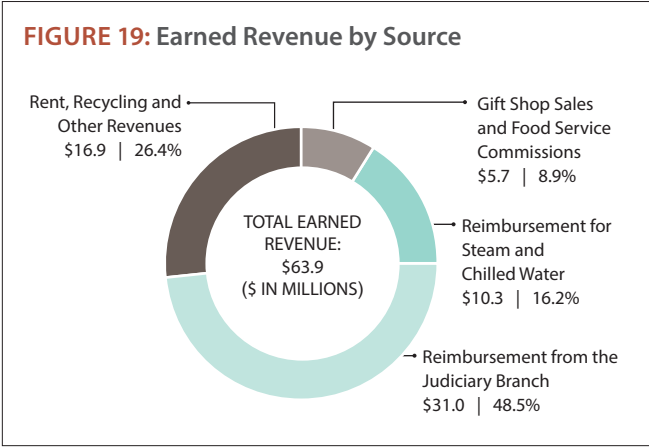
- **House Office Buildings:** Net costs declined by \$12 million (12 percent) primarily due to an increase in offsetting rent revenues of \$11 million from the U.S. Department of Health and Human Services, the AOC's tenant at the O'Neill House Office Building. In addition, reduced operating and program costs, including non-recurring costs related to the November 2016 election year office moves and other minor construction, contributed to this decrease.

FIGURE 18: Summary of Net Cost of Operations by AOC Responsibility Segment



- **Library Buildings and Grounds:** Net costs declined by \$9 million (18 percent) due to a decrease in program and operating costs, including lease costs related to the storage of the Library of Congress’ collections.
- **Capitol Building:** Net costs decreased by \$8 million (13 percent) due to a decline in operating and program costs, including a decline in non-recurring costs related to the January 2017 Presidential Inaugural and construction decreases.
- **Capitol Police Buildings, Grounds and Security:** Net costs declined by \$6 million (16 percent) due to a decrease in operating costs, including non-recurring infrastructure upgrade and minor construction costs.

Earned Revenues by Source: As depicted in **Figure 19**, the AOC’s principal revenue sources are from the provision of steam and chilled water to non-legislative branch entities near the Capitol campus, reimbursements for U.S. Supreme Court Building project costs, rent from the Administrative Office of the U.S. Courts in the Thurgood Marshall Federal Judiciary Building, U.S. Capitol Visitor Center gift shop sales and restaurant sales commissions, and other reimbursements. Overall, revenues increased by 7 percent in FY 2018, up to \$63.9 million compared to \$59.9 million in FY 2017. The AOC’s primary source of revenue was intragovernmental reimbursements from the judiciary branch for the U.S. Supreme Court Building and Marshall Building (\$31.0 million, 49 percent). Revenues for judiciary branch reimbursements dropped from \$36.5 million to \$31.0 million (a 15 percent decline), mainly due to a decline in reimbursements related to the Integrated Workplace Initiative, a national demonstration project for the Administrative Office of the U.S. Courts. Offsetting these declines, the collections for rent, recycling and miscellaneous revenues jumped from \$8.6 million to \$16.9 million (a 97 percent increase) due to the rent collected from the U.S. Department of Health and Human Services



Did You Know?

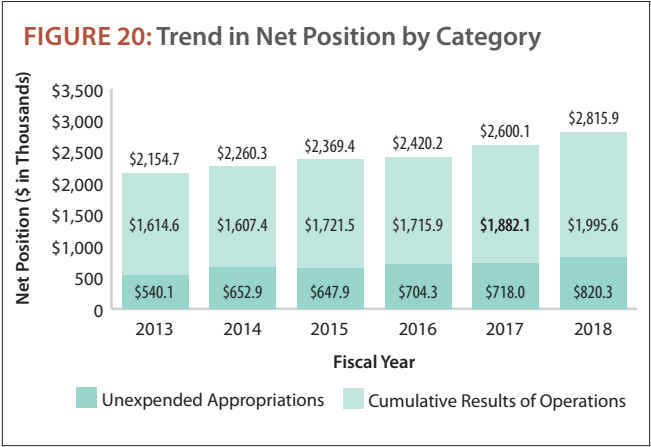
You can read the Architect of the Capitol’s written statements to the appropriations committees of the United States House of Representatives and United States Senate at: www.aoc.gov/testimony.

from their use of the O’Neill House Office Building. After recording the transfer of the O’Neill Building from the General Services Administration late in the prior fiscal year, the AOC began rent and reimbursable charge collections in FY 2018. Reimbursements for steam and chilled water also increased, by \$1.3 million (15 percent), due to increased collections from the O’Neill Building.

Cumulative Overview: Statement of Changes in Net Position

One may think of the Statement of Changes in Net Position as the difference between all financing sources available to and used by the AOC to support its net cost of operations. Increases or decreases in the entity’s net financial position is one indicator of whether its financial health is improving or deteriorating. 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.

The AOC’s net position at the end of FY 2018, shown on both the Balance Sheet and the Statement of Changes in Net Position, was \$2.8 billion, a \$0.2 billion increase from the prior fiscal year due to a \$102 million increase in unexpended appropriations and an \$114 million increase in the cumulative results of operations. As depicted in **Figure 20**, net position has steadily increased over the past six years — from \$2.2 billion to \$2.8 billion, a 31 percent increase. The AOC’s net position has steadily increased by an average of 6 percent per year, primarily due to increases in appropriations for



multi-year capital projects, with a notably higher capital projects appropriation received in FY 2018.

Investments to Preserve Our National Treasures: Combined Statement of Budgetary Resources

The Combined Statement of Budgetary Resources (SBR) provided information on how budgetary resources were made available to the AOC 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. The AOC receives most of its funding from general government funds administered by Treasury and appropriated for the agency's use by Congress. Separate appropriations are enacted for each AOC jurisdiction. These appropriations consist principally of operating and capital projects budget components.

For FY 2018, the legislative branch budgetary resources provided to the AOC amounted to \$712.1 million, comprised of four components. The agency's operating budget was the largest single component, at \$414 million representing 58 percent. The operating budget includes the funds for payroll, utilities, facilities maintenance, centralized activities, information resource management, power plant operations and maintenance, grounds care, safety operations and maintenance, architecture and engineering services, visitor services, curator services and others. The multi-year capital projects budget, at \$227 million (32 percent), was the next largest component in its FY 2018 appropriations. This category saw a significant \$86 million increase to support much needed construction, upgrades, improvements and preservation of the facilities under the AOC's stewardship. The \$62 million (9 percent) of no-year funding was provided for the restoration and renovation of the Cannon House Office Building — an amount consistent with last year's funding. The fourth component of \$10 million (1 percent) was added to the House Historic Buildings Revitalization Trust Fund⁶ (the Fund) — a decrease of \$7 million from the previous fiscal year. Congress created the Fund in FY 2010 to help support the revitalization of the major historic buildings and assets of the U.S. House of Representatives, which the AOC is responsible for maintaining and preserving. Amounts deposited into the Fund are available until expended. In the six fiscal years between FY 2013 and FY 2018, appropriations of more than \$205 million have been deposited into the Fund to address

⁶ The House Historic Buildings Revitalization Trust Fund, despite its name, is actually a general appropriation fund. As a result, this account is not classified as "Funds from Dedicated Collections" on the Balance Sheet.

CAPITOL HIGHLIGHTS



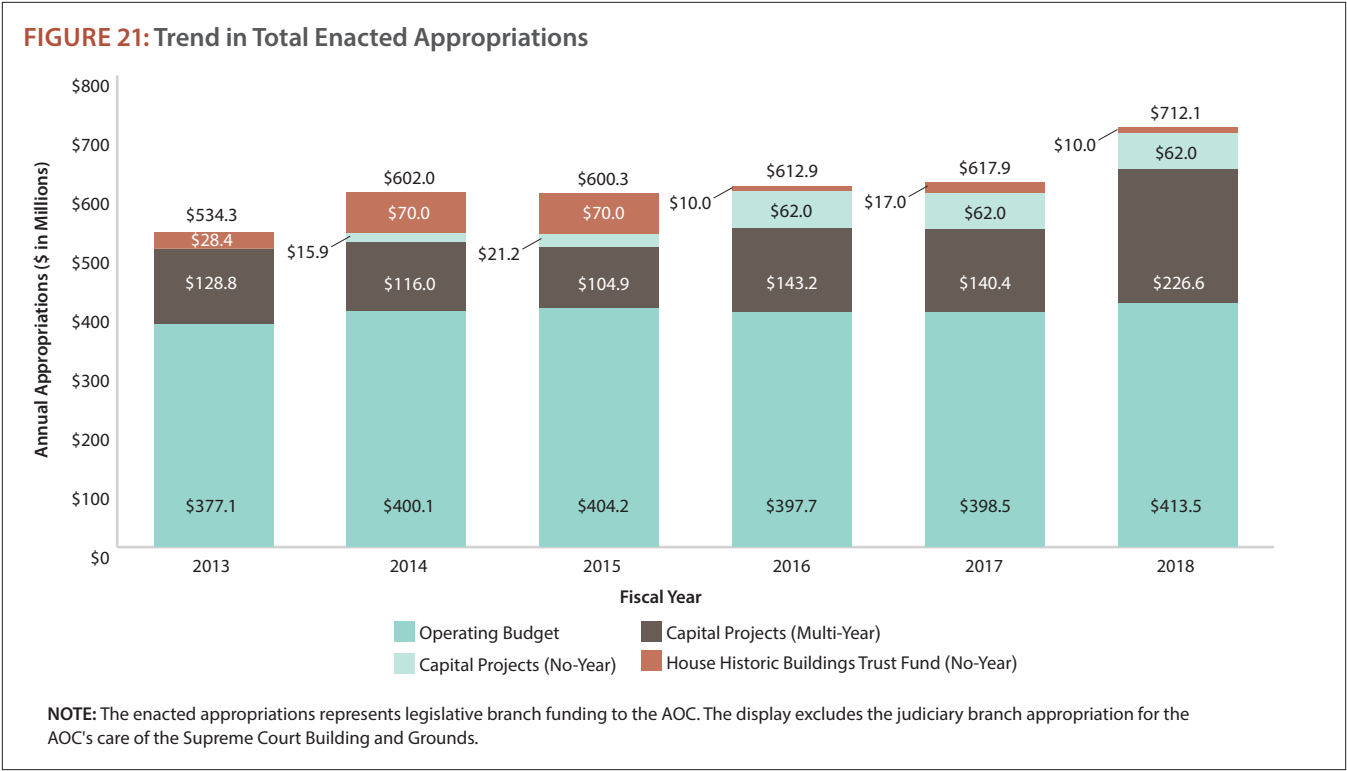
Conservation of Heritage Assets

The AOC is committed to preserving all aspects of the Capitol campus under its jurisdiction. The heritage assets cared for by the agency include architectural features, fine and decorative art, agency records, and reference and library materials.

This year, as part of the ongoing maintenance of murals in the Thomas Jefferson Building, the AOC conserved the extensive decorative wall and ceiling murals in the first floor ladies' restroom. Working over the course of a year, the conservator used mechanical means to remove overpaint and discolored varnish. Areas of paint loss were filled with spackle and inpainted with restoration colors. The conservation effort revealed a more complex ornamented border and vivid colors and resulted in a significantly lighter background color throughout.

Additionally, the AOC conserved the gilding and decorative painting in the U.S. Capitol Building's Senate Reception Room (S-213), pictured above. The room was designed in 1853 to function as a meeting place where constituents could meet informally with their senators and it continues to serve as a public gathering space. This year, all work on the north wall and gilding on the coffer, flora and fauna band and pierced leaf ceiling band was completed, revealing a decorative pattern of gilded dots against a rich green background, contrasted with the luminescent water gilded borders.

The AOC also performed a comprehensive condition assessment of the *Car of History* clockworks, fabricated by renowned clockmaker Simon Willard. Conservators examined the hands and the movement to determine their conditions and recommended treatments. The assessment will serve as a guide for the future restoration of the clock.



the deferred maintenance priorities of the House’s historic facilities. The AOC is not required to prepare stand-alone financial statements for the Fund and its balance and activity is contained within the House Office Buildings responsibility segment of the AOC’s consolidated financial statements.

Figure 21 breaks out the AOC’s enacted appropriations over the last six fiscal years. The AOC’s FY 2018 appropriations level of \$712.1 million reflects a substantial increase of \$94 million from FY 2017 levels. This increase was chiefly due to the provision of capital projects resources to support its critical infrastructure projects. Net additional funding for multi-year and no-year projects accounted for \$79 million to help the agency manage its deferred maintenance and capital renewal backlog, which measured \$1.480 billion at September 30, 2018 (for more information, refer to *Forward-Looking Information* in this report’s MD&A section). The remaining increase in budgetary resources, \$15 million, reflects additional funding for the operating budget to account for additional facilities maintenance and utilities costs and mandatory payroll cost increases. The differences between the enacted spending levels displayed in Figure 21, \$712.1 million in FY 2018, and the SBR balance of \$743.3 million, include transfers of \$15 million from the House of Representatives’ appropriation and \$16.2 million in the Judiciary appropriation, administered by the AOC for the care of the U.S. Supreme Court Building and its grounds. Per

legislation⁷, the AOC is responsible for the care of the Supreme Court Building and Grounds although the corresponding budgetary resources (\$16.2 million for FY 2018) are included in the federal government’s judiciary branch appropriations, not the legislative branch appropriations.

Limitations of the Principal Financial Statements

The principal financial statements are prepared to report the financial position and results of operations of the AOC consistent with the requirements of 31 U.S.C. §3515(b). The statements are prepared from the AOC’s books and records in accordance with federal GAAP and in the spirit of the formats prescribed by OMB. Reports used to monitor and control budgetary resources are prepared from the same books and records. The financial statements should be read with the realization that they are for a component of the U.S. government, a sovereign entity. One implication is that unfunded liabilities cannot be liquidated without legislation that provides the resources to do so.

⁷ 40 U.S.C. §6111 and §6112 established the AOC’s responsibility for the structural and mechanical care of the U.S. Supreme Court Building, including the care and maintenance of its grounds.

FINANCIAL MANAGEMENT SYSTEMS FRAMEWORK AND STRATEGY

The AOC's core financial management system (FMS) centrally accounts for more than \$700 million through the processing of approximately 725,000 transactions annually by 300 users.

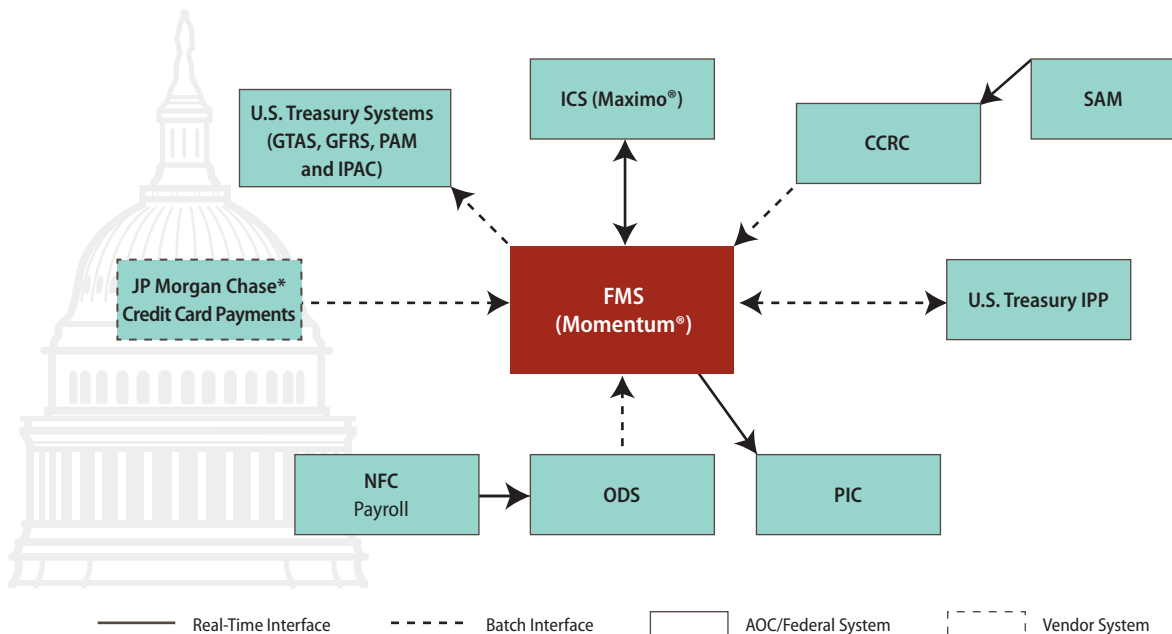
Figure 22 depicts the current system architecture.

Key Financial Reporting Systems

The AOC's core financial management system conforms to the requirements of the *Federal Financial Management Improvement Act of 1996* (FFMIA). The system utilizes commercial-off-the-shelf (COTS) software (Momentum®) designed for the federal government and the Chief Financial Officer's Financial Systems and Reporting (FSR) branch manages the system. The FMS provides core financial system functionality to the AOC that includes the following Momentum® modules: Budget Execution, Acquisitions, Purchasing, Receiving, Accounts Payable, Automated Disbursements, General Ledger, Credit Card, Fixed Assets, Workload, Contract Closeout and the newly installed Project Cost Accounting Subsystem. In addition to Momentum®, the 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® that downloads the latest vendor information from the System for Award Management and updates FMS vendor records.
- **Inventory Control System (ICS)** is COTS software (Maximo®) used to track the AOC's inventory of materials, supplies and accountable property. With 134 users, ICS uses a lifecycle and asset management system. 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 U.S. Department of Treasury. IPP allows federal agencies to simplify the management of vendor invoices and intra-governmental transactions. IPP is interfaced with FMS in frequent batches. The IPP interface with Momentum® is managed by the FSR branch while IPP system administration is managed by both the Accounting and FSR branches.

FIGURE 22: Financial Management Systems Framework



* The AOC will transition from JP Morgan Chase to Citibank in November 2018.



The U.S. Botanic Garden will co-host the 2019 American Public Gardens Association annual conference in Washington, D.C. Responsibilities will include showcasing two exhibits on America's public gardens and providing in-depth tours of its collections.

- **JP Morgan Chase** credit card interface is used to transmit credit card payment data to FMS via a batch file. The AOC will transition to Citibank in November 2018.
- **National Finance Center (NFC)**, as part of a cross-servicing agreement with the U.S. Department of Agriculture, provides payroll and personnel services to the AOC. Managed by the AOC's Human Capital Management Division, payroll transactions are interfaced via a batch file through the Operational Data Store to Momentum.®
- **Operational Data Store (ODS)**, maintained by the AOC's Information Technology Division, is the 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 Momentum.®
- **Project Information Center (PIC)** is an AOC-developed system used to track the status of projects. Budget and obligation data is interfaced from Momentum® to PIC.
- **System for Award Management (SAM)** was created by the GSA to consolidate legacy acquisition and award support systems into one government-wide system. These legacy systems include Central Contractor Registration Connector, Federal Agency Registration and others. Central Contractor Registration Connector, the only system within SAM used by the AOC, provides information on vendors that do business with the federal government.
- **U.S. Treasury Systems** are utilized by the AOC to reconcile and report the agency's funds. These include the Government-wide Treasury Account Symbol Adjusted Trial Balance System (GTAS) for monthly trial balance reporting, Government-wide Financial Report System

(GFRS) to support government-wide financial statements, Treasury Payment Automation Manager (PAM) and Intra-Governmental Payment and Collection (IPAC) supporting intra-agency transactions.

Financial Systems Strategy

The AOC's financial systems strategy is guided by a desire to support mission performance, facilitate interagency planning and improve transparency and accountability. Continued standardization of financial activities within a shared services environment improves the agency's business processes, leading to greater efficiencies and cost stabilization.

Since FY 2016, the AOC worked with the Library of Congress, and the other participating legislative branch agencies, in the shared service Legislative Branch Financial Management System (LBFMS). An infographic on page 35 (*Legislative Branch Financial Management System*) displays the participating agencies in this system. This fiscal year, the Government Accountability Office (GAO) went live within the LBFMS system and an LBFMS agencies' acquisition working group was formed to provide periodic comparisons of best practices and to support requests. The AOC gained a seat on Treasury's Office of Financial Innovation and Transformation (FIT) Momentum® Working Group, joining the U.S. Department of State, U.S. Department of Justice and other federal agencies. The FIT working group will prioritize system enhancements, address common issues and share best practices in order to help government agencies become more efficient and transparent in federal financial management.

This fiscal year, the Maximo® Inventory Control System extended user access to Apple iPhone Maximo® Anywhere applications. The U.S. Capitol Police and the AOC completed

INFOGRAPHIC: Legislative Branch Financial Management System**PARTICIPATING AGENCIES:****SYSTEMS INCLUDED:**

MOMENTUM® — CORE FINANCIAL MANAGEMENT SYSTEM
 MAXIMO® — INVENTORY CONTROL SYSTEM

a Memorandum of Understanding for Maximo® hosting support. The arrangement provides additional control and oversight for the two LBFMS agencies currently utilizing Maximo® for managing its inventory. Maximo® remains within the LBFMS network boundary, which provides for lower cost database support and continued involvement with overall LBFMS information security efforts. For the agency, these applications allow employees to use their mobile phones to scan and search inventory and asset records, resulting in more efficient internal audits and more timely updates to the agency's inventory balances.

The AOC's CFO supported the implementation of the Project Cost Accounting System (PCAS), a module of the Momentum® financial management system, that will be used to support project-level costing by the AOC's Construction Division for reimbursable projects, as well as to better manage reimbursable orders. As employed at the AOC, PCAS will support the implementation of the Account Adjustment Statute (31 U.S.C. §1534) to streamline indirect cost charging for construction. Following the module's technical implementation, the AOC began a phased rollout of PCAS-enabled financial processes throughout the fiscal year.

Legacy financial reporting tools, which will no longer be supported by software vendors, continue to be replaced at the AOC. The AOC completed migration of Hyperion

financial, credit card, user security, payroll and other reports to Microsoft® SQL Server Reporting Services (SSRS). The AOC removed the legacy system from the network in spring 2018. Migration from Qlikview and Cognos to the Tableau visualization reporting tool began in FY 2018, with support from the AOC Information Technology Division. In addition to reducing the agency's system costs, these report migration and consolidation efforts help agency users by improving data consistency and making better use of agency data.

Next fiscal year, the AOC will join the GSA SmartPay 3 program. The migration will entail a transition from JP Morgan Chase to Citibank purchase cards. Under GSA SmartPay, agencies may increase payment efficiencies and earn refunds based on charge volume and speed of payment. GSA SmartPay customers have used refunds to support efforts critical to agency mission delivery. In addition, the AOC will join the GSA e-Travel program, a secure, web-based automated service. GAO paved the way for the GSA e-Travel interface within the LBFMS, thereby reducing the AOC's overall startup efforts and costs. Once installed at the AOC, its employees will benefit from federal-wide standardized processes and portals. This will improve the agency management of travel spending, enable better informed travel decisions at the point-of-sale, expand controls over travel spending and improve customer service.

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 of 1982* (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. The Office of Management and Budget (OMB) Circular A-123, *Management's Responsibility for Enterprise Risk Management and Internal Control*, implements the FMFIA and defines management's responsibilities for enterprise risk management and internal control. 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.



The AOC continues to expand its enterprise risk management program, with a vision to integrate risk management concepts into operational and strategic decision-making.

As a legislative branch agency, the AOC is not subject to FMFIA requirements. Nonetheless, the AOC considers internal control to be an integral part of the systems and processes it uses to manage 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 the AOC, the internal control program is managed by the Chief Financial Officer. An enterprise risk program manager has the responsibility to manage the ongoing internal control components of the organization-wide program that follows the principles of OMB Circular A-123, Appendix A, *Management of Reporting and Data Integrity Risk* and the Government Accountability Office's (GAO) Green Book. The internal control components under evaluation include the following: control environment, risk assessment, control activities, information and communication, and monitoring. The AOC 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 *Section IV: Other Information*.

Financial Reporting

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

Risk Management

Consistent with the latest OMB A-123 guidance, the AOC is taking a maturity model approach to how Appendix A is implemented and how risk management activities are integrated throughout the agency. In FY 2018, the AOC completed a comprehensive risk assessment and identified enterprise level risks and prioritized those risks, which contribute to the agency's risk profile. Risks were identified across several areas including strategy, operations, financial management, safety, compliance and cyber security. The AOC also developed a SharePoint-based Enterprise Risk Management Tool that serves as the agency-wide risk profile by capturing risks and response strategies. The AOC continued to hold orientation sessions with senior leadership to incorporate ERM concepts into the agency's culture and saw an increased consideration of enterprise risks when discussing strategy and budget decisions. The AOC will continue to explore logical integration points between enterprise risk management activities and internal control processes to preserve organizational value and enhance decision-making.

Further implementation of the ERM program will build upon the AOC's strategic review process established by the *GPRA Modernization Act of 2010*.

At the AOC, future planned activities include the linkage of ERM to the agency's strategic goals, objectives and outcomes — enabling the AOC to improve its mission delivery. To that end, successful implementation requires the AOC to continue fostering a transparent culture that encourages the open communication about potential risks. The AOC's ERM program is an opportunity to help the agency improve its processes and performance, while also formalizing the impressive work already undertaken by its personnel.

Financial Systems

As discussed in the *Federal Financial Management Improvement Act* section of the PAR, FFMTA requires federal agencies' financial management systems to provide reliable financial data that complies with federal financial system requirements, applicable federal accounting standards and the U.S. Government Standard General Ledger at the transaction level. To assess conformance, the agency uses internal control assessments based on implementation guidance from OMB, results of OIG reports and reports from the annual independent financial statement audit. The overall assessment relies upon the evaluations made under the OMB Circular A-123, Appendix A. When applicable, particular importance is given to any material weakness or significant deficiency identified during the internal control assessments.

Overall Assessment

Based on the procedures performed, the AOC does not consider any identified deficiencies to be material weaknesses in internal controls that would warrant a less than unqualified assertion on internal control over reporting (ICOR) or significant deficiency reporting for FMFIA systems purposes. The significant deficiency identified in the FY 2017 financial statement audit for incomplete reviews of Service Organization Controls (SOC 1) reports provided by the National Finance Center has been remediated.

Other Information

A summary of the management assurances is provided in *Section IV: Other Information*. For additional information, please refer to *The AOC Inspector General's Statement of Management Opportunities and Performance Challenges*, also located in *Section IV*.

CAPITOL HIGHLIGHTS



Senate and House Garage Projects

The AOC is undertaking major, multi-year projects to restore the Senate Underground Garage and Rayburn House Office Building Garage, as well as renovate Senate Park. The decades-old garages are due for major repairs to curtail the ongoing delamination and degradation of the concrete structures, mitigate water damage and prevent future deterioration.

The Senate Underground Garage and Landscape Restoration project includes interior garage rehabilitation, concrete and waterproofing repairs, exterior stonework and plaza walkway restoration. The AOC implemented the project as a design-build — the largest design-build project ever undertaken for the Architect of the Capitol — with the contractor assuming responsibility for the successful design, construction and completion of the project, under the oversight of the AOC. This year, the AOC coordinated major project-related challenges with its oversight committees related to parking disruptions and altered traffic patterns and vehicular access points. The agency also mobilized the construction compound and created temporary parking near the Robert A. Taft Memorial and Carillon.

The Rayburn House Office Building Garage Interior Rehabilitation saw the completion of Phase 1 on time and on budget. This included replacements and upgrades to structural slabs, lighting and control systems, plumbing, and fire protection systems in the southeast quadrant of the garage. The rehabilitation also abated asbestos and lead paint and implemented upgrades to assist persons with disabilities. Phase 2 of the project, currently underway, will repair and replace the structural concrete at the northeast quadrant of the garage.

These projects will stabilize the Senate and House Garages' infrastructure, address safety hazards, increase security measures and, at Senate Park, restore the fountain and plaza to their original grandeur. Both projects also address the agency's deferred maintenance backlog.

www.aoc.gov/senate-garage and www.aoc.gov/rayburn

Architect's Statement of Assurance

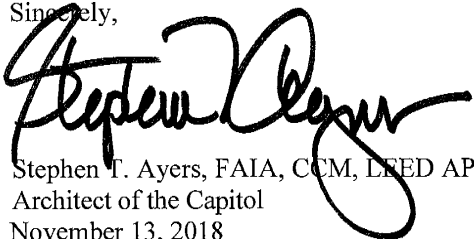
ARCHITECT'S STATEMENT OF ASSURANCE

The Architect of the Capitol's (AOC) management is responsible for managing risks and maintaining effective internal control and financial management systems to meet the objectives of Sections 2 and 4 of the Federal Managers' Financial Integrity Act (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.

While the AOC is a legislative branch agency and is not subject to the FMFIA, the 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 environment.

The AOC conducted its assessment of risk and internal control in accordance with Office of Management and Budget Circular A-123, *Management's Responsibility for Enterprise Risk Management and Internal Control*. Based on the results of the assessment, the AOC can provide unmodified assurance that its internal control over operations, reporting and compliance were operating effectively as of September 30, 2018. This year, neither AOC management nor the financial statement auditors found any material weaknesses or instances of non-compliance in the design or operation of internal controls over reporting. In addition, based on its assessments, the AOC determined that its financial management system conforms to applicable financial system requirements.

Sincerely,



Stephen T. Ayers, FAIA, CCM, LEED AP
Architect of the Capitol
November 13, 2018

Doc. No. 181029-04-01

Summary of Financial Statement Audit Material Weaknesses and Non-Conformances

At the close of FY 2018, the AOC had no material weakness or other 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, the 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, and 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. For the second consecutive year, no material weaknesses were identified in the agency's financial statement audit.

Non-Conformances 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 controls that could adversely affect the organization's ability to meet its internal control objectives. In FY 2018, the AOC eliminated the significant deficiency for incomplete review of service organization controls from the National Finance Center.

Other Financial Compliances

Anti-Deficiency Act

The Anti-Deficiency Act, as amended, prohibits federal agencies from obligating or expending federal funds in advance or in excess of a congressional appropriation and from accepting voluntary services. The agency had no *Anti-Deficiency Act* violations for FY 2018.

Debt Collection Improvement Act

The *Debt Collection Improvement Act of 1996* requires that any non-tax debt or claim owed to the U.S. Government that is 180 days delinquent, with certain exceptions, will be referred to the Department of the Treasury for collection. Debt that is in litigation or foreclosure, with a collection

agency or designated federal debt collection center, or that will be disposed of under an asset sales program, is exempt from transfer. The AOC did not refer any debts to Treasury for collection in FY 2018.

Digital Accountability and Transparency Act

The *Digital Accountability and Transparency Act of 2014* (DATA Act) was implemented in May 2017 for the federal executive branch. The DATA Act sets the standards for federal financial data to, ultimately, make federal spending data more accessible, searchable and reliable. As a legislative branch agency, the AOC is not required to comply with the DATA Act and, as of September 30, 2018, is not participating in the report submissions.

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. An agency achieves substantial compliance when the 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. The AOC substantially complied with the FFMIA for FY 2018.

Federal Information Security Modernization Act

The *Federal Information Security Management Act of 2002*, as amended by the *Federal Information Security Modernization Act of 2014* (FISMA), requires each executive branch agency to develop, document and implement an agency-wide program to provide security for government information and information systems that support agency operations and assets. The AOC, as a legislative branch agency, is not required to comply with FISMA. Nonetheless, the AOC strives to comply with FISMA principles and the agency references the U.S. Government Accountability Office Federal Information System Controls Audit Manual and the National Institute of Standards and Technology (NIST) Special Publications for 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 consistent with the AOC's policies. The AOC's risk



In FY 2018, the AOC completed safety improvements for occupants of the Thomas Jefferson Building by improving fire protection features and allowing for more orderly evacuations of assembly areas.

management and continuous monitoring strategy is based on current NIST guidelines.

In FY 2018, the AOC improved its information systems security posture by becoming the first legislative branch agency to deploy two-factor authentication for all agency system access. Eliminating passwords reduces many potential methods of cyberattack. In addition, the AOC is continually improving security by revamping its computer security awareness training, testing controls and procedures (including phishing and spear phishing tests); enforcing procedures and processes for detecting, reporting and responding to security incidents; improving vulnerability scanning; and remediating and patching systems in a timely manner.

The AOC tested and monitored the incident response program. This monitoring utilized internal procedures in conjunction with managed security monitoring and the management of its enterprise infrastructure, provided by Security Event and Information Management (SEIM) enterprise security services. Independent tests verified that managed SEIM helps protect the AOC against external and internal threats, providing immediate assessment and response to security incidents, and adhering to regulatory requirements for log auditing, security and compliance reporting. The AOC also began using enhanced industrial security controls.

The AOC's information systems and information system security programs are evaluated each year through independent assessments and multiple audits. Through these activities, the AOC improves information system documentation and mitigates security risks and weaknesses.

Improper Payments Information Act and Other Legislation

Please refer to *Section IV: Other Information* of this report for a brief summary of additional financial management legislation — the *Improper Payments Information Act*, the *Fraud Reduction and Data Analytics Act* and the *Grants Oversight and New Efficiency Act* — and their applicability to the AOC.



The AOC’s management and Office of Inspector General identify and refine the most difficult challenges facing the agency on a yearly basis.

FORWARD-LOOKING INFORMATION

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, the AOC’s management is able to mitigate barriers to operational success and identify opportunities for improvement. This sub-section of the report outlines the AOC’s most significant challenges, as determined by management, and the steps the AOC has taken to address them.

At the close of FY 2018, AOC management identified six management challenges. At the same time, the AOC’s Office of Inspector General (OIG) determined that three of the six challenges identified by AOC management were also among the agency’s most significant management opportunities and performance challenges and should continue to be monitored. The OIG identified six additional management opportunities and performance challenges facing the agency and discussed in further detail in *Section IV: Other Information*. A summary table of AOC management’s and OIG’s management opportunities and performance challenges is shown in **Figure 23**. Together, these twelve areas comprise the short-term and long-term challenges facing the AOC.

FIGURE 23: Summary of AOC Management and OIG Management Opportunities and Performance Challenges

MANAGEMENT CHALLENGE	AOC MANAGEMENT	AOC OIG
Backlog in Deferred Maintenance and Capital Renewal	●	●
Campus Security	●	
Energy Stewardship and Sustainability	●	
Management of Concurrent Construction Projects	●	●
Retaining and Attracting a Skilled and Engaged Workforce	●	●
Workplace Safety and Health	●	
Internal Controls Structure		●
Cyber Security		●
Data Quality Monitoring		●
Lack of Whistleblower Protection		●
Property Accountability and Surplus Property Disposal		●
Managing User-Requested Changes		●



The agency's deferred maintenance backlog of more than \$1.480 billion is the agency's most critical management challenge. The aging infrastructure necessitates routine repairs and maintenance to prevent the further deterioration of its facilities.

In addition, the AOC continuously monitors emerging issues for possible inclusion on its list of management challenges. One potential future challenge is the growth in square footage managed by the agency. Since FY 2010, the number of square feet managed by the AOC increased from 16.5 million to more than 18.4 million, a 12 percent increase. Looking ahead, the addition of further square footage could strain available resources, if budgets are not adjusted to reflect these additional responsibilities. The following section summarizes the progress made on the six challenges identified by AOC management.

Backlog in Deferred Maintenance and Capital Renewal

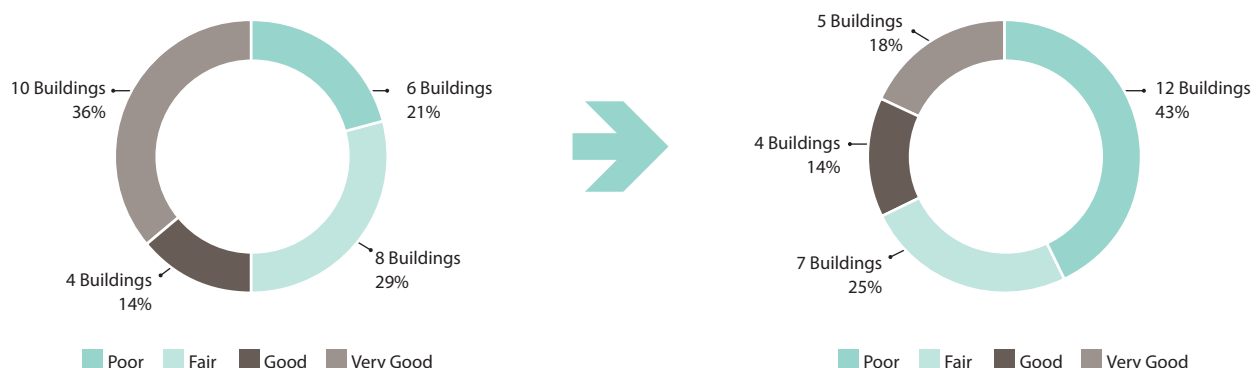
Challenge: Resource constraints have resulted in deferred maintenance and delays to important capital renewal projects, causing the deterioration of the AOC's historic

facilities. More than 21 percent of the AOC's major buildings have been assessed to be in "poor" condition and significant investments are needed for their preservation and for the safety of future building occupants and visitors. At the close of FY 2018, the total backlog for the Capitol campus was estimated at \$1.480 billion. Of this amount, approximately \$502 million represents the deferred maintenance and repair needed to bring "poor" and "fair" facilities, grounds and heritage assets to "good" condition⁸. Continued deferral will cause the facilities to decline further, increasing the effort, time and cost required to ultimately address the backlog.

AOC Initiatives: Each year, the AOC makes a strategic and concerted effort to request resources to address the backlog. In FY 2018, the AOC's budget increased to \$712.1 million (up from \$617.9 in FY 2017). The increased funding included \$298.6 million for capital projects. This funding

⁸ Also disclosed in the Required Supplementary Information section.

FIGURE 24: Number and Percentage of AOC Major Buildings in Each FCI Rating Category, FY 2018 versus FY 2023 (Projected)



has allowed the AOC to continue projects that address deferred maintenance, demonstrated by efforts such as the stone preservation projects at the U.S. Capitol Building, U.S. Supreme Court Building, Russell Senate Office Building and U.S. Botanic Garden Conservatory. The AOC also proceeded with the multi-phased Cannon House Office Building Renewal and is undertaking major, multi-year projects to restore the Rayburn House Office Building Garage and Senate Underground Garage.

The AOC continued improving the tools and techniques to determine a facility's condition and assigning a maintenance priority. The agency begins with an overall Capitol Complex Master Plan, from which the AOC derives a Five-Year Capital Improvements Plan. The agency then utilizes facility condition assessments (FCA) as factors to weigh the risks and costs of deferring projects. While the AOC manages its operations within the available budget, the campus' overall condition continues to decline, as indicated by FCAs and the Facility Condition Index (FCI)⁹. The FCI score is a standard facility management benchmark to objectively assess a facility's current and projected condition. **Figure 24** shows the number and percentage of the AOC's major buildings in each FCI category (poor, fair, good and very good) for FY 2018 and a projection of these buildings' condition in FY 2023, assuming no additional deferred maintenance funding is received.

This fiscal year, the AOC analyzed the FCA database for deferred maintenance and capital renewal work elements and identified projects to be placed in the Capital Improvements Plan for implementation. In addition, the AOC piloted a new inspection module application to migrate FCA work elements into jurisdiction work orders for execution. The AOC also completed an HVAC study at the Hart Senate Office Building that reevaluated a whole system replacement and recommended a more targeted component replacement reducing the backlog by millions of dollars.

Looking ahead, the AOC will continue prioritizing and managing deferred maintenance and capital renewal work aggressively, enabling the agency to better identify, schedule and develop projects for the Capital Improvements Plan. The AOC's FY 2019 budget request of \$768.4 million — including \$333.5 million for multi-year/no-year construction projects — recognizes that the agency's future success requires continued investment to arrest the decline of the historic buildings on the Capitol campus. In the long term,

the AOC will also request funding for studies to evaluate the root causes of its deferred maintenance and capital renewal work — helping the agency to identify more cost-effective execution strategies.

Campus Security

Challenge: The AOC is responsible for supporting the U.S. Capitol Police and providing other security functions for the Capitol campus. Safeguarding facilities and their perimeter from external threats such as natural disasters, violent acts or terrorist attacks is a formidable task for all federal agencies. Keeping the campus' physical environment safe, secure and accessible within a constrained budget environment, while also minimizing the impact of security measures and screening protocols on both visitors and those who work on Capitol Hill, remains a primary challenge.

AOC Initiatives: The AOC continues to address this challenge with a combination of long-term programs as well as new initiatives. The agency has instituted programs to support continuity of operations, protection of critical infrastructure, congressional continuity support, external emergency management, employee and contractor adjudication and suitability, and direct support for the U.S. Capitol Police.

In FY 2018, the agency continued collaboration with the U.S. Capitol Police on the phased repair and upgrade to barriers and security kiosks throughout the Capitol campus by utilizing updated, modern designs. The new kiosks will address



The AOC supports the U.S. Capitol Police and provides additional security functions for the Capitol campus, including the installation, upgrade and maintenance of security infrastructure.

⁹ The AOC defines a facility's FCI as the cost of deferred maintenance divided by the current replacement value. A ratio of less than 0.02 is considered "very good," between 0.02 to 0.05 is "good," between 0.05 to 0.10 is "fair" and more than 0.10 is "poor."

CAPITOL HIGHLIGHTS



Safety Enhancements at the AOC

Safety is a core AOC value and the agency made noteworthy improvements throughout FY 2018 to ensure a safe and accessible experience for all who work at and visit the Capitol campus. These efforts included:

Preventing slips, trips and falls

According to the U.S. Bureau of Labor Statistics, “slips, trips and falls” remain the second leading cause of workplace injuries. At the AOC, injury prevention is a key component of safety, both in public spaces and behind the scenes in areas such as mechanical rooms, offices and hallways. In these spaces, pipes, steps and conduits are marked with yellow and black hazard tape to help draw attention to these potential threats and avert a trip or fall. The AOC increased awareness in FY 2018 by encouraging employees to pay attention to their surroundings and to be proactive in alerting people to potential threats by providing visual warnings or standing guard and saying something.

www.aoc.gov/blog/art-walking-across-history

Using protective “bump caps”

The employees who carry out the AOC’s mission behind the scenes sometimes work in constricted spaces or in areas lined with pipes, vents or other protrusions. While hard hats protect from falling objects, they are not designed for work in tight spaces. An AOC equipment review discovered an alternative: bump caps (pictured above). These lightweight caps contain foam inserts to protect against cuts and bumps and have become standard-issue equipment for new employees in the Capitol Building jurisdiction. Wearing a bump cap is a great example of the AOC’s commitment to safety — one of the agency’s core values.

www.aoc.gov/blog/capitol-building-bump-caps-safety

recurring maintenance issues and help to reduce costs and time associated with repair and maintenance.

To address electrical issues within the Alternate Computer Facility (ACF), which supports emergency management and congressional continuity, the agency began replacing the uninterruptible power supplies to ensure the data center will not experience downtime during regularly scheduled preventive maintenance activities. The AOC also began phased upgrades of the ACF’s electrical and chiller infrastructure.

The agency initiated a personnel security gap analysis to identify program improvements needed to strengthen the AOC’s security posture. In addition, in accordance with the Capitol Police Board priorities, two primary security challenges included improvements to the agency suitability process and the ongoing need for physical security enhancements. Better coordination of security for AOC projects and improvements to the resilience program will address issues such as agency preparedness and mitigation.

The AOC is a part of the new emergency alert system, which was a joint effort by the Senate, House and U.S. Capitol Police — the Joint Emergency Mass Notification System. This system replaced the other alert systems on the Capitol campus and adds a desktop pop-up capability that will be used for critical life-safety notifications.

The agency also took additional steps to address cyber security this fiscal year. The AOC was the first legislative branch agency to deploy two-factor authentication for agency system access. The AOC continually improves security by revamping its computer security awareness, testing controls and procedures, and improving vulnerability scanning and patching systems in a timely fashion.

Energy Stewardship and Sustainability

Challenge: After successfully meeting a legislatively mandated 10-year, 30 percent energy reduction target in FY 2015, the agency set a new challenge and implemented an aggressive 20 percent energy reduction target by the end of FY 2025 (or an aggregate 50 percent reduction since 2005). To meet the Energy 2025 Challenge, the agency targeted a consistent energy consumption reduction of 2 percent annually. Although the AOC maintains a strong record in waste reduction and energy stewardship, it believes that further efforts will be less abundant and require a greater diversity of resources and persistent savings. Further, future sustainability improvements must compete with other agency needs for limited fiscal resources.

AOC Initiatives: During FY 2018, the agency took several steps to address this challenge, including strategic planning to address the AOC's legacy building automation systems, cyber security, operations, workforce skill sets and project resources. The AOC continued with upgrades to the air handler controls in the James Madison Memorial Building, replacing them with energy-efficient direct digital controls, and completed the Preliminary Assessment phase for an Energy Savings Performance Contract (ESPC) covering the Library Buildings and Grounds jurisdiction. The AOC will utilize this ESPC to evaluate and execute energy-efficient infrastructure upgrades to the Library of Congress' facilities, which will result in significant energy savings.

