
FISCAL YEAR
2019

ARCHITECT OF THE CAPITOL
Performance and Accountability Highlights

2019



SERVE • PRESERVE • INSPIRE

Performance and Accountability Highlights



About the Architect of the Capitol

Who We Are: The Architect of the Capitol (AOC) 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 their business. We inspire the public by providing tours and exhibits of the U.S. Capitol and the surrounding grounds and the U.S. Botanic Garden.

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

Branch of Government: Legislative

Leadership: Thomas J. Carroll III, Acting Architect of the Capitol

Number of Permanent Employees: 2,236 as of September 30, 2019

FY 2019 Budget Authority: \$733.7 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 in **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 Capitol Campus



Performance Results in Brief

In Fiscal Year (FY) 2019, 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. Eight strategic objectives, 16 strategies and 31 key performance indicators (KPIs) support the goals. 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 2019 performance highlights video:
www.aoc.gov/PAR 

TABLE 1 Summary of High-Level Key Performance Indicators

HIGH-LEVEL KEY PERFORMANCE INDICATOR	FY 2018 TARGET	FY 2018 ACTUAL	FY 2018 RESULTS	FY 2019 TARGET	FY 2019 ACTUAL	FY 2019 RESULTS
STRATEGIC GOAL: MAINTAIN AWE-INSPIRING FACILITIES						
Energy and Sustainability Targets. Reduce energy intensity use, reduce potable water use, divert building occupancy waste, compost nonconstruction waste and divert construction and demolition debris.	5 of 5 Component Targets Met	4 of 5 Component Targets Met	Not Met	5 of 5 Component Targets Met	4 of 5 Component Targets Met	Not Met
New! Gardens and Grounds Standards Established. Establish AOC-wide Gardens and Grounds Standards.	New measure for FY 2019	New measure for FY 2019	N/A	Establish Standards	Standards Not Established	Not Met
STRATEGIC GOAL: PROVIDE EXTRAORDINARY SERVICES						
New! Customer Experience Program. Establish and develop the customer experience program.	New measure for FY 2019	New measure for FY 2019	N/A	Establish Program	Program Established	Met
Customer Satisfaction with Projects. Maintain high customer satisfaction with projects.	≥ 90.0%	94.7%	Met	≥ 90.0%	95.2%	Met
STRATEGIC GOAL: FOSTER AN INNOVATIVE AND EMPOWERED WORKFORCE						
Favorability Ranking in Best Places to Work. Improve the AOC's ranking in the Partnership for Public Service Best Places to Work in the Federal Government.	N/A	N/A	N/A	> Prior Survey (> 11th)	9th	Met
Employee Nonmandatory Training. Provide training to employees in knowledge, skills and abilities applicable to their responsibilities.	N/A	N/A	N/A	33.3%	36.4%	Met
Injuries and Illnesses Rate. Reduce the annual injuries and illnesses rate.*	≤ 2.37	2.33	Met	≤ 2.33	2.23	Met
STRATEGIC GOAL: OPERATE AS ONE TEAM, DEDICATED TO ONE MISSION						
Employees Placed in Cross-Organizational Opportunities. Business units place the equivalent of 2 percent of their workforce in cross-organizational opportunities.	100%	100%	Met	100%	100%	Met

* Information adjusted from that reported in the FY 2018 PAR.

Financial Results in Brief

As evidence of our commitment to financial accountability and transparency, in FY 2019, the AOC:

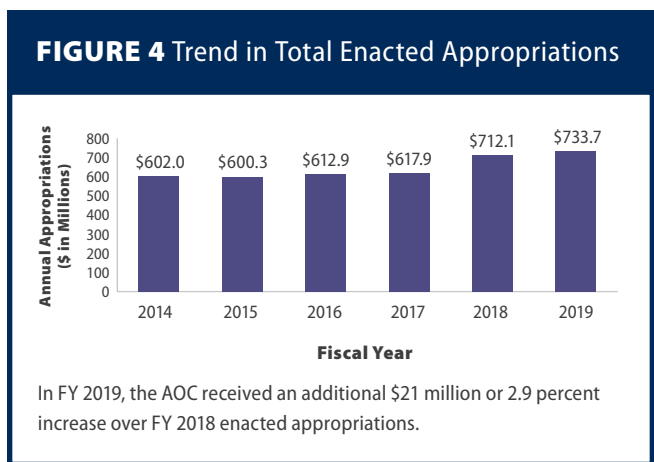
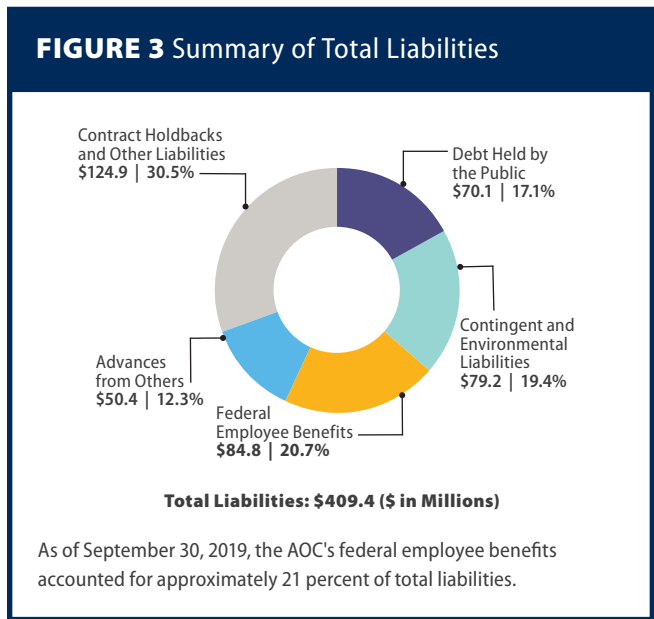
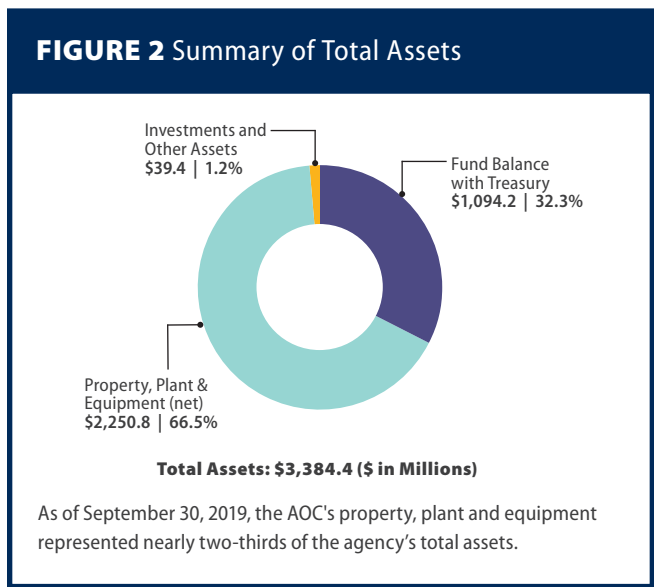
- Earned its 15th consecutive unmodified (clean) audit opinion on the financial statements
- Received its eighth consecutive *Certificate of Excellence in Accountability Reporting* (CEAR) award from the Association of Government Accountants plus a special CEAR award for the best recognition of employees' contributions to the fulfillment of the agency's mission
- Deployed the SATO E2 Solutions Travel System program that allows AOC employees to benefit from federalwide standardized travel management practices, improving the control of travel spending
- Implemented a new Funding Authorization Document management process to provide an improved online system for the administrative control of funds

TABLE 2 Select Financial and Related Nonfinancial Data (\$ in Millions)

	FY 2019	FY 2018	PERCENT CHANGE
Total Assets	\$3,384.4	\$3,220.0	5%
Total Liabilities	\$409.4	\$404.1	1%
Total Net Position	\$2,975.0	\$2,815.9	6%
Total Revenues	\$69.1	\$63.9	8%
Total Net Cost of Operations	\$609.5	\$550.6	11%
Total Enacted Appropriations	\$733.7	\$712.1	3%
Facility Space Managed (sq. ft.)	More than 18.4 Million	More than 18.4 Million	-%
Grounds Managed (acres)	More than 570	More than 570	-%
Permanent Employees at Fiscal Year-End	2,236	2,193	2%

TABLE 3 Independent Auditor's Internal Control Findings

CATEGORY	FY 2019	FY 2018
Material Weaknesses	None	None
Significant Deficiencies	None	None





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. The backlog in deferred maintenance and capital renewal projects is one of the management challenges identified.

Forward-Looking Information in Brief

The AOC has identified the following as the agency's most significant challenges for FY 2020 and beyond:

Backlog in Deferred Maintenance and Capital Renewal Projects.

Resource constraints have deferred maintenance and delayed important capital renewal work causing deterioration of buildings and grounds. Significant investments are needed for preservation and to ensure the future safety of building occupants and visitors. As of September 30, 2019, the AOC's total backlog was estimated at \$1.77 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 targets energy use reductions on an annual basis. This fiscal year, the AOC completed its first full year of the Capitol Power Plant's cogeneration system operations. This program — coupled with the Refrigeration Plant Revitalization Program and planned upgrades for the Library of Congress' facilities — will enable further energy efficiencies.

Management of Concurrent Construction Projects. The AOC is concurrently undertaking multiple major construction, renewal and restoration projects. To ensure success, the AOC must establish that each project is delivered safely, is high quality, remains on time and within budget and with minimal disruptions to the agency's clients.

Attracting and Retaining 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 attrition management 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 does this while addressing operational needs, applicable regulations and challenging working conditions that are unique to Capitol Hill.

The AOC's Inspector General identified additional management opportunities and performance challenges facing the organization: auditability and documentation to support decisions, cybersecurity, lack of whistleblower protection, property accountability and surplus property disposal, managing user-requested changes on construction projects, balancing safety and security with preservation and heritage, and duplication of effort without a working capital fund.

The *AOC Performance and Accountability Highlights* provides a brief summary of the AOC's FY 2019 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/performance-accountability-report.

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 18, 2019



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The complete FY 2019 AOC
Performance and Accountability Report is available online at:
www.aoc.gov/PAR



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