The most significant milestone for the AOC this year was the testing and substantial completion of the cogeneration system at the Capitol Power Plant. The cogeneration system will generate both electricity and steam and result in substantial energy savings throughout the Capitol campus. The AOC also continued to make progress on the Refrigeration Plant Revitalization Program and awarded a contract to renovate the aging cooling towers in the West Refrigeration Plant that are already beyond their usual life expectancy and are critical to ensuring continuous cooling of the campus.

The AOC continued employing enhanced utility metering and data analytics, as well as diligently tracking and reporting building and plant energy performance. To facilitate additional savings, the agency tracked and reported on the top 10 energy action items for each AOC jurisdiction, as well as updating all building performance plans. The agency also incorporated previously identified energy conservation measures into the new capital planning module of its work order system to capture related work elements in the project planning process.

The AOC's Energy 2025 Challenge is intended to create a stronger and more resilient agency. When targeting this long-term goal, the AOC always viewed FY 2018 as a pivotal period. After an intensive 12 months, the AOC fell short of the cumulative 36 percent energy reduction target for this fiscal year. Looking ahead, the AOC expects to see immediate dividends from its investment in cogeneration. The AOC has begun to develop energy conservation measures for the Library Building and Grounds' ESPC that have the potential to significantly impact the AOC's overall energy profile. Additionally, the AOC will invest in training and the expansion of its Performance Monitoring System. The AOC's progress continues as the agency focuses on infrastructure upgrades, performance monitoring, improved processes and improved communications to facilitate stakeholder



The AOC is taking a multi-pronged approach to address energy stewardship and sustainability challenges, including utilizing diverse utility sources such as solar, steam, natural gas and electric.

engagement and buy-in. For additional information, see the AOC's annual *Energy and Sustainability Performance Management* report, located in *Section IV: Other Information*.

Management of Concurrent Construction Projects

Challenge: The AOC manages and executes multiple simultaneous high-visibility, large-scale and long-term projects to meet its critical infrastructure needs. These include projects such as the Cannon House Office Building Renewal, Capitol Power Plant's West Refrigeration Plant Revitalization, U.S. Capitol Building Exterior Stone and Metal Preservation and others. The agency must successfully manage schedules, risks and costs for these large-scale, phased projects that, due to their criticality, are taking place at the same time. Management must ensure the timely and cost-efficient completion of these projects, while minimizing disruptions to daily facility operations and sustaining the administrative support needed to keep up with the increased construction.

AOC Initiatives: The AOC has numerous initiatives aimed at improving the efficient, effective delivery of its large portfolio of design and construction projects. These include the



The AOC has taken steps to improve the management of concurrent construction projects, including beginning the process of procuring and implementing a new project management information system.

development of a responsibility assignment matrix to clarify roles, responsibilities and accountability of all participants in the project delivery process throughout the project life cycle. The AOC recently completed an analysis of the design-build project delivery method, including an investigation of best practices and an evaluation of lessons learned. The AOC also undertook an aggressive program to enhance the safety of its contracted construction projects.

The AOC recognizes the importance of project planning and initiation, including an analysis of client impact. This year, the AOC evaluated and refined project delivery metrics to report the status of its managed design and construction projects transparently. In addition, the AOC began the process of scoping, procuring and implementing a new project management information system to replace the current obsolete system. This will enable the agency to more effectively track, manage and resource a portfolio of major construction projects. In the long term, the new system, once implemented, will assist in the life cycle design and construction management process. This will permit project managers to provide better project execution data, including such information as costs, schedules, resources and process management and data analytics for decision-making.

In addition, the AOC will continue to advocate for more funding to bring staff to an adequate level to manage multiple approved restoration projects. This includes direct staff

such as project managers, construction managers, project controllers and construction inspectors. Just as important, the agency has begun to communicate the need for corresponding administrative staff to support this workload — including the procurement, human resources and financial workforce to manage the contracts, staff and invoice payments associated with additional construction activity. In the short run, the AOC staff have actively stepped in to address needed functions. The agency has also supplemented its staff with contracted construction managers and inspectors. However, these are not permanent solutions and risks to project execution develop when staff is overworked and taking on additional duties, such as project managers temporarily assuming construction manager responsibilities.

The AOC continues to improve individual project management while also focusing on how the entire capital project portfolio is coordinated. By improving high-level analytical tools, as well as investing in the project management information system, the agency will enhance its effectiveness and its understanding of project and program management interdependencies. As always, the AOC staff will form cross-jurisdictional partnerships and share in project goal development to address resource shortages, solve problems and ensure clear and consistent communications.

Retaining and Attracting a Skilled and Engaged Workforce

Challenge: The AOC's mission requires a high-performing and engaged workforce. Retaining and attracting highly qualified staff, especially in hard-to-fill positions, is a challenge because employees with the specialized expertise and competencies in the skilled trades required by the agency are in high demand by private sector employers, who can offer greater wages. Further, it is well known that the federal workforce is an older one. At the AOC, the median employee age is 49 years old, with 13.8 percent of the workforce eligible for retirement. Therefore, succession planning is another critical element of the agency's human capital strategy. The landscape for attracting, sourcing, recruiting and acquiring talent is evolving, and the AOC's challenge is to evolve with it.

AOC Initiatives: This fiscal year, the AOC's Human Capital Management Division launched an effort to integrate its talent management program with the agency's strategic plan. Highly qualified and high-performing employees are key to the achievement of the AOC's mission. Therefore, talent management strategies must tie to the agency's strategic goals and support each AOC jurisdiction's business

needs. To that end, human capital staff began meeting with the agency's senior leadership to discuss talent acquisition, talent development and succession planning.

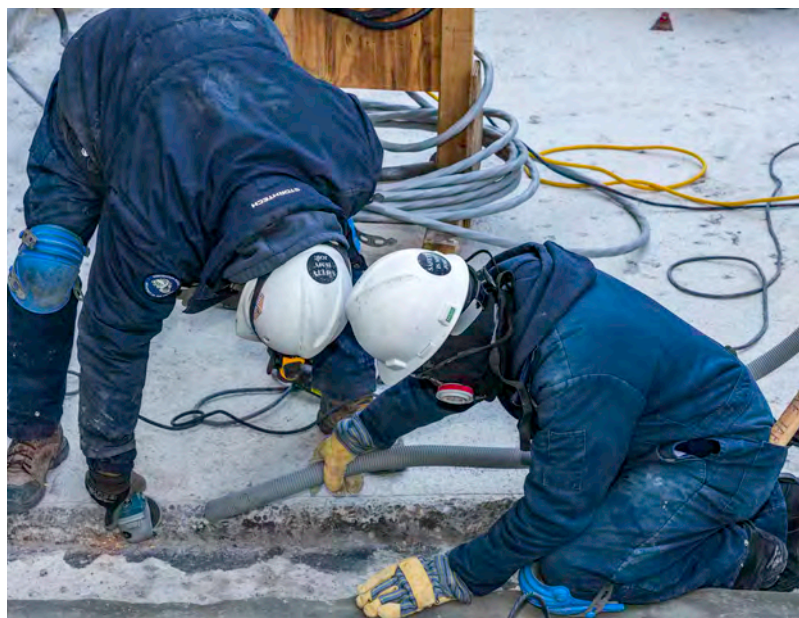
In order to address the need to attract and retain a skilled workforce, the AOC identified hard-to-fill positions for which there is a history of insufficient qualified applicants. As the AOC's unique mission includes preserving and maintaining the Capitol campus' facilities and grounds, more than half of its workforce includes wage grade positions that require unique skill sets and competencies in the skilled trades (e.g., positions like masons, maintenance mechanics and high voltage electricians). The AOC utilized the creative recruitment strategies and flexibilities at its disposal to ensure it fills these mission-critical roles. For example, the AOC has used its direct hire authority and recruitment incentives to attract and retain qualified candidates. Over the long term, to ensure the development of existing staff, the AOC is creating a new learning management system to identify and track the completion of training requirements by job series and position.

As skilled trades comprise more than 50 percent of its workforce, succession planning is critical for the AOC. If retirement-eligible employees were to depart the agency at the same time, it would result in an exodus of institutional knowledge and specialized skill sets that could impact mission delivery. Developing an internal pipeline of qualified candidates is a primary focus of succession planning. Therefore, the AOC expanded career development programs such as the Architect's Mobility Program to develop employees and enable them to compete successfully for position vacancies. In addition, as part of the transformation of its recruitment program to a talent acquisition model, the agency continued efforts to brand the AOC as an attractive employer by promoting its unique mission.

While the agency has been able to hire qualified candidates in hard-to-fill positions, the retention and recruiting challenge remains. As part of its human capital strategy, the agency is gathering information from a series of talent management meetings to develop comprehensive strategies, which will serve as a blueprint for meeting the AOC's critical workforce needs through FY 2021, the final year of the AOC's strategic plan. The AOC believes this will position the agency to retain highly qualified talent with the right skill sets and competencies.

Workplace Safety and Health

Challenge: The AOC is responsible for providing a safe and healthy environment for all who work at or visit the Capitol campus, as well as for residents of the Capitol



The AOC is responsible for keeping the Capitol campus safe year-round and has developed consolidated checklists for workers to identify and correct safety hazards.

Hill community. The AOC works to integrate safety, fire protection, environmental compliance and emergency preparedness into its operations and construction project management. Meeting these responsibilities while also ensuring access to public buildings, preserving the facilities' historic and architectural integrity, and meeting the unique security requirements of the Capitol campus is a significant management challenge.

AOC Initiatives: A major focus for the agency is to improve the integration of safety, fire protection, environmental compliance and emergency preparedness considerations into operations and construction projects to reduce safety incidents and injuries, as well as improve performance. This fiscal year, although the AOC's injuries and illnesses (I&I) rate increased by 18 percent, from 2.37 to 2.79 per 100 employees from the previous year, this figure represents a significant 37 percent decline from a high of 4.40 in FY 2015. During this time, the agency incorporated occupational health and safety elements into annual inspections and implemented Safety Observation And Reflection (SOAR) training for employees during orientation.

To address the ongoing challenge of injuries and illnesses, the AOC adopted elements of the International Organization for Standardization and began developing the framework for an Integrated Safety Management System (ISMS). The agency also developed a consolidated inspection checklist for use by workers to find, report and correct safety, fire and



The Cannon Renewal project, currently underway, will provide a comprehensive upgrade to the century-old Cannon House Office Building serving the U.S. House of Representatives. The 10-year renewal will address key safety, health, environmental and operational issues.

environmental hazards. This checklist addresses the Capitol campus' most frequently encountered hazards.

In addition, during FY 2018, the AOC completed a gap analysis of existing standards, developed an implementation schedule and improved its environmental training program. As always, the AOC conducted annual fire, occupational safety and environmental inspections to improve facility and occupant safety and maintain environmental compliance. The results were posted to the AOC's safety dashboard to identify areas of focus and assess the progress of abatement efforts. The AOC also enhanced the safety of its contracted construction projects through the application of industry best practices. These included creating a construction safety program manager position, evaluating the construction safety program and developing a new construction contract specification.

The AOC implemented a new information technology solution to manage safety, fire and environmental hazards. Using its existing work order platform, the AOC is now able to seamlessly link hazardous conditions to work orders

or projects and track them to completion, improving the tracking of these conditions for greater accountability. The AOC Office Emergency Coordinator Program trained 40 new coordinators on how to account for and educate personnel on what to do in preparation for dealing with emergencies and disasters. In coordination with the U.S. Capitol Police, the agency supported and participated in emergency evacuation drills across the Capitol campus.

Looking ahead, the AOC will fully develop and implement the ISMS to improve safety compliance and recognize and manage risks. In addition, the SOAR curriculum will be modified to include more flexible, web-based and self-paced training. This will create a more efficient and timely curriculum for new hires and engage all employees in identifying and reducing hazards. The agency will update and align the jurisdiction emergency action response plans to the newly updated base plan, including the establishment of new initiatives, training, exercises and drills. The agency is developing training to provide guidance for individual emergency preparedness. See also *Capitol Highlights: Safety Enhancements at the AOC*.

STONE REPAIR AND PRESERVATION

Stone preservation is a top priority for the AOC as nearly every monumental building across the Capitol campus is enveloped in stone. Weather, age and insufficient maintenance are destroying many of the finer details of these awe-inspiring, historic stone edifices. Over time, if preservation work is not performed, water infiltration could result in building operational issues and pose a safety risk to members, staff and the general public. At the same time, water penetration could damage the buildings' architectural features and the historic artwork within.

Numerous projects are underway, or planned, to restore and preserve the AOC's historic buildings. These projects include: Cannon House Office Building Renewal, Olmsted Terrace Preservation, Russell Senate Office Building Exterior Envelope, Thurgood Marshall Federal Judiciary Building Restoration, U.S. Botanic Garden Conservatory Façade and Roof Restoration, U.S. Capitol Exterior Preservation and others. For more information: www.aoc.gov/stone.





The AOC's strategic plan focuses the agency on tangible outcomes over the plan's five-year period of performance. To improve mission performance, the agency measures key performance indicators to determine areas that need additional attention.

Section II

PERFORMANCE INFORMATION

INTRODUCTION

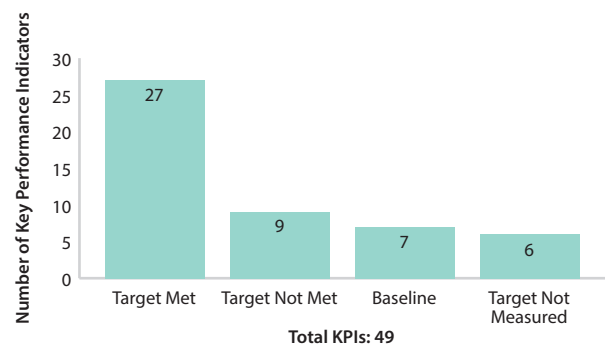
This section presents the Architect of the Capitol's (AOC) Fiscal Year (FY) 2018 performance and progress toward achieving the strategic goals identified in the AOC's Strategic Plan FY 2017–FY 2021. The first two goals, Maintain Awe-Inspiring Facilities (AIF) and Provide Extraordinary Services (ES), are program oriented and include the agency's core mission areas. The final two goals, Foster an Innovative and Empowered Workforce (IEW) and Operate as One Team, Dedicated to One Mission (OTOM), are goals that promote an organizational culture of professionalism, teamwork and accountability.

The strategic plan defines eight strategic objectives to advance the strategic goals and describes how those objectives are measured by key performance indicators (KPIs) from one fiscal year to the next. The AOC measures each KPI against specific, quantifiable targets to monitor and evaluate the agency's performance progress. For more information: www.aoc.gov/publications and click on "Strategic Plan 2017–2021."

The AOC's strategic plan focuses the agency on managing performance across the organization to achieve tangible outcomes over the plan's five-year period of performance. A high-level summary of the AOC, including information about the organizational structure, mission and core functions, may be found in this report's *Section I: Management's Discussion and Analysis*.

For FY 2018, the AOC reports results for 49 key performance indicators aligned with four strategic goals and eight strategic objectives. As shown in **Figure 25**, the AOC met

FIGURE 25: Key Performance Indicator Results



performance targets for 27 indicators and did not meet performance targets for nine indicators. Seven indicators represent KPIs for which the AOC is collecting baseline data and are noted as "Baseline." Finally, six indicators classified as "Target Not Measured" are related to initiatives for which significant work was accomplished, but changes to scope and schedule required the measurement to be delayed.

The AOC's Strategic Plan

Fiscal Year 2018 is the AOC's second year of operations under its current strategic plan. The four strategic goals provide the long-term focus of the organization, and the strategic objectives form the near-to-medium-term focus on measurable outcomes that support the implementation of the plan.

To foster alignment of mission-driven work to the strategic plan goals and objectives, and to integrate resource planning and allocation with the AOC's strategic priorities,

In the Performance Information section, a handful of key performance indicator tables include prior year data noted with an asterisk (*). The asterisk is used to indicate that the results reported in this PAR differ from those reported in FY 2017. These differences are primarily due to rounding or data updates received after the FY 2017 PAR was published.

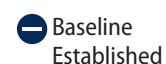
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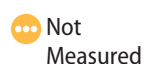
Target Met



Target Not Met



Baseline Established



Not Measured



agency senior leaders developed two-year strategic action plans for each major business unit. The action plans incorporated activities to help move the organization closer to its strategic goals. Under Strategic Plan FY 2017–FY 2021, the AOC initiated a strategic management process to continuously plan, assess, report and refine actions to drive performance (see **Figure 26**).

Performance Management

As previously indicated, the AOC is a legislative branch agency and is not required to submit its performance results to the Office of Management and Budget (OMB). As a result, this *Performance Information* section is not linked to the executive branch’s performance and accountability website, **www.performance.gov**. Similarly, the AOC does not contribute to OMB’s Cross-Agency Priority (CAP) goals.

The AOC uses objective data to drive performance management decisions and has maintained an Executive Dashboard (e-Dashboard) since 2004. In FY 2015, the AOC deployed a web-based enterprise business intelligence platform that enabled leaders to use near real-time data to assess results and manage performance. The e-Dashboard has evolved to better align to the AOC’s mission and strategic plan. This fiscal year, the AOC began to refocus its performance strategy by consolidating enterprise reporting and indicators into a new platform set to launch in FY 2019. The new e-Dashboard will incorporate best practices of simplified visualization and shift to incorporating leading and lagging indicators.

While FY 2018 represents the second year of the five-year strategic plan, some KPIs reflect establishing a baseline or are scheduled for implementation in subsequent years. As part of the assessment of AOC’s performance indicators, the

agency adds indicators to track changing priorities, refines existing indicators due to the availability of new or improved data, and sunsets obsolete indicators.

As part of its performance management approach, the AOC established long-term targets through the strategic plan. Some KPIs are measured through completion of actions and others are based on performance. In this section, the key performance indicators used to monitor progress toward strategic objectives are presented with definitions, targets, current year results, five prior years of data (when available) and data sources. **Table 12** identifies the number of strategic objectives and performance indicators, by strategic goal, for FY 2018.

Data Validation and Verification

The AOC strives to ensure the completeness, reliability and quality of all performance data included in the PAR and has mechanisms in place to validate and verify the accuracy of information collected and reported. 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 validation and verification efforts include the following key mechanisms and processes:

- Identification and implementation of authoritative sources, standards and best practices
- Deployment of enterprise tools for standardized reporting
- Analysis of data and identification of possible discrepancies for resolution
- Implementation of controls such as restricting permissible values, flagging outliers for review and mapping results for visual checks
- Issuance of quarterly reports on strategy progress and challenges

TABLE 12: Strategic Objectives and Key Performance Indicators by Strategic Goal

STRATEGIC GOAL	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATORS
Maintain Awe-Inspiring Facilities	2	9
Provide Extraordinary Services	1	5
Foster an Innovative and Empowered Workforce	3	23
Operate as One Team, Dedicated to One Mission	2	12
Total	8	49

- Reviews by data owners and data users
- Review and discussion of performance results quarterly with the Executive Leadership Team
- Use of applied measurement techniques to identify sources, validate data and generate meaningful information
- Use of automated data collection systems whenever available
- Use of automated data checking procedures in addition to manual verification

The AOC maintains the documentation for every performance indicator, including a description of the indicator's relevance, data source and providers, the calculations used to build the indicator, data validation steps, definitions of relevant terms, and a summary of data limitations and risks that might impair accuracy. The AOC uses this information to improve the validity, accuracy and depth of the data

used to measure performance. In FY 2018, the AOC was not required to have, nor did it fund, research or program evaluations related to the agency's understanding of program performance. As a result, no evaluation findings are included herein.

Key Performance Indicators Added or Not Reported in FY 2018

The AOC strategic plan leverages a phased approach to executing strategies and tasks to accomplish outcomes that are measured by KPIs. The frequency of measurement is dependent upon the schedule of yearly, biennial and one-time efforts. At other times, agency activities are required to shift with changing priorities and scheduled KPI reporting may be changed. **Table 13** details the performance indicators added or not reported in this year's PAR.

TABLE 13: Key Performance Indicators Added or Not Reported in FY 2018

KEY PERFORMANCE INDICATOR	STRATEGIC OBJECTIVE	REPORTING STATUS	EXPLANATION
Safety/Compliance Meet Key Industry Standards	AIF 2.0	Added (AIF KPI 3)	The KPI was first reported in FY 2018
Facility Management Key Industry Standards Established	AIF 2.0	Added (AIF KPI 4)	The KPI was first reported in FY 2018
Facility Management Customer Satisfaction Survey	ES 1.0	Added (ES KPI 3)	The KPI was first reported in FY 2018
Training in Performance Management Coaching	IEW 1.0	Not Reported	This was a one-time effort in FY 2017 to ensure all AOC supervisors received training
Training in Crucial Communication Skills	IEW 1.0	Added (IEW KPI 4)	This is a one-time effort to ensure all AOC supervisors receive training
Favorability Ratings for AOC Peer Survey Competency Dimension	IEW 1.0	Added (IEW KPI 5)	The KPI was first reported in FY 2018
Favorability Ratings for AOC Peer Survey Customer Service Dimension	IEW 1.0	Added (IEW KPI 6)	The KPI was first reported in FY 2018
Business Units with a Bureaucracy Reduction	IEW 2.0	Not Reported	This is measured on a triennial basis
Promoting Fairness in Rewards and Recognition Programs	IEW 2.0	Added (IEW KPI 12)	The KPI was first reported in FY 2018
Supervisory Training in Fair Hiring Procedures	IEW 2.0	Added (IEW KPI 13)	The KPI was first reported in FY 2018
Employee Training in Hiring and Career Management	IEW 2.0	Added (IEW KPI 14)	The KPI was first reported in FY 2018
Employees Trained in Safety Observation and Reflection (SOAR)	IEW 3.0	Not Reported	This was a one-time effort in FY 2017 to ensure all AOC employees received training
External Safety and Environmental Inspection Findings	IEW 3.0	Added (IEW KPI 23)	The effort for this KPI is under reevaluation and the agency expects an FY 2019 baseline
Favorability Ratings for AOC Peer Survey Collaboration Dimension	OTOM 1.0	Added (OTOM KPI 4)	The KPI was first reported in FY 2018
Favorability Ratings for AOC Peer Survey Communication Dimension	OTOM 1.0	Added (OTOM KPI 5)	The KPI was first reported in FY 2018
Favorability Ratings for AOC Peer Survey Alignment Dimension	OTOM 1.0	Added (OTOM KPI 6)	The KPI was first reported in FY 2018
Analysis of Current and Estimated Future Requirements	OTOM 2.0	Added (OTOM KPI 10)	KPI was added but not measured as it is under reevaluation
Analysis and Recommendations for Resource Planning, Allocation and Management	OTOM 2.0	Added (OTOM KPI 11)	KPI was added but not measured as it is under reevaluation
Implementation Strategy for Approach to Resource Planning and Management	OTOM 2.0	Added (OTOM KPI 12)	KPI was added but not measured as it is under reevaluation



The Maintain Awe-Inspiring Facilities strategic goal addresses the AOC’s core facilities operations, stewardship, capital project delivery and sustainability programs.

STRATEGIC GOAL 1: MAINTAIN AWE-INSPIRING FACILITIES

- 1.0: Reliably deliver high-quality capital projects
- 2.0: Preserve, maintain and operate facilities and cultural and natural resources at the highest quality levels

Unsurpassed Craftsmanship and Stewardship

The AOC’s mission centers on its stewardship of the structures and grounds of the Capitol campus. We must ensure every visitor to Capitol Hill experiences the grandeur of these historic treasures at their very best.

The Maintain Awe-Inspiring Facilities goal includes strategic initiatives 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. This goal includes two strategic objectives.

Table 14 identifies the major programs associated with this strategic goal.

FIGURE 27: Key Performance Indicator Results Achieved for Maintain Awe-Inspiring Facilities

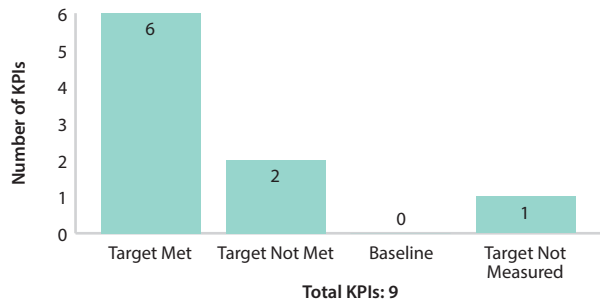


TABLE 14: Programs Associated with Maintain Awe-Inspiring Facilities Strategic Goal

PROGRAM	DESCRIPTION
Facilities Maintenance	The AOC supports congressional and Supreme Court operations by providing timely and high-quality facilities maintenance services. These activities encompass both planned (preventive) and corrective maintenance.
Facilities Operations	The AOC provides high-quality services in direct support of congressional and Supreme Court operations. The AOC's daily activities in support of this program include custodial and housekeeping work, grounds care, road and walkway maintenance, snow removal, and the provision of steam and chilled water.
Capital Project Delivery	The AOC undertakes many projects in pursuit of its mission to preserve and enhance the Capitol campus. Capital project delivery tasks include planning, programming, design, construction and the related management activities.
Cultural Preservation	The AOC ensures that the national treasures entrusted to its care are maintained and preserved for present and future generations. These historic treasures include the iconic congressional buildings, architectural features and grounds, as well as a collection of artwork, photographs, reference materials, library materials and botanical collections.
Safety and Compliance	Safety, fire and environmental programs are developed and implemented to assure AOC compliance with safety, fire and environmental regulations and standards.
Security and Resilience	The security and resilience program provides centralized internal security operations for the AOC, manages perimeter security, coordinates interagency emergency preparedness, and supports the U.S. Capitol Police in protecting, policing and providing security for the congressional community and its visitors.
Sustainability and Energy	The sustainability and energy program is responsible for the AOC's energy and resource conservation efforts. Sustainable practices include improving energy and water performance, using low-impact materials, sustaining natural sites, practicing recycling and providing sustainability guidance.

The AOC monitored nine performance indicators for this strategic goal in FY 2018, summarized in **Figure 27**.

STRATEGIC OBJECTIVE 1.0: Reliably deliver high-quality capital projects

By FY 2021, the AOC's goal is to deliver 100 percent of Capital Improvement Program (CIP) projects on time, within budget, safely, according to industry standards and without excessive disruptions to client operations. The agency set a high bar to achieve the highest level of excellence for its most important mission component, serving as the builder and steward of the landmark buildings and grounds of the Capitol campus. The AOC is working to identify, analyze and strengthen critical management processes to enhance the Capital Improvement Program.

This strategic objective identifies activities that indicate the completion of the following:

- Enhance CIP management processes and decision support systems by FY 2021
- Increase the percentage of CIP projects that employ relevant, industry standard processes, based upon the scope of the project
- Increase the percentage of CIP project stakeholders involved in employing relevant processes, based upon the scope of the project

Analysis of FY 2018 Results

Although the AOC did not establish KPIs for this objective in FY 2018, the agency built on the research and best practice

efforts begun in FY 2017. The agency established metric definitions for on time, within budget, delivered safely, with high-quality and minimal client disruption performance standards to ensure clarity and consistency of tracking these metrics across the agency in FY 2018. The AOC is working to enhance project delivery by clarifying roles and responsibilities through development of a Responsible, Accountable, Consulted and Informed (RACI) Matrix Process. The agency is undertaking a review of key processes to improve project planning and began system requirements and design work for a project management information system.

STRATEGIC OBJECTIVE 2.0: Preserve, maintain, and operate facilities and cultural and natural resources at the highest quality levels

The AOC will sequentially research, analyze and select the most appropriate industry standards and best-in-class levels of performance and develop associated implementation plans for achieving desired levels of performance for each of the AOC's key operational functions: facility management, gardens and grounds, cultural preservation, safety and compliance, sustainability, and security/resilience.

Analysis of FY 2018 Results

In FY 2018, the AOC measured progress toward this objective through nine KPIs. KPIs for safety and compliance standards and facility management standards were accomplished while KPIs measuring preventive maintenance, corrective maintenance, service request work orders, cleaning standards and reduction in overtime usage also provided strong results. In addition, the agency reviewed

CAPITOL HIGHLIGHTS



Cannon Renewal Project

The historic Cannon House Office Building, one of the oldest congressional buildings on Capitol Hill, is undergoing a complete renewal. Finished in 1908, time and weather led to the deterioration of the building exterior stone façade and its utilities infrastructure. The Cannon Renewal project is the largest capital project undertaken at the AOC with a schedule that launched in January 2015 and is expected to take approximately 10 years to complete. The project is divided into five distinct phases of work, with each phase aligned to fall between congressional move cycles and scheduled to last two years.

In FY 2018, the AOC continued to make progress on Phase 1, affecting the entire west side of the building along New Jersey Avenue. Major construction activity included demolishing and rebuilding the entire fifth floor of the facility, conserving the exterior stone façade and rehabilitating the individual office suites. This year, the AOC commissioned and installed equipment, received extensive training on the equipment's use, and participated in project site walks and inspections to understand the utility systems. The AOC also completed preparations for Phase 2, including contract actions, member moves and suite lottery adjustments. Phase 1 is expected to be complete by the beginning of the 116th congressional transition.

Phase 2 of the project is scheduled to begin in January 2019, at which point the New Jersey Avenue wing of the building will re-open and the northern Independence Avenue wing will close. When complete, the project will provide modern amenities, validate and upgrade various building systems, and reinforce and protect the building's legacy and historic fabrics for future generations.

www.aoc.gov/cannon

key processes to improve project planning and initiation. This performance highlights the agency's commitment to preserve, maintain and operate facilities and cultural and natural resources at the highest quality levels.

Energy and Sustainability Targets (AIF KPI 1)

This annual KPI supports the AOC's most recent commitments to energy efficiency and sustainability. It provides the AOC with an approach that recognizes the agency's obligation to maintain aging, iconic buildings; adapt state-of-the-art technology; and increase responsiveness to environmental considerations in a rich historical setting. This KPI tracks the AOC's success in optimizing equipment within the framework of its historic buildings to attain substantial outcomes for five elements of the agency's energy and sustainability program: reduce energy intensity use, reduce potable water use, divert building occupancy waste, compost non-construction waste and divert construction and demolition debris. Each component has its own target and the KPI requires the AOC to meet the targets for all five components.

Reduce Energy Intensity Use: This component measures the AOC's cumulative energy use reduction. The target calls for an additional cumulative reduction of 2.0 percent annually (i.e., a 36.0 percent target for FY 2018). Although the AOC succeeded in achieving its target in four of the five previous fiscal years, the AOC did not meet its energy reduction target for FY 2018. In fact, the agency experienced a setback this fiscal year as the cumulative reduction dropped from its FY 2017 results of 34.0 percent.* Nonetheless, the overall trend is heading in the right direction and, over the past six years, the agency successfully increased its cumulative annual energy reductions from 26.7 percent* in FY 2013 to 35.0 percent* in FY 2018. This was due to several factors, including the use of Energy Savings Performance Contracts (ESPCs) to provide infrastructure improvements in the U.S. Capitol Building and the House and Senate office buildings. The ESPCs utilized assessments of the AOC facilities and implemented life-cycle cost effective measures to improve energy and water performance. The agency also took advantage of retro-commissioning (optimizing the operational efficiency of existing mechanical systems) and improved building system monitoring. When the energy savings targets were established, the AOC forecasted that FY 2018 would be a goal "gap year" — that is, a year in which the agency would experience a difference between its commitments and actual energy performance. In forecasting gap years, the agency understood that these years would be combined with more aggressive

* Information adjusted from the reported amount in the FY 2017 PAR.



The AOC's dedication to energy and sustainability is about more than just keeping the lights on. Utilizing natural resources in the most efficient manner allows the agency to focus funding on preserving the historic elements of its iconic buildings.

and deeper energy reductions in the ensuing years due to the implementation of large-scale campus infrastructure projects such as the Cannon House Office Building Renewal, cogeneration at the Capitol Power Plant and a new ESPC at the Library Buildings and Grounds jurisdiction.

Reduce Potable Water Use: This component measures the AOC's cumulative potable water use reduction. The target calls for an additional cumulative reduction of 2.0 percent annually (i.e., a 22.0 percent target for FY 2018) which the AOC met in FY 2018. This fiscal year, the AOC collaborated with the District of Columbia Water and Sewer Authority to start addressing the portion of the AOC's water bills that are estimated (63 percent) and to repair inoperable meters. The AOC's analyses tracked monthly billing and usage to help explain anomalies, understand potential risks and impacts, and identify inefficiencies in water use.

Divert Building Occupant Waste: Building occupant waste includes discarded office waste like paper, bottles, cans, printer cartridges and decommissioned computer equipment. The AOC targeted a 44.0 percent diversion rate (the amount of waste diverted from landfills for recycling) for FY 2018, which the AOC met with a rate of 44.2 percent.

Compost Non-Construction Waste: Non-construction waste includes food waste and organic waste (e.g., grass clippings, leaves and branches). These materials can be composted and reused as mulch or fertilizer. The AOC set an annual target to compost 6.0 percent of its non-construction waste, which the AOC exceeded in FY 2018.

Divert Construction and Demolition Debris: This debris is the by-product of construction, remodeling, renovation and repair. These materials are often bulky or heavy and include debris such as concrete, drywall, wood and ceiling tiles. These items can often be recycled and reused instead of sent to the landfill. The AOC set an annual target to divert

90.0 percent of its non-construction waste, which the AOC exceeded in FY 2018.

The AOC strengthened its recycling programs by following best practices and standards to maximize waste reduction. The AOC's jurisdictions increased diversion rates and improved communications and engagement in recycling programs, especially with vendors and visitors. In FY 2019, the AOC will perform a waste audit on specific focus areas to assess opportunities for additional diversion.

This fiscal year, as shown in the **Infographic** on page 58, the AOC met its targets for four of five energy and sustainability components. This performance measure requires that the agency achieve all five targets. As a result, the AOC did not achieve its overall target for this KPI in FY 2018. ❌

For more information, see the AOC's annual *Energy and Sustainability Performance Management* report, located in *Section IV: Other Information*.

Safety/Compliance Key Industry Standards Established (AIF KPI 2)

In FY 2018, the AOC focused on identifying appropriate safety standards. Over the past two years, the AOC researched and benchmarked industry safety standards, including those developed by the International Organization for Standardization (ISO), the largest worldwide body for authoritative standards. As a result, the agency decided to adopt the ISO standard 45001, an occupational safety and health management standard that provides a framework for an organization to manage risks and opportunities to prevent work-related injury and ill health. The agency utilized ISO standard 45001 to develop a framework for an enterprise Integrated Safety Management System (ISMS). The ISMS will embed an intentional, robust and leadership-driven framework for establishing, implementing, maintaining and improving processes to effectively manage safety-related risks.

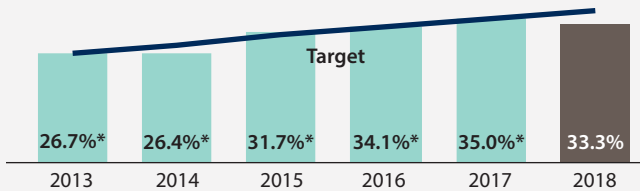
INFOGRAPHIC: Energy and Sustainability Targets for Fiscal Year 2018

The Architect of the Capitol focuses on energy and sustainability efforts in a cost-effective manner to maintain efficient, high-performing and healthy buildings across the Capitol campus. The agency established a key performance indicator (KPI) measuring the agency's success across five components of its energy and sustainability program. All components must meet or exceed their target for this KPI to be marked "Target Met." The components include:

RESULT:
TARGET NOT MET ❌

In FY 2018, the AOC met the energy and sustainability target for 4 of the 5 KPI components. However, all components must be met to achieve this target.

Reduce Energy Intensity Use ❌



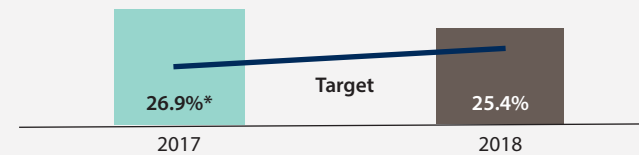
Target: Reduce cumulative annual energy intensity use an additional 2.0% (36.0% target for FY 2018)

Definition: BTUs divided by buildings' gross square feet

Source: Utility bills

Component Target Not Met

Reduce Potable Water Use ✅



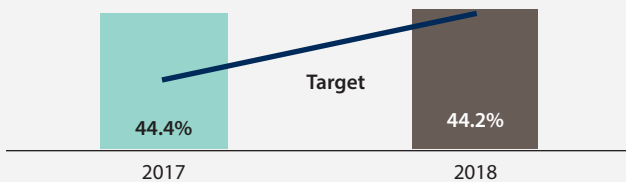
Target: Reduce cumulative annual potable water use an additional 2.0% (22.0% target for FY 2018)

Definition: Water usage divided by buildings' gross square feet

Source: Utility bills

Component Target Met

Divert Building Occupant Waste ✅



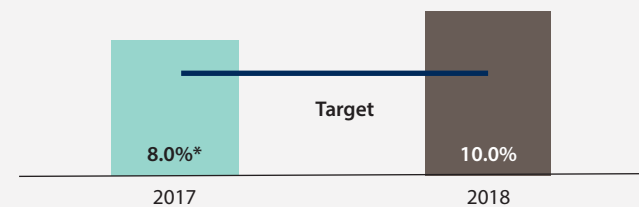
Target: Divert cumulative annual building occupant waste an additional 2.0% (44.0% target for FY 2018)

Definition: Occupant waste diverted divided by total occupant waste

Source: PPM Sustainability Information Management System

Component Target Met

Compost Non-Construction Waste ✅



Target: Compost 6.0% of non-construction waste annually

Definition: Non-construction waste composted divided by total non-construction waste

Source: PPM Sustainability Information Management System

Component Target Met

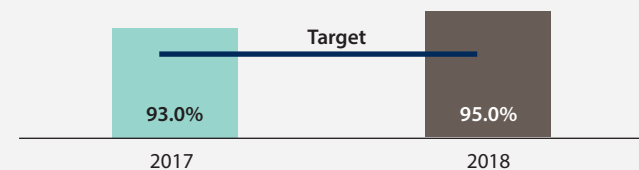
Divert Construction and Demolition Debris ✅

Target: Divert 90.0% of annual construction and demolition debris from landfills

Definition: Construction and demolition debris reduced, reused or recycled divided by total construction and demolition debris

Source: PPM Sustainability Information Management System

Component Target Met



* Information adjusted from that reported in FY 2017 PAR.

The agency performed a gap analysis of existing internal procedures and practices and developed an implementation plan for the ISMS. The agency plans to address the key elements of leadership and employee participation; hazards, risks and opportunities; objectives and plans to achieve them; processes and control programs documentation; performance evaluation and management review. This effort was originally scheduled to be completed in FY 2017, but the schedule was adjusted with a targeted completion of FY 2018 as the scope grew. 🟡

Safety/Compliance Meet Key Industry Standards (AIF KPI 3)

Upon the establishment and implementation of safety and compliance standards shown in AIF KPI 2, the AOC's target was to have implemented and achieved compliance with those standards in FY 2018. Because of the schedule adjustment and change of scope, efforts to bring the agency into compliance with this standard will begin in FY 2019. ❌

Facility Management Key Industry Standards Established (AIF KPI 4)

In FY 2018, the AOC established standards for a key function, facility management. The AOC determined that providing requirements and standards for the operation and maintenance of emergency generators and switchgear was important to maintain a resilient electrical infrastructure capable of supporting emergency operations. The AOC established a tiger team to gather internal data on current practices, identify external benchmarks for facilities such as those used by the Smithsonian Institution, research industry standards, conduct site visits and analyze data. Through the group's efforts, several standards stood out that could facilitate emergency power operations from the American National Standards Institute, National Fire Protection Association and the International Electrical Testing Association. The standards address many aspects of emergency power including turbine maintenance, computer security, battery lifecycle, combustion power and standby power systems. The AOC met its target for this KPI by establishing standards by the end of FY 2018. ✅

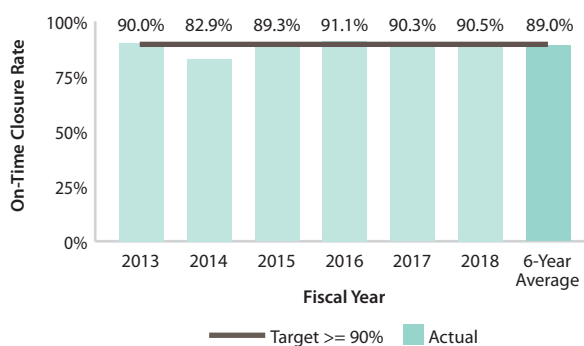
Preventive Maintenance Work Order Timeliness (AIF KPI 5)

This annual KPI measures the AOC's ability to maintain building systems, which are essential to the efficient and proper functioning of facilities that serve Congress and the Supreme Court. By ensuring building systems are kept in good working order, the AOC minimizes the risks and costs associated with system failure that would negatively impact the AOC's customers. Preventive maintenance (PM) work orders are recurring or scheduled appointments for the care and servicing of equipment, systems, and facilities to keep them in

good operating condition by providing inspection, detection and correction of failures either before they occur or develop major defects. An example of a preventive maintenance action is monthly checks on air handler systems, elevators or generators. This indicator is monitored closely on the AOC's e-Dashboard, which is updated daily, demonstrating the agency's commitment to providing the best facility stewardship possible for its building occupants and stakeholders.

As shown in **Figure 28**, the target for FY 2018 required that at least 90.0 percent of preventive maintenance work orders be completed on time. The AOC achieved 90.5 percent, which was above target and an overall improvement compared to the AOC's six-year average rate of 89.0 percent since FY 2013. In FY 2018, the AOC completed 212,553 of preventive maintenance work orders, of which 192,331 were completed on schedule. The AOC undertook many efforts to ensure the timeliness of completing preventive maintenance work orders. For example, one AOC jurisdiction instituted a process to generate weekly SharePoint reports automatically for staff and supervisors to identify work orders that are near their 30-day close date and those that are overdue. This provided general supervisors with the ability to hold staff accountable for work assignments and identify work orders that might need to be reassessed. This enabled the organization to reduce the number of overdue work orders each month.

FIGURE 28: Preventive Maintenance Work Order Timeliness



DEFINITION

Preventative maintenance work orders closed as planned divided by total preventive maintenance work orders scheduled

SOURCE

Web TMA, AOC's work order management system, extracted from Executive Dashboard October 2018

TARGET

>= 90% of preventive maintenance work orders are completed as planned



Looking ahead, the agency is looking to leverage immersive technology to capture 360-degree views of equipment to provide a virtual look at their components without having to be on site to access equipment information or past maintenance records. This will be particularly useful in tight workspaces, where the equipment is difficult to access. ✓

Corrective Maintenance Work Order Timeliness (AIF KPI 6)

This annual KPI measures the AOC's ability to repair system deficiencies efficiently that, if left unchecked, could result in building system failure and require costly remediation. Corrective maintenance (CM) is defined as activities undertaken to identify, isolate and rectify an unscheduled deficiency of equipment or systems. An example of a corrective maintenance action is remedying an unexpected equipment failure.

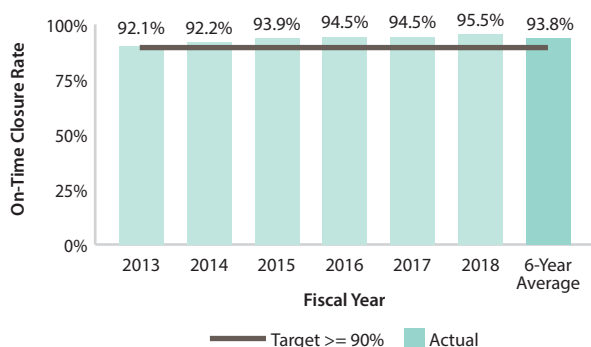
As shown in **Figure 29**, the target for FY 2018 was for 90.0 percent of corrective maintenance work orders to be completed on schedule, and the AOC achieved 95.5 percent. The FY 2018 result is an increase over last year's 94.5 percent and also exceeded the AOC's six-year average of 93.8 percent. In FY 2018, AOC completed 231,775 corrective maintenance work orders, of which 221,454 were completed on schedule. To help achieve these results, the AOC deployed a new inspection module to work with iPhones. This module

eliminated the need to use separate devices to facilitate inspections and allowed inspectors to create and assign work orders quickly when immediate repairs are required. By reducing the steps involved in creating work order requests, the new module enabled more work to be performed in the field with less backroom office time spent preparing order copies and requests. ✓

Service Request Work Order Timeliness (AIF KPI 7)

This annual KPI demonstrates the AOC's commitment to providing timely customer service to all stakeholders. Service request work orders are defined as ad-hoc work that provides a specific service to building occupants or stakeholders based upon customer preferences. Examples of service request work orders are requests to paint a wall a new color or to hang a painting. As shown in **Figure 30**, the target for FY 2018 was that 90.0 percent of service request work orders be completed on time, and the AOC achieved 92.4 percent. The FY 2018 result is 0.5 percentage points higher than last year's 91.9 percent achievement and higher than the AOC's six-year average of 92.1 percent. The AOC used its work order system to send out surveys automatically to customers who requested service work. The surveys permit the AOC to get feedback on particular job elements such as work satisfaction, quality and timeliness. The survey schedule

FIGURE 29: Corrective Maintenance Work Order Timeliness



DEFINITION

Corrective maintenance + recurring work orders closed within cycle time, divided by total corrective maintenance + recurring work orders due

SOURCE

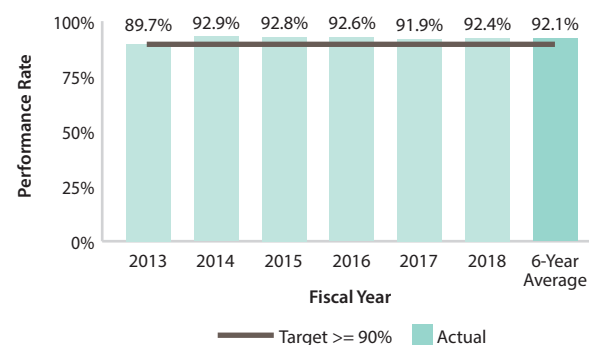
Web TMA, AOC's work order management system, extracted from Executive Dashboard October 2018

TARGET

90% of corrective maintenance work orders are completed as planned



FIGURE 30: Service Request Work Orders Timeliness



DEFINITION

Service request work orders closed within cycle time divided by total service request work orders due

SOURCE

Web TMA, AOC's work orders management system, extracted from Executive Dashboard October 2018

TARGET

90% of service requests are completed as promised



and questions vary by jurisdiction and type of request. The assessments also provide the agency with data to assess opportunities to improve service quality and timeliness for future service requests. In addition, during FY 2018, the AOC service requester web interface was updated to provide a better user experience to customers when submitting their work requests. ✓

Adherence to Cleaning Standards (AIF KPI 8)

This annual KPI reports progress on the AOC's adherence to cleaning standards. The AOC continued to administer the peer inspection program, bringing together the Senate Office Buildings, House Office Buildings, Capitol Building and Capitol Visitor Center jurisdictions to perform cleanliness inspections as independent assessors. The adherence rate is calculated by dividing the number of items successfully cleaned, as reported by peer inspections, by the total number of items inspected. As shown in **Figure 31**, the target for FY 2018 was 95.0 percent of cleaned items passed the inspection process upon initial inspection and the AOC exceeded its target, achieving 96.3 percent — virtually the same as the FY 2017 score and close to the agency's six-year average of 96.9 percent. This KPI measures whether cleaning standards were adhered to and does not measure efficiency. Processes have remained virtually unchanged; however, to improve

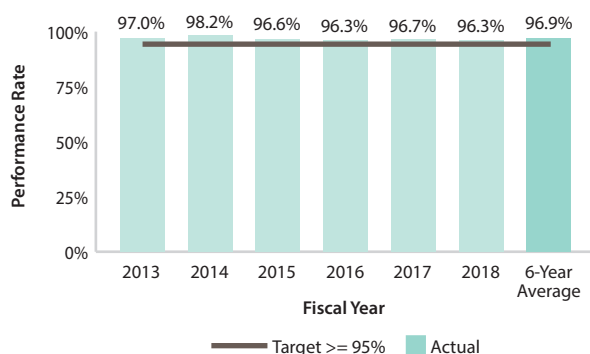
speed and efficiency, one jurisdiction began piloting a new process to perform paperless assessments using iPads to track the cleaning performance in an effort to reduce the extra time of assessing paper reports and allowing more focus on the inspections. ✓

Usage of Overtime (AIF KPI 9)

This annual KPI provides the AOC with information on its overtime usage for facility management (including construction activities) and agency operations. The prudent use of overtime is an indicator of management efficiency, which, in turn, demonstrates the AOC's ability to maintain awe-inspiring facilities and manage its appropriated funds responsibly. The AOC's annual performance target is to incur fewer overtime hours than the prior year (e.g., for FY 2018, the agency's target level of performance was to incur fewer than the 161,085* overtime hours recorded in FY 2017). As shown in **Figure 32**, the AOC recorded 151,836 overtime hours in FY 2018, a reduction in overtime usage from the prior year of more than 9,000 hours (6 percent) and the second consecutive year of overtime usage decline. This decline from the prior year may be attributed, in large part,

* Information adjusted from the figure reported in the FY 2017 PAR due to payroll adjustments.

FIGURE 31: Adherence to Cleaning Standards



DEFINITION

Number of items cleaned successfully divided by total number of items inspected

SOURCE

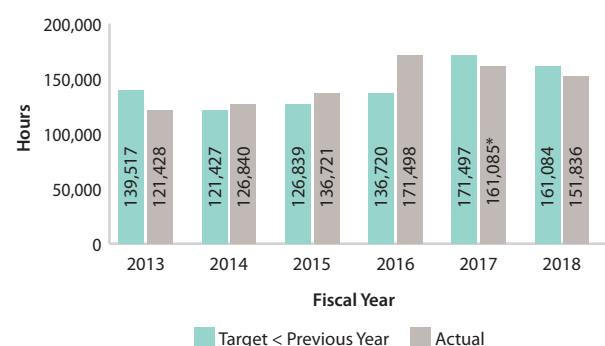
Formal Team Inspections, extracted from Executive Dashboard October 2018

TARGET

95% of inspected items are found to be cleaned according to AOC Cleaning Standards



FIGURE 32: Usage of Overtime



DEFINITION

Sum of overtime hours recorded in the time and attendance system

SOURCE

AOC Payroll System, extracted from the Executive Dashboard October 2018


TARGET

Reduce the number of overtime hours with respect to the previous year



* Information adjusted from that reported in FY 2017 PAR.

to the non-recurrence of FY 2017 overtime related to the biennial congressional transition moves and the Presidential Inauguration. Despite this short-term progress, the FY 2018 figure exceeded the agency's six-year rolling average of 144,901 hours by 5 percent, an indication that the agency's overtime usage has trended upward.

Nearly 385,000 overtime hours were incurred between FY 2013–FY 2015, as compared to more than 484,000 hours between FY 2016–FY 2018 — a sign that while the agency's workforce has essentially remained constant (2,102 FTEs in FY 2013 versus 2,181 in FY 2018, a 4 percent increase), its workload has grown (as measured by its budget authority, which grew 33 percent, from \$534.3 million in FY 2013 to \$712.1 million) over this timeframe. This workload increase was met, in part, through the careful use of overtime. The 151,836 overtime hours recorded by the AOC in this fiscal year will form the new performance target for FY 2019. 

Future Strategy

As the AOC moves into FY 2019, the agency will introduce several initiatives aligned to drive progress on objective 1.0 and focus on strategic initiatives that are measured under

objective 2.0. The AOC will strengthen progress toward the Maintain Awe-Inspiring Facilities goal by implementing a set of enterprise-level initiatives designed to advance achievement of strategic goals and objectives with the leadership of strategic goal champions. Strategic goal champions will provide executive-level input and direction to ensure that the teams and organizations working on these initiatives have the necessary guidance and support. The AOC will strengthen its efforts around objective 1.0 with enterprise-level initiatives addressing clear definitions of roles and responsibilities, enhanced project planning, project metrics tracking and a project management information system. These efforts will support the performance outcomes of delivering high-quality capital projects on time, within budget, safely and with minimal client disruption. To address objective 2.0, the AOC will monitor progress toward the implementation of facility management emergency power standards and the integrated safety management system. It will also work to establish standards for gardens and grounds operations and will begin the development of security and resiliency standards.



Throughout the year, concerts are often presented on the U.S. Capitol Grounds. The National Symphony Orchestra performs three starlight concerts annually on the West Front lawn of the U.S. Capitol in observance of Memorial Day, Independence Day and Labor Day.



The AOC supported many high-profile special events on the Capitol campus this year, including a March 21, 2018 Congressional Gold Medal Ceremony in honor of the Office of Strategic Services for their contributions during World War II (shown above).

STRATEGIC GOAL 2: PROVIDE EXTRAORDINARY SERVICES

1.0: Demonstrating our expertise while exhibiting responsiveness, ownership and courtesy to all internal and external customers

Going the Extra Mile

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

This goal serves to foster an organizational culture where AOC employees take ownership of client needs and proactively coordinate with 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 employees.

TABLE 15: Programs Associated with Provide Extraordinary Services Strategic Goal

PROGRAM	DESCRIPTION
Peer Services	The AOC has many collaborative partnerships among its business units and works as a team that aspires to provide extraordinary services to one another. Peer services may include human resources, contracting and procurement, information technology, security and safety.
Visitor Services	The AOC is responsible for providing a welcoming, informative and inspiring experience for Capitol campus visitors. The AOC provides public tours, training, exhibitions and lectures to enhance the visitor experience and manages restaurant and gift shop operations.
Client/Tenant Services	Client services include normal and special request services provided to internal clients, the public and other constituencies. Normal client services (e.g., painting services, deliveries and picture framing) are typically initiated by a service call, written request or technician work order. Client services also include special event support (e.g., Presidential Inauguration) and the biennial election year office moves.

The Provide Extraordinary Services goal includes one strategic objective. **Table 15** identifies the major programs associated with this strategic goal. The foundation of this goal is the AOC's "ROC" star philosophy, which seeks to institutionalize three main behaviors:

- **Responsiveness:** Immediately acknowledging customers and their needs; ensuring they receive a timely resolution
- **Ownership:** Providing personalized and proactive service; anticipating needs and implementing solutions
- **Courtesy:** Treating others as one wants to be treated; everyone is a VIP

In accordance with the AOC's strategic plan, the organization monitored five performance indicators for this strategic goal that included a new indicator for the deployment of the Facility Management Customer Satisfaction Survey and a redesigned peer survey. **Figure 33** summarizes the performance results achieved in FY 2018.

STRATEGIC OBJECTIVE 1.0: Demonstrating our expertise while exhibiting responsiveness, ownership and courtesy to all internal and external customers

The purpose of this strategic objective is to ensure outstanding customer service to the AOC's internal and external stakeholders. In FY 2018, the AOC launched a new peer survey to measure internal customer service. The survey measured customer satisfaction with the services employees regularly provide to each other.

Customer service provided to visitors to the U.S. Capitol and U.S. Capitol Visitor Center was measured through the administration of the CVC customer satisfaction survey. At the same time, client and tenant customer service was measured by the Facility Management Customer Satisfaction Survey

(FMCSS), formerly the Building Services Customer Service Survey, to assess services provided to the AOC's clients and tenants.

Analysis of FY 2018 Results

The AOC made progress toward this objective in FY 2018 by using survey assessment instruments to identify strengths as well as areas for improvement. The surveys include the AOC Peer Survey, the FMCSS, the CVC Customer Satisfaction Survey and Customer Satisfaction with Projects Survey. See **Figure 34** for the schedule of AOC customer satisfaction surveys. Another key indicator utilized was adherence to Procurement Acquisition Lead Times (PALT). The AOC measures progress toward objective 1.0 through five KPIs, as follows.

Peer Survey (ES KPI 1)

In FY 2017, the AOC designed and piloted a new peer survey to provide the AOC with data on how employees rate the services provided to them by other AOC business units. The questions aligned to the AOC Core Values and Customer Service Philosophy outlined in the AOC's strategic plan. The survey was administered in November 2017 and recorded an overall first year baseline score of 81.4 percent satisfaction. Questions from the survey were organized into five dimensions that serve as KPIs in the Foster an Innovative and Empowered Workforce and Operate as One Team, Dedicated to One Mission goals. The dimensions include Customer Service and Competency in the Foster an Innovative and Empowered Workforce goal and Collaboration, Communication and Alignment in the Operate as One Team, Dedicated to One Mission goal. In FY 2018, the AOC established a baseline for the peer survey, and the future target is to achieve a greater overall satisfaction score than the previous survey. ➔

FIGURE 33: Key Performance Indicator Results Achieved for Provide Extraordinary Services

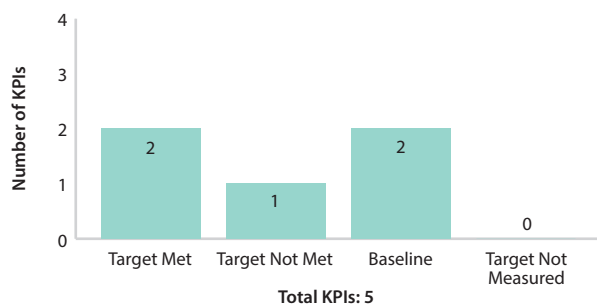


FIGURE 34: Survey Schedule for AOC's Strategic Plan FY 2017–FY 2021 Supporting Provide Extraordinary Services Goal

SURVEY	2017	2018	2019	2020	2021
Peer Survey	●		●		●
CVC Customer Satisfaction Survey*	●	●		●	●
Customer Satisfaction with Projects	●	●	●	●	●
Facility Management Customer Satisfaction Survey		●		●	

* The CVC will perform a study for the redesign of Exhibition Hall in lieu of the FY 2019 Customer Satisfaction Survey.

CAPITOL HIGHLIGHTS



10th Anniversary of the U.S. Capitol Visitor Center

On December 2, 2018, the U.S. Capitol Visitor Center (CVC) will complete its first 10 years of operations. In an effort to recognize Congress' role in establishing the facility and supporting its operation, the CVC is coordinating a celebration to occur near the anniversary date. The event will highlight the efforts Congress has made, through its support of the CVC, on behalf of millions of constituents. To carry the momentum from the anniversary into 2019, the CVC will continue to promote and share operational highlights in Capitol Tour Training sessions, information exchanges, a special events open house and semiannual reports to Congress.

The CVC will also make the 10-year accomplishments one of the elements emphasized in outreach to the new members of Congress. The CVC was designed to make the U.S. Capitol more accessible, convenient, secure and informative. It grew out of the realization that the U.S. Capitol failed to keep pace with the requirements of an ever-increasing number of visitors. Since opening, the CVC has greatly increased public access to the U.S. Capitol, welcoming more than 21 million visitors since 2008. The CVC provides a welcoming and educational environment to inform, involve and inspire visitors to the U.S. Capitol. It contains space for exhibits, visitor comfort, food service, two orientation theaters, an auditorium and gift shops. A variety of guided programs and activities are offered daily. Special security features were built into the facility and, for improved operations, the structure includes a service tunnel, mechanical facilities, storage and office space for the House and Senate.

www.visitthecapitol.gov

CVC Customer Satisfaction Survey (ES KPI 2)

In FY 2018, the CVC assessed results from its redesigned customer satisfaction survey to identify patterns in visitor engagement and experiences during different times of the year. Of those who took the survey, 94.0 percent would recommend the CVC to friends and 93.0 percent said their expectations were met or exceeded — establishing the baseline for future assessments. A repeat of the survey is not scheduled until FY 2020, until after the redesign of Exhibition Hall is complete. The CVC deployed a set of qualitative studies to understand how visitors experience Exhibition Hall and what parents expect their children to get out of the programs. The CVC also began testing visitor reactions to prototype exhibits for the planned Exhibition Hall redesign. The results are being used to inform the redesign and future programs. In FY 2019, the CVC will continue prototype testing with visitors and will interview front-line staff to identify areas where visitors can be better served. Once the Exhibition Hall redesign is complete, the survey target will be to meet or exceed the baseline results. ➔

Facility Management Customer Satisfaction Survey (ES KPI 3)

The AOC strategic plan called for a newly refined biennial FMCSS in FY 2018. The survey is a tool to assess the satisfaction of the AOC's tenants with facility service delivery that impacts a building's internal and external condition, the AOC's responsiveness to requests, and the professionalism of the AOC's service providers. The AOC examined data and feedback from previous survey cycles and industry best practices to validate the questions. The survey was deployed in July 2018 and the AOC achieved an overall score of 93.2 percent. Identified strengths included the AOC's professionalism and craftsmanship, the Capitol Flag Office, legislative clocks that alert members of Congress and their staff of upcoming votes, and snow removal operations during inclement weather. See **Figure 35**. To gather more timely information to impact ongoing operations, the AOC is exploring an integrated approach to measure facility services customer satisfaction with other sources of available close to real-time data for process improvement and leverage the periodic survey to complement the assessment of performance. ✔

Customer Satisfaction with Projects (ES KPI 4)

This annual KPI measures progress on customer satisfaction with design services and construction management projects performed for and managed by the AOC. These projects include efforts such as office space design, elevator modernization or banquet room construction. Clients complete a post-project assessment that scores attributes

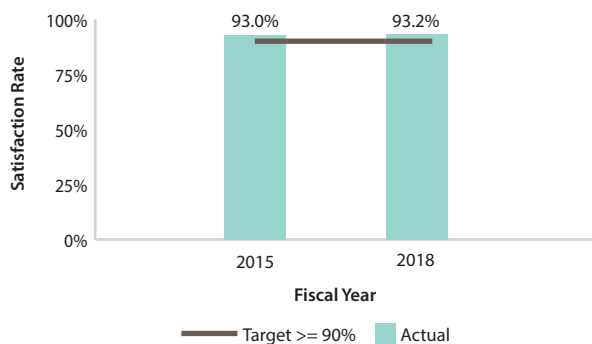


The U.S. Capitol Visitor Center has attracted, educated and enlightened millions of visitors to the U.S. Capitol Building for nearly a decade. At the Visitor Center, visitors may see a brief orientation film, experience its exhibits, dine in its restaurant or peruse its gift shops.

linked to customer service, core values, timeliness, technical competency and performance. As shown in **Figure 36**, the target for FY 2018 was 90.0 percent. The AOC exceeded its target, achieving 94.7 percent satisfaction from 19 projects completed in FY 2018. Because the AOC had lower survey response rates in FY 2017, the AOC actively engaged

customers to encourage them to complete the project assessment. This strategy boosted the number of completed surveys and increased the amount of data to improve operations. The AOC also piloted a redesign of the survey to align project principles (e.g., safety, schedule, budget and customer service) assessed in the AOC's Maintain Awe-Inspiring

FIGURE 35: Facility Management Customer Satisfaction Survey



DEFINITION

Number of services rated as satisfactorily provided divided by total evaluated

SOURCE

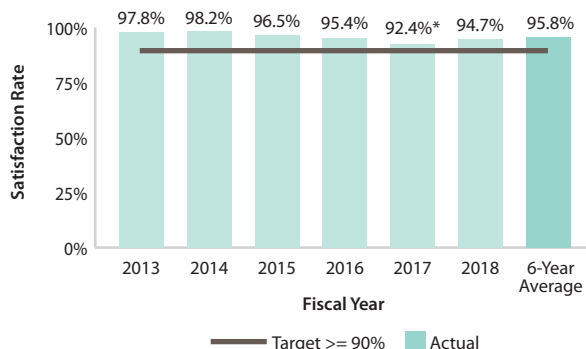
Facility Management Customer Surveys

TARGET

90% of projects are rated by clients as satisfactorily completed



FIGURE 36: Customer Satisfaction with Projects



DEFINITION

Number of projects rated as satisfactorily completed divided by total evaluated

SOURCE

Design Project Customer Satisfaction Survey & Construction Projects Customer Satisfaction Surveys

TARGET

90% of projects are rated by clients as satisfactorily completed



* Information adjusted from that reported in FY 2017 PAR.

Facilities goal. In FY 2019, the AOC will deploy the redesigned survey and examine the benefit of expanding it to additional lines of business. The new survey will offer greater insight into specific actions the AOC may take to improve its project service delivery. ✓

Adherence to Procurement Acquisition Lead Times (ES KPI 5)

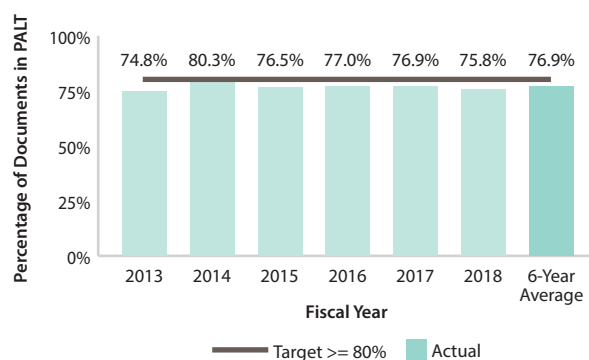
This annual KPI measures the level of internal customer service provided by the Acquisition and Material Management Division (AMMD) to the AOC business units, which rely on AMMD to process procurement actions in a timely manner. The expedient award of contracts and the procurement of supplies and materials has a direct impact upon the ability of business units to fulfill their mission. The FY 2018 target was for 80.0 percent of all procurement actions to be completed within the established timeline, and the AOC achieved 75.8 percent this fiscal year. As shown in **Figure 37**, the AOC did not meet its target, but held close to the six-year average of 76.9 percent. In FY 2018, the AOC committed to track PALT performance using more award categories to provide better accountability and an accurate breakdown of award times. In the FY 2019 budget, the AOC's simplified acquisition threshold was raised from \$100,000 to \$250,000, allowing the agency to use simplified acquisition procedures up to \$250,000. This will streamline contract execution and decrease lead time. ✗

Future Strategy

The Provide Extraordinary Services strategic goal will drive several initiatives to strengthen the AOC's ability to deliver and measure excellent customer experiences. The existing KPIs will be supplemented with proactive initiatives to utilize programmatic data to assess service quality, collection

of more frequent data points to ensure timely and more frequent opportunities for adjustment, and analysis of higher fidelity information through the AOC e-Dashboard activities. After strategic planning workshops conducted in June 2018, initiative leads were identified to formulate and implement specific initiatives, including developing a customer experience program.

FIGURE 37: Adherence to Procurement Acquisition Lead Times



DEFINITION

Number of requisitions awarded within procurement acquisition lead times divided by total requisitions awarded (excludes Interagency Agreements)

SOURCE

Financial Management System, extracted from Executive Dashboard October 2018

TARGET

80% of requisitions are awarded within the procurement acquisition lead time for the award type





The Foster an Innovative and Empowered Workforce strategic goal creates an organizational culture to attract, develop and retain exceptional employees. Through this goal, the AOC provides employees with the tools, training and environment to excel in their crafts and fields.

STRATEGIC GOAL 3: FOSTER AN INNOVATIVE AND EMPOWERED WORKFORCE

- 1.0:** Strengthen employee performance through improved development and accountability practices
- 2.0:** Cultivate high employee engagement in the workplace
- 3.0:** Provide for the security and safety of every AOC employee

Leading Change Together

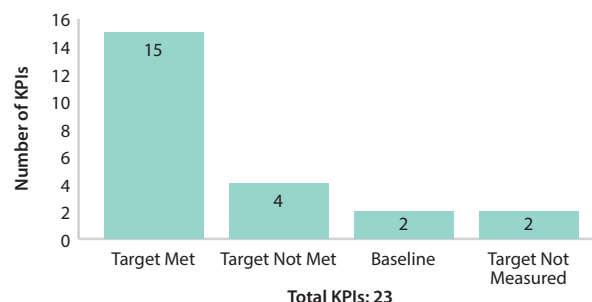
An empowered workforce will exercise greater responsibility for its performance, and proactively apply well-informed judgement and innovation, to solve problems with solutions that focus on results.

The purpose of this goal is to attract, develop and retain exceptional employees by creating a work environment that rewards excellence and creativity. The AOC's mission and vision can only be implemented by a strong cadre of dynamic individuals who are empowered to better serve Congress, the Supreme Court and the American public. The Foster an Innovative and Empowered Workforce goal includes three strategic objectives. These objectives express the direction the agency will take to accomplish this goal, while also improving responsibility, accountability and creativity among all AOC employees.

In accordance with the AOC's strategic plan, the agency

monitored 23 performance indicators for this strategic goal. **Figure 38** summarizes the performance results achieved in FY 2018.

FIGURE 38: Key Performance Indicator Results Achieved for Foster an Innovative and Empowered Workforce



STRATEGIC OBJECTIVE 1.0: Strengthen employee performance through improved development and accountability practices

The purpose of this strategic objective is to ensure that all employees regularly receive training and development opportunities, which will result in stronger performance and technical competencies across the AOC. Managers, supervisors and coworkers, in an effort to maintain desired workplace behaviors, are expected to hold low performers accountable and strengthen the AOC's performance and employee competencies. All employees will receive non-mandatory training and development opportunities to support job-related knowledge, skills and abilities at least once every three years by FY 2021. During the strategic plan's period of performance, the AOC will train supervisors in all aspects of performance management. The AOC's core values and customer service philosophy will be integrated into the Performance Communication and Evaluation System, and the AOC will deploy a training management system to provide supervisors with the ability to track required employee training by the end of FY 2021.

Analysis of FY 2018 Results

Following administration of the Federal Employee Viewpoint Survey (FEVS) in May 2018, the AOC analyzed the results to provide both an overall measure of employee feedback at the agency-wide level and a deeper analysis at the business-unit level. Specific FEVS questions were grouped into dimensions to provide strategic insight into targeted focus areas. This is the second year that the AOC has participated in the FEVS and results were compared to the FY 2016 survey

results to assess improvements and focus areas that need attention. Agency-wide results are shown in this PAR, while results unique to business units were analyzed internally with leadership and the workforce for incorporation into action plans. This added level of analysis provided leaders with actionable data they could use to target efforts to improve the work environment and employee work experiences. The AOC measures progress toward this objective through 11 KPIs that are described in **Table 16**.

Favorability Ratings for FEVS Development, Accountability and Coaching Dimensions (IEW KPI 1, 2 and 3)

Although it is difficult to identify a direct causal relationship between agency actions and performance results, the AOC is committed to building a work culture centered on workforce engagement. Agency efforts taken in FY 2018 to prioritize employee development, accountability and coaching included:

Development: This priority emphasized the cultivation of an organizational culture centered on skill improvement, job knowledge and continual learning. To support this priority, the AOC continued its ongoing initiative, The Architect's Executive Chat Series on Diversity and Inclusion, designed to introduce staff to experts in the leadership field. At the same time, the AOC facilitated three Americans with Disabilities Act training courses to focus on maintenance and construction concerns and, to reinforce safety, the Capitol Building jurisdiction developed and executed a training program to ensure in-house employees received training in scaffold construction. In addition, a host of development opportunities was offered by the Capitol

TABLE 16: FEVS Survey Dimensions Supporting IEW and OTOM Strategic Goals

FEVS DIMENSION	DESCRIPTION	KPI NUMBER
Development	Questions focused on skill improvement, job knowledge, training and employee development	IEW 1
Accountability	Questions focused on performance, results, appraisals and improvement	IEW 2
Coaching	Questions focused on worthwhile supervisor discussions, constructive suggestions and performance	IEW 3
Best Places to Work	Questions focused on how employees view their jobs and workplace	IEW 7
Innovation	Questions focused on encouraging new and better methods, rewarding creativity, decision-making, and removal of barriers	IEW 9
Rewards and Recognition	Questions focused on job performance, quality of results and recognition for a good job	IEW 10
Hiring and Promotions	Questions focused on job opportunities, merit-based promotions and leadership opportunities	IEW 11
Safety	Questions focused on work conditions, health and safety job hazards, safety enforcement, reporting, tools, and preparedness	IEW 18
Security	Questions focused on security threat preparedness, workplace emergency procedures and workplace violence	IEW 19
Collaboration	Questions focused on internal/external cooperation and knowledge sharing	OTOM 1
Communication	Questions focused on dialogue, listening and information dissemination	OTOM 2
Alignment	Questions focused on work related to agency mission, goals and priorities	OTOM 3

Visitor Center jurisdiction (including field trips with museums and historical sites such as the Frederick Douglass National Historical Site).

Accountability: This priority emphasized the creation of a work culture focused on results and continual improvement. For example, this fiscal year, the AOC introduced new performance metrics to hold its procurement staff accountable for their contract award performance. In addition, the Senate Office Buildings jurisdiction completed nearly 100 action items identified during the Senate Ride-Along Program. This program involves having jurisdiction leadership spend a shift working as an apprentice in one of their 27 shops to better understand shop practices, work routines and job hazards.

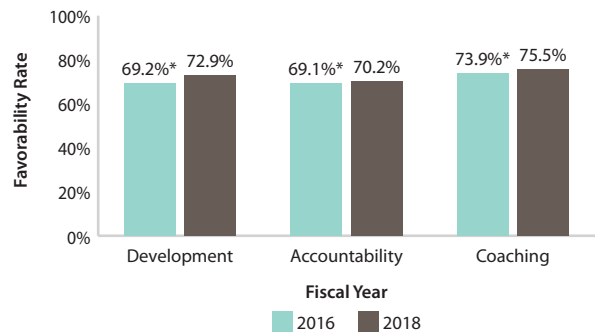
Coaching: This priority emphasized transformational leadership practices focused on meaningful supervisor-employee conversations and constructive suggestions to make the AOC a place where people want to work. This fiscal year, the AOC offered leadership coaching for its Executive Leadership Team and provided a host of new career development services for its entire staff. These programs, focusing on topics such as career development, retirement advice and more, assist employees in getting the most out of the benefits and services that the AOC has to offer.

These dimensions illustrate how employees assessed training opportunities, performance and professional development discussions with their supervisors. The AOC is actively addressing employee training and development needs as well as providing performance management and coaching training to its supervisors. The FEVS data is important to gauge how employees rate developmental opportunities provided to them and to monitor and improve those opportunities over time. The AOC's performance on the three dimensions exceeded the FY 2016 overall results by 2.9 percentage points. See **Figure 39**. ✓

Training in Crucial Communication Skills (IEW KPI 4)

In FY 2020, AOC supervisors will be scheduled to participate in a multi-session training program that uses industry-proven techniques to enable supervisors to engage employees in discussing difficult, high-stakes topics to achieve understanding around work outcomes and organizational goals. A select group of AOC staff will deliver the training to almost 300

FIGURE 39: Favorability Ratings for FEVS Development, Accountability and Coaching Dimensions



DEFINITION

Dimension scores are calculated from the average FEVS score of specific combined questions that comprise each dimension

SOURCE

FY 2016 and FY 2018 FEVS

TARGET

Exceed the previous survey results



* Information adjusted from that reported in FY 2017 PAR

supervisors. This training was originally scheduled to begin in FY 2018. However, AOC leadership decided to postpone it to deliver mandatory prevention of sexual harassment training to its entire staff. As a result, the Crucial Conversations training will be provided in FY 2020. In addition, in FY 2019, the AOC plans to develop enhancements to its employee performance management system. The crucial communication training will coincide with training supervisors on the enhanced employee performance management system. ✗

Favorability Ratings for AOC Peer Survey Competency and Customer Service Dimensions (IEW KPI 5 and 6)

The AOC's new peer survey yielded two dimensions in the Foster an Innovative and Empowered Workforce goal, as outlined in **Table 17**. They provide a baseline score for how employees rated one another across business units for technical competency and customer service. These results set a high mark to exceed for this biennial survey. The competency dimension achieved an 83.1 percent satisfaction while the customer service dimension achieved an 80.5 percent satisfaction. The AOC is assessing opportunities to provide

TABLE 17: Peer Survey Competency and Customer Service Dimensions

DIMENSION	DESCRIPTION	BASILINE RESULT
Technical Competency	Questions focused on employees' expertise, reliability, dependability and safety	83.1%
Customer Service	Questions focused on employees' responsiveness and courteousness	80.5%

enhanced customer service training and to establish communities of practice to share and exercise best practices within their domains. Because this survey was completely redesigned, it could not be compared to results of peer surveys from years past. —

STRATEGIC OBJECTIVE 2.0: Cultivate high employee engagement in the workplace

This strategic objective demonstrates the AOC's commitment to increasing employee engagement in the workplace by incorporating strategies identified through employee feedback tools such as the FEVS. Information from the 2016 FEVS and other prior assessments was used to identify several focus areas and target strategies:

- **IEW Strategy 2.1:** Reduce bureaucracy and promote innovation by enabling decision-making in support of service delivery at the lowest practical levels and/or streamlining processes to simplify and expedite service delivery.
- **IEW Strategy 2.2:** Promote fairness in rewards and recognition by refining the system for tracking awards and recognition to inform analysis and improvement of the awards and recognition systems AOC-wide.
- **IEW Strategy 2.3:** Promote fairness in hiring and promotions by providing supervisor and employee training in hiring processes and providing feedback to all internal applicants not selected in standard recruiting processes.

Analysis of FY 2018 Results

In the AOC's strategic plan, the agency has incorporated focus areas from previous employee assessment surveys in an effort to ensure that these initiatives are strategically prioritized. The AOC measures progress toward this objective through five KPIs that include four KPIs measuring FEVS dimensions for the best places to work, innovation, rewards and recognition, and hiring and promotions. One KPI measures adherence to the hiring cycle.

Favorability Ratings for Best Places to Work Dimension (IEW KPI 7)

This biennial KPI measures the AOC's favorability in a dimension similar to the Partnership for Public Service's (PPS) "Best Places to Work in the Federal Government" ranking. This indicator measures increases or decreases in favorability about how AOC employees answer the following FEVS questions:

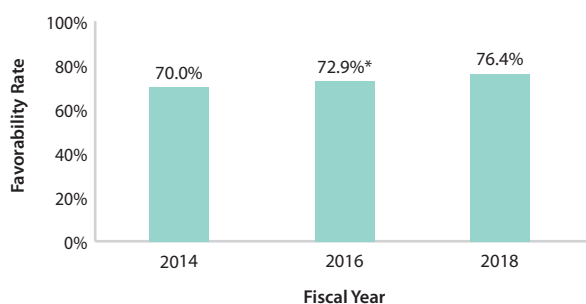
- Do you recommend your organization as a good place to work?
- How satisfied are you with your job?
- How satisfied are you with your organization?

As shown in **Figure 40**, the AOC received a favorability rating of 76.4 percent for the Best Places to Work dimension in FY 2018, an increase of 3.5 percentage points from FY 2016 and a 6.4 percentage point increase from FY 2014. While FY 2016 was the first year that AOC participated in the FEVS, these questions were included in the previous Organizational Assessment Survey used in FY 2014, giving the agency a means for consistent measurement of this KPI across both surveys. ✓

AOC Ranking in the Partnership for Public Service's Best Places to Work Survey (IEW KPI 8)

This KPI measures the AOC's standing in PPS's "Best Places to Work in the Federal Government" ranking, which compares participating federal agencies using the same questions highlighted in (IEW KPI 7) in the Best Places to Work Dimension from the FEVS. The PPS calculates each federal agency's score using a proprietary formula to rank each of the three questions and uses their employee population to categorize them into small, medium and large agencies. The AOC is a medium-sized agency and is ranked with similarly sized agencies. The results of the ranking will not be available until December 2018. The AOC will include its ranking in the FY 2019 PAR and will compare this result to the previous rankings from FY 2016 (11th among medium-sized agencies) and FY 2014 (seventh among medium-size agencies). ...

FIGURE 40: Favorability Ratings for Best Places to Work Dimension



DEFINITION

Dimension scores are calculated from the average FEVS raw (non-weighted) score of specific combined questions that comprise each dimension.

SOURCE

FY 2014, FY 2016 and FY 2018 FEVS

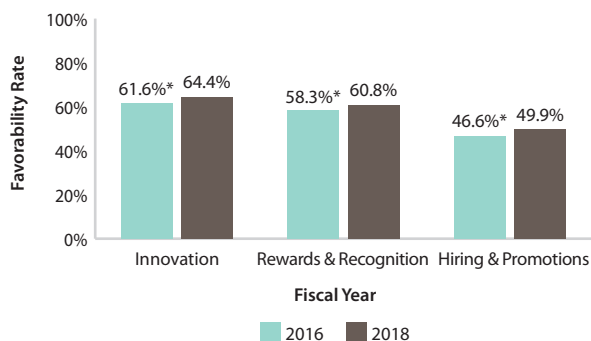
TARGET

Exceed the previous survey results



* Information adjusted from that reported in FY 2017 PAR.

FIGURE 41: Favorability Ratings for FEVS Innovation, Rewards and Recognition, and Hiring and Promotions Dimensions



DEFINITION

Dimension scores are calculated from the average FEVS score of specific combined questions that comprise each dimension

SOURCE

FY 2016 and FY 2018 FEVS

TARGET

Exceed the previous survey results



* Information adjusted from that reported in FY 2017 PAR

Favorability Ratings for FEVS Innovation, Rewards and Recognition, and Hiring and Promotions Dimensions (IEW KPI 9, 10 and 11)

These indicators assess employees' perceptions of how the AOC supports innovation and process improvement, rewards quality work, and provides merit-based opportunities and promotions within the agency.

See **Figure 41** for the AOC's survey results for the innovation, rewards and recognition, and hiring and promotions dimensions as compared to FEVS scores from FY 2016. The innovation, rewards and recognition, and hiring and promotions dimensions exceeded their previous results by an average of 2.9 percentage points (2.8, 2.5 and 3.3 percentage points respectively).

The AOC has worked on many initiatives to further the innovation dimension, including the Capitol Building Flag Program modernization that incorporated technology and streamlined processes to facilitate flag requests and the Project Cost Accounting System (PCAS) module implementation that will be used to support project-level costing and streamline indirect cost charging for small construction activities.

Efforts to support the rewards and recognition dimension include an agency-wide effort to research rewards and recognition (see IEW KPI 12), initiate a Superintendent's



U.S. Botanic Garden Plant Collection Trips

The U.S. Botanic Garden (USBG) is dedicated to demonstrating the aesthetic, cultural, economic, therapeutic and ecological importance of plants to the well-being of humankind. The USBG actively participates in the conservation of endangered species by maintaining live specimens in its collection.

In FY 2018, staff from the USBG co-authored a peer-reviewed article[†] related to a historic collecting trip to the Philippines. For the USBG's first modern-era plant collecting trip in May 2017, Plant Curator Bill McLaughlin joined a botanist from Long Island University and two scientists from the University of the Philippines Diliman in exploring two unique floral regions in the Philippines, a biodiversity hotspot for both flora and fauna.

The overseas expedition was a resounding success. Working with the U.S. Department of Agriculture and the Philippine government, many unique living plant specimens were permitted to be imported and grown by the USBG. Among the plants collected was a specimen that was later determined to be a never-before-named species that is new to science. The USBG is the first public garden in the world to add this species of the corpse flower genus to its collection. In June 2018, the plant bloomed in cultivation for the first time.

This exploration allowed the USBG to continue its mission to add plants of ecological and conservation importance to its collection and share them with the public. The discovery of a new species is a source of pride for the USBG and the AOC. In September 2018, the USBG embarked upon further plant collecting trips, to Texas and Japan, and will be reporting its findings in the next fiscal year.

[†] "Ex Situ Propagation of Philippine *Rafflesia* in the United States: Challenges and Prospects" which was published in *Sibbaldia: The Journal of Botanic Garden Horticulture* on December 8, 2017.

Honor Award Program, and provide on-the-spot awards for one-time, nonrecurring acts, services or achievements that benefit the agency. The AOC is leveraging many programs to augment the agency's hiring and promotions. The Architect's Mobility Program (AMP) focuses on growth opportunities to develop employees and recognize high performers within specific trades and administrative arenas. Another program for employees is the Exchange of Critical Expertise and learning (ExCEL) that allows personnel to detail with other organizations to learn skills in new knowledge areas to make them more competitive in their positions and new opportunities within the organization. ✓

Promoting Fairness in Rewards and Recognition Programs (IEW KPI 12)

In FY 2018, the AOC identified how employee award information is being collected and maintained. This data was identified to assess fairness in employee awards and recognition by examining workforce data, performance and distribution. In FY 2019, the AOC will review all award data and perform analyses to incorporate findings into strategies for employee recognition, including on-the-spot, time off, special contribution and performance based awards, and in later years, develop a tracking system to continuously assess awards and recognition data to ensure fairness in the process. ✓

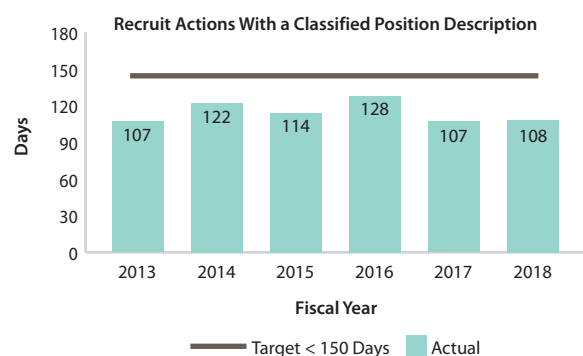
Supervisory Training in Fair Hiring Procedures (IEW KPI 13)

A supervisory training in fair hiring procedures was provided to those who are responsible for hiring staff. The AOC wants to ensure that supervisors have the best tools to facilitate their talent acquisition decisions. The curriculum included discussion of the AOC's hiring through the talent acquisition model — the strategic approach of hiring the best candidates through a structured partnership with the Human Capital Management Division (HCMD) and hiring managers. It aligns recruitment priorities with workforce requirements and attracts higher-performing talent. The outcomes for managers are to fill positions more quickly, hire candidates that are the best match and foster an ongoing dialogue between HCMD and hiring managers. ✓

Employee Training in Hiring and Career Management (IEW KPI 14)

The HCMD Training and Employee Development and Talent Acquisition and Classification branches began offering a series of career path training sessions to equip employees with strategies for career development and knowledge for professional success within the agency. This was accomplished by offering enrichment topics like navigation of the AOC's recruitment and hiring process, guidance on resume writing, and interviewing techniques. The initiative was expanded to offer individualized on-demand consultative services that included mock interviews, coaching and an interest inventory assessment. ✓

FIGURE 42: Adherence to Hiring Cycle Time



DEFINITION

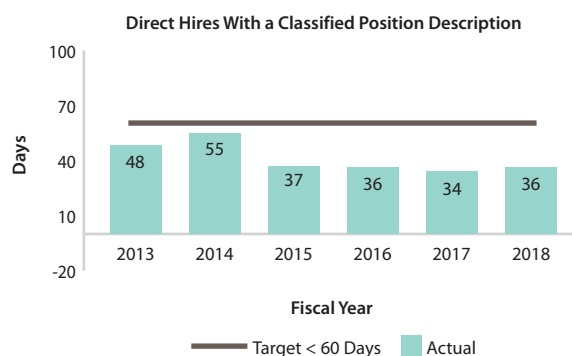
Total number of days from request to fill a vacancy to the date the employee is on board divided by the total number of positions filled

SOURCE

HCMD, Talent Acquisition and Classification Branch statistics, October 2018

TARGET

< 150 Days



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, October 2018

TARGET

< 60 Days



Adherence to Hiring Cycle Time (IEW KPI 15)

This indicator is a quantifiable measure of efficiency for recruiting actions (advertised positions) and direct hires from HCMD. This is measured by the average number of days required to fill a vacancy — from the time of a formal request to the time the new employee begins their position. The recruiting action and direct hire processes differ in that the latter does not require the position to be advertised. The AOC, being an excepted service federal agency in the legislative branch of government, has the authority to appoint individuals directly to certain positions. If positions remain vacant for long periods, operations may experience diminished levels of performance. The AOC has identified many hard-to-fill positions for which there is an established history of insufficient pools of qualified applicants and competition with the private sector for competencies in the skilled trades, including masons, maintenance mechanics and high voltage electricians. After repeated recruitment efforts, direct hire authority was exercised to fill mission-critical areas. HCMD continued greater collaboration efforts with jurisdiction hiring managers while reducing redundant processing and communications gaps. The AOC is implementing a talent acquisition plan and a new recruitment strategy to mitigate hard-to-fill positions and anticipate agency requirements. As shown in **Figure 42**, the AOC exceeded its target, as it has done for six consecutive years for each type of hire. This indicator ensures the AOC focuses on hiring quality candidates as quickly as needed. ✓

STRATEGIC OBJECTIVE 3.0: Provide for the security and safety of every AOC employee

The purpose of this strategic objective is to ensure the security and safety of every AOC employee. All employees will participate in regular training and exercises to prepare themselves in the event of an emergency and to reduce injuries. The agency seeks to achieve annual injury and illness rates that are both less than the previous year and less than the average of the previous five years. The agency will improve or maintain the AOC-wide scores in the safety and security dimensions of the FEVS survey. The agency is committed to developing and delivering training and communications to improve the awareness, preparedness, and performance of safety and security programs. The AOC will routinely identify and correct risks to ensure a safe and environmentally compliant work environment.

Analysis of FY 2018 Results

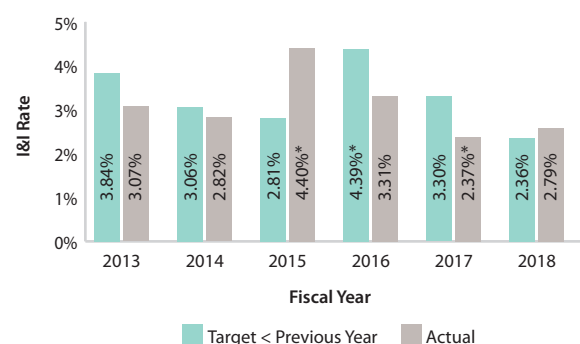
A comprehensive effort was launched in the previous fiscal year to enhance behavior-based safety training as a means of

empowering the workforce to improve conditions affecting safety. The strategy is to encourage employees to observe and report safety issues and to coach their peers when unsafe behaviors or situations are observed. A refresher to this training is being developed for continuous improvement of employee behaviors and the work environment along with continued review of emergency procedures and regular inspections — ensuring on-the-job safety and emergency preparedness. The AOC measures progress toward this objective through eight KPIs described as follows.

Injuries and Illnesses Rate (IEW KPI 16)

This annual operational KPI measures the rate of injuries and illnesses (I&I) across the AOC for the current fiscal year versus the previous year. The target is to incur a lower rate of injuries and illnesses for the current year versus the prior year. **Figure 43** identifies the FY 2018 target as 2.36 percent, and the AOC attained a rate of 2.79 percent. The AOC has a system of safety incident reporting that is used to determine injury trends. In FY 2018, the most frequent causes were related to inattention, exertion/overexertion and failure to follow proper procedures. To address these causes, the AOC is focused on tracking safety observations in the agency's new integrated safety management system and driving engagement at the working level. ✗

FIGURE 43: Injuries and Illnesses Rate



DEFINITION

Number of injury claims sent to Department of Labor (DOL) in the fiscal year divided by the average number of employees

SOURCE

Number of injuries sent to DOL: HCMD, Employee Benefits and Services Branch, National Finance Center bi-monthly information data file via ODS for the number of employees, October 2018

TARGET

Reduce the number of injuries and illnesses with respect to the previous year



* Information adjusted from that reported in FY 2017 PAR

**Injuries and Illnesses Rate (Rolling Five-Year Average)
(IEW KPI 17)**

This annual KPI measures the rate of injuries and illnesses across the AOC for the previous five years. The AOC introduced this indicator to examine trends for this measure over time and provide insight into the longer-term safety trends. It minimizes the effect of an unusual level of performance in individual years and holds the agency accountable for the overall cumulative reduction in injuries and illnesses. As shown in **Figure 44**, the target for FY 2018 was 3.19 percent, and the AOC achieved a lower five-year rolling average of 3.14 percent. Despite the slight uptick in the agency’s annual injuries and illnesses in FY 2018 (as measured by IEW KPI 16), the overall downward trend of the rolling average of injuries and illnesses since FY 2015 underscores the long-term strategic commitment to safety at the AOC. ✓

Favorability Ratings for FEVS Safety and Security Dimensions (IEW KPI 18 and 19)

These dimensions measure how employees rate AOC workplace safety and security, based upon additional questions the AOC asked in the FEVS. The importance of these indicators is to provide feedback to AOC management on employee perception about workplace safety, preparedness and areas on which management should focus to improve the workplace for all employees.

See **Figure 45** for the survey results for the safety and security dimensions. The FY 2018 survey results illustrate that both the safety and security dimensions outperformed the FY 2016 scores, thereby meeting their targets. The increased performance from already favorable scores validate the AOC’s commitment to safety and security programs. Although it is difficult to identify causal relationships between actions and results, the AOC has committed to building a strong safety and security culture across the agency through a number of efforts. For campus safety, the AOC’s Safety, Fire and Environmental Programs Office issued updates to certain safety policies (e.g., petroleum storage tanks, integrated pest management and others) and created a dashboard to track and assess safety incidents. For campus security, various FY 2018 initiatives included the protection of computer systems through two-factor authentication, the repair and phased replacement of security barriers and U.S. Capitol Police kiosks, and the provision of mandatory prevention of sexual harassment training for all employees. ✓

Business Units that have Reviewed Emergency Procedures within the Fiscal Year (IEW KPI 20)

This annual KPI measures the number of business units that have completed the review of emergency procedures with all employees for the current fiscal year. As shown in **Figure 46**, the AOC met its target for FY 2018 of 100 percent action

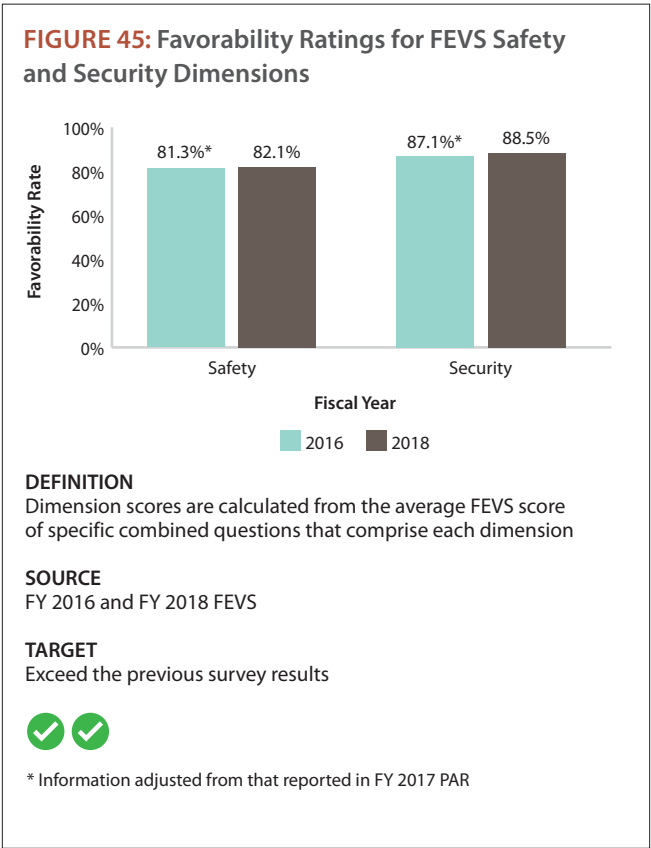
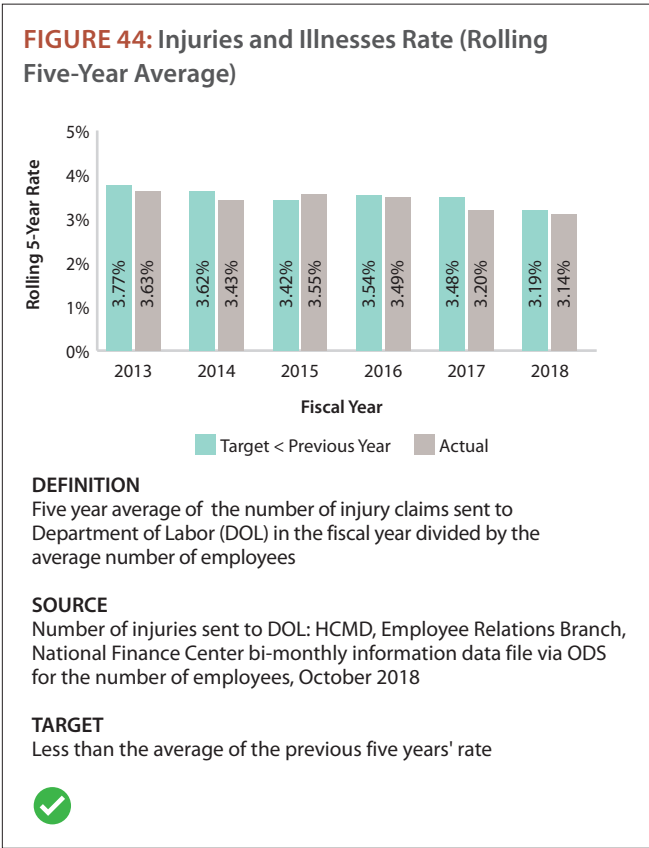
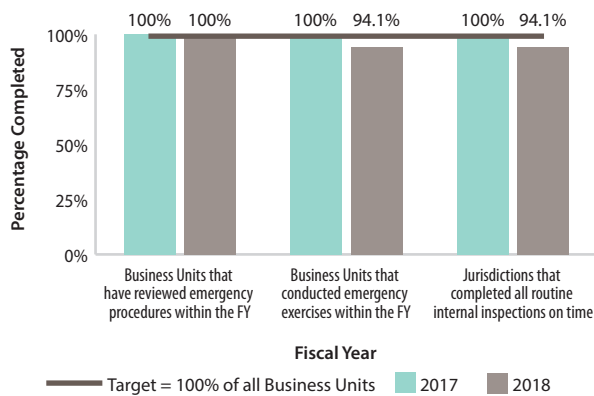


FIGURE 46: Jurisdiction Emergency Procedures and Routine Inspections Measures**DEFINITION**

Percentage of business units that have reviewed emergency procedures within the fiscal year

Percentage of business units that have conducted emergency exercises within the fiscal year

Jurisdictions that conduct at least two emergency exercises per year

SOURCE

AOC 2018 Action Plans

TARGET

100% of business units that complete the requirement



plan completion. In addition to reviewing emergency procedures, the Supreme Court Building and Grounds conducted a hands-on fire extinguisher training and the Capitol Visitor Center reviewed procedures for an internal relocation exercise with the Capitol Building. ✓

Business Units that Conducted Emergency Exercises within the Fiscal Year (IEW KPI 21)

As shown in **Figure 46**, the target for this KPI in FY 2018 was for jurisdictions to conduct two exercises and for non-jurisdictional business units to conduct one exercise annually. During this fiscal year, 94.1 percent of business units met this goal. While many business units elected to perform evacuation exercises, others elected to perform more than the required emergency exercises for focused emergency events. For example, the Senate Office Buildings conducted two active shooter drills, and the Capitol Power Plant conducted drills on refrigerant release, elevator entrapment and tunnel flooding. ✗

Jurisdictions that Completed All Routine Internal Inspections On Time (IEW KPI 22)

Adherence to routine internal inspections can prevent external safety inspection findings and result in quicker mitigation of safety issues before they result in injury. As shown in **Figure 46**, the AOC did not meet its FY 2018 target of 100 percent of business units having had conducted all their scheduled self-inspections for internal safety and environmental self-inspections. Many business units worked with the Safety, Fire and Environmental Programs Office to standardize inspections and formalize criteria to their individual needs. ✗

External Safety and Environmental Inspection Findings (IEW KPI 23)

This KPI is under re-evaluation. A baseline for this KPI will be set in FY 2019, at which time the AOC will also identify additional safety metrics to more meaningfully assess performance and help drive improvements. As part of the Integrated Safety Management System implementation, the AOC will enhance the systems required to capture and monitor external inspection findings data. ...

Future Strategy

In FY 2019, the agency will plan for, design and/or implement strategic initiatives to institutionalize culture change efforts and target work environment areas. Initiatives to strengthen employee performance through development and accountability practices will include establishment of an AOC individual development plan template for supervisors and employees, and research and design of an enhanced employee performance communication and evaluation system. High employee engagement will be cultivated by establishing an innovation showcase to raise awareness of AOC innovations and process improvements, piloting a process improvement program and implementing biennial training for supervisors and employees in the hiring process and career management. Finally, to ensure a safe and environmentally compliant workplace, the AOC plans to customize emergency exercises and response plans, as well as pilot a new emergency preparedness training to improve employee awareness and safety and security performance.



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

STRATEGIC GOAL 4: OPERATE AS ONE TEAM, DEDICATED TO ONE MISSION

- 1.0:** Support the success of others by prioritizing the AOC's mission, values, vision and goals ahead of the interests of any individual, work group or business unit
- 2.0:** Strategically plan, allocate and manage resources AOC-wide

United in Excellence

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

The purpose of this goal is to promote collaboration within and among the agency's jurisdictions and administrative offices to create a more efficient and effective organization. Achieving this goal will improve work processes by increasing cross-jurisdictional collaboration, reducing redundancies through intra-agency cooperation and focusing the organization on AOC-wide improvements and projects.

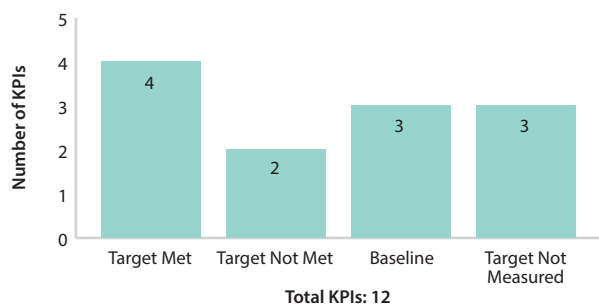
The goal's two strategic objectives express how the agency will operate as one team, dedicated to one mission. The objectives guide the AOC to improve processes by learning from colleagues and external partners, fostering collaboration within and outside of the organization, and implementing projects with the greatest agency impact.

Operating as one team dedicated to one mission can be challenging for an agency that serves two distinct branches of government and manages operations through multiple appropriations. However, while the appropriation structure complicates resource sharing, the AOC uses collaboration and knowledge sharing to overcome these challenges.

Did You Know?

To support the next phase of the U.S. Capitol Exterior Preservation project, a cross-jurisdictional AOC workforce integrated their talents to dismantle the ClearVu security structure installed at the Senate Extension, segregate and store the system components, and rebuild the 18-foot high perimeter fence at the House Extension. This in-house work expanded each crew member's skills, provided cost savings and reduced the contractor's construction time.

FIGURE 47: Key Performance Indicator Results Achieved for Operate as One Team, Dedicated to One Mission



In accordance with the AOC's strategic plan, the organization monitored nine key performance indicators (KPIs) for this strategic goal. **Figure 47** summarizes the results achieved in FY 2018.

STRATEGIC OBJECTIVE 1.0: Support the success of others by prioritizing the AOC's mission, values, vision and goals ahead of the interests of any individual, work group or business unit

The purpose of this strategic objective is to improve employee experiences when engaged in cross-functional projects and activities that require a high level of collaboration, communication and alignment to a shared purpose across the organization. Action plans for each business unit must include an annual plan for partnering with other business units. Furthermore, these same action plans must make a commitment to provide and support cross-organizational opportunities for employee collaboration across business units. The AOC seeks to improve employee experiences through improved collaboration, communication and alignment to a shared purpose across the agency. AOC employees and business units are called to support the success of others by prioritizing the agency's mission, values, vision and goals ahead of the interests of any individual, work group or business unit.

Analysis of FY 2018 Results

Each business unit focuses on strengthening collaboration and aligning to a shared purpose with partners both within and across other business units by improving communication and business processes as well as clarifying roles and responsibilities. The AOC measures progress toward this objective through nine key performance indicators, the first six are based on collaboration, communication and alignment dimensions measured in the Office of Personnel Management's Federal Employee Viewpoint Survey (FEVS) and the AOC peer survey. The remaining three account for business unit partnering plans and cross-organizational collaboration opportunities created for employees. These measures are described as follows.

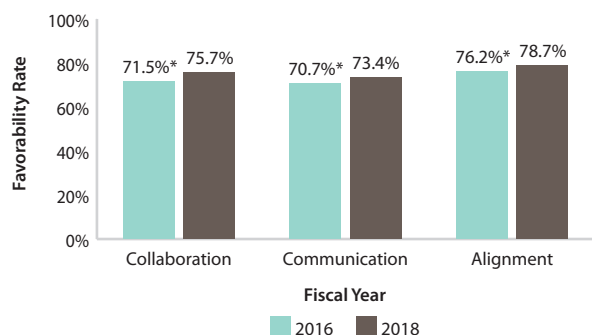
Favorability Ratings for FEVS Collaboration, Communication and Alignment Dimensions (OTOM KPI 1, 2 and 3)

These dimensions measure how employees assess the AOC's partnerships, information dissemination and mission alignment principles. The three FEVS dimensions (collaboration, communication and alignment) supporting the Operate as One Team, Dedicated to One Mission strategic goal are described in **Table 18**.

The survey results collected represent the AOC's second year of data for these KPIs. The AOC achieved its FY 2018 target by exceeding the prior year survey ratings across each dimension. Compared to the prior survey, collaboration ratings increased 4.2 percentage points to 75.7 percent, communication ratings increased 2.7 percentage points to 73.4 percent and alignment ratings increased 2.5 percentage points to 78.7 percent. See **Figure 48** for the AOC's year-over-year comparison of the three dimensions. The AOC worked on initiatives that promoted collaboration, communication and alignment to the agency's mission. These include the monthly AOC newsletter (Capitol Connection) to communicate agency stories, the redesign of the AOC's intranet site (AOC Compass) to improve document sharing, the enhancement of the Enterprise Risk Management program to identify enterprise-level risks, and the creation of an AOC Master Planning Task Force to improve the budget formulation process. ✓

TABLE 18: Peer Survey Collaboration, Communication and Alignment Dimensions

AOC PEER SURVEY DIMENSION	AOC PEER SURVEY DESCRIPTION	BASILINE RESULT
Collaboration	Questions focused on internal peer teamwork contribution, cooperation and shared credit/recognition	80.8%
Communication	Questions focused on internal peer dialogue, listening and information dissemination	75.5%
Alignment	Questions focused on internal peer commitment to agency mission, customer service, stewardship and safety	87.2%

FIGURE 48: Favorability Ratings for FEVS Collaboration, Communication and Alignment Dimensions**DEFINITION**

Dimension scores are calculated from the average FEVS score of specific combined questions that comprise each dimension

SOURCE

FY 2016 and FY 2018 FEVS

TARGET

Exceed the previous survey results



* Information adjusted from that reported in FY 2017 PAR

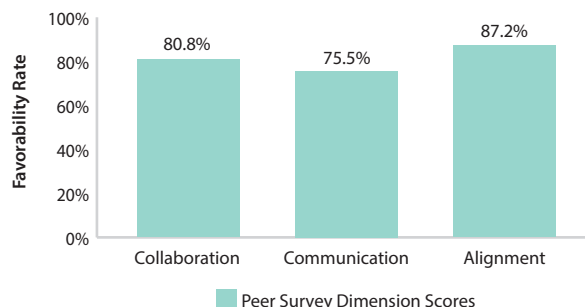
Favorability Ratings for AOC Peer Survey Collaboration, Communication and Alignment Dimensions (OTOM KPI 4, 5 and 6)

These dimensions measure how employees assess AOC internal peer teamwork, information dissemination and mission alignment principles. Various AOC peer survey questions grouped into three dimensions (collaboration, communication and alignment) that support the Operate as One Team, Dedicated to One Mission goal are described in **Table 18**.

The survey results collected in FY 2018 represent the baseline data for these KPIs, depicting the collaboration dimension ratings of 80.8 percent, the communication dimension ratings of 75.5 percent and the alignment dimension ratings of 87.2 percent. See **Figure 49**. While the communication dimension was the lowest scoring of all the survey dimensions, its score did not necessitate an agency-wide strategy for improvement. Each business unit was empowered to initiate strategies on how they thought best to mitigate the scores. In FY 2019, the AOC plans to reassess the peer survey methodology, including a potential survey redesign, and launch an effort to incorporate operational data into assessments to improve performance. —

Business Units with Successfully Implemented Partnering Plans (OTOM KPI 7)

This annual KPI provides the AOC with information on how many business units implemented intra-agency partnering

FIGURE 49: Favorability Ratings for AOC Peer Survey Collaboration, Communication and Alignment Dimensions**DEFINITION**

Dimension scores are calculated from the average peer survey score of specific combined questions that comprise each dimension

SOURCE

FY 2017 Peer Survey

TARGET

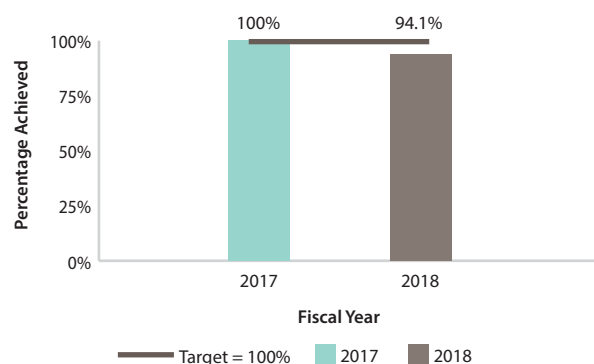
Exceed the previous survey results



plans. The partnering plans ensure cross-organizational work is coordinated — driving employee collaboration, communication and alignment among business units. This can help overcome the challenges of managing operations at the enterprise level across 11 separate appropriations. As shown in **Figure 50**, the AOC did not meet its FY 2018 target of 100 percent of business units who successfully implemented partnering plans. Although all jurisdictions were not able to implement partnering plans this year, examples of successfully implemented partnering plans included the Capitol Grounds and Arboretum and the Capitol Visitor Center jurisdictions working jointly to provide enhanced tours of the U.S. Capitol Grounds and its associated heritage assets. Similarly, the Capitol Building jurisdiction's shops and the Planning and Project Management Office's Construction Division collaboratively advanced the Exterior Stone and Metal Preservation project at the House Extension of the U.S. Capitol while reducing construction time and costs. ✖

Employees Placed in Cross-Organizational Opportunities (OTOM KPI 8)

This annual KPI measures how many employees are placed in cross-organizational opportunities across business units. These opportunities can include activities such as having employees participate in official details or the Architect's Mobility Program. The result of this strategy should be an increase in understanding of operational differences and how these differences are overcome, across business units,

FIGURE 50: Business Units with Successfully Implemented Partnering Plans**DEFINITION**

Percentage of business units that successfully implemented partnering plans

SOURCE

AOC Business Unit FY 2017 and FY 2018 Action Plans

TARGET

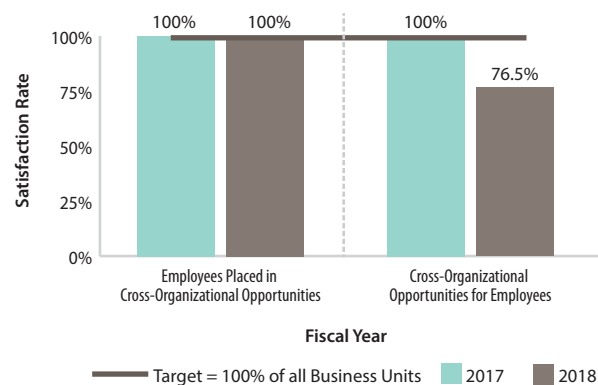
100% of Business Units



through sharing of enhanced knowledge, lessons learned and best practices. One successful opportunity placed the Senate Office Buildings' key points of contact with the Capitol Power Plant team to more efficiently schedule and address preventive maintenance across business units that are reliant upon outages to perform maintenance on critical equipment. The target for this indicator is for 100 percent of business units to place 2 percent or more of employees within a cross-organizational opportunity and the AOC achieved 100 percent, as shown in **Figure 51**. In FY 2018, the business units self-managed this process, ensuring the ability for employees to participate in meaningful cross-organizational opportunities. ✓

Cross-Organizational Opportunities for Employees (OTOM KPI 9)

This annual KPI measures how many opportunities exist across business units for cross-organizational collaboration. The target for this indicator is for 100 percent of business units to make cross-organizational opportunities available to 2 percent or more of their employees. In one instance, one jurisdiction enabled another jurisdiction's mason supervisor to learn best practices on new laser cleaning technology during a building façade cleaning project. This indicator focuses on the ability of business units to provide collaboration opportunities to other AOC employees. As shown in **Figure 51**, the AOC did

FIGURE 51: Cross-Organizational Opportunities**DEFINITION**

Percentage of business units that successfully place at least 2% of employees in cross-organizational opportunities annually
Percentage of business units that make available opportunities for cross-organizational opportunities annually

SOURCE

AOC Business Unit FY 2017 and FY 2018 Action Plans

TARGET

100% of Business Units place 2% annually



not meet this target, achieving performance of 76.5 percent. The executive leadership team is aware of current year performance and is investigating ways to provide staff greater cross-organizational opportunities. ✗

STRATEGIC OBJECTIVE 2.0: Strategically plan, allocate and manage resources AOC-wide


The purpose of this strategic objective is to ensure that resource planning, allocation and management capabilities are deployed in a systematic manner by the end of FY 2021. This objective seeks to determine the AOC's current and estimated future resource requirements; consider strategic approaches to resource planning, allocation and management; and to implement the appropriate solutions. Analysis by the AOC will require the preparation of current and estimated future resource requirements as well as conducting research into benchmarking and best practices to develop a comprehensive approach for routinely estimating resource requirements and allocating and managing resources across the agency.

Analysis of FY 2018 Results

The AOC conducted a preliminary review of its strategic approaches to resource planning, allocation and management noting several well-established approaches used within the agency planning, programming, budget and

execution cycle for both short-term resource planning and five-year capital improvement planning. This review also noted the need for the AOC to align long-term planning with annual budget formulation and execution. To explore approaches to estimating current and future resource requirements, the AOC initiated a nine-month Workforce Study Pilot within the Chief Financial Officer and Chief Administrative Officer. This pilot focused on analyzing workload within these offices, assessing current workforce resources to meet the workload against external benchmarking data. This work resulted in insights into an enhanced estimation of resource needs as well as methodologies that may be appropriate for the AOC to adopt. The pilot also highlighted that an agency-wide effort to establish benchmarks and best practices for workforce planning will take longer than originally outlined in the AOC 2017–2021 Strategic Plan. The AOC leveraged lessons learned from the pilots and is reframing its next steps to identify best practices and benchmark criteria. Once standards are developed and approved in FY 2019, baseline measures will be chosen and assessed in subsequent years.

Analysis of Current and Estimated Future Requirements; Analysis and Recommendations for Resource Planning, Allocation and Management; and Implementation Strategy for Approach to Resource Planning and Management (OTOM KPI 10, 11 and 12)

These KPI were created to ensure the agency thoroughly analyzed current and future workforce needs to inform future strategies, analyzed and implemented recommendations for resource planning and developed an implementation strategy for improved resource planning. Initial efforts to analyze AOC workforce resource data made it clear that a larger level of effort was needed to compile a comprehensive requirement assessment. As a result, the AOC is reassessing the timing of these analyses. 

Future Strategy

In FY 2019, the agency will make progress on its goal to Operate as One Team, Dedicated to One Mission by maintaining focus on activities that are measured under this strategic goal. Jurisdiction action plan initiatives were aligned, planned and prepared in FY 2017 to support progress in FY 2018–FY 2019. Beginning in FY 2019, the AOC will strengthen progress toward this strategic goal by developing and executing an AOC Performance Plan FY 2019–FY 2020, which includes a set of enterprise-level initiatives designed to advance achievement of all strategic goals. These strategic initiatives, both across the AOC and within each jurisdiction, support these combined KPIs and will help the AOC to achieve its planned outcomes.

Next year's enterprise-level initiatives under objective 1.0 will foster greater cross-jurisdictional collaboration through a structured approach to communities of practice, leverage internal communications strategies and technology for information sharing across the agency, and provide a portal for announcing cross-jurisdictional opportunities for employees.

The reframed initiatives under objective 2.0 include an improved workforce study pilot for the Planning and Project Management division. The agency will plan initiatives for FY 2020 that build on the workforce study pilot to focus on estimating the agency's future demand to better inform analysis of current and future resource requirements and establishing an integrated planning, programming and budget framework. The AOC will measure progress toward this objective through the long-term adoption of resource estimation methods in budget preparation across all business units and through the use of KPIs that relate to resource management.

ONE TEAM, ONE MISSION



OPERATE AS ONE TEAM, DEDICATED TO ONE MISSION

The AOC fosters a culture of learning, sharing, cooperation and teamwork. In FY 2018, the following employees of the AOC exemplified the AOC's mission to serve, preserve and inspire:

Pictured from left to right:

Milton (Lee) Dennis, Capitol Grounds and Arboretum: In his role as supervisory facility operations specialist, Lee is an effective leader, encourages employees to use their expertise to solve problems and provides outstanding, timely and courteous customer service.

Sally Belcher, Library Buildings and Grounds: Sally keeps the jurisdiction's grounds in beautiful condition. She inspires her fellow employees by demonstrating outstanding customer support and building trust.

Randy Charity, Capitol Power Plant: Randy is a strong leader with advanced technical abilities and a contagious positive outlook whose willingness to teach others is helping create a first-rate maintenance program.

Bryan Glotfelty, Capitol Building: Bryan is often called on to design and create sheet metal fabricated solutions to unique problems. He anticipates the needs of jurisdiction shareholders and leads his team to provide successful solutions.

Kathy Sherrill, Chief Financial Officer: As the AOC accounting branch director, Kathy has been a strong voice for responsible financial stewardship and improved customer service.

Andrew Glendening, Safety, Fire and Environmental Programs: Andrew collaborated on the development of the Site, Tools, Outage and Procedures application to record safety observations and assist supervisors in determining work environment risk.

Victoria Villano, Chief Administrative Officer: Vicky has assumed increased responsibility in the Curator Division — contributing to new exhibits and collection database development, while displaying tact and professionalism.

Steve Clausson, Capitol Police Buildings, Grounds and Security: Steve filled a critical role as acting facility manager at the Alternate Computer Facility, maintaining the highest level of service through a management transition.

Terry Richardson, House Office Buildings: Terry consistently provides effective solutions to a wide array of human capital challenges in a professional and timely manner.

James (Jay) Horsey, Supreme Court Building and Grounds: As the project manager and jurisdictional representative for the Supreme Court Façade Restoration, James' coordination significantly improved work-in-place execution.

Ken Puza, U.S. Botanic Garden: Ken quickly replaced and upgraded relays, switches, timers and disconnects for a broken light control panel for the Bartholdi Fountain — ensuring his jurisdiction met key Bartholdi Park program deadlines.

John McPhaul, Chief Administrative Officer: As the Deputy Chief Human Capital Officer for Operations, John is the face of many staple AOC programs, including the Onboarding and Supervisory Academy, which he executes with professionalism, intellect and skill. He is a stalwart for excellent customer service, ethical conduct and sense of duty.

Not pictured:

James Atkins, Senate Office Buildings: During his nearly 30-year AOC career, James has provided outstanding leadership for thousands of custom wood crafting projects.

Dan Epley, U.S. Capitol Visitor Center: Dan provides world-class service to visitors at the U.S. Capitol Visitor Center and was recognized as the CVC's 2017 Employee of the Year.

Mary Ohrlein, Planning and Project Management: Mary's knowledge of materials and their conservation, as historic preservation officer, has been instrumental in the Capitol campus' stone and metal preservation.



The U.S. Botanic Garden jurisdiction includes the Conservatory and approximately eight acres of surrounding gardens encompassing the National Garden and Bartholdi Park. In October 2017, AOC workers drained the cast-iron *Fountain of Light and Water* (commonly called the Bartholdi Fountain) as part of its routine seasonal maintenance.

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 the 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 the 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.

Combined 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.

MESSAGE FROM THE CHIEF FINANCIAL OFFICER



Thomas J. Carroll, CFM
Chief Financial Officer

I am honored to introduce the Financial Information section of the Performance and Accountability Report (PAR) for Fiscal Year (FY) 2018. The AOC is dedicated to transparency and the communication of our financial, performance and stewardship information to Congress and the American public in a simple and understandable format. The PAR is the foundation of the AOC's efforts to demonstrate sound financial stewardship for the public funds entrusted to us.

Ensuring sustainable funding to preserve our historic and aging infrastructure continues to be a top agency priority. Despite a challenging budget year that witnessed multiple continuing resolutions and two brief government shutdowns, we successfully monitored and coordinated spending authority to ensure funds were available for agency operations. Congress provided us with a budget of \$712.1 million for FY 2018, a substantial increase of 15.2 percent from the prior year. This budget included \$298.6 million for capital projects, allowing us to target needed campus infrastructure upgrades that we will execute over multiple fiscal years. In addition to working with congress to stabilize the funding to fulfill our mission, this year, the AOC's Chief Financial Officer (CFO) improved its business processes and technology, assessed its workforce needs and utilized enterprise risk management (ERM) to enhance the agency's mission delivery.

Annual Financial Statement Audit

I am pleased to share that the AOC achieved an unmodified opinion on our FY 2018 financial statement audit, with no material weaknesses and no significant deficiencies. This

audit marked the 14th consecutive year in which we received a clean audit opinion. A clean opinion confirms that our financial statements present the financial position of our agency fairly, are free of material misstatements and are in conformity with generally accepted accounting principles. While pleased with our audit results, we remain committed to the improvement of our internal control environment.

During FY 2018, the AOC resolved the prior year audit's significant deficiency related to incomplete reviews of third-party service provider Service Organization Controls (SOC 1) reports. To address this finding, we took corrective actions including performing regular reviews of control activities performed by our service providers, assigning responsibilities for the review of SOC 1 reports and implementing complementary user entity controls.

In addition, we maintained our outstanding reporting record during this fiscal year, including:

- For the seventh consecutive year, the Association of Government Accountants (AGA) awarded the AOC with a *Certificate of Excellence in Accountability Reporting (CEAR)* for our FY 2017 PAR
- The AGA presented the AOC with a special CEAR award for "Best Executive Summary" for our clear, concise summary of FY 2017 financial and performance results
- The AGA recognized the AOC with a *Certificate of Excellence in Citizen-Centric Reporting* for our FY 2017 Citizen-Centric Report
- As part of our annual audit, it was determined that there were no instances of noncompliance with the laws, regulations and contracts applicable to the AOC

Our Achievements

In FY 2018, the AOC's CFO and Chief Administrative Officer took part in a pilot workforce study. This study, a component of our strategic plan, involved determining the AOC's current and future resource requirements, and developing strategic approaches to resource planning, allocation and management. The study will inform future AOC budgets.

In addition, the AOC effectively managed its large-scale construction and preservation projects and focused on our deferred maintenance and capital renewal backlog. This year we began winding down the Cannon House Office Building Renewal Phase 1 activities and prepared for the

start of Phase 2. This renewal is the largest project ever undertaken by the AOC and is scheduled for completion over a 10-year period at a budget of \$752.7 million.

After last year's upgrades to our core financial management and inventory systems, we focused on technological innovation within the CFO and invested in a new business intelligence and data visualization tool this year. Such technology investments will help us modernize the way we analyze and report our business data — providing data analytics for better decision making and permitting greater data exploration for actionable insights into the operation of our agency programs. We also began working with our financial systems shared service provider, the Library of Congress, to reduce system response time and enhance the overall AOC user experience.

In order to strengthen the effectiveness of our agency's financial management and improve mission delivery we:

- **Expanded our ERM program:** We assisted agency stakeholders by increasing their risk awareness and documenting their most critical risks.
- **Continued automation and modernization:** We increased the efficiency of business processes through automation, including improvements to our delegation of authority budget process and the creation of an electronic tool to document and manage the agency's risks.
- **Improved inventory and property management capabilities:** We deployed the Maximo® Anywhere application, allowing our staff to update the inventory management system immediately — improving the system's efficiency and reducing errors and time lag.
- **Utilized public-private partnerships:** At the Capitol Power Plant, we began testing electricity and steam production by the cogeneration system — achieved by a utility energy service contract. At the same time, we concluded a preliminary energy savings performance contract assessment for improvements in our Library Buildings and Grounds jurisdiction. Given ongoing fiscal constraints, such funding vehicles, when feasible, reduce the government's upfront costs while implementing needed energy upgrades.
- **Deployed a new cost tracking system:** We deployed a Project Cost Accounting System module within Momentum® to better track, and account for, detailed spending for in-house construction services.
- **Developed new financial procedures:** We developed procedures to manage new mission functions, including the cogeneration program and collections related to the U.S. Department of Health and Human Services' use of space in the O'Neill House Office Building.

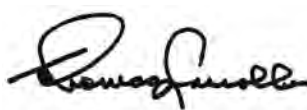
Looking Forward

With rapid technological developments in the financial sector, we will continue transformation efforts that allow us to deliver financial programs and support our mission effectively and efficiently. To that end, we will maintain close collaboration with our business partner, the Library of Congress, and ensure financial system issues are resolved in a timely manner to ensure continuity of operations and high customer service. In addition, to enhance reporting and analysis, we recognize the critical need for data quality improvements — such as the consistent and accurate use of budget and cost accounting codes across our business units. We are working on these upgrades, which will allow for the easy tracking of agency spending. In addition, this year, we began researching the transition to an e-Travel system that will reduce redundant steps for travelers through automation. Next year, we plan to continue advancing our ERM capabilities and modernizing our business tools.

Conclusion

The annual financial statement audit is an essential part of our commitment to transparent accountability reporting and sound financial management. I would like to thank our audit partners, the Office of Inspector General and Kearney & Company, for their professionalism. I would also like to thank the AOC's outstanding professionals who tirelessly support the audit and perform their important work year-round — serving the agency and our stakeholders as a trusted partner. We are proud of our achievements and we hope you find this PAR to be a thorough and candid assessment of our agency's financial stewardship.

Sincerely,



Thomas J. Carroll, CFM
Chief Financial Officer
November 15, 2018

INSPECTOR GENERAL TRANSMITTAL



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INSPECTOR GENERAL

DATE: November 15, 2018

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

FROM: Christopher P. Failla, CIG
Inspector General *C. Failla*

SUBJECT: Audit of Fiscal Year 2018 Financial Statements Reports,
(Project 2018-0010-AUD-P)

We contracted with the independent certified public accounting firm of Kearney & Company (Kearney), P.C. to audit the financial statements of the Architect of the Capitol (AOC) as of and for the year ending September 30, 2018. The contract required that the audit be conducted in accordance with Government Auditing Standards issued by the Comptroller General of the United States.

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

In connections with the audit, we reviewed Kearney'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. Kearney is responsible for the opinion in the attached reports and the conclusions in the related reports on internal controls and compliance with laws and regulations. Our review disclosed no instances where Kearney did not comply, in all material respects, with generally accepted Government Auditing Standards.

If you have any questions or wish to discuss this report, please contact Ashton Coleman, Jr., at 202.593.0261 or Ashton.Coleman@aoc.gov.

Distribution List:

Christine A. Merdon, P.E., CCM, Chief Operating Officer
Thomas J. Carroll, Chief Financial Officer,
Dan Cassil, Chief Administrative Officer
Mary Jean Pajak, Senior Advisor to Chief Operating Officer

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INDEPENDENT AUDITOR'S REPORT



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INDEPENDENT AUDITOR'S REPORT

To the Architect of the Capitol and Inspector General of 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 sheets as of September 30, 2018 and 2017, the related statements of net cost and changes in net position, and the combined statements of budgetary resources (hereinafter referred to as the “financial statements”) for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

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; this includes 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.

Auditor's 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 United States of America; 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. 19-01, *Audit Requirements for Federal Financial Statements*. Those standards and OMB Bulletin No. 19-01 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 auditor's 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.

INDEPENDENT AUDITOR'S REPORT *(continued)*



Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of AOC as of September 30, 2018 and 2017, and its net cost of operations, changes in net position, and budgetary resources for the years then ended, in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the Management's Discussion and Analysis, and Required Supplementary Information (hereinafter referred to as the "required supplementary information") be presented to supplement the financial statements. Such information, although not a part of the financial statements, is required by OMB and the Federal Accounting Standards Advisory Board (FASAB), who consider 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 required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing it 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 information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Information

Our audits were conducted for the purpose of forming an opinion on the financial statements taken as a whole. The information in Section IV of the financial statements, *Other Information*, is presented for purposes of additional analysis and is not a required part of the financial statements. Such information has not been subjected to the auditing procedures applied in the audits of the financial statements and, accordingly, we do not express an opinion or provide any assurance on it.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards* and OMB Bulletin No. 19-01, we have also issued reports, dated November 13, 2018, on our consideration of AOC's internal control over financial reporting and on our tests of AOC's compliance with provisions of applicable laws, regulations, contracts, and grant agreements, and other matters for the year ended September 30, 2018. The purpose of those reports is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance and other matters. Those reports

INDEPENDENT AUDITOR'S REPORT *(continued)*



are an integral part of an audit performed in accordance with *Government Auditing Standards* and OMB Bulletin No. 19-01 and should be considered in assessing the results of our audit.

A handwritten signature in blue ink that reads "Kearney & Company". The signature is written in a cursive, flowing style.

Alexandria, Virginia
November 13, 2018

INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING



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INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING

To the Architect of the Capitol and Inspector General of the Architect of the Capitol

We have audited the financial statements of the Architect of the Capitol (AOC) as of and for the year ended September 30, 2018, and we have issued our report thereon dated November 13, 2018. We conducted our audit in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and Office of Management and Budget (OMB) Bulletin No. 19-01, *Audit Requirements for Federal Financial Statements*.

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 an opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of AOC's internal control. Accordingly, we do not express an opinion on the effectiveness of AOC's internal control. We limited our internal control testing to those controls necessary to achieve the objectives described in OMB Bulletin No. 19-01. We did not test all internal controls relevant to operating objectives as broadly defined by the Federal Managers' Financial Integrity Act of 1982 (FMFIA), such as those controls relevant to ensuring efficient operations.

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 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; therefore, material weaknesses or significant deficiencies may exist that were not identified. Given these limitations, during our audit, we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified. In the accompanying Schedule of Findings, we provide a status of prior year deficiencies.

We noted certain additional matters involving internal control over financial reporting that we will report to AOC's management in a separate letter.

INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING *(continued)*



Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and the results of that testing, and not to provide an opinion on the effectiveness of AOC's internal control. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* and OMB Bulletin No. 19-01 in considering the entity's internal control. Accordingly, this communication is not suitable for any other purpose.

A handwritten signature in blue ink that reads "Kearney & Company".

Alexandria, Virginia
November 13, 2018

INDEPENDENT AUDITOR’S REPORT ON INTERNAL CONTROL
OVER FINANCIAL REPORTING (continued)



Schedule of Findings

In the *Independent Auditor’s Report on Internal Control over Financial Reporting* included in the audit report on AOC’s fiscal year (FY) 2017 financial statements, we noted an issue that was related to internal control over financial reporting. The status of the prior-year internal control finding is summarized in *Exhibit 1*.

Exhibit 1: Status of Prior-Year Findings

Control Deficiency	FY 2017 Status	FY 2018 Status
Incomplete Review of Service Organization Controls (SOC) Reports from the National Finance Center (NFC)	Significant Deficiency	Closed

INDEPENDENT AUDITOR'S REPORT ON COMPLIANCE WITH LAWS, REGULATIONS, CONTRACTS, AND GRANT AGREEMENTS



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INDEPENDENT AUDITOR'S REPORT ON COMPLIANCE WITH LAWS, REGULATIONS, CONTRACTS, AND GRANT AGREEMENTS

To the Architect of the Capitol and Inspector General of the Architect of the Capitol

We have audited the financial statements of the Architect of the Capitol (AOC) as of and for the year ended September 30, 2018, and have issued our report thereon dated November 13, 2018. We conducted our audit in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and Office of Management and Budget (OMB) Bulletin No. 19-01, *Audit Requirements for Federal Financial Statements*.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether AOC's financial statements are free from material misstatement, we performed tests of its compliance with provisions of applicable laws, regulations, contracts, and grant agreements, noncompliance which could have a direct and material effect on the determination of financial statement amounts. We limited our tests of compliance to these provisions and did not test compliance with all laws, regulations, contracts, and grant agreements applicable to the AOC. Providing an opinion on compliance with those provisions was not an objective of our audit; accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards* and OMB Bulletin No. 19-01.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* and OMB Bulletin No. 19-01 in considering the entity's compliance. Accordingly, this communication is not suitable for any other purpose.

Alexandria, Virginia
November 13, 2018

ARCHITECT OF THE CAPITOL'S RESPONSE TO THE INSPECTOR GENERAL



Architect of the Capitol

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

www.aoc.gov

November 13, 2018

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

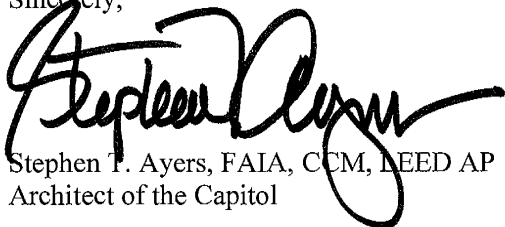
Dear Mr. Failla:

Thank you for the opportunity to comment on the Independent Auditor's Report concerning the audit of our financial statements for the fiscal years ending September 30, 2018, and 2017. We appreciate working in partnership with you in support of an efficient and effective audit. 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. The annual financial statement audit is an essential part of these responsibilities, and it continues to provide us with new insights and valuable recommendations. We are pleased that this year's audit resulted in an unmodified opinion — marking the 14th consecutive year that the AOC received a "clean" opinion.

In addition, the auditor's report did not identify any material weaknesses or significant deficiencies, including the closure of the prior year significant deficiency for the *Incomplete Review of Service Organization Controls Reports from the National Finance Center*. While pleased with these results, we recognize that there is always more that can be done to strengthen our fiscal stewardship. Our management is committed to addressing the auditor's notices of findings and recommendations. We concur with their findings and, for those items that have not been closed already, we will develop detailed corrective action plans for execution in Fiscal Year 2019.

I would like to thank the Office of Inspector General and our auditors, Kearney & Company, P.C., for your professionalism throughout the audit. We remain committed to financial management excellence and look forward to the coming year.

Sincerely,



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

Doc. No. 181029-04-02



In September 2018, the AOC constructed scaffolding around the Statue of Freedom to prepare for the tri-annual inspection and preservation efforts of the statue.

FINANCIAL STATEMENTS

Architect of the Capitol

Balance Sheet

As of September 30, 2018 and 2017 (\$ in thousands)

	2018	2017
ASSETS		
Intragovernmental Assets		
Fund Balance with Treasury (Note 3)	\$ 1,020,087	\$ 914,018
Investments (Note 5)	22,700	21,108
Accounts Receivable (Note 6)	2,239	1,493
Other (Note 10)	927	939
Total Intragovernmental	\$ 1,045,953	\$ 937,558
Cash and Other Monetary Assets (Note 4)	49	52
Investments (Note 5)	10,451	10,320
Accounts Receivable, Net (Note 6)	1,348	849
Inventory and Related Property, Net (Note 7)	684	622
General Property, Plant and Equipment, Net (Note 8)	2,161,475	2,007,638
Other (Note 10)	4	—
TOTAL ASSETS	\$ 3,219,964	\$ 2,957,039
Stewardship PP&E (Note 9)		
LIABILITIES		
Intragovernmental Liabilities		
Accounts Payable	\$ 141	\$ 58
Unfunded FECA (Note 12)	9,067	9,223
Advances from Others	46,001	45,829
Other Liabilities (Note 16)	50	55
Total Intragovernmental	\$ 55,259	\$ 55,165
Accounts Payable	5,227	2,368
Debt Held by the Public (Note 13)	79,740	89,492
Actuarial FECA (Note 12)	57,031	55,650
Contingent and Environmental Liabilities (Note 14)	77,952	77,683
Accrued Annual Leave and Other (Note 12)	21,805	21,027
Capital Lease Liability (Note 15)	5,029	5,621
Contract Holdbacks	10,913	11,916
Other Liabilities (Note 16)	91,155	38,012
TOTAL LIABILITIES (NOTE 11)	\$ 404,111	\$ 356,934
COMMITMENTS AND CONTINGENCIES (NOTE 14)		
NET POSITION		
Unexpended Appropriations	\$ 820,284	\$ 717,962
Cumulative Results of Operations	1,995,569	1,882,143
TOTAL NET POSITION	\$ 2,815,853	\$ 2,600,105
TOTAL LIABILITIES AND NET POSITION	\$ 3,219,964	\$ 2,957,039

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

Architect of the Capitol

Statement of Net Cost

For the Years Ending September 30, 2018 and 2017 (\$ in thousands)

PROGRAM COSTS	2018	2017
Capital Construction and Operations		
Gross Costs	\$ 102,172	\$ 97,032
Less: Earned Revenue	(370)	(153)
Net Program Costs	101,802	96,879
Capitol Building		
Gross Costs	54,198	62,187
Less: Earned Revenue	(463)	(197)
Net Program Costs	53,735	61,990
Capitol Grounds and Arboretum		
Gross Costs	14,833	13,254
Less: Earned Revenue	(82)	(84)
Net Program Costs	14,751	13,170
Capitol Police Buildings, Grounds and Security		
Gross Costs	29,007	34,865
Less: Earned Revenue	—	(143)
Net Program Costs	29,007	34,722
Capitol Power Plant		
Gross Costs	101,422	105,601
Less: Earned Revenue	(10,332)	(9,018)
Net Program Costs	91,090	96,583
House Office Buildings		
Gross Costs	94,131	94,496
Less: Earned Revenue	(11,580)	(202)
Net Program Costs	82,551	94,294
Library Buildings and Grounds		
Gross Costs	46,833	60,154
Less: Earned Revenue	(3,146)	(7,132)
Net Program Costs	43,687	53,022
Senate Office Buildings		
Gross Costs	78,386	78,466
Less: Earned Revenue	(1,269)	(657)
Net Program Costs	77,117	77,809
Supreme Court Building and Grounds		
Gross Costs	52,946	49,768
Less: Earned Revenue	(31,010)	(36,470)
Net Program Costs	21,936	13,298
U.S. Botanic Garden		
Gross Costs	13,381	14,163
Less: Earned Revenue	—	—
Net Program Costs	13,381	14,163
U.S. Capitol Visitor Center		
Gross Costs	27,256	24,966
Less: Earned Revenue	(5,677)	(5,819)
Net Program Costs	21,579	19,147
Net Cost of Operations	\$ 550,636	\$ 575,077

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

Architect of the Capitol

Statement of Changes In Net Position

For the Years Ending September 30, 2018 and 2017 (\$ in thousands)

	2018	2017
UNEXPENDED APPROPRIATIONS		
Beginning Balance	\$ 717,962	\$ 704,276
Budgetary Financing Sources		
Appropriations Received (Note 19)	728,258	632,755
Appropriations Transferred In/Out (Note 19)	15,000	—
Other Adjustments	(3,994)	(2,171)
Appropriations Used	(636,942)	(616,898)
Total Budgetary Financing Sources	102,322	13,686
Total Unexpended Appropriations	\$ 820,284	\$ 717,962
CUMULATIVE RESULTS OF OPERATIONS		
Beginning Balance	\$ 1,882,143	\$ 1,715,924
Budgetary Financing Sources		
Appropriations Used	636,942	616,898
Non-exchange Revenue	321	133
Donations	—	13
Other Financing Sources (Non-Exchange)		
Transfers In/(Out) Without Reimbursement	(8)	98,934
Imputed Financing from Costs Absorbed by Others (Note 17)	26,807	25,318
Total Financing Sources	664,062	741,296
Net Cost of Operations	(550,636)	(575,077)
Net Change	113,426	166,219
Cumulative Results of Operations	\$ 1,995,569	\$ 1,882,143
NET POSITION	\$ 2,815,853	\$ 2,600,105

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

Architect of the Capitol

Combined Statement of Budgetary Resources

For the Years Ending September 30, 2018 and 2017 (\$ in thousands)

	2018	2017
BUDGETARY RESOURCES		
Unobligated Balance from Prior Year Budget Authority, Net	\$ 616,191	566,602
Appropriations (Note 19)	743,323	632,831
Borrowing Authority (Note 13)	7,478	8,277
Spending Authority from Offsetting Collections	37,679	42,014
Total Budgetary Resources	\$ 1,404,671	\$ 1,249,724
STATUS OF BUDGETARY RESOURCES		
New Obligations and Upward Adjustments (Total) (Note 20)	\$ 748,576	\$ 663,083
Unobligated Balance, End of Year:		
Exempt from Apportionment, Unexpired Accounts	634,920	562,970
Unexpired Unobligated Balance, End of Year	634,920	562,970
Expired Unobligated Balance, End of Year (Note 3)	21,175	23,671
Unobligated Balance, End of Year (Total)	656,095	586,641
Total Budgetary Resources	\$ 1,404,671	\$ 1,249,724
OUTLAYS, NET		
Outlays, Net (Total) (Discretionary and Mandatory)	621,952	591,031
Agency Outlays, Net	\$ 621,952	\$ 591,031

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

ARCHITECT OF THE CAPITOL

NOTES TO THE FINANCIAL STATEMENTS

For the Years Ending September 30, 2018 and 2017

INDEX

NOTE 1: Summary of Significant Accounting Policies	103
A. Reporting Entity	103
B. Basis of Accounting and Presentation	103
C. Fund Balance with Treasury	103
D. Accounts Receivable	103
E. Investments	104
F. Trust and Revolving Funds	104
G. Recognition of Financing Sources	105
H. Operating Materials and Supplies	106
I. Inventory	106
J. General Property, Plant and Equipment, Net	106
K. Stewardship PP&E	106
L. Liabilities	107
M. Personnel Compensation and Benefits	107
N. Contingent and Environmental Liabilities	107
O. Statement of Net Cost	108
P. Use of Estimates	108
NOTE 2: Non-Entity Assets	109
NOTE 3: Fund Balance with Treasury	109
NOTE 4: Cash and Other Monetary Assets	109
NOTE 5: Investments	110
NOTE 6: Accounts Receivable, Net	111
NOTE 7: Inventory	111
NOTE 8: General Property, Plant and Equipment, Net	111
NOTE 9: Stewardship PP&E	112
NOTE 10: Other Assets	114
NOTE 11: Liabilities	114
NOTE 12: Payroll-Related Liabilities	114
NOTE 13: Debt Held by the Public	115
NOTE 14: Commitments and Contingencies	115
NOTE 15: Leases	117
NOTE 16: Other Liabilities	118
NOTE 17: Imputed Financing	118
NOTE 18: Net Cost of Operations Related to Payroll	119
NOTE 19: Reconciliation of SCNP Appropriations to SBR	119
NOTE 20: Undelivered Orders at the End of the Year	120
NOTE 21: Explanation of Differences between the Combined Statement of Budgetary Resources and the Budget of the United States Government	120
NOTE 22: Reconciliation of Net Cost of Operations to Budget	120

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 Capitol Building; Capitol Grounds and Arboretum; Capitol Police Buildings, Grounds and Security; House Office Buildings; Library Buildings and Grounds; Senate Office Buildings; Supreme Court Buildings and Grounds; Capitol Power Plant; U.S. Botanic Garden (USBG); and U.S. Capitol Visitor Center (CVC). Pursuant to Public Law 114-254, the AOC assumed custody, control and administration of the O'Neill House Office Building from the General Services Administration (GSA), effective June 8, 2017. This building is now included in all references to “House Office Buildings” in these financial statements.

The 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 and Arboretum
- 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 Publishing 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, the AOC is not required to follow the accounting standards promulgated by the Federal Accounting Standards Advisory Board (FASAB). The 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, the AOC refers to these acts as a general guide for best practices and incorporates them into its financial management practices, as appropriate. The 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. The

AOC has adopted GAAP for financial reporting in a manner consistent with other federal agencies.

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

Federal budgetary accounting recognizes the obligation, authorities, and other fund resources upon the establishment of a properly documented legal liability, which may be different from the recording of an accrual-based transaction. The recognition of budgetary accounting transactions is essential for compliance with legal controls over the use of federal funds and compliance with budgetary laws.

During the current fiscal year, the Office of Management and Budget (OMB) updated OMB Circular A-136, Financial Reporting Requirements. The AOC has updated the presentation format of the Statement of Changes In Net Position (SCNP) and Combined Statement of Budgetary Resources (SBR) in accordance with these new reporting requirements.

C. Fund Balance with Treasury

The 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 the AOC's records are reconciled with those accounts on a regular basis. In addition to the FBWT, the 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 (*see 1.A*). The 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 Receipts account and is a non-entity asset.

Receivables may include, but are not limited to, food service commissions from operations at the CVC and Senate restaurants, flag-flying fees, employee payroll overpayments and rent collections from the Monocle Restaurant. If applicable, Accounts Receivable is reduced to net realizable value by the Allowance for Doubtful Accounts, which is based on management's review of outstanding receivables.

E. Investments

All investments are reported at their acquisition (par) value, net of amortized premiums and discounts, as it is the 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 gift shop receipts. A portion of related funds are invested in government securities through the Bureau of Public Debt using their web-based application, FedInvest. By law, interest income is credited to the fund.

Entity (Investments Held Outside Treasury)

The 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, the 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. The discount on the purchase reflects the absence of coupon interest payments, and is amortized over the life of these certificates. Pursuant to the Trust Agreement, the proceeds were received by a trustee, The United States Trust Company of New York (now The Bank of New York Mellon). 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 the 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 Note 5 for additional detail on investments.

F. Trust and Revolving Funds

Trust and Special Funds

In Fiscal Year 2018, the AOC has stewardship responsibility for one trust fund account, the National Garden Trust Fund, and one special fund account, the Capitol Trust Account.

The National Garden Trust Fund is subject to the direction of the 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.

Revolving Funds

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

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

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

The Senate Health and Fitness Facility Revolving Fund was established to deposit membership dues collected from authorized users of the Senate Health and Fitness Facility and proceeds from the AOC's Senate recycling program. The AOC, subject to the approval of the Senate Committee on Appropriations, may expend 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 the 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 the AOC, as needed.

The Judiciary Office Building Development and Operations Fund is used to pay expenses related to the structural, mechanical, and domestic care, maintenance, operation, and utilities of the 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 gift shop 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 the AOC (excluding the Senate, which deposits such funds in the Senate Health and Fitness Facility Revolving Fund). The fund balance may be used to carry out recycling programs or other programs that promote energy savings at the AOC.

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

- supplies, inventories, equipment, and other expenses;
- reimbursement of any applicable appropriations account for amounts used from such appropriations account to pay the salaries of employees of the Flag Office; and
- amounts necessary to carry out the authorized levels in the Fallen Heroes Flag Act of 2016.

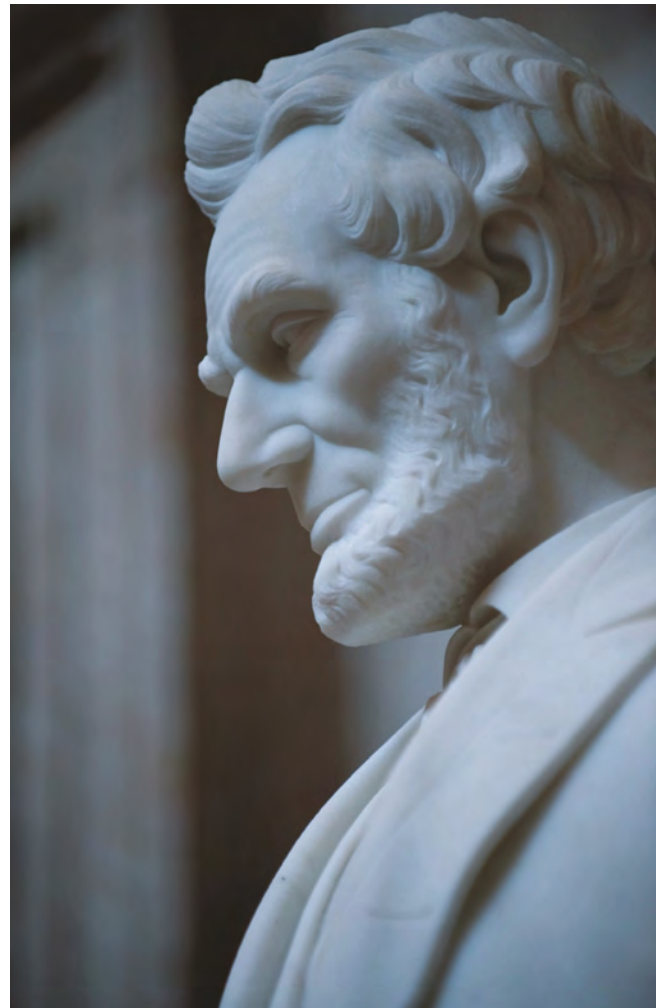
Funds from Dedicated Collections

SFFAS No. 27 *Identifying and Reporting Earmarked Funds from Dedicated Collections*, as amended by SFFAS No. 43, *Funds from Dedicated Collections: Amending Statement of Federal Financial Accounting Standards 27, Identifying and Reporting Earmarked Funds* defines funds from dedicated collections as financed by specifically identified revenues, provided to the government by non-Federal sources, often supplemented by other financing sources, which remain available over time.

These specifically identified revenues and other financing sources are required by statute to be used for designated activities, benefits, or purposes, and must be accounted for separately from the Government's general revenues. As of the current reporting period, there are no AOC funds that meet the criteria for funds from dedicated collections.

G. Recognition of Financing Sources

The 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.



A marble statue of President Abraham Lincoln is located in the U.S. Capitol Rotunda. The memorial statue was sculpted by Vinnie Ream, the first female artist commissioned to create a work of art for the U.S. government, and unveiled in 1871.

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

- 1. Capitol Building
 - Capitol Building
 - Flag Office Revolving Fund
- 2. Capitol Grounds and Arboretum
 - Capitol Grounds and Arboretum
 - West Central Front (inactive)
 - Capitol Trust Account (Union Square)
- 3. Capitol Police Buildings, Grounds and Security
- 4. Capital Construction and Operations
 - Capital Construction and Operations
 - The Americans with Disabilities Act (inactive)
 - Congressional Cemetery (inactive)
- 5. House Office Buildings
 - House Office Buildings
 - House Office Buildings Fund
 - House of Representatives Gymnasium Revolving Fund
 - House Historic Buildings Revitalization Trust Fund
 - Recyclable Materials Revolving Fund
- 6. Library Buildings and Grounds
- 7. Senate Office Buildings
 - Senate Office Buildings
 - Senate Health and Fitness Facility Revolving Fund
 - Senate Restaurant Revolving Fund
- 8. Capitol Power Plant
- 9. U.S. Botanic Garden
 - Botanic Garden
 - National Garden (inactive)
- 10. U.S. Capitol Visitor Center Revolving Fund
- 11. Supreme Court Building and Grounds
 - Supreme Court
 - Judiciary Office Building Development and Operations Fund

H. Operating Materials and Supplies

The 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 the AOC’s jurisdictions. Therefore, the related usage of those

materials and supplies is intended for those specific jurisdictions making the purchases.

I. Inventory

Inventory consists of retail goods purchased for resale at the CVC’s gift shops. It is recorded at historical cost, using the weighted average valuation method, in accordance with SFFAS No. 3, *Accounting for Inventory and Related Property*. 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. the 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

The AOC records property at cost. Real property and equipment are depreciated over their estimated useful lives, which range from three to 40 years, using the straight-line method. Depreciation is based on the half-year and full-month conventions for buildings and equipment, respectively. All property (real and personal) is in the AOC’s possession and there is nothing held by others (*see Note 8*).

The following table presents the 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
Internal Use Software (Intellectual Property)	3	\$5,000,000

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. The 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

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).

Federal Employees' Compensation Act 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).

Pensions

The 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).

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

N. Contingent and Environmental Liabilities

The AOC accounts for contingencies in accordance with SFFAS No. 5, *Accounting for Liabilities of the Federal Government*. This standard defines a contingency as an



The Founding Father Benjamin Franklin's image is found in the art throughout the Capitol campus, including a bust of Franklin in the portico of the front entrance pavilion at the Library of Congress' Thomas Jefferson Building.

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 (*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*, the AOC recognizes a liability and related



Every day the AOC works to preserve its historic and aging infrastructure, while upgrading facilities to meet the needs of a 21st century workforce.

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 the AOC jurisdictions), in accordance with SFFAS No. 4, *Managerial Cost Accounting Concepts and Standards for the Federal Government*. The AOC uses a managerial cost accounting system to track and summarize costs by mission activity and business unit. During FY 2018, the Office of the CFO updated and streamlined the agency's cost accounting codes to allow for more accurate recording of the AOC's financial transactions. At the time of issuance of these Financial Statements, the AOC is still developing management reports that will assign or allocate the net cost of operations to strategic goals, objectives and program activities in order to provide management with insight into resource utilization and the full cost of outputs. While these initiatives are in various stages of progress, the 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.

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

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: Non-Entity Assets

Non-entity assets are those held by the AOC but unavailable for use in its operations. In the current reporting period, activities that give rise to non-entity assets are all with the public and include:

- rent collections from the Monocle Restaurant,
- flag-flying fees (prior to May 2017), and
- provision of palm trees for rent by the USBG.

Upon receipt, funds for these activities are not available for the AOC use. At year-end, all non-entity collections are transferred to Treasury and the only non-entity assets remaining are the related Accounts Receivable.

The AOC's non-entity assets as of September 30, 2018 and 2017 were as follows:

Dollars in thousands		
DESCRIPTIONS	2018	2017
Accounts Receivable, Net (Note 6)	15	55
Total Non-Entity Assets	15	55
Total Entity Assets	3,219,949	2,956,984
Total	\$ 3,219,964	\$ 2,957,039

Note 3: Fund Balance with Treasury

FBWT is classified as unobligated (available and unavailable), obligated and not yet disbursed, and Non Budgetary FBWT. Unobligated available balances represent unexpired appropriations available for incurring new obligations. The unobligated available amount in this note may not

reconcile to the amount reported as Unobligated-Exempt from apportionment on the Combined Statement of Budgetary Resources (SBR) due to anticipated activity (closed out at year-end) and investments (*see Note 5*). 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 provide budget authority.

Dollars in thousands		
BALANCE TYPE	2018	2017
Unobligated Balance		
Available	\$ 623,090	\$ 541,121
Unavailable	21,175	23,671
Obligated Balance not yet Disbursed	375,822	349,223
Non Budgetary FBWT	—	3
Total	\$ 1,020,087	\$ 914,018

Note 4: Cash and Other Monetary Assets

Cash and Other Monetary Assets include change-making funds held outside Treasury for CVC Gift Shop operations and undeposited daily gift shop sales. There are no restrictions on cash.

The cash balances as of September 30, 2018 and 2017 are as follows:

Dollars in thousands		
CASH & OTHER MONETARY ASSETS	2018	2017
Undeposited Collections	\$ 35	\$ 38
Cash Imprest Funds	14	14
Total	\$ 49	\$ 52

Note 5: Investments

Intragovernmental investments comprise the investment of the sales proceeds from the CVC gift shop, which is invested at Treasury via the Bureau of Public Debt. Investments with the public comprise the investment of the residual operating reserve funds from the construction of the TMFJB. These funds are invested by the Bank of New York Mellon.

During FY 2018, Intragovernmental Investments increased by \$1.6 million compared to the same reporting period for FY 2017. This is primarily due to increased revenue from gift shop sales, which was subsequently invested with Treasury. Also, the difference in the type of certificates (one day, six month, one year) reflects the timing difference between the maturity and reinvestment of securities. Upon maturity, the proceeds from six-month and one-year securities remain in one-day certificates until they are reinvested in longer term certificates.

At September 30, 2018, Dollars in thousands

INVESTMENTS INTRAGOVERNMENTAL, NONMARKETABLE:	SHARES/PAR	AMORTIZED PREM./(NET OF DISC.)	INTEREST RECEIVABLE	INVESTMENTS, NET	MARKET VALUE
Capitol Visitor Center Revolving Fund					
One Day Certificate, 2.10% Daily Yield Maturing 10/01/2018	\$ 16,010	\$ —	\$ 2	\$ 16,012	\$ 16,010
Six Month Certificate, 2.15% Six Month Yield Maturing 01/24/2019	5,055	(35)	—	5,020	5,019
One Year Certificate, 1.93% Annual Yield Maturing 2/28/2019	1,682	(14)	—	1,668	1,666
Total Intragovernmental	\$ 22,747	\$ (49)	\$ 2	\$ 22,700	\$ 22,695
With the Public:					
The Bank of New York Mellon Operating Reserve Fund Serial Zero Coupon Certificates Maturing 08/15/2024	\$ 10,451	—	\$ —	\$ 10,451	\$ 10,451
Total With the Public	\$ 10,451	—	\$ —	\$ 10,451	\$ 10,451
Total Investments	\$ 33,198	\$ (49)	\$ 2	\$ 33,151	\$ 33,146

At September 30, 2017, Dollars in thousands

INVESTMENTS INTRAGOVERNMENTAL, NONMARKETABLE:	SHARES/PAR	AMORTIZED PREM./(NET OF DISC.)	INTEREST RECEIVABLE	INVESTMENTS, NET	MARKET VALUE
Capitol Visitor Center Revolving Fund					
One Day Certificate, 0.96% Daily Yield Maturing 10/02/2017	\$ 2,225	\$ —	\$ —	\$ 2,225	\$ 2,225
Six Month Certificate, 1.09% Annual Yield Maturing 1/11/2018	5,028	(16)	—	5,012	5,012
One Year Certificate, 1.13% Annual Yield Maturing 7/19/2018	12,890	(125)	—	12,765	12,765
One Year Certificate, 1.01% Annual Yield Maturing 3/01/2018	1,111	(5)	—	1,106	1,106
Total Intragovernmental	\$ 21,254	\$ (146)	—	\$ 21,108	\$ 21,108
With the Public:					
The Bank of New York Mellon Operating Reserve Fund Maturing 8/15/2024	\$ 10,320	—	\$ —	\$ 10,320	\$ 10,320
Total With the Public	\$ 10,320	—	\$ —	\$ 10,320	\$ 10,320
Total Investments	\$ 31,574	\$ (146)	\$ —	\$ 31,428	\$ 31,428

Note 6: Accounts Receivable, Net

The breakdown of the consolidated accounts receivable (both Intragovernmental and With the Public), as of September 30, 2018 and 2017 is as follows:

Dollars in thousands

ACCOUNTS RECEIVABLE	2018	2017
Intragovernmental:		
Entity	\$ 2,239	\$ 1,493
Non-Entity	—	—
Total Intragovernmental	\$ 2,239	\$ 1,493
With the Public:		
Entity	\$ 1,333	\$ 794
Non-Entity	15	55
Total With the Public	\$ 1,348	\$ 849
Total	\$ 3,587	\$ 2,342

During FY 2018, the receivable balance reflects an increase of \$1.2 million, which is attributed to outstanding collections for Steam and Chilled Water and Senate Restaurant Commissions. As of the current period, all accounts are considered current and there is no allowance for doubtful accounts.

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' revolving funds. The AOC may record an allowance which is based on slow-moving, excess or obsolete and damaged inventory, if applicable.

Inventory, as of September 30, 2018 and 2017 is as follows:

Dollars in thousands

INVENTORY CATEGORY	2018	2017
Purchased Goods Held for Current Sale	\$ 684	\$ 622
Total	\$ 684	\$ 622

During the current reporting period, the inventory on hand quantity is higher compared to the same period last year. This is due to a push for higher inventory on hand as a result of sales trends that indicate an increase over the same period last year. 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 damaged inventory to report as of September 30, 2018.

Note 8: General Property, Plant and Equipment, Net

The AOC differentiates its property and equipment by distinct categories. The following represents these categories and their balances as of September 30, 2018 and 2017:

At September 30, 2018, Dollars in thousands

CLASS OF PROPERTY AND EQUIPMENT	ACQUISITION VALUE	ACCUMULATED DEPRECIATION	NET BOOK VALUE	%
Buildings	\$ 1,438,973	\$ 778,871	\$ 660,102	30.5%
Buildings Improvements	1,988,978	989,758	999,220	46.2%
Land	169,231	—	169,231	7.8%
Land Improvements	159,483	103,177	56,306	2.6%
Capital Leases (Real Property)	39,749	35,877	3,872	0.2%
Leasehold Improvements	22,934	19,462	3,472	0.2%
Equipment and Internal Use Software	20,003	17,313	2,690	0.1%
Other Structures	9,288	4,336	4,952	0.2%
Construction Work-in-Progress	261,630	—	261,630	12.2%
Total	\$ 4,110,269	\$ 1,948,794	\$ 2,161,475	100.0%

At September 30, 2017, Dollars in thousands

CLASS OF PROPERTY AND EQUIPMENT	ACQUISITION VALUE	ACCUMULATED DEPRECIATION	NET BOOK VALUE	%
Buildings	\$ 1,436,680	\$ 748,195	\$ 688,485	34.3%
Buildings Improvements	1,822,823	916,717	906,106	45.1%
Land	169,231	—	169,231	8.4%
Land Improvements	159,483	95,513	63,970	3.2%
Capital Leases (Real Property)	39,749	35,332	4,417	0.2%
Leasehold Improvements	22,934	18,999	3,935	0.2%
Equipment and Internal Use Software	20,109	17,215	2,894	0.1%
Other Structures	9,288	3,976	5,312	0.3%
Construction Work-in-Progress	163,288	—	163,288	8.2%
Total	\$ 3,843,585	\$ 1,835,947	\$ 2,007,638	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. The AOC is responsible for reviewing and authorizing all structural and architectural changes to the buildings and grounds prior to any change occurring. In September, 2018, the Cogeneration project was completed and the AOC took possession of the asset. The cost of construction (both appropriated and financed costs) exceeded \$80 million and represents a (4 percent) increase in the PP&E number.

Note 9: Stewardship PP&E

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

The AOC’s heritage asset management is principally guided by the Secretary of the Interior’s Standards and Guidelines for Treatment of Historic Properties and Cultural Landscapes and by the Code of Ethics and Guidelines for Practice of the American Institute for Conservation of Historic and Artistic Works. The reference and library materials collection is guided by the National Archives and Records Administration preservation standards and the living botanical assets collection is guided by the standards for care of the American

Alliance of Museums and Botanic Garden Conservation International. The AOC’s heritage asset collections are described more fully in the Required Supplementary Information (RSI). Deferred maintenance and repairs related to its heritage assets are separately disclosed as RSI.

Historic Buildings and Structures

The AOC maintains multiple historic buildings and structures, including the U.S. Capitol Building, Russell Senate Office Building, Dirksen Senate Office Building, Hart Senate Office Building, Senate Underground Garage, Daniel Webster Page Residence, Cannon House Office Building, Longworth House Office Building, Rayburn House Office Building, East and West House Underground Garages, Ford House Office Building, Thomas Jefferson Building, John Adams Building, James Madison Memorial Building, U.S. Botanic Garden (USBG) Conservatory, USBG Administration Building, Capitol Power Plant Main Boiler Building, Capitol Power Plant East Refrigeration Plant, Capitol Power Plant Old Generator Building, U.S. Supreme Court Building and Thurgood Marshall Federal Judiciary Building (TMFJB). All of these assets are predominantly used in general government operations and are considered multi-use heritage assets. Multi-use heritage assets are assigned a cost and presented as General Property, Plant and Equipment, Net on the Balance Sheet. In general, historic buildings and structures are added or withdrawn through congressional action.

Stewardship Lands and Cultural Landscapes

The AOC-administered stewardship lands encompass more than 570 acres of grounds. This includes Capitol Square, the approximately 290 acres of grounds immediately surrounding the U.S. Capitol Building designed by noted American landscape architect Frederick Law Olmsted. In addition, the cultural landscapes include Senate Park, Senate office building sites and courtyards, House office building sites and courtyards, Botanic Garden and National Garden, Bartholdi Park, USBG Administration Building site, Union Square, Thomas Jefferson Building site, John Adams Building site, James Madison Memorial Building site, U.S. Supreme Court Building site, TMFJB site and memorial trees planted on the U.S. Capitol Grounds to honor distinguished citizens, groups and national events. In general, units of stewardship land are added or withdrawn through congressional action. Memorial trees are added through congressional action or donation. An inventory of the memorial trees as of September 30, 2018 and 2017 follows:

DESCRIPTION	2017	ACQUIRED	WITHDRAWN	ADJUSTMENTS	2018	CONDITION
Memorial Trees	144	3	—	—	147	Good



The AOC maintains and preserves stewardship property, plant and equipment that is central to its mission to serve Congress and the Supreme Court, preserve America's Capitol and inspire memorable experiences.

Collectible Heritage Assets

The AOC is the steward of collectible heritage assets. In general, collectible heritage assets are added or withdrawn through congressional action. Living botanical assets are

added or withdrawn through congressional action or inter-agency transfers. Collectible heritage assets include:

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

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

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

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

An inventory of the collectible heritage assets as of September 30, 2018 and 2017 follows:

DESCRIPTION	2017	ACQUIRED	WITHDRAWN	ADJUSTMENTS	2018	CONDITION
Artwork	2,026	1	—	—	2,027	Poor to Excellent
Architectural Features	202	—	—	—	202	Fair to Excellent
Reference and Library Materials:						
Art and Reference Files (Drawers)	108	—	—	—	108	Good
Art and Reference Library Materials (Volumes)	1,208	3	—	—	1,211	Good
Materials, Pre-acquisition — textual, paper (Linear Feet)	—	—	—	27*	27	N/A
Other Traditional Archival Records	497,855	21,716	—	217*	519,788	Fair to Excellent
Electronic Archival Records (Megabytes)	—	—	—	1,504.32*	1,504.32	N/A
Living Botanical Assets (Accessions)	9,468	654	(1,017)	—	9,105	N/A

*Note: Starting in March 2018, the AOC began tracking the electronic archival materials included in its heritage asset collection, as well as the pre-acquisition materials sent to the AOC's Records Management and Archives Branch. These items appear under "adjustments" in the summary above.

Note 10: Other Assets

As of September 30, 2018, Other Assets consist of employee travel advances, and a project advance payment to the U.S. Capitol Police for security work related to the Cannon Renewal project.

Dollars in thousands

OTHER ASSETS	2018	2017
Intragovernmental:		
Advances to Others	\$ 927	\$ 939
Total Intragovernmental	\$ 927	\$ 939
With the Public:		
Advances to Others	\$ 4	\$ —
Total With the Public	\$ 4	\$ —
Total	\$ 931	\$ 939

Note 11: Liabilities

The Balance Sheet as of September 30, 2018 and 2017 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, contingent and environmental liabilities. Liabilities covered by budgetary resources generally include actual and accrued accounts payable, advances from others, and contract holdbacks.

In September 2018, the Cogeneration project was completed and the AOC took possession of the asset. The cost of construction was financed at an initial cost of \$57 million and will be paid back (with interest) in annual payments beginning in FY 2019. This amount is included in Other Liabilities as reported on the balance sheet (*see Note 16*).

Liabilities covered/not covered by budgetary resources as of September 30, 2018 and 2017 are as follows:

Dollars in thousands

FUND TYPE	2018	2017
Intragovernmental:		
Accrued Unfunded Worker's Compensation	\$ 9,067	\$ 9,223
Total Intragovernmental	\$ 9,067	\$ 9,223
Debt Held by Public	79,740	89,492
Actuarial Unfunded Worker's Compensation	57,031	55,650
Environmental Liabilities — Unfunded	77,952	77,683
Accrued Annual Leave and Other	21,805	21,027
Other	59,959	—
Capital Lease	5,029	5,621
Total liabilities not covered by budgetary resources	310,583	258,696
Total liabilities covered by budgetary resources	93,478	98,183
Total liabilities not requiring budgetary resources	50	55
Total	\$ 404,111	\$ 356,934

Note 12: Payroll-Related Liabilities

Payroll-related liabilities are 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, 2018 and 2017 are as follows:

Dollars in thousands

ACCRUED ANNUAL LEAVE & OTHER	2018	2017
Funded Accrued Payroll	\$ 9,761	\$ 9,269
Unfunded Accrued Annual Leave	12,044	11,758
Total	\$ 21,805	\$ 21,027

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.M*). The actuarial workers' compensation liability was calculated using a formula provided by the DOL.

Workers' Compensation, by type, as of September 30, 2018 and 2017 is as follows:

Dollars in thousands

WORKERS' COMPENSATION, BY TYPE	2018	2017
Unfunded Workers' Compensation (Current)	\$ 9,067	\$ 9,223
Actuarial Workers' Compensation (Long-Term)	57,031	55,650
Total	\$ 66,098	\$ 64,873

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. Actuarial Workers' Compensation is included in Liabilities not covered by Budgetary Resources, as described in *Note 11*.

Note 13: Debt Held by the Public

Debt held by the public 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 (corresponding to the discount).

The balance of Debt Held by the Public is as follows:

Dollars in thousands

DEBT HELD BY THE PUBLIC, BY TYPE	2018	2017
Securities	\$ 103,380	\$ 120,610
Interest Payable	565	635
Subtotal	103,945	121,245
Discount on Securities	\$ (400,123)	(400,123)
Less: Amortization of Discount	375,918	368,370
Subtotal	(24,205)	(31,753)
Total	\$ 79,740	\$ 89,492

Various judiciary offices and personnel occupy the TMFJB under an Interagency Agreement between the 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.

Note 14: Commitments and Contingencies

The AOC is party to various administrative proceedings, legal actions, and tort claims which may result in settlements or decisions adverse to the federal government. The AOC also has responsibility to remediate certain sites with environmental contamination hazards related to ongoing operations. Additionally, the AOC has contractual agreements with various energy service providers, which may require future financial obligations.

Contingent Liabilities

General contingent liabilities consist of claims filed against the 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, the AOC conducted a review of existing claims for which the likelihood of loss to the AOC is probable. Additionally, management and the AOC's General Counsel evaluated the materiality of cases determined to have a reasonably possible chance of an adverse outcome. Liabilities are recognized for those cases that are determined to meet management's materiality threshold (see *Note 1.M*). 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 and prior year 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 the AOC programs and operations. The ultimate outcomes in these matters cannot be predicted at this time; however, as of September 30, 2018, the lower level estimate of these cases was \$500 thousand. Sufficient information is not currently available to determine if the ultimate resolution of the proceedings, actions, and claims will materially affect the AOC's financial position or results of operations. Based on the less than probable nature of these claims, an accounting entry for the estimate was not posted and there is no impact on the financial statements.

Environmental Cleanup Cost Liabilities Related to Asbestos Cleanup

The AOC is responsible for managing and/or abating friable and non-friable asbestos-containing materials (ACM) in all Capitol Complex Buildings owned by the federal government. Pursuant to the Federal Accounting Standards Advisory Board (FASAB) Technical Bulletin 2006-1, *Recognition and Measurement of Asbestos-related Cleanup Costs*, the AOC recognizes a liability for cleanup costs that are both probable and reasonably estimable. This liability is founded on “per square foot” cost indexes (based on current industry guidance for asbestos cleanup projects), which are then applied to recorded quantities of ACM to derive a total estimated liability.

Actual cleanup costs may differ for the recorded estimate due to additional cost factors that are, at this time, not reasonably estimable. For example, there may be an additional difficulty factor associated with the AOC projects due to the unique working conditions on Capitol Hill. Additionally, containment (room or area) for asbestos abatement is a required work element that is not reasonably estimable at this time. Due to the uniqueness of individual project requirements, there is not enough information to determine the type of, and how much containment would be required. The AOC has determined the lower level estimate of potential containment cost could be up to \$98.5 million.

The accrued and potential Contingent and Environmental Cleanup Cost Liabilities, as of September 30, 2018 and 2017 are shown below.

Dollars in thousands		
CONTINGENT AND ENVIRONMENTAL LIABILITIES	2018	2017
Contingent Liabilities	\$ —	\$ —
Estimated Cleanup Cost Liabilities	77,952	77,683
Total	\$ 77,952	\$ 77,683

The FY 2018 asbestos liability analysis reflects an increase over the prior year, which is attributed to the annual quantity adjustment as well as a revision of the underlying cost factors.

Fort George G. Meade, Maryland

In addition to the requirements of Technical Bulletin 2006-1, the AOC is subject to various federal, state, and local environmental compliance and restoration laws. Applicable laws include the Clean Air Act; the Clean Water Act; the Solid Waste Disposal Act; the Safe Drinking Water Act; and the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA).



A bronze statue of Jeannette Rankin, the first woman elected to the U.S. House of Representatives, was given to the National Statuary Hall Collection by Montana in 1985. The statue is located in the U.S. Capitol Visitor Center’s Emancipation Hall.

Management’s review concluded that the 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 the AOC. The Army is responsible for the environmental clean-up of any previous contamination under CERCLA. The AOC understands that the Army is actively monitoring existing contamination on the entire site, including the land transferred to the AOC, and is pursuing appropriate remediation of this contamination.

Future Funded Energy Contracts

The Energy Policy Act of 1992 authorized the use of private sector financing to implement energy conservation methods and energy-efficient technologies by Federal entities. These contracts provide technical services and upfront project financing and allow federal agencies to pay off the project costs over a period not to exceed 25 years. Per OMB Memoranda M-98-13 and M-12-21, obligations, budget authority and outlays for these energy savings projects will be recognized on an annual basis when due, rather than recording the full obligation upfront.

With approval from Congress, the AOC has partnered with private energy service providers for Energy Savings Performance Contracts (ESPCs) in the Capitol, Library, House and Senate

Jurisdictions, as well as a utility provider for a cogeneration facility in the Capital Power Plant. In accordance with OMB guidance, the total capital costs for the AOC's energy savings projects are obligated on an annual basis, as per the payment schedule specified in each individual contract. These projects play an important role in the AOC's strategy to reduce energy consumption by thirty percent within 10 years.

The ESPCs have helped the AOC complete conservation measures by way of:

- Converting from pneumatic to direct digital heating, ventilation and air conditioning (HVAC) control and upgrading building automation.
- Retrofitting existing light fixtures with high-efficiency lamps, ballasts, controls and reflectors; installing LED lighting in hearing rooms and expanding the lighting control rooms.
- Upgrading transformers to high-efficiency models.
- Adding removable insulation covers to reduce heat loss from steam valves.
- Replacing aged air handling units with new energy efficient units.
- Replacing failing and defective steam traps and valves to eliminate steam loss and waste.
- Installing new motion/occupancy sensors in areas with infrequent and low occupancy levels.

Construction on the ESPCs is complete, and the projects have transitioned into training, implementation and performance phases, and are exceeding their expected energy saving targets.

In FY 2016, the AOC entered into a contract with Washington Gas Light Company to construct a cogeneration (COGEN) facility. Cogeneration, also known as combined heat and power, uses a single fuel source and simultaneously produces electricity and heat. The Capitol Power Plant's cogeneration facility will use natural gas in a combustion turbine to generate electricity and heat, increasing system reliability, improving efficiency and saving taxpayer dollars. This facility will provide heat and electricity for use by the AOC and its jurisdictions and other Federal agencies, with excess capacity being sold potentially to non-Federal entities as well. The COGEN project was completed and turned over to the AOC during FY 2018. The AOC is liable for the full project funding, which it will pay off in 23 annual installments ranging from \$3 million – \$5 million each year (and subject to prepayment penalties). The total amount of government contract payments over the term will be \$90 million. The AOC expects

that these payments will be made from utility savings and additional revenues that result from the operations of the COGEN facility.

Note 15: Leases

As of September 30, 2018, the AOC is committed to various non-cancelable leases primarily covering administrative office space and storage facilities, motor vehicles, and office equipment. Many of these leases contain escalation clauses tied to inflationary and tax increases, and renewal options.

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. At the end of the current reporting period, the AOC had one real property (building) capital lease for the Senate Sergeant at Arms Warehouse facility in Landover, MD. As of September 30, 2018, and 2017, the present value of the future minimum lease payments for this capital lease is as follows:

At September 30, 2017, Dollars in thousands

FISCAL YEAR	TOTAL
2019	\$ 845
2020	845
2021	845
2022	845
2023	845
Thereafter	1,690
Total Minimum Future Lease Payment	\$ 5,915
Less: Imputed Interest	(886)
Total Capital Lease Liability	\$ 5,029

At September 30, 2017, Dollars in thousands

FISCAL YEAR	TOTAL
2018	\$ 845
2019	845
2020	845
2021	845
2022	845
Thereafter	2,535
Total Minimum Future Lease Payment	\$ 6,760
Less: Imputed Interest	(1,139)
Total Capital Lease Liability	\$ 5,621

Operating Leases

The AOC has equipment and vehicle leases as well as space occupancy agreements with the General Services Agency (GSA), Government Publishing Office (GPO) and other commercial vendors.

As of September 30, 2018, 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
2019	\$ 7,588	\$ 36	\$ 7,624
2020	5,148	—	5,148
2021	3,127	—	3,127
2022	1,371	—	1,371
2023	67	—	67
Thereafter	45	—	45
Total	\$ 17,346	\$ 36	\$ 17,382

Note 16: Other Liabilities

As of September 30, 2018 and 2017, these liabilities consist of accrued accounts payable and miscellaneous receipts that are to be forwarded to Treasury (intragovernmental custodial liabilities). Miscellaneous receipts include, but are not limited to, rent from the Monocle restaurant and steam and chilled water collections over the Congressional cap.

These liabilities, which are classified as current as of September 30, 2018 and 2017, are as follows:

Dollars in thousands

OTHER LIABILITIES	2018	2017
Intragovernmental		
Custodial Liability	\$ 15	\$ 55
Other	—	—
Liability for Deposit Funds, Clearing Accts & Undeposited Collections	35	—
Total Intragovernmental	\$ 50	\$ 55
With the Public		
Other	\$ 91,155	\$ 38,012
Total With the Public	\$ 91,155	\$ 38,012
Total	\$ 91,205	\$ 38,067

As previously discussed, AOC entered into a contract with Washington Gas Light Company for the construction of COGEN. The initial cost of \$57 million makes up the increase in Other Liabilities.

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.



The Robert A. Taft Memorial and Carillon consists of a Tennessee marble tower and a 10-foot bronze statue of Senator Taft. The 27 bells in the upper part of the tower are among the finest in the world and were cast in the Paccard Bell Foundry in Annecy, France.

Imputed financing consists of future retirement benefits for the AOC employees that are paid on its behalf by the Office of Personnel Management (OPM), campus-wide capital infrastructure projects performed by another federal agency, and Treasury Judgment Fund or Office of Compliance (OOC) Settlement and Award Fund payments, as applicable.

With some exceptions, employees participate in one of three defined benefit retirement programs based on 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. The AOC and the employee contribute to Medicare at the rate prescribed by law. The 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. The AOC and the employee contribute to Social Security and Medicare at the rates prescribed by law. The 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.

The AOC and the employee contribute to Social Security and Medicare at rates prescribed by law. In addition, the AOC is required to contribute to the TSP a minimum of 1 percent per year of the basic pay of employees covered by this system. The AOC also matches a voluntary employee contribution up to 3 percent dollar-for-dollar, and another 2 percent is matched 50 cents on the dollar.

Imputed Financing for the years ending September 30, 2018 and 2017 is as follows:

Dollars in thousands

IMPUTED FINANCING, BY TYPE	2018	2017
Pensions		
CSRS	\$ 1,198	\$ 1,401
CSRS Offset	741	744
FERS	40,110	34,343
Less: Contributions	(33,642)	(32,817)
Subtotal: Employee Pensions	\$ 8,407	\$ 3,671
Health	13,759	10,315
Life Insurance	36	35
Subtotal: All Employee Benefits	\$ 22,202	\$ 14,021
Other Agency — Campus Infrastructure	4,511	10,617
Department of Justice-Treasury Judgement Fund	—	—
Office of Compliance-Settlement and Awards Fund	94	680
Total	\$ 26,807	\$ 25,318

NOTE 18: Net Cost of Operations Related to Payroll

Expenses for salaries and related benefits for the years ending September 30, 2018 and 2017, are shown in the table below. These amounts were approximately 46 and 42 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, 2018 and 2017 is as follows:

Dollars in thousands

EXPENSES FOR PAYROLL AND RELATED BENEFITS	2018	2017
Payroll Expense	\$ 260,429	\$ 252,559
Benefit Expense	4,197	4,132
Imputed Costs (payroll — see Note 17)	22,202	14,021
Other Expenses Not Requiring Budget — Payroll	51	(109)
Employer Contribution to Employee Benefits	4,041	4,062
Total Expenses for Payroll & Related Benefits	\$ 290,920	\$ 266,401
Total Gross Cost	\$ 614,565	\$ 634,952
Payroll related expenses to Gross Costs (%)	47%	42%

NOTE 19: Reconciliation of SCNP Appropriations to SBR

Amounts reported as Appropriations Received on the Statement of Changes in Net Position (SCNP) consist of funds congressionally appropriated to the agency within the current fiscal year. Amounts reported as Appropriations on the SBR consist of appropriations received, current year transfers, and other new budget authority. In FY 2018, the House CAO transferred \$15 million to the House Office Buildings; this amount is part of the Appropriations number on the SBR (\$743.3 million), but shown on the Appropriations transferred in/out line on the SCNP. For the current year, the amount of appropriations received, as shown on the SCNP, is \$728.3 million.

NOTE 20: Undelivered Orders at the End of the Year

In 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 years ending September 30, 2018 and 2017 are \$325 million and \$290 million, respectively. All undelivered orders for the year ended September 30, 2018 were unpaid. Of the \$325 million in undelivered orders for the current period, federal undelivered orders were \$36 million and non-federal undelivered orders were \$289 million. This is different from the unpaid obligations shown on the SBR which include undelivered orders and delivered orders (unpaid).

NOTE 21: Explanation of Differences between the Combined Statement of Budgetary Resources and the Budget of the United States Government

The FY 2020 Budget of the United States Government (President's Budget) presenting the actual amounts for the year ended September 30, 2018 is scheduled for publication in February 2019. When available, the President's Budget is reconciled to the agency SBR to identify differences. Upon publication, the AOC's budget can be found on the Office of Management and Budget (OMB) website (www.whitehouse.gov/omb/budget) under Legislative branch.

Dollars in millions

	RECONCILIATION OF SBR TO BUDGET		
	BUDGETARY RESOURCES	OBLIGATIONS INCURRED	NET OUTLAYS
Combined Statement of Budgetary Resources (SBR)	\$ 1,250	\$ 663	\$ 591
Items on SBR — Not on Budget:			
Expired Funds	(13)		
Other SBR Adjustments		(29)	(11)
Budget of the United States Government:	\$ 1,237	\$ 634	\$ 580

The differences between the FY 2017 comparative amounts presented on the SBR and the actual amounts published in the FY 2019 President's Budget are due to the activity from expired funds and offsetting collections that are on the SBR but are not in the President's Budget. Additionally, audit adjustments and other rounding differences may be reflected on the SBR.

NOTE 22: 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).

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 the AOC activities. The obligations of budgetary resources are reported net of any offsetting collections, recoveries and receipts. Other resources are financing sources that increase net position but do not provide 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 years ending September 30, 2018 and 2017 is as follows:

Dollars in thousands

RECONCILIATION OF NET COSTS TO BUDGET	2018	2017
Resources Used to Finance Activities		
Budgetary Resources Obligated		
New Obligations and Upward Adjustments	\$ 748,576	\$ 663,083
Less: Spending Authority from Offsetting Collections and Recoveries	(81,792)	(67,154)
Obligations Net of Offsetting Collections and Recoveries	666,784	595,929
Less: Offsetting Receipts	—	—
Net Obligations	666,784	595,929
Other Resources		
Transfers In/(Out) Without Reimbursement	(8)	98,934
Imputed Financing	26,807	25,318
Other Resources	—	—
Net Other Resources used to Finance Activities	26,799	124,252
Total Resources Used to Finance Activities	\$ 693,583	\$ 720,181
Resources Used to Finance Items Not Part of the Net Cost of Operations (NCOO)		
Change in Budgetary Resources Obligated for Goods, Services and Benefits Ordered but not yet Provided	32,079	(45,540)
Resources that Fund Expenses Recognized in Prior Periods	(59,923)	(1,515)
Budgetary Offsetting Collections and Receipts that do not affect NCOO	17,454	45,583
Resources that Finance the Acquisition of Assets	327,821	255,615
Total Resources Used to Finance Items not part of NCOO	317,431	254,143
Total Resources Used to Finance Net Cost of Operations	\$ 376,152	\$ 466,038
Components of Net Cost of Operations (NCOO) that will not Require or Generate Resources in the Current Period		
Components Requiring or Generating Resources in Future Periods	(373)	(425)
Other	60,914	(1,549)
Total Components of NCOO that will Require or Generate Resources in Future Periods	60,541	(1,974)
Components not Requiring or Generating Resources		
Depreciation and Amortization	113,364	108,664
Revaluation of Assets or Liabilities	1	4
Other	578	2,345
Total Components of NCOO that will not Require or Generate Resources	113,943	111,013
Total Components of Net Cost of Operations (NCOO) that will not Require or Generate Resources in the Current Period	\$ 174,484	\$ 109,039
Net Cost of Operations	\$ 550,636	\$ 575,077

REQUIRED SUPPLEMENTARY INFORMATION

A. Combining Schedule of Budgetary Resources

For the Years Ending September 30, 2018 and 2017 (\$ in thousands)

	TOTAL	CAPITAL CONSTRUCTION AND OPERATIONS	CAPITOL BUILDING	CAPITOL GROUNDS AND ARBORETUM
For the year ending September 30, 2018 (\$ in thousands):				
Budgetary Resources				
Unobligated Balances from Prior Year Budget Authority, Net	\$ 616,191	\$ 13,595	\$ 37,256	\$ 12,325
Appropriations (Note 19)	743,323	93,478	45,300	13,397
Borrowing Authority (Note 13)	7,478	—	—	—
Spending Authority from Offsetting Collections	37,679	742	463	—
Total Budgetary Resources	\$ 1,404,671	\$ 107,815	\$ 83,019	\$ 25,722
Status of Budgetary Resources				
New Obligations and Upward Adjustments (Total) (Note 20)	\$ 748,576	\$ 99,924	\$ 55,592	\$ 13,281
Unobligated Balance, End of Year:				
Exempt from Apportionment	634,920	2,361	26,262	11,915
Unexpired Unobligated Balance, End of Year	634,920	2,361	26,262	11,915
Expired Unobligated Balance, End of Year	21,175	5,530	1,165	526
Unobligated Balance, End of Year (Total)	656,095	7,891	27,427	12,441
Total Budgetary Resources	\$ 1,404,671	\$ 107,815	\$ 83,019	\$ 25,722
Outlays, Net				
Outlays, Net (Total) (Discretionary and Mandatory)	621,952	93,630	34,592	13,090
Agency Outlays, Net	\$ 621,952	\$ 93,630	\$ 34,592	\$ 13,090
For the year ending September 30, 2017 (\$ in thousands):				
Budgetary Resources				
Unobligated Balances from Prior Year Budget Authority, Net	\$ 566,602	\$ 11,332	\$ 42,275	\$ 11,562
Appropriations (Note 19)	632,831	92,957	32,584	12,884
Borrowing Authority (Note 13)	8,277	—	—	—
Spending Authority from Offsetting Collections	42,014	153	210	—
Total Budgetary Resources	\$ 1,249,724	\$ 104,442	\$ 75,069	\$ 24,446
Status of Budgetary Resources				
New Obligations and Upward Adjustments (Total) (Note 20)	\$ 663,083	\$ 96,561	\$ 40,291	\$ 12,402
Unobligated Balance, End of Year:				
Exempt from Apportionment	562,970	2,054	33,480	10,962
Unexpired Unobligated Balance, End of Year	562,970	2,054	33,480	10,962
Expired Unobligated Balance, End of Year	23,671	5,827	1,298	1,082
Unobligated Balance, End of Year (Total)	586,641	7,881	34,778	12,044
Total Budgetary Resources	\$ 1,249,724	\$ 104,442	\$ 75,069	\$ 24,446
Outlays, Net				
Outlays, Net (Total) (Discretionary and Mandatory)	591,031	90,931	61,000	12,214
Agency Outlays, Net	\$ 591,031	\$ 90,931	\$ 61,000	\$ 12,214

CAPITOL POLICE BUILDINGS, GROUNDS AND SECURITY	CAPITOL POWER PLANT	HOUSE OFFICE BUILDINGS	LIBRARY BUILDINGS AND GROUNDS	SENATE OFFICE BUILDINGS	SUPREME COURT BUILDING AND GROUNDS	U.S. BOTANIC GARDEN	U.S. CAPITOL VISITOR CENTER
\$ 13,210	\$ 44,711	\$ 280,934	\$ 45,439	\$ 81,196	\$ 57,137	\$ 7,295	\$ 23,093
34,249	106,694	222,294	74,873	101,614	16,154	13,800	21,470
—	—	—	—	—	7,478	—	—
—	10,332	90	1,605	779	17,669	—	5,999
\$ 47,459	\$ 161,737	\$ 503,318	\$ 121,917	\$ 183,589	\$ 98,438	\$ 21,095	\$ 50,562
\$ 30,606	\$ 119,717	\$ 171,517	\$ 49,884	\$ 114,848	\$ 47,333	\$ 14,254	\$ 31,620
16,572	33,696	329,719	71,492	66,874	51,105	6,335	18,589
16,572	33,696	329,719	71,492	66,874	51,105	6,335	18,589
281	8,324	2,082	541	1,867	—	506	353
16,853	42,020	331,801	72,033	68,741	51,105	6,841	18,942
\$ 47,459	\$ 161,737	\$ 503,318	\$ 121,917	\$ 183,589	\$ 98,438	\$ 21,095	\$ 50,562
23,196	83,524	208,026	44,072	76,295	12,475	12,898	20,154
\$ 23,196	\$ 83,524	\$ 208,026	\$ 44,072	\$ 76,295	\$ 12,475	\$ 12,898	\$ 20,154
\$ 14,904	\$ 36,571	\$ 238,109	\$ 40,760	\$ 81,181	\$ 61,019	\$ 8,316	\$ 20,573
20,033	86,646	202,731	47,080	88,406	14,886	14,067	20,557
—	—	—	—	—	8,277	—	—
103	8,967	93	3,631	657	22,067	—	6,133
\$ 35,040	\$ 132,184	\$ 440,933	\$ 91,471	\$ 170,244	\$ 106,249	\$ 22,383	\$ 47,263
\$ 22,296	\$ 91,301	\$ 164,941	\$ 48,467	\$ 93,275	\$ 51,682	\$ 15,779	\$ 26,088
12,579	34,490	271,262	41,070	75,603	54,567	6,082	20,821
12,579	34,490	271,262	41,070	75,603	54,567	6,082	20,821
165	6,393	4,730	1,934	1,366	—	522	354
12,744	40,883	275,992	43,004	76,969	54,567	6,604	21,175
\$ 35,040	\$ 132,184	\$ 440,933	\$ 91,471	\$ 170,244	\$106,249	\$ 22,383	\$ 47,263
20,558	86,672	168,518	56,181	66,322	(3,368)	14,302	17,701
\$ 20,558	\$ 86,672	\$ 168,518	\$ 56,181	\$ 66,322	\$ (3,368)	\$ 14,302	\$ 17,701

B. Deferred Maintenance and Repairs

The AOC, which oversees more than 18.4 million square feet of facilities and over 570 acres of grounds, is responsible for ensuring that the historic facilities and grounds entrusted to its care remain in a safe and suitable condition for the current and future needs of Congress, the Supreme Court and the American public. FASAB’s *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, and are delayed for a future period.

SFFAS No. 42 requires federal entities to discuss: (1) their maintenance and repairs policies, (2) how they rank and prioritize maintenance and repairs activities, (3) the factors considered in determining acceptable condition standards, (4) whether DM&R relate solely to capitalized general property, plant and equipment (PP&E) and stewardship PP&E or also to non-capitalized or fully depreciated general PP&E, (5) PP&E for which management does not measure and/or report DM&R and the rationale, (6) beginning and ending DM&R balances by category and (7) significant changes from the prior year.

The AOC defines its acceptable level of condition to be “good to very good” based on the Facility Condition Index (FCI). The index is based upon the facility replacement values, which the AOC updates annually, and identified deferred maintenance and repairs. PP&E of less than “good” condition require significantly more maintenance than facilities in better condition.

The three major categories of capitalized assets for which DM&R is tracked are: (1) buildings and other structures, (2) grounds (i.e., stewardship land) and (3) heritage assets. Additionally, while the AOC tracks capital equipment deferred maintenance and repairs, none was identified for FY 2018. Non-capitalized and fully depreciated PP&E are excluded as part of the DM&R estimate. The AOC uses Facility Condition Assessments (FCAs) to evaluate the assets’ condition and to identify deferred maintenance, capital renewal, capital improvements and capital construction work elements.

The FCA tracks maintenance and repairs activities as work elements that are scheduled for completion. Rank and prioritization for the work elements are based on the scheduled year, as well as project risk (which is scored as low, medium, high and critical). The FCA cost models are considered early planning estimates to identify liabilities and they are not derived from fully completed construction drawings. The focus of this disclosure is solely deferred maintenance and repairs, as identified through the FCAs, and excludes capital renewal, capital improvements and capital construction work elements. However, the AOC monitors capital renewal work elements that, if not funded, could become deferred maintenance in the near future. Capital renewal work elements, identified within a five-year period, are combined with deferred maintenance and repairs and this figure is referred to as “backlog” at the AOC.

The AOC completed an initial FCA on most buildings and grounds under its purview, with some exceptions (the exceptions are identified in the note to the table and have been excluded from the DM&R totals). The AOC continues to complete and update the FCAs for all facilities for which it is responsible. As a result, the FCAs for some of these facilities are underway or in the planning stages and will be included in subsequent reports.

The AOC’s estimate of the amount of accumulated deferred maintenance and repairs work required to bring facilities to a “good” condition, based on the Facility Condition Index, is approximately \$489 million for fiscal year ending September 30, 2018.⁹ The increase over the prior year is mostly related to additional deferred maintenance identified during reassessment of the Rayburn House Office Building, the Hart Senate Office Building, and the U.S. Botanic Garden Conservatory.

⁹ The AOC aims to maintain its assets in at least good condition. Condition is defined by the FCI, which is calculated as the cost of deferred maintenance divided by the current replacement value. A ratio of less than 0.02 is considered “very good,” 0.02 to 0.05 is judged “good,” 0.05 to 0.10 is deemed “fair” and more than 0.10 is considered “poor.” The AOC’s goal is to attain a ratio of less than 0.05 (or “good” condition) for its assets. Although 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.

Deferred Maintenance and Repairs (\$ in thousands required to achieve “good” condition)

CATEGORY	AS OF 10/1/17	AS OF 9/30/18	CHANGE
Buildings and Other Structures	\$388,836	\$488,960	\$100,124
Grounds	\$12,031	\$12,102	\$71
Heritage Assets	\$540	\$572	\$32
Total	\$401,407	\$501,634	\$100,227

The September 30, 2018 figure excludes the Library of Congress’ Special Services Facilities Center (currently under assessment), the U.S. Supreme Court Building, the Thurgood Marshall Federal Judiciary Building, pedestrian tunnels, the U.S. Capitol Police Courier Acceptance Facility, E Street S.E. Garage and most major equipment related to the Capitol Power Plant. Deferred maintenance calculations are based on FY 2017 AOC replacement values, updated in April 2018.



The AOC is responsible for the stewardship of heritage assets located throughout the Capitol campus. These assets include historic buildings, stewardship lands, artwork, architectural features, reference and library materials and living botanical assets.

The table depicts deferred maintenance and repairs costs, by category, at the beginning and ending of the fiscal year to bring the assets to a good condition.

C. Heritage Assets

Introduction

The AOC is the steward of heritage assets located throughout 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. 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. The 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.¹⁰ The AOC contracts with professional fine art conservators for needed repairs or treatments. The AOC 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 the AOC's jurisdictions on projects and contracts that involve heritage assets or preservation issues. The Records Management and Archives Branch preserves historic architectural and engineering drawings and textual records. The Branch also creates records policies. The Photography Branch documents facilities and projects, heritage assets and congressional events, and also manages and preserves the 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 reproductions of photographs, architectural and engineering drawings, records, specifications and reports.

¹⁰ The catalogue of the entire congressional art collection was last published in 1978 in *Art in the United States Capitol*.

The AOC's historic preservation officer is responsible for preserving the architectural features of the historic buildings maintained by the 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 the AOC's preservation policy.

Historic Buildings and Structures

The AOC maintains the Capitol campus, which includes a number of historic buildings and structures. These include the U.S. Capitol Building, Russell Senate Office Building, Dirksen Senate Office Building, Hart Senate Office Building, Senate Underground Garage, Daniel Webster Page Residence, Cannon House Office Building, Longworth House Office Building, Rayburn House Office Building, East and West House Underground Garages, Ford House Office Building, Thomas Jefferson Building, John Adams Building, James Madison Memorial Building, U.S. Botanic Garden (USBG) Conservatory, USBG Administration Building, Capitol Power Plant (CPP) Main Boiler Building, CPP East Refrigeration Plant, CPP Old Generator Building, U.S. Supreme Court Building and the Thurgood Marshall Federal Judiciary Building. All are considered multi-use heritage assets, are assigned a cost on the Balance

Sheet and are presented under General Property, Plant and Equipment, Net. In general, historic buildings and structures are added or withdrawn through congressional action.

Stewardship Lands and Cultural Landscapes

The AOC-administered stewardship lands encompass more than 570 acres of grounds. This includes Capitol Square, the approximately 290 acres of grounds immediately surrounding the U.S. Capitol Building and designed by noted American landscape architect Frederick Law Olmsted. In addition, the AOC's cultural landscapes include Senate Park (Squares 632, 633, 634, 680, 681, 682, 683, 684, 685, 722 and 723), Senate office building sites and courtyards (Squares 686 and 725), House office building sites and courtyards (Squares 581, 635, 689 and 690), East and West House Underground Garage (Squares 637 and 691), Botanic Garden and National Garden (Square 576), Bartholdi Park (Square 578), USBG Administration Building site (Square 575), Union Square, Thomas Jefferson Building site (Square 730), John Adams Building site (Square 761), James Madison Memorial Building site (Square 732), U.S. Supreme Court Building site (Square 728), Marshall Building site (Square 722) and memorial trees planted on the U.S. Capitol Grounds. In general, units of stewardship land are added or withdrawn through congressional action.

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

Memorial trees are living heritage assets planted to honor distinguished citizens, groups and national events. Memorial trees are added through congressional action. For more information: www.aoc.gov/trees.

An inventory of the memorial trees as of September 30, 2018 and 2017 follows:

MEMORIAL TREES	AS OF 10/01/17	AS OF 9/30/18	CHANGE	GENERAL CONDITION
Memorial Trees	144	147	3*	Good

* In FY 2018, a commemorative tree honoring the service of George H.W. Bush was sponsored by Representative Lamar Smith (Texas) and planted on the Capitol Grounds. Trees were also planted in honor of Representative Louise Slaughter and on behalf of the District of Columbia and its residents.

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 on the previous page summarizes the condition survey rating scales used by the AOC for its heritage assets.

Collectible Heritage Assets

In the following tables, footnotes explain changes in condition or inventory count.

1. U.S. Capitol Building

The U.S. Capitol Building is an important example of 19th century neoclassical architecture. While a working building, the U.S. Capitol Building 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 the 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 the AOC's inventory as possibly joint). The

possibly joint assets are located in the Senate and House wings of the U.S. Capitol Building 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 2018 all of the statues were maintained at least once — with most maintained multiple times — to keep them in excellent condition.

SCULPTURE	AS OF 10/01/17	AS OF 9/30/18	CHANGE	GENERAL CONDITION
1.1.1.1 National Statuary Hall Statues	100	100	-	Excellent
1.1.1.2 Other Statues ¹	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.) ²	29	30	1 ³	Poor to Excellent

¹ The *Magna Carta* display, located in the Crypt, is included in this category.

² Two Horatio Stone sculpted vases were conserved and installed on customized stone pedestals in FY 2018 and will be unveiled in FY 2019.

³ A plaster sculpture of *David and Goliath* was found in storage and added to the inventory.

1.1.2. Framed Oil Paintings

Framed oil paintings under the AOC's stewardship include portraits of former Architects of the Capitol and other paintings. Many of the frames for these paintings are also heritage assets.

PAINTINGS	AS OF 10/01/17	AS OF 9/30/18	CHANGE	GENERAL CONDITION
1.1.2.1 Portraits	17	17	-	Good to Excellent
1.1.2.2 Possibly Joint Portraits	26	26	-	Fair to Excellent
1.1.2.3 Paintings Other Than Portraits	12	12	-	Good to Excellent
1.1.2.4 Possibly Joint Paintings	23	23	-	Excellent



The AOC designed handsome pedestals for the display of the *Federal Vases* (1871), a pair of bronze vases by artist Horatio Stone. The vases are installed on either side of the Capitol Rotunda's east entrance.

1.1.3. Works of Art on Paper

The AOC is the steward of works on paper primarily related to the U.S. Capitol Building. This collection is used for research and reference purposes and is generally not on display.

WORKS OF ART ON PAPER	AS OF 10/01/17	AS OF 9/30/18	CHANGE	GENERAL CONDITION
1.1.3.1 Watercolors	6	6	-	Good
1.1.3.2 Prints and Drawings	72	72	-	Poor to Excellent
1.1.3.3 Sketches for Murals	Approx. 232	Approx. 232	-	Fair to Excellent

1.2. Decorative Art

Decorative art ranges from objects of great craftsmanship and historical importance to mass-produced objects. Often the name of the designer or maker is unknown. Conservation treatment may be appropriate for the highest level of decorative art.

DECORATIVE ART	AS OF 10/01/17	AS OF 9/30/18	CHANGE	GENERAL CONDITION
1.2.1 Gilded Mirror Frames ¹	90 ²	90 ³	-	Poor to Excellent
1.2.2 Historic Furniture	39	39	-	Fair to Good
1.2.3 Antique Clocks	10	10	-	Good to Excellent
1.2.4 Textiles	2	2	-	Good

¹ This number primarily includes frames in the House side of the Capitol. The Senate curator assumed responsibility for inventory and conservation of Senate mirror frames.

² After review of supporting documentation, we have identified 90 gilded mirror frames to include in inventory.

³ H-212 mirror glass was replaced in FY 2018.

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 10/01/17	AS OF 9/30/18	CHANGE	GENERAL CONDITION
1.3.1 Pediments (exterior)	3	3	-	Poor to Excellent
1.3.2 Statues (interior and exterior)	6	6	-	Good to Excellent
1.3.3 Plaster Model of Sculpture	3	3	-	Excellent
1.3.4 Sculptured Stair Railings	4	4	-	Excellent
1.3.5 Reliefs	39	39	-	Good
1.3.6 Sculptured Bronze Doors (sets) (interior and exterior)	4	4	-	Excellent
1.3.7 Plaques	30	30	-	Fair to Excellent
1.3.8 Stained Glass	16	16	-	Poor to Good
1.3.9 Rotunda Paintings	8	8	-	Fair ¹ to Excellent
1.3.10 Rooms or Spaces with Fine Art Murals	84	84 ²	-	Fair to Excellent

¹ Air pockets have continued to increase in size on the *Landing of Columbus* painting which will require de-installation for structural and cosmetic treatment in FY 2019.

² Each room or space may contain multiple sections of murals in vaults and lunettes with individual mural scenes or figures. There are hundreds of images painted on the U.S. Capitol Building's walls. Mural conservation has been ongoing since 1981 and most murals are in at least "good" condition.

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 Computer-Aided Facilities Management (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 10/01/17	AS OF 9/30/18	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 Building's Minton tile floors) and special architectural



Among the projects completed in FY 2018 was the condition assessment of the *Car of History* clockworks. This assessment will serve as a guide for the future restoration of the timepiece.

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. U.S. Capitol Grounds and Arboretum

The U.S. Capitol Grounds and Arboretum cover approximately 290 acres on which the U.S. Capitol Building, Senate and House Office Buildings and Capitol Power Plant reside. The grounds include sculpture, monuments and living assets, such as historic and memorial trees. 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 10/01/17	AS OF 9/30/18	CHANGE	GENERAL CONDITION
2.1.1 Monuments/ Statues	4	4	-	Excellent
2.1.2 Fountains with Sculpture	1	1	-	Good
2.1.3 Plaques	5	5	-	Good

2.2. Landscape Features and Fixtures (including fixtures on the exterior of the U.S. Capitol Building)

The U.S. Capitol Grounds and Arboretum is also the location of memorial trees. See *Stewardship Lands and Cultural Landscapes* in this section for more information.

LANDSCAPE FEATURES AND FIXTURES	AS OF 10/01/17	AS OF 9/30/18	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

3. House Office Buildings

There are three major office buildings and two annex buildings for the House of Representatives: the Cannon, Longworth, Rayburn, O'Neill and Ford House Office Buildings, respectively.

ARCHITECTURAL FINE ART	AS OF 10/01/17	AS OF 9/30/18	CHANGE	GENERAL CONDITION
3.1 Pediments (exterior)	1	1	-	Good
3.2 Sculpture (exterior)	8	8	-	Fair
3.3 Plaster Models of Sculpture	25	25	-	Good
3.4 Architectural Models on Display	1	1 ¹	-	Fair
3.5 Reliefs	1	1	-	Good
3.6 Murals	1	1	-	Good
3.7 Plaques	1	1	-	Good
3.8 Monuments/ Statues	2	2	-	Good
3.9 Maquettes, etc.	1	1	-	Excellent

¹ Plaster model of the U.S. Capitol Building by Emile Garet is offsite for conservation.

4. Senate Office Buildings

There are three major office buildings for the United States Senate: the Russell, Dirksen and Hart Senate Office Buildings.

ARCHITECTURAL FINE ART	AS OF 10/01/17	AS OF 9/30/18	CHANGE	GENERAL CONDITION
4.1 Pediments (exterior)	1	1	-	Fair
4.2 Sculpture	1	1	-	Poor
4.3 Plaster Models of Sculpture	6	6	-	Good
4.4 Architectural Models on Display	4	4	-	Excellent
4.5 Maquettes, etc.	1	1	-	Good
4.6 Reliefs (exterior)	51	51	-	Good
4.7 Murals (rooms with)	1	1	-	Excellent

5. Library Buildings and Grounds

The Library of Congress's 1897 Thomas Jefferson Building contains large areas of decorative painting, relief plaster, woodwork, stone work and mosaic ceilings. Additional facilities include the John Adams Building, which is embellished with Art Deco-style decorative metal and relief stone work, and the modern James Madison Memorial Building.

ARCHITECTURAL FINE ART	AS OF 10/01/17	AS OF 9/30/18	CHANGE	GENERAL CONDITION
5.1 Statues	27	27	-	Good to Excellent
5.2 Sculptured Stair Railings	2	2	-	Good
5.3 Reliefs (interior)	73	73	-	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
5.8 Sculptural Clock	1	1	-	Excellent
5.9 Exterior Sculpture	1	1	-	Fair

6. Supreme Court Building and Grounds

The U.S. Supreme Court Building is richly adorned with decorative carvings in marble and wood, decorative metal and plaster work and decorative painting.¹¹

ARCHITECTURAL FINE ART	AS OF 10/01/17	AS OF 9/30/18	CHANGE	GENERAL CONDITION
6.1 Pediments (exterior)	2	2	-	Excellent ¹
6.2 Sculpture (exterior)	2	2	-	Excellent
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

¹ Conservation of the east pediment sculpture was completed in FY 2018, as part of the exterior stone and metal preservation project.

¹¹ The collectible fine art within the Supreme Court does not fall under the AOC's jurisdiction and is cared for by the curator of the Supreme Court.



The U.S. Botanic Garden maintains a collection of more than 9,000 accessions, which equates to about 41,000 plants. These are used for exhibition, study and exchange with other institutions.

7. U.S. Botanic Garden

The U.S. Botanic Garden (USBG) maintains a collection of living plants used to fulfill the mission of the institution. The collection is categorized as follows:

- Plants of historical or current institutional significance (e.g., individuals or descendants from the Wilkes expedition, 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 inter-agency 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, cycads and plants of Mediterranean regions. The USBG's gardens and living collections are important resources, and are made available for the study of threatened plants and their conservation. The 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 the USBG website, www.usbg.gov/plant-collections. Collections are continually reviewed for accuracy in identification and nomenclature.

Architectural Feature

OUTDOOR SCULPTURE	AS OF 10/01/17	AS OF 9/30/18	CHANGE	GENERAL CONDITION
7.1 Fountains with Sculpture	1	1	-	Good ¹

¹ Surface coating is abraded and needs renewal.

Living Botanical Assets

The table identifies the USBG’s inventory of living botanical assets. Plant inventories for FY 2018 and the prior five years are provided to facilitate comparison. At the end of FY 2018, the USBG held more than 9,100 accessions including more than 41,000 individual plants at the Conservatory and the Blue Plains Production Facility in southwest D.C. The USBG maintains more than 6,000 unique taxa in its collections.

ALL PLANTS (INCLUDING ORCHID COLLECTION)				
Fiscal Year	Accessions ¹	Names (Taxa) ²	Individuals ³	Deaccessions ⁴
2013	11,740	7,459	58,944	1,654
2014	11,419	7,470	57,942	842
2015	11,626	7,610	60,574	639
2016	10,423	6,803	47,564	1,958
2017	9,468	6,227	44,026	707
2018	9,105	6,041	41,470	1,017

¹ Current number of accessions assigned to living plants. An individual accession number might include multiple lots (divisions) that might include multiple individual plants.

² Number of names for living plants in our database. This includes species names, cultivars, varieties, etc. and is restricted to only the names for plants that are living at the Garden. In many cases, the USBG has numerous accessions (from different times, sources, etc.) of the same named plant.

³ This number captures individual plant counts and is thus quite a bit higher than the number of accessions due to accessions that have multiple individuals (note: this number has a high degree of inaccuracy).

⁴ Number of accession numbers that have been deaccessioned year-to-date. This is due to plants dying or being composted/discarded due to disease or change in institutional need.

Orchid Collection

There are more than 3,500 individual orchids in the U.S. Botanic Garden’s collections. The orchid collection is the single largest component of its plant inventory, accounting for more than 34 percent of its accessions.

ORCHID COLLECTION				
Fiscal Year	Accessions	Names (Taxa)	Individuals	Deaccessions
2013	3,587	1,847	N/A	232
2014	3,425	1,839	N/A	356
2015	3,444	1,876	N/A	208
2016	3,201	1,795	4,330	415
2017	3,017	1,795	4,230	395
2018	3,110	1,324	3,513	611

8. Architectural and Engineering Artifacts

The AOC maintains an inventory of small architectural and engineering artifacts and models for research or exhibition. The 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 Building 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, textual records and electronic records. The Branch creates 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 vital records purposes. Digital scans of drawings are also important to facilitate reference and protect the original drawings from unnecessary handling.

9.1. Architectural and Engineering Drawings

Beginning with plans for the construction of the U.S. Capitol Building in the early 1800s, and with primary holdings from the 1850s on, the architectural and engineering drawings in the archival collection document a wide range of subjects and contain many 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 more than 190,000 architectural and engineering drawings with new materials added each year. 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 digitizes, uploads and indexes the drawings into an internal AOC web-based database to facilitate search and retrieval. The Archival staff performs preservation and conservation of drawings, with specialized work on fragile and historic drawings performed by contracted experts.

9.2. and 9.3. Construction and Administrative Textual Records

The AOC archives maintain administrative and project records that document the AOC's history as well as the construction history of Capitol campus buildings. These holdings date from the U.S. Capitol extension project in the 1850s and continue through the present. Of special value are the letters from artists and architects dating to the 1850s.

9.4. Photographs

The Photography Branch produces photographs relating to architectural design, construction, renovation and restoration of the historic buildings and grounds under the AOC's care. The Branch covers major ceremonial events, documents works of art and conservation projects and produces graphic slides, displays and video for the AOC and congressional use. The Branch maintains an archive of more than 290,000 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.

9.5. 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.

9.6., 9.7. and 9.8. Reference Files, Library Materials and Conservation Reports

One of the primary curatorial functions the 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 Building 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 the AOC staff and contractors, members of Congress and their staffs and the public and to provide information for written fact sheets and publications. Records and reference materials are kept in both traditional and electronic formats. 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 Building.

RECORDS AND REFERENCE	AS OF 10/01/17		AS OF 9/30/18		CHANGE		GENERAL CONDITION	
	Traditional Records	Electronic Records	Traditional Records	Electronic Records	Traditional Records	Electronic Records	Traditional Records	Electronic Records
9.1 Architectural and Engineering Drawings (Accessioned)	Approx. 190,273	—	Approx. 191,386	144.3 MB	1,113	144.3 MB	Fair to Excellent	N/A
9.2 Manuscripts and Other Textual Records	Approx. 8,934	—	Approx. 9,066	644.9 MB	132	644.9 MB	Fair to Excellent	N/A
9.3 Materials, Pre-Accessioned ¹	—	—	Drawings, rolls: 12 Drawings, individual, paper: 205 Textual, paper (Linear feet): 26.5	715.12 MB	Drawings, rolls: 12 Drawings, individual, paper: 205 Textual, paper (Linear feet): 26.5	715.12 MB	N/A	N/A
9.4 Photographs	298,201	—	318,656	—	20,455	—	Good to Excellent	N/A
9.5 Small Architectural Models	18	—	18	—	—	—	Fair	N/A
9.6 Art and Reference Files	108 Drawers	—	108 Drawers	—	—	—	Good	N/A
9.7 Art and Reference Library (published volumes)	1,208 Vols.	—	1,211 Vols.	—	3	—	Good	N/A
9.8 Conservation Reports (in notebooks)	429	—	445	—	16	—	Good	N/A

¹ Pre-accessioned materials account for all materials that were sent to the Records Management and Archives Branch (RMAB). The Branch then conducts archival processing (arrangement, description, indexing, preservation and scanning) and screens out duplicates and non-record materials. Prior to March 2018, the Branch only tracked materials that were processed and accessioned into the archival collection.

Summary of Heritage Assets

This consolidating schedule reports the heritage assets by jurisdiction and AOC-wide.

CATEGORY	SEPTEMBER 30, 2018 AOC JURISDICTION									SEPTEMBER 30, 2017 AOC JURISDICTION								
	Capitol Building	Capital Construction & Operations	Capitol Grounds & Arboretum	House Office Buildings	Library Buildings & Grounds	Supreme Court Building & Grounds	Senate Office Buildings	U.S. Botanic Garden	Total	Capitol Building	Capital Construction & Operations	Capitol Grounds & Arboretum	House Office Buildings	Library Buildings & Grounds	Supreme Court Building & Grounds	Senate Office Buildings	U.S. Botanic Garden	Total
Memorial Trees	—	—	147	—	—	—	—	—	147	—	—	144	—	—	—	—	—	144
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.)	30	—	—	—	—	—	—	—	30	29	—	—	—	—	—	—	—	29
Sub-Total	179	—	—	—	—	—	—	—	179	178	—	—	—	—	—	—	—	178
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	78	—	—	—	—	—	—	—	78	78	—	—	—	—	—	—	—	78
Works of Art on Paper																		
Watercolors	6	—	—	—	—	—	—	—	6	6	—	—	—	—	—	—	—	6
Prints and Drawings	72	—	—	—	—	—	—	—	72	72	—	—	—	—	—	—	—	72
Sketches for Murals	232	—	—	—	—	—	—	—	232	232	—	—	—	—	—	—	—	232
Sub-Total	310	—	—	—	—	—	—	—	310	310	—	—	—	—	—	—	—	310
Sub-Total: Fine Art	567	—	—	—	—	—	—	—	567	566	—	—	—	—	—	—	—	566
Decorative Art																		
Gilded Mirror Frames	90	—	—	—	—	—	—	—	90	90	—	—	—	—	—	—	—	90
Historic Furniture	39	—	—	—	—	—	—	—	39	39	—	—	—	—	—	—	—	39
Antique Clocks	10	—	—	—	—	—	—	—	10	10	—	—	—	—	—	—	—	10
Textiles	2	—	—	—	—	—	—	—	2	2	—	—	—	—	—	—	—	2
Sub-Total	141	—	—	—	—	—	—	—	141	141	—	—	—	—	—	—	—	141
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	3	—	—	25	—	—	6	—	34	3	—	—	25	—	—	6	—	34
Sculptured Stair Railings	4	—	—	—	2	—	—	—	6	4	—	—	—	2	—	—	—	6
Architectural Models on Display	—	—	—	1	—	—	4	—	5	—	—	—	1	—	—	4	—	5
Reliefs (Exterior)	39	—	—	1	73	4	51	—	168	39	—	—	1	73	4	51	—	168
Light Posts with Reliefs (Exterior)	—	—	—	—	—	2	—	—	2	—	—	—	—	—	2	—	—	2
Sculptured Bronze Doors (Sets)	4	—	—	—	17	1	—	—	22	4	—	—	—	17	1	—	—	22
Plaques	30	—	—	1	—	—	—	—	31	30	—	—	1	—	—	—	—	31
Monuments/Statues	—	—	—	2	—	—	—	—	2	—	—	—	2	—	—	—	—	2
Stained Glass/Mosaics	16	—	—	—	17	—	—	—	33	16	—	—	—	17	—	—	—	33
Rotunda Paintings	8	—	—	—	—	—	—	—	8	8	—	—	—	—	—	—	—	8
Rooms or Spaces with Fine Art Murals	84	—	—	1	32	—	1	—	118	84	—	—	1	32	—	1	—	118
Maquettes	—	—	—	1	—	—	1	—	2	—	—	—	1	—	—	1	—	2
Sculptural Clock	—	—	—	—	1	—	—	—	1	—	—	—	—	1	—	—	—	1
Exterior Sculpture	—	—	—	—	1	—	—	—	1	—	—	—	—	1	—	—	—	1
Sub-Total	197	—	—	41	170	11	65	—	484	197	—	—	41	170	11	65	—	484

CATEGORY	SEPTEMBER 30, 2018									SEPTEMBER 30, 2017								
	AOC JURISDICTION									AOC JURISDICTION								
	Capitol Building	Capital Construction & Operations	Capitol Grounds & Arboretum	House Office Buildings	Library Buildings & Grounds	Supreme Court Building & Grounds	Senate Office Buildings	U.S. Botanic Garden	Total	Capitol Building	Capital Construction & Operations	Capitol Grounds & Arboretum	House Office Buildings	Library Buildings & Grounds	Supreme Court Building & Grounds	Senate Office Buildings	U.S. Botanic Garden	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	835	—	—	—	—	—	—	—	835	835	—	—	—	—	—	—	—	835
TOTAL	1,740	—	—	41	170	11	65	—	2,027	1,739	—	—	41	170	11	65	—	2,026
Architectural Features																		
Outdoor Sculptures																		
Monuments/Statues	—	—	4	—	—	—	—	—	4	—	—	4	—	—	—	—	—	4
Fountains with Sculpture	—	—	1	—	3	—	—	1	5	—	—	1	—	3	—	—	1	5
Plaques	—	—	5	—	—	—	—	—	5	—	—	5	—	—	—	—	—	5
Sub-Total	—	—	10	—	3	—	—	1	14	—	—	10	—	3	—	—	1	14
Landscape Features and Fixtures																		
Urns	—	—	20	—	—	—	—	—	20	—	—	20	—	—	—	—	—	20
Lighting Fixtures	—	—	166	—	—	—	—	—	166	—	—	166	—	—	—	—	—	166
Basins	—	—	2	—	—	—	—	—	2	—	—	2	—	—	—	—	—	2
Sub-Total	—	—	188	—	—	—	—	—	188	—	—	188	—	—	—	—	—	188
TOTAL	—	—	198	—	3	—	—	1	202	—	—	198	—	3	—	—	1	202
Reference and Library Materials																		
Art and Reference Files (Drawers)	—	108	—	—	—	—	—	—	108	—	108	—	—	—	—	—	—	108
Art and Reference Library (Volumes)	—	1,211	—	—	—	—	—	—	1,211	—	1,208	—	—	—	—	—	—	1,208
Materials, Pre-accessioned — textual, paper (Linear Feet)*	—	27	—	—	—	—	—	—	27	—	—	—	—	—	—	—	—	—
Other Traditional Archival Records																		
Architectural and Engineering Drawings, Accessioned (Paper)	—	191,386	—	—	—	—	—	—	191,386	—	190,273	—	—	—	—	—	—	190,273
Manuscripts and Other Textual Records (Paper)	—	9,066	—	—	—	—	—	—	9,066	—	8,934	—	—	—	—	—	—	8,934
Materials, Pre-accessioned (Drawings, Rolls)*	—	12	—	—	—	—	—	—	12	—	—	—	—	—	—	—	—	—
Materials, Pre-accessioned (Drawings, Individual, Paper)*	—	205	—	—	—	—	—	—	205	—	—	—	—	—	—	—	—	—
Small Architectural Models	—	18	—	—	—	—	—	—	18	—	18	—	—	—	—	—	—	18
Conservation Reports	—	445	—	—	—	—	—	—	445	—	429	—	—	—	—	—	—	429
Photographs	—	318,656	—	—	—	—	—	—	318,656	—	298,201	—	—	—	—	—	—	298,201
TOTAL	—	519,788	—	—	—	—	—	—	519,788	—	497,855	—	—	—	—	—	—	497,855
Electronic Archival Records (Megabytes)																		
Architectural and Engineering Drawings, Accessioned*	—	144.30	—	—	—	—	—	—	144.30	—	—	—	—	—	—	—	—	—
Manuscripts and Other Textual Records*	—	644.90	—	—	—	—	—	—	644.90	—	—	—	—	—	—	—	—	—
Materials, Pre-accessioned*	—	715.12	—	—	—	—	—	—	715.12	—	—	—	—	—	—	—	—	—
TOTAL	—	1,504.32	—	—	—	—	—	—	1,504.32	—	—	—	—	—	—	—	—	—
Living Botanical Assets (Accessions)																		
	—	—	—	—	—	—	—	9,105	9,105	—	—	—	—	—	—	—	9,468	9,468

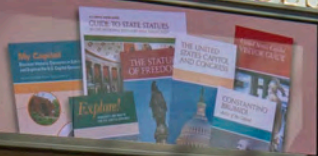
* Starting in March 2018, the AOC began tracking the electronic archival materials included in its heritage asset collection, as well as the pre-accessioned materials sent to the AOC's Records Management and Archives Branch.



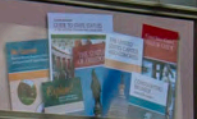
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Section IV

OTHER INFORMATION

OVERVIEW

The Other Information section presents financial, operational, stewardship and performance material that supplements the agency information appearing in the previous three main sections. A brief summary of each subsection is provided below.

Combined Schedule of Spending. A schedule providing an accessible and easily understood summary of the agency resources that were available to spend, how the resources were spent and who the money went to.

The Inspector General's Statement of Management Opportunities and Performance Challenges. A statement summarizing the agency's most critical management and performance challenges, as identified by the AOC's Inspector General in accordance with the *Reports Consolidation Act of 2000*.

Summary of Financial Statement Audit and Management Assurances. Summary tables of audit results, material weaknesses in internal controls and financial system nonconformances. Results are based on the independent auditors' financial statement audit, management's evaluation of internal controls using the *Federal Managers' Financial Integrity Act* (FMFIA) and guidance from

the Office of Management and Budget (OMB) Circular A-123. Additional consideration is derived from management's evaluation of financial systems' conformance with financial management system requirements, referencing FMFIA and the *Federal Financial Management Improvement Act* (FFMIA) general guidance.

Payment Integrity. An overview of the AOC's efforts to identify programs where significant erroneous payments may have occurred and how the AOC's invoice payment process incorporates the Do Not Pay capability. This sub-section also addresses the *Fraud Reduction and Data Analytics Act* and the *Grants Oversight and New Efficiency (GONE) Act*.

Reduce the Footprint. Although the AOC is not subject to the "Reduce the Footprint" policy, information about the AOC's real property square footage for the current fiscal year and baseline year is presented.

Energy and Sustainability Program Management. A summary of the AOC's notable energy and sustainability program achievements.

Small Business Accomplishments. A summary of the AOC's small business set-aside program efforts and results.

COMBINED SCHEDULE OF SPENDING

The Combined Schedule of Spending provides an accessible and easily understandable financial summary of how and where agencies are spending (obligating) money for the reporting period. Although the Schedule of Spending is no longer required, the AOC opted to include a modified version of the schedule as it provides information that may interest the public. Consistent with last year's schedule, the AOC included just the agency totals for the current and prior fiscal year. **Table 19** provides an overview of how much money the AOC had available to spend, how or on what that money was spent, and who the money went to for the fiscal years that ended September 30, 2018 and 2017. The data for the Combined Schedule of Spending is the same as what is used to prepare the Statement of Budgetary Resources (SBR). However, the Combined Schedule of Spending provides a more detailed summary of the new obligations and upward adjustments shown on the SBR. The section of the Combined Schedule of Spending, What Money is Available to Spend?, identifies these obligations as a derivative of the agency's total budgetary resources, as shown on the SBR, net of any available (unexpired) and unavailable (expired) funds. The term "spend," as used in this report, means funds obligated (both paid and unpaid). It does not equate to expenses as reported in the Statement of Net Cost.

TABLE 19: Combined Schedule of Spending for the Years Ending September 30 (Dollars in Thousands)

	2018	2017
What Money is Available to Spend?		
Total Resources	\$ 1,404,671	\$ 1,249,724
Less Amount Available but Not Agreed to be Spent	(634,920)	(562,970)
Less Amount Not Available to be Spent	(21,175)	(23,671)
Total Amounts Agreed to be Spent	\$ 748,576	\$ 663,083
How was the Money Spent/Issued?		
Personnel Compensation/Benefits	\$ 285,357	\$ 268,084
Contracts	453,260	392,221
Other (Unclassified)	9,959	2,778
Total Amounts Agreed to be Spent	\$ 748,576	\$ 663,083
Who did the Money Go To?		
Employees	\$ 281,215	\$ 265,484
Federal Entities	57,035	96,797
Non-Federal Entities	410,326	300,802
Total Amounts Agreed to be Spent	\$ 748,576	\$ 663,083

THE INSPECTOR GENERAL'S STATEMENT OF MANAGEMENT OPPORTUNITIES AND PERFORMANCE CHALLENGES




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United States Government
MEMORANDUM

DATE: October 2, 2018

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

FROM: Christopher P. Failla, CIG 
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, 2018. 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 christopher.failla@oc.gov.

Distribution List: Christine A. Merdon, P.E., CCM, Chief Operating Officer
Shalley Kim, Executive Officer

THE INSPECTOR GENERAL'S STATEMENT OF MANAGEMENT OPPORTUNITIES AND PERFORMANCE CHALLENGES *(continued)*



Office of Inspector General

Statement of Management Opportunities and Performance Challenges 2018

Introduction

As part of our agency's Performance and Accountability Report (PAR) for Fiscal Year (FY) 2018, the Architect of the Capitol (AOC) Stephen T. Ayers requested the Office of Inspector General's (OIG) Statement of Management Opportunities and Performance Challenges (Statement). As with every AOC PAR since FY 2010, the AOC OIG provides this statement for information and inclusion in the upcoming PAR. This document identifies the AOC's most significant challenges and opportunities for improvement. The Statement is based on our observations, audits and investigative efforts, as well as the AOC-contracted 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 OIG exists to provide efficiencies and economies along with preventing and reporting fraud, waste and abuse through inspections, evaluations, audits and investigations. In addition, we are a key tool for the Architect of the Capitol as we offer objective recommendations to better utilize resources and report deficiencies that may hinder the AOC's mission. In recent months, the AOC OIG has made several key efforts to streamline our operations. These included performing outreach strategies and obtaining an independent enterprise-wide risk assessment of AOC operations in order to target our resources to better assist the AOC in achieving its mission.

The OIG believes that focusing senior leadership's attention to the Statement will help improve service delivery, promote economy and efficiency, and reduce the potential for fraud, waste and abuse in the AOC's operations.

While recognizing the AOC's accomplishment in executing its core mission, amid fiscal uncertainty and constraints, the AOC must continue to monitor the management and performance challenges identified in the previous year's PAR. In particular, seven management and performance challenges cited in the OIG's Statement from the previous FY should remain on this list. These include: 1. Backlog in Deferred Maintenance and Capital Renewal, 2. Management of Concurrent Construction Projects, 3. Retaining and Attracting a Skilled and Engaged Workforce, 4. Cyber Security, 5. Data Quality for Monitoring, 6. Lack of a Whistleblower Protection and 7. Internal Controls Structure. In the OIG's assessment, each of the challenges remain critical issues facing the agency and the AOC's progress in addressing those challenges are largely unchanged. We do not repeat our summary of each of these challenges, or our recommendations to remediate them, here.

THE INSPECTOR GENERAL'S STATEMENT OF MANAGEMENT OPPORTUNITIES AND PERFORMANCE CHALLENGES *(continued)*

From our vantage point, much progress has been made to date to improve and eliminate the OIG-identified management challenges over the last two years. Due to the emphasis the AOC has placed on continued improvement of prior years' management challenges, we have not repeated the following four previously-identified management challenges for the current fiscal year: 1. A Single Source AOC Liaison Managing Concurrent Projects, 2. Energy Stewardship and Sustainability, 3. Workplace Safety and Health, and 4. Campus Security. For these challenges, the OIG has not observed reoccurring issues in these areas during our recent audits and reviews of AOC programs and construction projects.

This FY, in addition to the remaining seven continuing management challenges, the AOC OIG has identified two additional management challenges that impact the AOC.

Additional OIG Management and Performance Challenges

- 8. Property Accountability and Surplus Property Disposal
- 9. Managing User-Requested Changes

Property Accountability and Surplus Property Disposal

In our 2014 Statement we reported significant risks over the accountability of government property valued at under \$1,500, particularly risks related to easily pilfered items such as hand and power tools and information technology (IT) equipment. We noted that although the AOC had developed improved property controls and published a new *Personal Property Manual* for the accountability of government property valued at over \$1,500, these items were still subject to insufficient inventory or property accountability controls. In our 2014 Statement, we also identified serious concerns with the appropriate disposition of surplus property.

In our 2015 Statement we eliminated both of these items, citing the improvements made to the AOC's internal control processes and guidance documents, although at that time we also stated that we would continue to monitor the AOC's progress in controlling risks associated with hand and power tools. In the past year, these concerns have resurfaced both through audit efforts related to IT inventory issues and in recent investigative work identifying serious concerns with the appropriate disposition of scrap metals and reporting of missing equipment. Although the AOC's efforts to improve inventory and internal control processes are laudable, we are again adding property accountability as an issue that we consider to be a management challenge. Additionally, the AOC OIG is planning an evaluation to study this program and offer recommendations to improve the management of inventory and decrease the opportunity for theft, unnecessary replacement of equipment and waste.

THE INSPECTOR GENERAL'S STATEMENT OF MANAGEMENT OPPORTUNITIES AND PERFORMANCE CHALLENGES *(continued)*

Managing User-Requested Changes

The management of large construction projects poses challenges and risks to the AOC that are not typical to other agencies. Staying within project schedules and costs are major challenges for AOC construction projects. While adequate planning and design limit the extent of these challenges, unforeseen circumstances increase the risks. To offset these risks, the AOC builds contingency funding into its budget request and extra time into its schedule estimates. However, several key factors including user requests to revise and modify the scope of projects can cause cost increases and schedule delays to the project. In our review of several AOC construction projects, we noted cost overages to the overall project budgets as well as schedule delays. Specifically, the Cannon House Office Building Renewal Project Phase 1 is estimated to have an overage of \$5 million and estimated delays in opening the Seryer and the Caucus Room. This, in part, is due to design revisions from congressional partners and user-requested changes that will require expending from the contingency budget and will also require cost savings measures and scope reductions in Phases 2, 3 and 4, as well as the possible utilization of additional project contingencies to cover any Phase 1 shortfalls. The AOC should consider evaluating its current planning processes and implement necessary enhancements to account for the likelihood of user-requested changes for all future and current construction projects. An effective formal approval process to manage change orders, including user-requested changes, should proactively limit cost overages and schedule delays.

Conclusion

All federal agencies have areas where improvements are needed. This Statement, is seen from the OIG's perspective, and should be taken in that context. The AOC has much to be proud of, as it has reduced or eliminated many of the two previous years' challenges. The progress being made to eliminate these challenges is very encouraging, and the two management challenges included above will serve to improve the AOC's efforts to prevent and detect fraud, waste and abuse, as well as improve the effectiveness of its operations.

As the OIG finds additional specific challenges, we will inform management with findings and recommendations via audits, inspections, evaluations and investigations. Our intent of these findings and recommendations is to improve the AOC's operations to meet its overall mission to serve, preserve and inspire and to support the AOC by decreasing fraud, waste and abuse.

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 20: Summary of Financial Statement Audit

AUDIT OPINION TYPE	Unmodified				
RESTATEMENT (YES/NO)	No				
MATERIAL WEAKNESSES	BEGINNING BALANCE	NEW	RESOLVED	CONSOLIDATED/ REASSESSED	ENDING BALANCE
	0	0	0	0	0
Total Material Weaknesses	0	0	0	0	0

TABLE 21: Summary of Management Assurances

EFFECTIVENESS OF INTERNAL CONTROL OVER FINANCIAL REPORTING (FMFIA, PARA. 2)					
STATEMENT OF ASSURANCE	Unmodified				
MATERIAL WEAKNESSES	BEGINNING BALANCE	NEW	RESOLVED	CONSOLIDATED/ REASSESSED	ENDING BALANCE
	0	0	0	0	0
Total Material Weaknesses	0	0	0	0	0

EFFECTIVENESS OF INTERNAL CONTROL OVER OPERATIONS (FMFIA, PARA. 2)					
STATEMENT OF ASSURANCE	Unmodified				
MATERIAL WEAKNESSES	BEGINNING BALANCE	NEW	RESOLVED	CONSOLIDATED/ REASSESSED	ENDING BALANCE
Total Material Weaknesses	0	0	0	0	0

COMPLIANCE WITH FEDERAL FINANCIAL MANAGEMENT SYSTEM REQUIREMENTS (FMFIA, PARA. 4)					
STATEMENT OF ASSURANCE	Federal systems comply to financial system management requirements				
NONCONFORMANCES	BEGINNING BALANCE	NEW	RESOLVED	CONSOLIDATED/ REASSESSED	ENDING BALANCE
Total Nonconformances	0	0	0	0	0

COMPLIANCE WITH FEDERAL FINANCIAL MANAGEMENT IMPROVEMENT ACT (FFMIA)		
	AGENCY	AUDITOR
1. System Requirements	No lack of compliance noted	No lack of compliance noted
2. Accounting Standards	No lack of compliance noted	No lack of compliance noted
3. U.S. Standard General Ledger (USSGL) at Transaction Level	No lack of compliance noted	No lack of compliance noted

PAYMENT INTEGRITY

Improper Payments

The *Improper Payments Information Act of 2002*, as amended by the *Improper Payments Elimination and Recovery Act of 2010* and the *Improper Payments Elimination and Recovery Improvement Act of 2012* (IPERIA), contains multiple requirements to reduce improper and erroneous payments made by the federal government. In addition, the Office of Management and Budget (OMB) Circular A-123, Appendix C, *Requirements for Payment Integrity Improvement* also provides improper payment reporting guidance. The guidance 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. OMB also 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. Significant improper payments, as defined by OMB, are annual erroneous program payments that exceed both 1.5 percent of the program payments and \$10 million during the fiscal year, or erroneous payments exceeding \$100 million, regardless of the improper payment percentage of total program payments. The improper payments guidance also requires OMB to submit to Congress an annual report regarding the operation of the Do Not Pay Initiative (discussed separately 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 IPERIA nor to the related OMB guidance. Nonetheless, as part of its internal control program and assessment of risk, an internal control monitoring plan is under development. As part of this effort, the AOC refers to IPERIA and OMB Circular A-123, Appendix C for guidance. This monitoring is discussed in further detail in the Management's Discussion and Analysis under *Management Assurances and Other Financial Compliances*. In addition, the AOC conducts quarterly financial reviews of its jurisdiction-level programs and activities, described in *Other Efforts*.

Do Not Pay Initiative

The Do Not Pay Initiative provides resources for agencies to review payment eligibility for purposes of identifying and preventing improper payments, thereby helping agencies comply with IPERIA. The AOC uses Treasury's Invoice Processing Platform (IPP), a secure online platform, for centralizing its invoice payment process. The IPP partners with Treasury's Do Not Pay business center to prevent and reduce improper payments for the federal agencies using this system. Through its IPP deployment, the AOC uses the Do Not Pay Initiative to reduce improper payments to vendors.

Fraud Reduction and Data Analytics Act

The *Fraud Reduction and Data Analytics Act of 2015* was implemented to identify and assess fraud risks and design and implement control activities in order to prevent, detect and respond to fraud. For three years beginning with FY 2017, each agency must report on its fraud reduction efforts and its progress in identifying risks and vulnerabilities to fraud and establishing strategies and procedures to curb fraud. As a legislative branch agency, the AOC is statutorily excluded from the *Fraud Reduction and Data Analytics Act* and has not formally incorporated aspects of this law into its policy.

Grants Oversight and New Efficiency (GONE) Act

The GONE Act requires all agencies to report a listing of all federal grants awarded and closeout status of each awarded. The AOC does not administer any federal grant programs.

Other Efforts

In addition to the AOC's internal control program monitoring and testing, the AOC conducts other efforts to identify improper payments. By agency policy, the AOC performs quarterly financial reviews of its jurisdiction-level programs and activities, including sensitive payment areas. Establishing an internal, quarterly financial monitoring and verification policy has improved 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 issued quarterly for verification by the parties delegated with the authority for each AOC appropriation. The responsible parties must concur (either without exception or with noted exceptions) that all post-payment transactions charged to AOC funds are valid and proper. 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 Chief Financial Officer and help identify inaccurate payments and determine the effectiveness of controls over the obligation and payment processes.

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 areas of sensitive payments for routine review. They include purchase card expenditures, as well as travel and training costs.

REDUCE THE FOOTPRINT

To improve federal government real property management, the Office of Management and Budget (OMB) issued guidance to all CFO Act agencies to freeze the government's real estate footprint and restrict the growth of excess or underutilized properties. Based on the success of that initial policy, OMB issued new guidance for such agencies to set annual targets to reduce their real property footprint, as measured by the total square footage of their domestic office and warehouse inventory compared to a FY 2015 baseline.

The AOC is a legislative branch agency and, as a result, is not subject to the "Reduce the Footprint" policy. The AOC's mission includes managing a unique real estate portfolio that supports the legislative and judicial branches, including the historic buildings on the Capitol campus. Although not required, the AOC presents its total managed square footage for the current fiscal year as compared to the FY 2015 baseline. Total square footage includes a wide variety of real property reflecting the AOC's wide-ranging mission. In addition to assigned and leased office and inventory storage space, the agency's square footage also includes a variety of other real property. For example, the AOC's square footage includes: committee rooms, legislative chambers, a court chamber, exhibit space, conservatory, plant production facility, visitor center, gift shops, restaurants, a power plant, tunnels for transportation and for steam and chilled water delivery, multiple book storage modules, a Summerhouse and others.

As shown in **Table 22**, the total square footage for FY 2018 increased over this baseline. This is primarily a result of the transfer of the O'Neill House Office Building, and its more than 548,000 square feet of building space, from the General Services Administration in June 2017. This space supports the U.S. House of Representatives and includes swing space used throughout the Cannon House Office Building Renewal project. This facility provides offices, conference rooms, administrative functional areas and support spaces. In addition, since the



Congress authorized the transfer of the O'Neill House Office Building from the General Services Administration to the AOC in June 2017. The building contains more than 548,000 square feet of facility space.

baseline year, the AOC completed construction of Collections Storage Module 5, adding preservation-quality, climate-controlled collections space for the Library of Congress.

TABLE 22: Baseline Comparison

	FY 2015 BASELINE (ROUNDED)	FY 2018 (ROUNDED)	CHANGE FROM BASELINE
Total Square Footage (in millions)	More than 17.4	More than 18.4	Increase

Actions Taken to Reduce the Office and Warehouse Baseline

To reduce the operations and maintenance costs associated with its real property portfolio, the AOC has implemented a number of initiatives to improve efficiency. These include enhancing building system controls and performance monitoring capabilities to reduce energy and water usage, increasing recycling of occupant waste and construction debris, managing overtime hours and others. In the previous fiscal year, the AOC transitioned into a new warehouse that is expected to save approximately \$2.5 million in operating costs over a 10-year period. Revisions to the agency's telework program also helps the AOC manage its office footprint and associated costs.



To meet its Energy 2025 Challenge for reducing energy consumption and water use, the AOC is relying on the implementation of projects with significant energy impacts. These include the Cannon Renewal project to upgrade the historic Cannon House Office Building.

ENERGY AND SUSTAINABILITY PROGRAM MANAGEMENT

The AOC is pleased to offer this annual update of key activities related to the agency's Energy and Sustainability program. The AOC is required to meet reporting obligations identified within the *Energy Independence and Security Act of 2007* (EISA2007). EISA2007 requires that the AOC report on: (1) energy expenditures and savings estimates, (2) energy management and conservation projects and (3) future priorities.

Energy Expenditures and Savings Estimates

Since FY 2005, the agency's implementation of multiple Energy Savings Performance Contracts (ESPCs), a Utility Energy Service Contract (UESC) and other infrastructure investments have saved the AOC more than \$114 million in cost avoidances and reduced the agency's long-term energy demand. From FY 2015–FY 2018, the AOC voluntarily continued its partnership with stakeholders to run one of the federal government's most effective energy and sustainability programs. In FY 2018, the most impactful energy savings efforts included infrastructure and performance improvements. As detailed in **Table 23**, the

TABLE 23: FY 2018 Investments in Energy and Water Management

SOURCES OF INVESTMENT	DIRECT APPROPRIATIONS	FY 2018 ANNUAL GOAL-SUBJECT ENERGY SAVINGS (MMBTU)	
Energy and Sustainability Program Expenditures	\$435,000	179,609	
ESPC/UESC EXPENDITURES	FY 2018 ANNUAL PAYMENTS	GUARANTEED ANNUAL COST SAVINGS	FINAL PAYMENT
House Office Buildings ESPC	\$4,038,125	\$3,912,581	FY 2027
Senate Office Buildings ESPC	\$4,060,628	\$3,933,851	FY 2027
U.S. Capitol Building ESPC	\$2,069,173	\$1,996,896	FY 2022
Capitol Power Plant Cogeneration UESC	\$2,929,613	\$2,929,613	FY 2037
Library of Congress ESPC (project management only)	\$262,700	Completed Preliminary Assessment Phase	N/A
FY 2018 Annual Payment Total	\$13,360,239	\$12,772,941	

Note: Table includes corrections for calculation errors, excess project energy, baselining new buildings and cogeneration site versus source credit. Annual consumption and cost figures do not reflect final FY 2018 expenditures.

AOC utilized \$435,000 in direct appropriations toward efficiency improvements at the Capitol Power Plant and performance improvements such as building automation and lighting upgrades. The ESPCs implemented at the U.S. Capitol Building and the House and Senate office buildings during previous years are now in their performance periods and continue to generate savings.

The AOC promotes energy, water and sustainability initiatives, with a focus on performance metrics, metering, commissioning, building automation, recycling and integrated design. The agency's goals include:

- 36 percent energy reduction from FY 2003 baseline (50 percent by FY 2025)
- 28 percent water use reduction from FY 2007 baseline
- 50 percent diversion of building occupants by the end of FY 2021
- 90 percent diversion of construction and demolition debris by the end of FY 2021
- 10 percent of waste compostable by the end of FY 2021
- Enhanced energy and sustainability communications towards improved conservation, sustainable practices and health and wellness

The AOC's long-term commitment to energy reduction marked a leading step into the next decade for reducing the agency's carbon footprint by 50 percent from FY 2003 levels. The agency's voluntary approach to further energy reductions requires stakeholders to identify opportunities across a number of areas:

- Pursuing legacy building automation conversions
- Applying and enhancing control strategies for building systems
- Enhancing the performance monitoring system
- Addressing cyber security issues
- Troubleshooting repairs
- Training staff on operational items
- Improving meter data accuracy and connectivity
- Improving the commissioning process on projects

When new energy savings targets were established in FY 2016, the AOC forecasted that FY 2018 would be a goal "gap year," that is, a year in which the agency would experience a difference between its commitments and actual energy performance. However, these missed targets would be made up for with deep energy reductions in the program's ensuing years, after the implementation of projects with significant energy impacts. These projects include the Cannon House Office Building Renewal, cogeneration at the Capitol Power Plant and ESPC-related projects at the Library Buildings and Grounds. Competing funds, unbeneficial weather and booming construction work framed FY 2018 as one of the most difficult years for energy reductions.

As depicted in **Figure 52**, the AOC's energy management plan calls for closing the energy reduction gap through efficiency gains at the Capitol Power Plant and ongoing work at the Library Building and Grounds. These programs are impacted by the delivery of Capital Improvement Plans, competition for funding sources and the ability to take advantage of public-private finance vehicles.

FIGURE 52: The AOC's 10-Year Energy Reduction Priorities

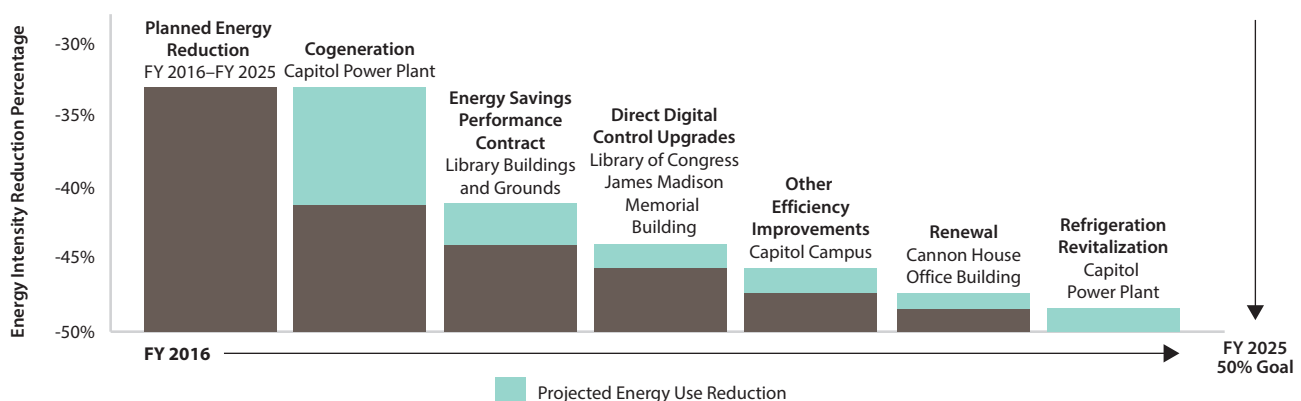
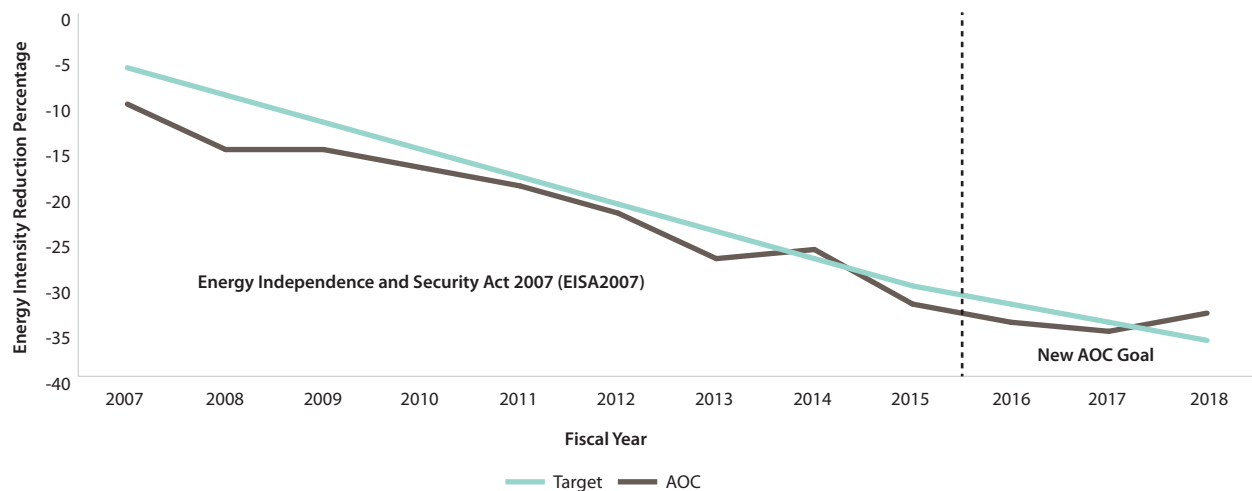


FIGURE 53: The AOC's Energy Reduction Results FY 2007–FY 2018

Energy Management and Conservation Projects

Fiscal year 2018 energy and sustainability program highlights included:

- **Reduced energy use.** As seen in **Figure 53**, although the AOC fell short of meeting its 36 percent energy use reduction target for FY 2018, it achieved a reduction of 33.3 percent. In consideration of energy projects in the pipeline and building on its continued efforts, the AOC believes that it will successfully meet the FY 2019 energy reduction target. Along with these large-scale projects, maintaining a high level of performance for existing building systems is a cornerstone to continued success in energy conservation, as well as ensuring suitable indoor environmental conditions for occupants, collections and artifacts.
- **Building Automation System (BASnet) Expansions:** The AOC performed an initial evaluation of the O'Neill House Office Building BASnet in preparation for expansion and implemented remote connectivity to the Botanic Garden Production Facility.
- **Data Enterprise Systems Enhancements:** The AOC continued to strengthen its data enterprise systems. The agency executed task orders for Performance Monitoring System support services that include hardware/software support, new automated reports, training and adding Book Storage Module 5. At the building level, performance monitoring supports the persistence of savings. At the project level, performance-based commissioning ensures that all systems and components are designed, installed, tested, operated and maintained according to project requirements. The AOC briefed its superintendents on the benefits of the monitoring system and held annual system rules review and training. The agency also partnered with the Capitol Power Plant on the roll-out, beta testing and training for enhancements to the Utility Data Enterprise System.
- **ESPC execution.** The agency supported the Preliminary Assessment phase of the Library Buildings and Grounds ESPC. The assessment was completed and the kick-off for the Investment Grade Audit was held in August 2018.
- **Continued retro-commissioning.** The agency continued exploring retro-commissioning opportunities to improve building performance by optimizing existing mechanical systems.
- **Retooled Building Performance Plans.** Jurisdictions updated building performance plans, retooling them to add water, Performance Monitoring history and strategic plan action items.
- **Updated energy goals.** The AOC continued making updates to the AOC's energy and sustainability goals. These updates incorporated jurisdiction comments into the AOC's Energy and Sustainability policy to better define and implement sustainable initiatives, clarify the guidance process and document organizational goals.
- **Tracked and assessed water use.** The AOC focused on water consumption and continued efforts to reconcile water usage, malfunctioning meters and estimated billing. Water progress reports help explain variations in water use, potential risks and impacts, inefficiencies, and savings opportunities.

- **Reduced waste.** The AOC reduced building occupant waste by 44.2 percent and diverted construction waste for recycling by 95.0 percent. In FY 2018, the AOC continued to maximize the agency's potential toward ecosystem protection and resource conservation.
- **Executed sustainability scorecards.** The AOC utilized sustainability scorecards to support planning, design and construction processes.
- **Achieved cost savings through demand response plans.** The AOC continued the practice of "Gold Days," peak electricity grid consumption days that allow the AOC to earn credits toward utility bills.
- **Supported communication outreach events.** In April, the U.S. Botanic Garden hosted an Earth Day Festival in which the U.S. Capitol Visitor Center, Capitol Grounds and Arboretum, and the Senate Office Buildings participated.
- **Engaged other agencies in the field.** The AOC worked with external groups and participated alongside executive branch agencies to discuss, inform and gather information regarding ongoing energy and sustainability efforts.

Future Priorities to Ensure Compliance

The AOC will focus on operations and the commitments in its sustainability plan. This will result in a Capitol campus that prioritizes agile resource management, increased resilience, environmental protection and enhanced health and well-being. The AOC anticipates taking the following long-term steps:

- Oversee the Capitol Power Plant's energy-efficient cogeneration system. Cogeneration will contribute more than half of the energy savings under the AOC's new 10-year energy reduction strategy.
- Identify life-cycle cost-effective opportunities to improve energy and water performance, reliability and environmental conditions in its buildings. The cornerstones of this program are: (1) maintain and optimize existing building performance through operational improvements and control strategies, (2) make incremental improvements through small-scale retrofits and energy-efficient equipment replacements, (3) continue long-term and interim building performance metrics and track them through advanced metering and data analytics and (4) ensure operations and maintenance staff receive appropriate training to maintain and augment required skillsets.

TABLE 24: EPAct Goal Subject Buildings

UTILITY TYPE	CONSUMPTION UNITS	ANNUAL CONSUMPTION	ANNUAL COST (\$1,000)	UNIT COST (\$)	UNIT OF MEASURE	SITE-DELIVERED BBTU	ESTIMATED SOURCE BBTU
Electric	MWH	177,756.9	\$17,163.2	\$0.10	/kWh	606.5	1,904.4
Fuel Oil	KGal	601.6	\$808.7	\$1.34	/Gallon	84.2	84.2
Natural Gas	KCF	1,197,070.0	\$10,081.7	\$8.42	/KCF	1,197.1	1,256.9
Coal	Short Ton	1,521.0	\$65.0	\$42.74	/Short Ton	42.6	42.6
Purchased Steam	BBTU	26.4	\$921.6	\$34.87	/MMBTU	26.4	58.7
Purchased CHW	BBTU	—	—	—	/MMBTU	—	—
Excluded Steam	BBTU	(181.5)	(\$6,405.6)	\$35.29	/MMBTU	(181.5)	(259.3)
Excluded CHW	BBTU	(45.2)	(\$791.8)	\$17.50	/MMBTU	(45.2)	(57.5)
Excluded Security	BBTU	(52.2)	(\$788.3)	\$13.30	/MMBTU	(52.2)	(163.9)
Purchased Renewable							
Electric	MWH	80,365.8	\$7,759.7	\$0.10	/kWh	274.2	0.0
Totals	BBTU		\$28,814.2			1,952.1	2,866.3
FY 2018 Goal Subject Buildings Gross Square Feet (Thousands)		16,664.0	FY 2018 Goal Subject Buildings Actual KBTU/GSF			111.3	163.5

Key for Energy Tables:

BBTU Billion British Thermal Units

CHW Chilled Water

GSF Gross Square Feet

KBTU Thousand British Thermal Units

KCF Thousand Cubic Feet

KGal Kilogallons

kWh Kilowatt Hours

MMBTU Metric Million British Thermal Units

MWH Megawatt Hours

Short Ton A unit of weight equal to 2,000 pounds

TABLE 25: EAct Goal Excluded Buildings

UTILITY TYPE	CONSUMPTION UNITS	ANNUAL CONSUMPTION	ANNUAL COST (\$1,000)	UNIT COST (\$)	UNIT OF MEASURE	SITE-DELIVERED BBTU	ESTIMATED SOURCE BBTU
Electric	MWH	40,763.2	\$3,935.9	\$0.10	/kWh	139.1	436.7
Fuel Oil	KGal	353.3	\$474.9	\$1.34	/Gallon	49.5	49.5
Natural Gas	KCF	35,534.7	\$299.3	\$0.01	/KCF	35.5	37.3
Coal, Purchased Steam and CHW	Short Ton, BBTU	—	—	—	/Short Ton, /MMBTU	—	—
Excluded Steam	BBTU	181.5	\$6,405.6	\$35.29	/MMBTU	181.5	259.3
Excluded CHW	BBTU	45.2	\$791.8	\$17.50	/MMBTU	45.2	57.5
Excluded Security	BBTU	52.2	\$788.3	\$13.30	/MMBTU	52.2	163.9
Purchased Renewable (Electric)	MWH	—	—	—	—	/kWh	—
Totals	BBTU	—	\$12,695.7			503.0	1,004.1
FY 2018 Goal Excluded Buildings Gross Square Feet (Thousands)		1,083.3	FY 2018 Goal Excluded Buildings Actual KBTU/GSF			207.0	413.2

TABLE 26: Goal Performance

ENERGY MANAGEMENT REQUIREMENT	FY 2003 KBTU/GSF	FY 2018 KBTU/GSF	PERCENT CHANGE FY 2003–FY 2018	FY 2018 GOAL TARGET	
Reduction in Energy Intensity in Facilities Subject to EAct Goals	166.930	111.341	(33.3)%	(36.0)%	
RENEWABLE ENERGY REQUIREMENT	RENEWABLE ELECTRICITY USE (MWH)	TOTAL ELECTRICITY USE (MWH)	PERCENTAGE		
Eligible Renewable Electricity Use as a Percentage of Total Electricity Use	80,366	298,886	26.9%		
WATER INTENSITY REDUCTION GOAL	FY 2007 GALLON/GSF	FY 2017 GALLON/GSF	PERCENT CHANGE FY 2003–FY 2018	FY 2018 GOAL TARGET (AOC INTERNAL METRIC)	
Reduction in Potable Water Consumption Intensity	28.2	21.0	(25.4)%	(22.0)%	
SUSTAINABLE WASTE MANAGEMENT	PERFORMANCE METRIC	FY2017 GOAL	FY2017 ACTUAL	FY2018 GOAL	FY2018 ACTUAL
Divert Building Occupant Waste	Waste Diverted/ Total Occupant Waste	42.0%	44.4%	44.0%	44.2%
Reduce, Reuse and Recycle Construction and Demolition Debris	Waste Diverted/ Total Construction Waste	90.0%	93.0%	90.0%	95.0%
Compost Non-Construction Waste	Waste Diverted/ Total Occupant Waste	6.0%	8.0%	6.0%	10.0%
UTILITY METERING	NUMBER OF BUILDINGS METERED	METERED AREA (GSF)	PERCENT OF BUILDINGS METERED	PERCENT OF ADVANCED METERING	
Electric	72	17,872,119	100.0%	91.0%	
Steam	27	19,514,362	99.0%	99.0%	
Natural Gas	18	1,592,260	100.0%	0.0%	
Chilled Water	25	16,251,351	99.0%	99.0%	
Potable Water	29 Buildings 8 other	17,381,130	99.0% w/meters 63.0% estimated	65.0%	
COGENERATION	OPERATIONAL PERIOD	OPERATIONAL DAYS	SITE VS. SOURCE CREDIT (BBTU)	TOTAL MHH PRODUCED	
Capitol Power Plant Combined Heat and Power	May–Sep 2018	76	78.1	9,777.6	

Note: Tables include corrections for calculation errors, excess project energy, baselining new buildings and cogeneration site versus source credit. Annual consumption and cost figures do not reflect final FY 2018 expenditures.

Data Tables

The data tables on the prior pages (**Tables 24, 25 and 26**) provide a summary of the AOC's progress in meeting its requirements under the *Energy Policy Act of 2005* and the *Energy Independence and Security Act of 2007*.

SMALL BUSINESS ACCOMPLISHMENTS

As a best practice, the AOC voluntarily reports the agency's performance against its small business procurement goals. The AOC procurement authority is separate from the Competition in Contracting Act and other laws affecting the executive branch, and the AOC is not authorized by law to use the Small Business Act for set-aside programs or subcontracting plans. However, the 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, the 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 setaside program for small purchases of \$100,000 or less. The AOC works collaboratively with the U.S. Small Business Administration to implement and operate small business programs at the AOC.

The AOC 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 2018, as shown in **Table 27**, a goal

of 65 percent of all agency contract awards were to go to small businesses. The percentage of awards to the various small business categories within this goal is also shown. The AOC exceeded the goals for every category of small business concerns through increased visibility in the small business community, consultations with small business concerns seeking information regarding the AOC's procurements, ongoing data collection efforts on the types of businesses the AOC utilizes, and actively seeking small business concerns for small purchases.

The AOC's efforts to support local and small businesses also include hosting a Small Business Industry Day at the CVC, and recognizing the AOC jurisdictions that met or exceeded socio-economic contracting goals through the Architect's Honor Awards Program. In FY 2018, the AOC awarded contracts in excess of \$26.1 million to small businesses.

TABLE 27: Small Business Program Accomplishments, October 1, 2017 to September 30, 2018

CATEGORY	GOAL	ACHIEVEMENTS*	GOAL MET?
Small Business	65%	84.5%	Yes
Small Disadvantaged Business	8%	18.3%	Yes
Women-Owned Small Business	11%	16.7%	Yes
Veteran-Owned Small Business	4%	7.5%	Yes
Service-Disabled Veteran-Owned Small Business	1%	2.6%	Yes
HUBZone Small Business	1%	2.2%	Yes

* Contract awards may fall under more than one category.

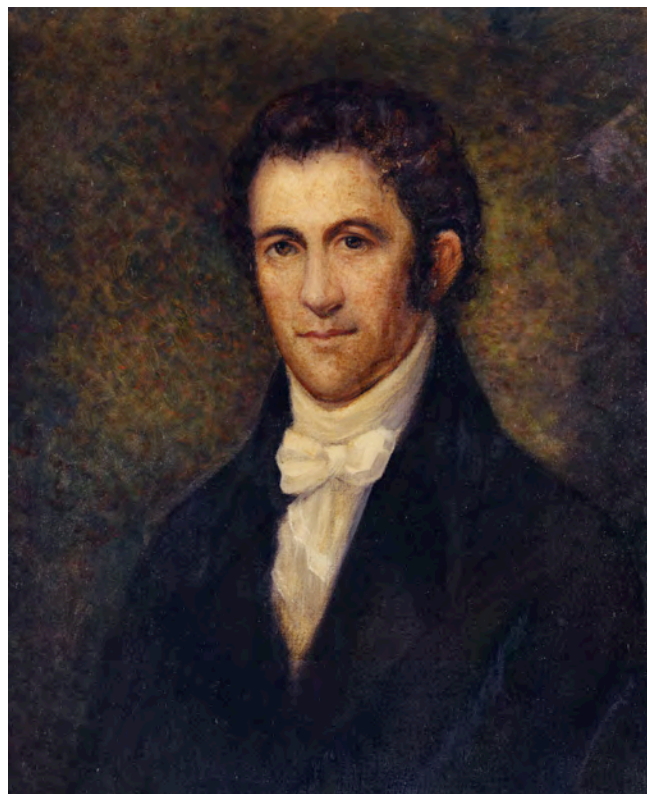


To advance the next phase of the U.S. Capitol Exterior Stone and Metal Preservation project, AOC shops integrated their talents and dismantled the ClearVu security structure installed at the Senate Extension and, several months later, rebuilt the 18-foot high perimeter fence at the House Extension.

APPENDICES

APPENDIX A: ARCHITECTS OF THE CAPITOL PAST AND PRESENT

Eleven individuals are credited with holding the title of Architect of the Capitol. Each person, along with their dates of service and hyperlinks to their biography, is listed in **Table 28**. Dr. William Thornton, whose design for the U.S. Capitol Building was accepted by President George Washington in 1793, is honored as the AOC's "first architect." The first official use of the title "Architect of the Capitol," referring to both the person and the agency, was on March 30, 1867, when Edward Clark was named Architect of the Capitol through legislation. Clark had previously held the title "Architect of the Capitol Extension," as had his predecessor Thomas U. Walter. The title was dropped following Clark's death in 1902 and Elliott Woods was appointed as the "Superintendent of the Capitol Building and Grounds." However, in 1921, the title Architect of the Capitol was awarded to Woods for meritorious service. Following Woods, it has remained the official title of both the person and the agency.



In 1803, Benjamin Henry Latrobe was hired by President Thomas Jefferson as the "Surveyor of Public Buildings," with the principal responsibility of constructing the U.S. Capitol's south wing. He left at the U.S. Capitol some of the greatest interiors in the history of neoclassicism in America.

TABLE 28: Architects of the Capitol

NAME	DATES OF SERVICE	BIOGRAPHICAL INFORMATION
Dr. William Thornton	1793	www.aoc.gov/architect-of-the-capitol/dr-william-thornton
Benjamin Henry Latrobe	1803–1811 1815–1817	www.aoc.gov/architect-of-the-capitol/benjamin-henry-latrobe
Charles Bulfinch	1818–1829	www.aoc.gov/architect-of-the-capitol/charles-bulfinch
Thomas Ustick Walter	1851–1865	www.aoc.gov/architect-of-the-capitol/thomas-ustick-walter
Edward Clark	1865–1902	www.aoc.gov/architect-of-the-capitol/edward-clark
Elliott Woods	1902–1923	www.aoc.gov/architect-of-the-capitol/elliott-woods
David Lynn	1923–1954	www.aoc.gov/architect-of-the-capitol/david-lynn
J. George Stewart	1954–1970	www.aoc.gov/architect-of-the-capitol/j-george-stewart
George M. White, FAIA	1971–1995	www.aoc.gov/architect-of-the-capitol/george-m-white-faia
Alan M. Hantman, FAIA	1997–2007	www.aoc.gov/architect-of-the-capitol/alan-m-hantman-faia
Stephen T. Ayers, FAIA, CCM, LEED AP	2010–present	www.aoc.gov/architect-of-the-capitol/stephen-t-ayers-faia-ccm-leed-ap

APPENDIX B: LIST OF THE MAJOR FACILITIES UNDER THE 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 29** with their location and the date the AOC assumed responsibility for them (whether through construction completion, acquisition, transfer or lease).

TABLE 29: List of the Major AOC Facilities

FACILITY	LOCATION	YEAR BUILT OR ACQUIRED (If property acquired after the year built, the AOC's acquisition date appears in parentheses)	ASSIGNED (A) OR LEASED (L)
Capitol Building			
U.S. Capitol Building	Washington, D.C.	Construction started in 1793, various other dates for multiple expansions	A
Capital Construction and Operations			
Construction Division Shops	Washington, D.C.	1982	A
Construction Division Warehouse	Landover, MD	2016	L
Capitol Grounds and Arboretum			
Summerhouse	Washington, D.C.	1880	A
Capitol Square	Washington, D.C.	1894	A
Union Square	Washington, D.C.	Transferred 2011	A
Capitol Police Buildings, Grounds and Security			
Eney, Chestnut, Gibson Memorial Building (U.S. Capitol Police Headquarters)	Washington, D.C.	1930 (Transferred 1986)	A
Vehicle Maintenance Facility	Washington, D.C.	1930	A
Courier Acceptance Facility	Washington, D.C.	1996	A
Canine Facility	Washington, D.C.	1996 (Transferred 2004)	A
Fairchild Building	Washington, D.C.	2004	A/L
Alternate Computer Facility	Location Withheld	1983 (Transferred 2005)	A
Interim Off-site Delivery	Washington, D.C.	2006	A
Government Publishing Office	Washington, D.C.	2005	L
Verizon Building	Washington, D.C.	2016	L
Capitol Power Plant			
Generator Building	Washington, D.C.	1909	A
Main Boiler Plant	Washington, D.C.	1909	A
Cogeneration Building (formerly East Refrigeration Plant)	Washington, D.C.	Acquired: 1937	A
Administration Building	Washington, D.C.	1978	A
West Refrigeration Plant	Washington, D.C.	1978 and various other dates for later expansions	A
Utility Tunnels	Washington, D.C.	Various dates	A
Coal Yard Facilities	Washington, D.C.	Various dates	A
House Office Buildings			
Cannon House Office Building	Washington, D.C.	1908	A
Longworth House Office Building	Washington, D.C.	1933	A
Rayburn House Office Building	Washington, D.C.	1965	A
East and West House Underground Garages	Washington, D.C.	1968	A
Ford House Office Building	Washington, D.C.	1939 (Transferred 1974)	A
House Page Dormitory	Washington, D.C.	1940 (Transferred 1986)	A
O'Neill House Office Building	Washington, D.C.	1963 (Transferred 2017)	A

FACILITY	LOCATION	YEAR BUILT OR ACQUIRED	ASSIGNED (A) OR LEASED (L)
		(If property acquired after the year built, the AOC's acquisition date appears in parentheses)	
Library Buildings and Grounds			
Thomas Jefferson Building	Washington, D.C.	1897 (Transferred 1922)	A
John Adams Building	Washington, D.C.	1938	A
James Madison Memorial Building	Washington, D.C.	1980	A
St. Cecilia Special Services Facilities Center	Washington, D.C.	1990 (Transferred 1991)	A
Congressional Campus, which includes:			
Ft. Meade Warehouse Buildings	Columbia, MD	1942 (Transferred 1993)	A
Ft. Meade Collection Storage Modules	Columbia, MD	Module 1: 2002, Module 2: 2005, Modules 3 and 4: 2009 and Module 5: 2017	A
Packard Campus for Audio-Visual Conservation	Culpeper, VA	2007	A
Senate Office Buildings			
Russell Senate Office Building	Washington, D.C.	1909	A
Senate Underground Garage	Washington, D.C.	1932	A
Dirksen Senate Office Building	Washington, D.C.	1958	A
Robert A. Taft Memorial and Carillon	Washington, D.C.	1959	A
Hart Senate Office Building	Washington, D.C.	1982	A
Daniel Webster Page Residence	Washington, D.C.	1930 (Transferred 1993)	A
Senate Child Care Center	Washington, D.C.	1998	A
Senate Mail Handling Facility	Landover, MD	2008	A
107 D Street NE	Washington, D.C.	1885	A
Senate Storage Building	Washington, D.C.	1993	A
Senate Sergeant At Arms (SSAA)/Secretary of the Senate Warehouse Facility	Landover, MD	2005	L
SSAA Printing, Graphics & Direct Mail Facility	Landover, MD	2011	L
SSAA Office Support (Postal Square)	Washington, D.C.	1992	L
GPO — SSAA Cabinet	Washington, D.C.	2012	L
GPO — Senate Furniture/Refinishing	Washington, D.C.	2007	L
Supreme Court Building and Grounds			
Supreme Court of the United States	Washington, D.C.	1935	A
Thurgood Marshall Federal Judiciary Building	Washington, D.C.	1992	A
U.S. Botanic Garden			
Administration Building	Washington, D.C.	1931	A
Bartholdi Park and Fountain	Washington, D.C.	1932	A
Botanic Garden Conservatory	Washington, D.C.	1933	A
Production Facility Greenhouse, Headhouse and Other Facilities	Washington, D.C.	1993 and various other dates	A
Storage Facility	Washington, D.C.	2017	A
U.S. Capitol Visitor Center			
U.S. Capitol Visitor Center	Washington, D.C.	2008	A

APPENDIX C: THE AOC JURISDICTIONS’ KEY ACCOMPLISHMENTS AND PRIORITIES

The AOC is an office in the U.S. government’s legislative branch and is organized by multiple jurisdictions. Each jurisdiction receives their own appropriation and, with one exception, has distinct responsibilities for the maintenance, operation, development and preservation of a designated area of the Capitol campus. The exception, Capital Construction and Operations, provides agency-wide shared program management and business services. **Table 30** identifies the AOC jurisdictions. This appendix highlights their accomplishments and priorities in support of the AOC’s mission and supplements the information provided in *Section I: Management’s Discussion and Analysis*.

TABLE 30: The AOC Jurisdictions

Capitol Building: 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.
Capitol Grounds and Arboretum: Responsible for preserving and maintaining approximately 290 acres of historic landscape and grounds infrastructure across Capitol Hill.
Capitol Police Buildings, Grounds and Security: Responsible for the AOC security operations and the maintenance, care and operations of the U.S. Capitol Police buildings and grounds.
Capitol Power Plant: Responsible for providing centralized utility services for Capitol Hill and maintaining and operating the Capitol Power Plant, which provides steam and chilled water to heat and cool the U.S. Capitol and 22 other facilities.
House Office Buildings: Responsible for the support and maintenance of the facilities supporting the office and committee space for the members of the U.S. House of Representatives and their staff.
Library Buildings and Grounds: Responsible for the maintenance, operations and care of the Library of Congress’ facilities and grounds.
Senate Office Buildings: Responsible for the support and maintenance of the facilities supporting the office and committee space for United States senators and their staff.
Supreme Court Building and Grounds: Responsible for the operations and maintenance of the U.S. Supreme Court Building and the Thurgood Marshall Federal Judiciary Building.
U.S. Botanic Garden: 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 assets and other plant collections.
U.S. Capitol Visitor Center: 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.
Capital Construction and Operations: Responsible for providing direct support to the agency — including campus-wide architectural and engineering design, construction management, planning and development, safety monitoring, emergency operations, historic preservation, energy and water conservation, and other critical business services.

CAPITOL BUILDING

Key Accomplishments in FY 2018

In addition to the U.S. Capitol Building's exterior stone and metals restoration and the Capitol Flag Program modernization (discussed in the MD&A), the jurisdiction:



Restored Senate Reception Room

The jurisdiction completed the final phase of the five-year project, including the restoration and conservation of decorative painting and gilding and repairs to cracks in the plaster walls. The room had sustained damage to the decorative elements of the walls and ceiling over the past 150 years.

Mitigated Hazards in Mechanical Rooms

The jurisdiction identified and developed solutions for providing safe access to equipment in various mechanical spaces in the U.S. Capitol Building. The hazards were identified during the routine maintenance of equipment.

Performed Ultrasound System Monitoring

The jurisdiction performed a non-destructive, ultrasonic testing of aged and possibly degraded water system pipes. This proactive approach indicated the pipes' condition was better than anticipated, avoiding the cost and disruption of a major system replacement. Going forward, the jurisdiction acquired the equipment and training to conduct this testing in-house, and on other building systems.

What's Next? FY 2019 Priorities

Begin Next Phase of U.S. Capitol Exterior Stone and Metals Preservation

Phase two of this project will focus on the exterior stone at the U.S. Capitol's House extension.

CAPITOL GROUNDS AND ARBORETUM

Key Accomplishments in FY 2018

In addition to its continued maintenance of the Grant Memorial and support for the Senate Underground Garage and Landscape Restoration project (discussed in the MD&A), the jurisdiction:

Maintained and Repaired the East Plaza

The continued heavy vehicle use of the U.S. Capitol's East Plaza resulted in unsettled surfaces that pose trip hazards. Masons repaired the paver substrate utilizing an improved material for strength and durability — improving accessibility and addressing an Office of Compliance finding.

Developed and Implemented a Tree Preservation Plan

As part of the preservation plan, the jurisdiction is implementing a process that reduces soil compaction to the roots of the trees. This improves their health and reduces stormwater run-off.

Changed Official Name

In June 2018, the AOC changed the jurisdiction's name to Capitol Grounds and Arboretum to reflect the added responsibilities of a nationally accredited arboretum.



What's Next? FY 2019 Priorities

Further Develop Landscape Protections

The jurisdiction will continue developing procedures and programs to safeguard the landscape through collaboration, outreach and interpretation — including the use of geographic information mapping.

Begin the Summerhouse Restoration

Pending funding availability, the jurisdiction will begin the Summerhouse restoration, completing the project before the January 2021 Presidential Inaugural.

CAPITOL POLICE BUILDINGS, GROUNDS AND SECURITY

Key Accomplishments in FY 2018

In addition to overseeing AOC's security operations and supporting special events on the Capitol campus discussed in the MD&A), the jurisdiction:



Replaced Alternate Computer Facility (ACF) Cafeteria Roof Section

The roof section over the old cafeteria wing at the ACF failed, with several holes visible in its membrane. The jurisdiction executed a complete roofing system tear-off and replacement over approximately 1,800 square feet and replaced the associated roof flashing, drains and pitch pockets.

Replaced Chilled Water Unit

The jurisdiction replaced a chilled water rooftop unit at the ACF that had exceeded its service life and was experiencing issues. The project included the removal of the old unit, installation of the new efficient rooftop unit and reconfiguration of the roof curbing.

Installed Data Center Sensors

The jurisdiction worked with the AOC's energy and sustainability team to install additional sensors in U.S. Capitol Police Headquarters Building and the Fairchild Building for monitoring temperatures in critical data center locations.

What's Next? FY 2019 Priorities

Continue Barrier and Kiosk Replacement

The jurisdiction will continue an initiative to make needed replacements of security kiosks and barriers. Many of these structures have not been replaced since their initial installation after September 11, 2001.

CAPITOL POWER PLANT

Key Accomplishments in FY 2018

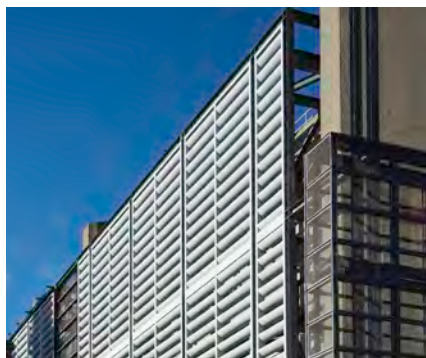
In addition to testing of electricity and steam for the cogeneration system (discussed in the MD&A), the jurisdiction:

Developed and Implemented a Refrigerant Alarm System

The jurisdiction researched, procured and installed equipment necessary for a fully functional refrigerant detection and alarm system in the West Refrigeration Plant. The new system will detect and alert staff if there is a refrigerant leak.

Completed Utility Tunnel Repairs

The jurisdiction completed the concrete repairs to the walls and ceilings of several utility tunnels totaling more than 7,000 square feet. These repairs were completed in tunnels distributing utilities throughout the campus and required extensive coordination with multiple AOC jurisdictions.



Enhanced Cyber Security Posture

The jurisdiction worked closely with AOC's Information Technology Division to enhance cyber security by auditing all industrial control systems, confirming the systems are not connected to the internet, testing new industrial equipment controls and funding a full-time information system security officer.

What's Next? FY 2019 Priorities

Continue Infrastructure Improvements

The jurisdiction will continue focusing on power plant infrastructure improvements. In the next year, the jurisdiction will construct the next phase of the Refrigeration Plant Revitalization, repair fuel oil systems and implement stormwater improvements.

HOUSE OFFICE BUILDINGS

Key Accomplishments in FY 2018

In addition to construction related to the Cannon House Office Building Renewal and the Rayburn House Office Building Garage Interior Rehabilitation (discussed in the MD&A), the jurisdiction:



Installed Energy Efficient Upgrades

After the addition of computer server racks over time, the jurisdiction installed spot cooling equipment to reduce energy usage and mitigate thermal comfort issues. The jurisdiction also retrofitted lighting fixtures and installed occupancy sensors.

Implemented Waste Inspections

The jurisdiction implemented weekly walk-through inspections of all hazardous and nonhazardous waste collection sites. This resulted in the correction of unauthorized hazardous waste storage and the relocation of a storage site.

Improved Electrical Equipment Controls

The jurisdiction developed lockout and tagout procedures for hazard equipment and improved labels on electrical panels and energized components to improve safety and streamline maintenance activities.

What's Next? FY 2019 Priorities

Continue Major Construction Projects

The jurisdiction will continue three major projects in FY 2019 including phase two of the Cannon Renewal, phases two and three of the Rayburn Garage project and the west expansion of the House Child Care Center.

Manage 116th Congressional Transition

The jurisdiction will support the transition moves of members and committees associated with the November 2018 elections.

LIBRARY BUILDINGS AND GROUNDS

Key Accomplishments in FY 2018

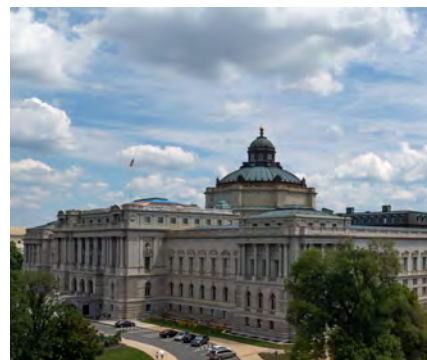
In addition to ongoing inspections and the roof project for the Thomas Jefferson Building (discussed in the MD&A), the jurisdiction:

Restored James Madison Memorial Building Elevators

The jurisdiction restored the bronze core elevator doors and cabs from scratches and damage to the finish. After completion, the jurisdiction provided operation and cleaning procedures to the Library of Congress to maintain the restored finishes.

Repaired John Adams Building Sanitary Lines

The jurisdiction re-piped sanitary lines in the Adams Building to allow the client to have full use of sinks that were completely blocked from years of corrosion. This major mitigation effort involved their mason, electric, plumbing and HVAC shops.



Supported Baseball Americana Exhibit

The jurisdiction supported a new baseball exhibit in the Jefferson Building, which opened to coincide with the Major League Baseball All-Star Game hosted in Washington D.C. in July 2018. The work included several display case modifications, lighting upgrades and painting.

What's Next? FY 2019 Priorities

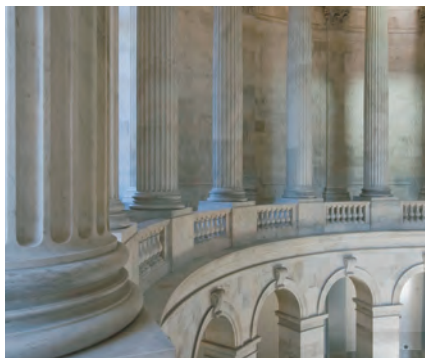
Install Egress Improvements

The construction of the north stair in the Jefferson Building will provide additional egress capacity for the north curtain and northwest book stacks. This stair is one of four designed improvements to abate an Office of Compliance citation.

SENATE OFFICE BUILDINGS

Key Accomplishments in FY 2018

In addition to its progress on the Russell Exterior Envelope Restoration and completion of the Senate Gift Shop Renovation (discussed in the MD&A), the jurisdiction:



Completed Building Preservation Guides

The jurisdiction developed preservation guides for the Russell, Dirksen and Hart Senate Office Buildings to provide information about the history, design, care and maintenance of these congressional facilities.

Received Citation Abatement Approval

The jurisdiction received Office of Compliance approval for a plan to resolve Citation 19-1 related to egress in the Russell Building. The approved plan details 13 fire protection items which will be corrected over a 10-year period.

Developed Modular Furniture Reconfiguration Program

The jurisdiction, in partnership with the Senate Committee on Rules and Administration, developed a modular furniture program for Hart Building offices.

What's Next? FY 2019 Priorities

Mobilize Next Phases of the Russell Exterior Envelope Restoration

These phases on the building's Constitution Avenue and First Street sides will preserve the historic façade, prevent further damage and ensure the building's operational effectiveness.

Complete Congressional Office Moves

The jurisdiction plans to complete the Senate office and committee moves for the 116th Congress. The AOC has further upgraded the "Senate Suites" online suite selection tool.

SUPREME COURT BUILDING AND GROUNDS

Key Accomplishments in FY 2018

In addition to the exterior façade restoration at the U.S. Supreme Court Building (discussed in the MD&A), the jurisdiction:

Realized Organizational Changes

Based on the results of an organizational assessment, the jurisdiction added an air conditioning mechanic with expertise in direct digital controls, reorganized the maintenance mechanics to consolidate the day and evening teams and restructured its trade shops to improve coverage.

Remediated U.S. Supreme Court Grounds

The jurisdiction undertook improvements to remediate heavy foot traffic in green space along First Street and a degraded hedge along East Capitol Street. Working closely with experts from the U.S. Botanic Garden and Capitol Grounds and Arboretum, the team identified a substitute grass to withstand traffic and replaced the diseased hedging.



What's Next? FY 2019 Priorities

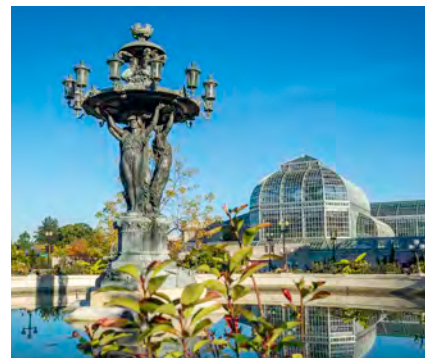
Commence Façade Restoration

The Thurgood Marshall Federal Judiciary Building's façade restoration is a multi-year program. The 18-month initial phase started in FY 2018 and will partially deconstruct its granite exterior to conduct a forensic analysis.

U.S. BOTANIC GARDEN

Key Accomplishments in FY 2018

In addition to the U.S. Botanic Garden Conservatory's north façade and roof restorations and improved program offerings (discussed in the MD&A), the jurisdiction:



Upgraded Systems to Maintain Plant Collections

The jurisdiction continued to upgrade, supplement and improve the heating systems at the Conservatory and Production Facility — ensuring that plant collections are maintained at optimal temperatures, while maximizing energy efficiency.

Improved Conservatory Accessibility

The jurisdiction rebuilt a small bridge on a highly travelled route in the Conservatory's Tropics room that crosses a water feature and is on an *Americans with Disabilities Act* (ADA) accessible pathway. The project eliminated several ADA barriers and provided a sound bridge for improved visitor services.

Safeguarded and Increased the Plant Collection

All orchids in the USBG collection were tested for viruses that cause weak and disfigured plants. Orchids testing positive were purged from the collection and new handling protocols were established. The jurisdiction accepted a donation of more than 600 orchids to its collection.

What's Next? FY 2019 Priorities

Restore and Upgrade Garden Facilities

The jurisdiction plans to complete the Conservatory North Façade Restoration and Roof Replacement Project in FY 2019. Once complete, the Conservatory's north building façade and 1930s roof will be restored, and green roofs will be installed above the galleries and mezzanine.



U.S. CAPITOL VISITOR CENTER

Key Accomplishments in FY 2018

In addition to the redesign of Exhibition Hall, support for special events and preparations for the 10th anniversary of the CVC's opening (discussed in the MD&A), the jurisdiction:

Developed New Public Programs

The CVC staff worked together to create new public programming for Exhibition Hall's House and Senate Theaters. The programs, which include *Seen on Screen* and *History Jargon Jeopardy*, were developed to fulfill a variety of organization needs.

Provided Tour Support for the Congressional Community

In February 2018, the CVC held the annual Information Exchange to prepare nearly 200 congressional staff for the peak spring and summer visitor season. The Capitol Tour Training program also continued attracting record numbers of participants. In this class, congressional staff, interns and military liaisons learn the tour route plus the art, architecture and history of the U.S. Capitol.



Improved Visitor Amenities

Capitol Café improvements were made to enhance the dining experience. Updates included replacing all dining room chairs, adding digital monitors, placing items for easier access to assist guests with disabilities and installing a public Wi-Fi system.

What's Next? FY 2019 Priorities

Begin Exhibition Hall Redesign

With a completed schematic for the Hall's redesign in place, the CVC will select a construction management contractor, begin pre-construction and start construction in the second half of FY 2019. Work will continue throughout FY 2020 and the Hall is scheduled to reopen in January 2021.

CAPITAL CONSTRUCTION AND OPERATIONS

Key Accomplishments in FY 2018

In addition to the AOC's support of multiple preservation and construction projects, safety initiatives and business operations (discussed in the MD&A), the jurisdiction:



Automated Delegation of Authority

The AOC successfully automated the budgetary delegation of authority process utilizing SharePoint — centralizing requests for financial system access, credit card use and requisition authority.

Began Child Care Center Expansion

The jurisdiction began the first phase of the construction of the House of Representatives Child Care Center expansion on the first floor of the O'Neill House Office Building.

Implemented Inspections Tracker

The AOC implemented a new technology solution to abate safety, fire and environmental hazards. The agency may now link hazardous conditions to work orders or projects and track them to completion.

Employee Benefits Communications

The AOC executed a new communications plan to increase awareness of the agency's human capital initiatives, programs and services. The agency developed a catalog of brochures on topics such as career development, employee assistance and benefits.

What's Next? FY 2019 Priorities

Continue Capital Projects Support

The AOC will implement a new project management information system to better manage projects from cradle-to-grave. This will help integrate the Capital Improvements Plan with ongoing work to better coordinate projects.



APPENDIX D: MAJOR EXHIBITIONS AND PROGRAMS

The U.S. Botanic Garden and U.S. Capitol Visitor Center are committed to creating and offering extraordinary exhibitions and programs that delight, educate and inspire the public. This appendix summarizes the exhibitions and programs held during FY 2018.

U.S. Botanic Garden



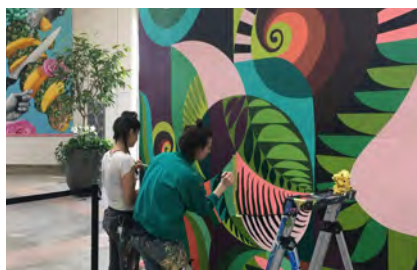
You Can Grow It! | February–October 2017

This exhibit aimed to help experienced and novice gardeners have more fruitful indoor and outdoor gardening experiences. Learning opportunities included the basics of growing plants and the identification and treatment of common plant pests and diseases.



Seasons Greenings: Roadside Attractions | November 2017–January 2018

The holiday exhibit featured plant-based recreations of iconic roadside attractions from across America, such as Texas' Cadillac Ranch and Colorado's Coney Island Hot Dog Stand. A new D.C. monument was added to the collection this year — an inspired botanical version of the National Museum of African American History and Culture.



Wall Flowers: Botanical Murals | January–October 2018

This exhibit featured large-scale art by local artists who specialize in public murals. Their murals depicted plants using bold colors and monumental scale — some of the artworks are up to 16 feet tall. The exhibit fostered creative conversations about botanical art and new ways to communicate the important roles of plants.



Orchid Spectrum | February–April 2018

The annual orchid show, presented in collaboration with Smithsonian Gardens, showcased a wide spectrum of diversity in color, shape, size, habitat, scent and other aspects of the orchid family. Thousands of orchid blooms were arranged in captivating displays, including a new 8-foot-tall orchid arch.

Exhibitions may also be viewed online at:

www.usbg.gov/exhibits and www.visitthecapitol.gov/exhibitions.



Botanical Art Worldwide: America's Flora | May–October 2018

The Garden, in collaboration with the American Society of Botanical Artists, presented a juried exhibition of botanical artworks of American native plants. The exhibit featured 46 pieces depicting a diverse range of plants native to the United States including trees, cacti and wildflowers.



Permanent Exhibits

The permanent exhibits in the U.S. Botanic Garden Conservatory will take you across the United States and around the world all year long. It houses collections of plants from subtropical, tropical and arid regions and showcases economic, orchid, desert, medicinal, endangered and Jurassic plants.

U.S. Capitol Visitor Center



Congress and the World Wars Part 2 | September 2017–March 2018

To prepare the country for the World Wars, Congress debated and passed legislation to recruit citizens to serve their country, expand the U.S. citizenry and their rights, regulate the domestic economy and define national loyalty. These laws forever changed the nation and the everyday lives of all Americans.



Congress and the Separation of Powers | March–September 2018

This exhibit examined Congress' unique role and the ways in which it can balance or dynamically shape and challenge the powers of the other two branches of government.



Special Programs and Encounters

A variety of guided programs and activities are offered on a daily basis, including two specialty tours: *Halls of the Senate* and *Freedom Fighters in the Capitol Collections*. Public programs available in Exhibition Hall include *Family Thursdays* and *Stories in the Old Senate Chamber*.

APPENDIX E: U.S. CAPITOL CAMPUS VISITATION STATISTICS

TABLE 31: Number of Visitors by Month, FY 2018 (Rounded to the nearest 1,000)

MONTH	U.S. CAPITOL VISITOR CENTER	U.S. BOTANIC GARDEN	LIBRARY BUILDINGS AND GROUNDS
October 2017	209,000	66,000	133,000
November 2017	153,000	64,000	103,000
December 2017	127,000	167,000	94,000
January 2018	81,000	40,000	61,000
February 2018	110,000	45,000	73,000
March 2018	251,000	96,000	159,000
April 2018	269,000	107,000	162,000
May 2018	277,000	92,000	183,000
June 2018	283,000	86,000	183,000
July 2018	276,000	84,000	187,000
August 2018	206,000	59,000	144,000
September 2018	134,000	46,000	123,000
Monthly Average	198,000	79,000	134,000
Total	2,376,000	952,000	1,605,000

TABLE 32: Number of Visitors by Year, FY 2013–FY 2018 (Rounded to the nearest 1,000)

FISCAL YEAR	U.S. CAPITOL VISITOR CENTER	U.S. BOTANIC GARDEN	LIBRARY BUILDINGS AND GROUNDS
2013	2,122,000	1,696,000	1,600,000
2014	2,054,000	1,185,000	1,450,000
2015	2,001,000	1,317,000	1,586,000
2016	2,205,000	1,184,000	1,429,000
2017	2,447,000	953,000	1,559,000
2018	2,376,000	952,000	1,605,000
6-Year Average	2,201,000	1,215,000	1,538,000



The AOC supported a major new exhibition, *Baseball Americana*, which opened in June 2018 on the second floor of the Thomas Jefferson Building. The agency's work included several display case modifications, lighting upgrades and painting in support of the new exhibition that explores baseball's roots and the game today.



The U.S. Botanic Garden's renovated Bartholdi Park is a showcase of sustainable gardening. Bartholdi Park is now a SITES® Gold certified project — the first project in Washington, D.C. to be certified under SITES® version 2.

APPENDIX F: AGENCY AWARDS AND RECOGNITION

The AOC received several awards and other recognition throughout FY 2018.

American Institute of Architects: Thomas Jefferson Award for Public Architecture

- In January 2018, Architect of the Capitol Stephen T. Ayers, FAIA, CCM, LEED AP was selected as the 2018 recipient of the Thomas Jefferson Award for Public Architecture. This award recognized Mr. Ayers for enhancing the status and relevance of the AOC by insisting on the highest standards of historic preservation and sustainable design.

Association of Government Accountants: Certificate of Excellence in Accountability Reporting

- In May 2018, the AOC was awarded the Certificate of Excellence in Accountability Reporting (CEAR) for the AOC's FY 2017 Performance and Accountability Report.
- In May 2018, the AOC also received a special CEAR award for "Best Executive Summary." This special award recognized the AOC for its development of a clear, concise executive summary of financial and performance results.

Association of Government Accountants: Certificate of Excellence in Citizen-Centric Reporting

- In April 2018, the AOC was awarded the Certificate of Excellence in Citizen-Centric Reporting for the AOC's FY 2017 Performance and Accountability Highlights.

National Fire Protection Association: Recognition

- In June 2018, the National Fire Protection Association recognized AOC Fire Marshal Laurence Dallaire, PE for long-standing service as Chair of the Technical Committee of the National Fire Alarm and Signaling Code.

U.S. Green Building Council: Gold Certification

- In June 2018, the Bartholdi Park renovation was awarded gold certification as a Sustainable SITES® project. This was the first major restoration of the entire park since its inception in 1932 and included accessibility, infrastructure and sustainability upgrades. For more information: www.youtube.com/watch?v=KBw8uxPzwYI.

Washington Building Congress: Craftsmanship Award and Star Award for Excellence in the Face of Adversity

- In March 2018, the House of Representatives Chamber Sound System Upgrade project in the U.S. Capitol Building was recognized with the 2018 Craftsmanship Award and Star Award for Excellence in the Face of Adversity. The skilled craftsmen worked around Congress' schedule, including nights and weekends, to make sure the job was completed in a timely fashion.

APPENDIX G: REIMBURSABLE ACCOUNTS SUMMARY

The AOC has stewardship responsibility for reimbursable accounts, along with trust and revolving funds. All trust and revolving funds are identified and described in *Section III: Financial Information*, under financial statement note 1.F. The reimbursable accounts fall under two general categories: (1) reimbursements collected and posted to a specific AOC appropriation and (2) reimbursements collected and transferred to the U.S. Treasury. The assets, liabilities and transactions associated with the reimbursable accounts are included in the AOC's audited financial statements.

AOC Reimbursements Collected and Posted to a Specific AOC Appropriation

Battery Recharging Stations (2 U.S.C. §2170, P.L. 112-167 (Senate); 2 U.S.C. §2171, P.L. 112-170 (House), and §2171a, P.L. 114-113 (Library)). In 2012, the AOC was authorized to establish battery recharging stations for privately owned vehicles in parking areas under the jurisdiction of the United States Senate and the U.S. House of Representatives at no net cost to the federal government. Similarly, in 2015, the AOC was authorized to establish battery recharging stations for privately owned vehicles in parking areas under the jurisdiction of the Librarian of Congress at no net cost to the federal government. All fees collected by the AOC are 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 following year.

Capitol Complex E-85 Refueling Station (2 U.S.C. §2169; P.L. 110-140, Title V, §502). In 2007, the AOC was authorized to construct a fuel tank and pumping system for E-85 fuel at or within close proximity to the Capitol Grounds and Arboretum's 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, the 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. 115-141, Div. I, Title I, and prior year Appropriations Acts).

The Capitol Power Plant may collect amounts for lighting, heating, power (including the purchase of electrical energy) and water and sewer services for the Capitol campus. This includes heating the Government Publishing Office and Washington City Post Office and heating and chilled water for air conditioning for the U.S. Supreme Court Building, the Union Station complex, the Thurgood Marshall Federal Judiciary Building and the Folger Shakespeare Library. Any expenses for this shall be advanced or reimbursed upon request of the Architect of the Capitol. Amounts so received shall be deposited into the Treasury (General Fund) to the credit of the Capitol Power Plant's appropriation.

AOC Reimbursements Collected and Transferred to the U.S. Treasury

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), the 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." Lease revenue is deposited into the Treasury (General Fund).

APPENDIX H: GLOSSARY

Americans with Disabilities Act (ADA): This federal law prohibits discrimination in employment, transportation, public accommodations, communications and government activities and guarantees people with disabilities equal opportunity.

Architect's Mobility Program (AMP): This program offers opportunities for employees who lack qualifying experience to enter other fields. This program addresses the AOC's commitment to employee development, while providing continuity of talent and critical trade skills.

Backlog: The total of deferred maintenance plus capital renewal projects that are expected to become deferred maintenance within a five-year window.

Brumidi Corridors: The vaulted, ornately decorated corridors on the first floor of the Senate wing in the U.S. Capitol Building. They are named in honor of Constantino Brumidi, the 19th century Italian artist who designed the murals and other major elements.

Capital Construction and Operations (CCO): Appropriation providing the essential construction, central management, and operational and professional support in connection with the facilities under the AOC's care.

Capital Improvements Plan (CIP): Projects annual funding requirements and provides an evaluation of capital projects based on key criteria including regulatory compliance, security, mission accommodation, historic preservation, economic considerations, energy considerations and sustainability.

Capitol Christmas Tree: Since 1964, a Capitol Christmas tree is erected and decorated on the West Front Lawn of the U.S. Capitol Building to celebrate the holiday season. The AOC's Capitol Grounds and Arboretum's director is responsible for overseeing the tree's selection, installation and decoration.

Capitol Complex Master Plan (CCMP): The comprehensive, long-range framework that guides AOC in its mission to maintain, renovate and develop the Capitol campus.

Chief Financial Officers Act of 1990 (CFO Act): This act established a chief financial officer in each major executive branch agency, assigned the Office of Management and Budget with the responsibility for setting accounting and financial reporting standards, increased internal controls, required annual independent financial statement audits for agencies and established financial management systems requirements.

Cogeneration: The Capitol Power Plant's cogeneration system uses natural gas in a combustion turbine to simultaneously generate electricity and steam.

Computer-Aided Facilities Management (CAFM): Facilities management system used by the AOC jurisdictions to track facility maintenance work orders and preventive maintenance.

Congressional Gold Medal Ceremony: This ceremony recognizes those who have been awarded the Congressional Gold Medal by the U.S. Congress. Awardees are chosen based on achievements that have impacted American history and culture.

Congressional Office Moves: The member and committee office moves and space reassignments are associated with the biennial November elections for the United States Senate and U.S. House of Representatives. Related activities include managing the suite selection process; developing architectural layouts; moving furniture; painting offices; removing, relocating and installing partitions; and updating the electrical, data and telecommunications infrastructure.

Construction Work-in-Progress (CWIP): Construction work-in-progress is a general ledger account used to record both the direct costs and allocated indirect costs that are associated with constructing a fixed asset.

Corrective Maintenance: Corrective, or emergency, maintenance activities are those undertaken to identify, isolate and rectify an unscheduled deficiency of equipment or systems.

Cox Corridors: The three corridors located on the first floor of the U.S. Capitol Building's House wing were designed by renowned artist Allyn Cox. The Cox Corridors are decorated with wall and ceiling murals that depict the development and growth of the United States.

Deferred Maintenance and Repairs (DM&R): These are maintenance and repairs that were not performed when they should have been, or were scheduled to be, and are delayed to a future period.

Emancipation Hall: The U.S. Capitol Visitor Center's Emancipation Hall is a central gathering place for visitors to the U.S. Capitol Building. The hall was named to recognize the contributions of the enslaved laborers who helped build the U.S. Capitol.

Energy Independence and Security Act of 2007

(EISA2007): Act of Congress intended to move the U.S. toward greater energy independence and security, increase the production of renewable fuels, protect consumers, increase the efficiency of products, buildings, and vehicles, promote research on and deploy greenhouse gas capture and storage options, and improve the energy performance of the federal government.

Energy Savings Performance Contract (ESPC): These contracts represent public-private partnerships for financing energy savings construction projects. ESPCs were used by the AOC to finance needed energy preservation improvements for three of its jurisdictions (Capitol Building, House Office Buildings and Senate Office Buildings) and will be used for a fourth jurisdiction (Library Buildings and Grounds).

Enterprise Risk Management (ERM): The process in which management and leadership identify, assess and manage risks across an enterprise to make informed decisions toward risk reduction.

Exchange of Critical Expertise and Learning (ExCEL): A workforce enhancement program to improve organizational efficiencies and increase employee knowledge through the exchange of skills and knowledge across the AOC.

Executive Leadership Team (ELT): The AOC's intra-agency management team is composed of the agency's senior officials.

Exhibition Hall: The U.S. Capitol Visitor Center's Exhibition Hall is home to "E Pluribus Unum — Out of Many, One," the exhibition dedicated to telling the story of the U.S. Congress and the U.S. Capitol Building.

Facility Condition Assessment (FCA): A program that assesses the condition of building systems, remaining life and deferred maintenance requirements.

Facility Condition Index (FCI): An overall assessment of the condition of a facility. It is measured by the ratio of deferred maintenance costs to estimated building replacement costs.

Federal Employee Viewpoint Survey (FEVS): A U.S. Office of Personnel Management tool that measures employees' perceptions of whether, and to what extent, conditions characterizing successful organizations are present in their agencies.

Federal Financial Management Improvement Act of 1996 (FFMIA): Statute that advanced federal financial management by ensuring that federal financial management systems provide accurate, reliable and timely financial information to the government's managers.

Federal Managers' Financial Integrity Act of 1982 (FMFIA):

Statute amending the Accounting and Auditing Act of 1950 and requiring the establishment of guidelines for evaluating agencies' systems of internal control with three objectives: operational effectiveness and efficiency, regulatory and statutory compliance, and reliable financial reporting.

Generally Accepted Accounting Principles (GAAP): The accounting concepts and standards for the U.S. government, as prescribed by the Federal Accounting Standards and Advisory Board.

Government Performance and Results Act of 1993 (GPRA):

Statute that provided for the establishment, testing and evaluation of strategic planning and performance measurement in the federal government. Later amended by GPRAMA.

Government Performance and Results Modernization

Act of 2010 (GPRAMA): Statute that updated GPRA to create a more defined performance framework, including the designation of cross-cutting federal priority goals and agency-level priority goals.

Heritage Asset: The buildings, structures, cultural landscapes, fine art, architectural fine art, decorative art, architectural decorative art, monuments, memorials, archival records, photographic records, living botanical assets, views and vistas, archeological resources, and stored art and architectural materials in the care of the AOC that have historical, architectural, artistic, cultural or educational significance.

Jurisdiction: The AOC has oversight responsibility for several jurisdictions. Each jurisdiction is responsible for a designated geographic area of the Capitol campus.

Leadership in Energy and Environmental Design (LEED):

A green building certification program, sponsored by the U.S. Green Building Council, which recognizes best-in-class facility strategies and practices.

Legislative Branch Financial Management System (LBFMS):

The consolidated shared service financial management system used for legislative branch financial operations.

Living Botanical Asset: A plant specimen of particular value that should be granted preservation consideration. At the AOC these generally, though not exclusively, fall into the categories of living accessions of the U.S. Botanic Garden, memorial trees and plants identified as significant in cultural landscape reports.

Memorial Trees: The living heritage assets planted to honor distinguished citizens, groups and national events. The AOC is responsible for the care of the memorial trees.

National Financial Center (NFC): The U.S. Department of Agriculture's shared services provider for financial management and human resources. The NFC administers the AOC's payroll and benefits.

National Statuary Hall Collection: This collection is comprised of statues donated by individual states to honor notable individuals in their history and is displayed throughout the U.S. Capitol Building and the U.S. Capitol Visitor Center. The AOC is responsible for the care and preservation of the entire collection, which consists of 100 statues contributed by 50 states, two statues each.

Olmsted Plan: A grand landscape architecture plan for the U.S. Capitol Grounds, it was designed between 1874 and 1892 by Frederick Law Olmsted, the father of landscape architecture in America.



Presidential Inauguration: The Presidential Inauguration is, perhaps, the most widely known of the ceremonies held at the U.S. Capitol Building. Every four years, the AOC is responsible for constructing the inaugural platform on the building's West Front, setting up the seating and fencing on the grounds and coordinating activities with the Joint Congressional Committee on Inaugural Ceremonies.

Preventive Maintenance: The recurring, or scheduled, care and servicing of equipment, systems and facilities to keep them in good operating condition by providing inspection, detection and correction of failures either before they occur or before they develop major defects.

Reimbursable Accounts: The AOC has reimbursable budget authority provided by statute to establish certain reimbursable agreements with other federal agencies. See *Appendix G: Reimbursable Accounts Summary* for further information.

Safety Observations and Reflections (SOAR): The AOC safety training program for employees, supervisors and managers focusing on the behavioral aspects of individual safety performance.

Short Ton: A unit of weight equal to 2,000 pounds.

State of the Union Address: The State of the Union Address is derived from Article II, Section 3, Clause 1 of the U.S. Constitution which states: "He (the President) shall from time to time give to the Congress information of the State of the Union." The AOC works behind the scenes to ensure that everything is impeccable for this important event, including readying the House Chamber where the address occurs.

Sustainable SITES Initiative® (SITES®): An interdisciplinary partnership led by the American Society of Landscape Architects, the Lady Bird Johnson Wildflower Center at The University of Texas at Austin and the U.S. Botanic Garden to establish standards and provide certification for sustainable land development and management practices.

Statue of Freedom: The bronze Statue of Freedom is the crowning feature of the U.S. Capitol Dome. The statue's plaster model is on display in the U.S. Capitol Visitor Center's Emancipation Hall.

Union Square: The 13-acre plaza to the west of the U.S. Capitol Building containing the Ulysses S. Grant Memorial and the Capitol Reflecting Pool. In 2011, the property was transferred from the National Park Service to the AOC.

U.S. Capitol Dome: The cast-iron U.S. Capitol Dome, situated atop the U.S. Capitol Building, was designed by the fourth Architect of the Capitol, Thomas U. Walter. Construction of the 8.9 million pound Dome began in 1855 and was finished in 1866.

U.S. Capitol Grounds: The U.S. Capitol Grounds were designed by noted American landscape architect Frederick Law Olmsted and include Capitol Square, the approximately 290 acres of grounds that provide a park-like setting for the U.S. Capitol Building. The grounds were designated a national arboretum in 2017.

U.S. Capitol Rotunda: The large, domed, circular room located in the center of the U.S. Capitol Building. The Rotunda is visited by thousands of people daily and is also used for ceremonial events.

U.S. Capitol Visitor Center: The U.S. Capitol Visitor Center, the newest addition to the U.S. Capitol Building, is located underground on the east side of the U.S. Capitol Building. Since opening in December 2008, more than 21 million visitors have entered the Capitol through the U.S. Capitol Visitor Center.

APPENDIX I: LIST OF ABBREVIATIONS AND ACRONYMS

A

ACF	Alternate Computer Facility
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
AIF	Maintain Awe-Inspiring Facilities
AMMD	Acquisition and Material Management Division
AMP	Architect's Mobility Program
AOC	Architect of the Capitol

B

BASnet	Building Automation System
BBTU	Billion British Thermal Unit

C

CAFM	Computer-Aided Facilities Management
CAO	Chief Administrative Officer
CAP	Cross-Agency Priority goals
CCM	Certified Construction Manager
CCMP	Capitol Complex Master Plan
CCO	Capital Construction and Operations
CCR	Communications and Congressional Relations
CCRC	Central Contractor Registration Connector
CEAR	Certificate of Excellence in Accountability Reporting
CERCLA	Comprehensive Environmental Response, Compensation and Liability Act
CFM	Certified Facilities Manager
CFO	Chief Financial Officer
CFO ACT	Chief Financial Officers Act
CGFM	Certified Government Financial Manager
CHW	Chilled Water
CIP	Capital Improvement Plan
CM	Corrective Maintenance
COO	Chief Operating Officer
COTS	Commercial Off-the-Shelf
CPA	Certified Public Accountant
CPP	Capitol Power Plant
CSRDF	Civil Service Retirement and Disability Fund
CSRS	Civil Service Retirement System
CVC	U.S. Capitol Visitor Center
CWIP	Construction Work-in-Progress

D

DATA Act	Digital Accountability and Transparency Act
DM&R	Deferred Maintenance and Repairs
DOL	U.S. Department of Labor

E

EARP	Emergency Action and Response Plan
EISA2007	Energy Independence and Security Act of 2007
ELT	Executive Leadership Team
EPA	U.S. Environmental Protection Agency
ERM	Enterprise Risk Management
ERMT	Enterprise Risk Management Tool
ES	Provide Extraordinary Services
ESCO	Energy Service Company
ESPC	Energy Savings Performance Contract
ExCEL	Exchange of Critical Expertise and Learning

F

FAIA	Fellow, American Institute of Architects
FASAB	Federal Accounting Standards Advisory Board
FBWT	Fund Balance with Treasury
FCA	Facility Condition Assessment
FCI	Facility Condition Index
FECA	Federal Employees Compensation Act
FERS	Federal Employees Retirement System
FEVS	Federal Employee Viewpoints Survey
FFMIA	Federal Financial Management Improvement Act
FISCAM	Federal Information System Controls Audit Manual
FISMA	Federal Information Security Management Act
FIT	Office of Financial Innovation and Transformation
FMFIA	Federal Managers' Financial Integrity Act
FMS	Financial Management System
FSR	Financial Systems and Reporting
FTE	Full-Time Equivalent
FY	Fiscal Year

G

GAAP	Generally Accepted Accounting Principles
GAO	U.S. Government Accountability Office
GC	General Counsel
GFRS	Government-wide Financial Report System
GIS	Geographic Information System
GONE	Grants Oversight and New Efficiency Act
GPO	U.S. Government Publishing Office
GPRA	Government Performance and Results Act
GPRA MA	GPRA Modernization Act
GSA	U.S. General Services Administration
GSF	Gross Square Feet
GTAS	Government-wide Treasury Account Symbol Adjusted Trial Balance System

H

HCMD	Human Capital Management Division
HRIS	Human Resources Information System
HVAC	Heating, Ventilation and Air Conditioning

I			
I&I	Injuries and Illnesses		
ICOR	Internal Control over Reporting		
ICS	Inventory Control System		
IEW	Foster an Innovative and Empowered Workforce		
IG	Inspector General		
IPAC	Intra-Governmental Payment and Collection		
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		
K			
KBTU	Thousand British Thermal Units		
KCF	Thousand Cubic Feet		
KGal	Kilogallons		
kWh	Kilowatt Hours		
KPI	Key Performance Indicator		
L			
LBFMS	Legislative Branch Financial Management System		
LED	Light-Emitting Diode		
LEED AP	Leadership in Energy and Environmental Design Accredited Professional		
LICP	Line Item Construction Program		
LOC	Library of Congress		
M			
MD&A	Management's Discussion and Analysis		
MMBTU	Metric Million British Thermal Units		
MWH	Megawatt Hours		
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		
OTOM	Operate as One Team, Dedicated to One Mission		
P			
PALT	Procurement Acquisition Lead Time		
PAM	Payment Automation Manager		
PAR	Performance and Accountability Report		
PE	Professional Engineer		
		PIC	Project Information Center
		PL	Public Law
		PM	Preventive Maintenance
		POS	Point of Sale
		POW/MIA	Prisoner of War/Missing in Action
		PP&E	Property, Plant and Equipment
		PPM	Planning and Project Management
R			
		RMAB	Records Management and Archives Branch
		ROC	Responsibility, Ownership and Courteous program
		RPR	Refrigeration Plant Revitalization
		RSI	Required Supplementary Information
		RSS	Rich Site Summary
		RSSI	Required Supplementary Stewardship Information
S			
		SAM	System for Award Management
		SBR	Combined Statement of Budgetary Resources
		SCNP	Statement of Changes in Net Position
		SCP	Senior Certified Professional
		SEIM	Security Event and Information Management
		SFEP	Safety, Fire and Environmental Programs
		SFFAS	Statement of Federal Financial Accounting Standards
		SHRM	Society for Human Resource Management
		SITES	Sustainable Sites Initiative
		SNC	Statement of Net Cost
		SOAR	Safety Observations and Reflections
		SOC1	Service Organization Controls report
		SPHR	Senior Professional in Human Resources
		SSAA	Senate Sergeant At Arms
		SSRS	SQL Server Reporting Services
		STOP	Site, Tools, Outage and Procedures application
T			
		T&A	Time and Attendance
		TMFJB	Thurgood Marshall Federal Judiciary Building
		TSP	Thrift Savings Plan
		Treasury	U.S. Department of Treasury
		TROR	Treasury Report on Receivables
U			
		UDO	Undelivered Orders
		UESC	Utility Energy Service Contract
		USBG	U.S. Botanic Garden
		USC	United States Code
		USCP	U.S. Capitol Police
		USSGL	U.S. Standard General Ledger
W			
		WRP	West Refrigeration Plant
Y			
		YTD	Year-to-Date

APPENDIX J: ACKNOWLEDGEMENTS

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Thank you for your interest in the Architect of the Capitol and its Fiscal Year 2018 Performance and Accountability Report. We welcome your comments on how we can make this report more informative for our readers. Please send your comments to:

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Did You Know?

Capitol tours are free and may be booked in advance online at: www.aoc.gov/official-tours-capitol-hill. 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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Electronic copies of this report and its companion executive summary report are available through the AOC's website: www.aoc.gov/par.

For the fifth consecutive year, the AOC will release its Performance and Accountability Report in an app version for both Apple and Android tablets. To download the report to your tablet device, please visit the AppStore from your iPad or Google play from your Android tablet and search for "Architect of the Capitol." The tablet version includes the current print edition, plus bonus photos and videos. Readers may browse in landscape or portrait mode, zoom in to read individual sections, bookmark and share favorite pages, and use other interactive features.

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