
FISCAL YEAR
2019

ARCHITECT OF THE CAPITOL
Performance and Accountability Report

2019



SERVE • PRESERVE • INSPIRE

Websites and Media Platforms

Visit the Architect of the Capitol at www.aoc.gov

The Architect of the Capitol (AOC) also maintains an official presence on social media. Visit www.aoc.gov/social or the following media platforms:

- | | |
|--|--|
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|  @uscapitol |  @aochiring |
|  @architect-of-the-capitol |  @uscapitol |
|  Subscribe to the AOC RSS feed on Feedburner @architectofthecapitol | |

Additional web-based information may be found at:

U.S. Botanic Garden: www.usbg.gov

U.S. Capitol Visitor Center: www.visitthecapitol.gov

Tholos Magazine

The AOC distributes an online quarterly employee magazine, Tholos, to spotlight staff who work around the clock to support the AOC's mission to serve, preserve and inspire. The magazine is available at www.aoc.gov/tholos-magazine.



The AOC on Mobile Devices

The AOC mobile applications (apps) provide information about the agency and the Capitol campus for staff, visitors and the American public. The apps are available for multiple mobile platforms in the Apple iTunes store and the Android Google Play store.

- State Statues in the Capitol
- U.S. Capitol Rotunda
- U.S. Capitol Grounds
- U.S. Capitol Visitor Guide

Also, in December 2019, this Performance and Accountability Report will be available in an e-reader version for Apple and Android tablets — the sixth consecutive year the AOC has made its report available for mobile users.



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:

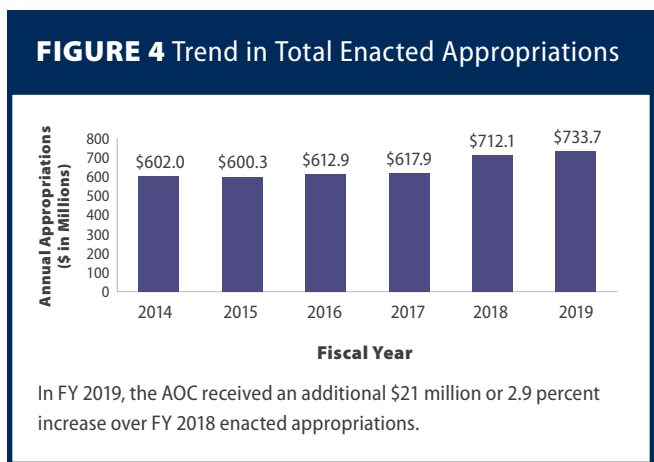
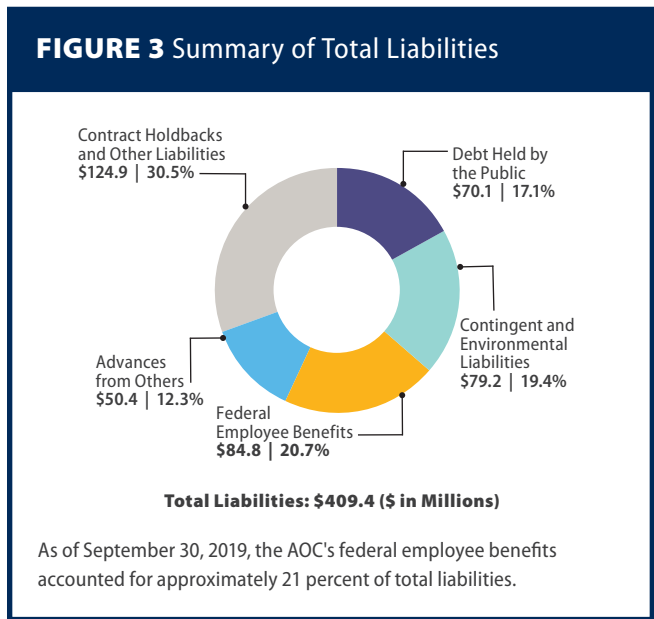
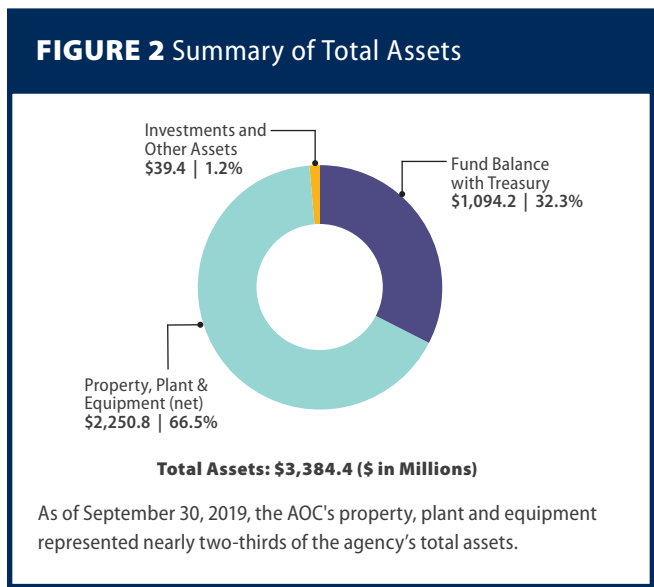
- Earned its 15th consecutive unmodified (clean) audit opinion on the financial statements
- Received its eighth consecutive *Certificate of Excellence in Accountability Reporting* (CEAR) award from the Association of Government Accountants plus a special CEAR award for the best recognition of employees' 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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Message from the Acting Architect of the Capitol



Thomas J. Carroll III
Acting Architect of the Capitol

I am pleased to present the Architect of the Capitol's (AOC) Fiscal Year (FY) 2019 Performance and Accountability Report (PAR). This annual report reflects our commitment to providing transparency and accountability for the public funds entrusted to the AOC. It includes the results of this year's independent financial statement audit, assesses our operational performance, as well as our progress toward achieving the objectives we established in our Strategic Plan, and identifies our agency's future opportunities and challenges.

The AOC traces its roots to 1793 and 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 and architecturally significant assets. This stewardship role forms the foundation of the AOC's mission — to serve Congress and the Supreme Court, preserve America's Capitol and inspire memorable experiences.

The AOC's operations are aligned with our FY 2017–2021 Strategic Plan and organized into 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. The

first two strategic goals focus on our main responsibilities, while the latter two goals focus on the AOC's people and core values. Together, these strategic goals chart a path for us to leverage our competencies and achieve our vision as a trusted partner of Congress and the Supreme Court. To achieve this vision, our agency is dedicated to a progressive focus on people, projects and preservation.

People

We support our buildings' occupants in their critical mission to govern our country by operating 24 hours a day, seven days a week. Further, we welcome millions of visitors to the Capitol campus each year and provide programs for our visitors to celebrate and learn about the U.S. Capitol and the Congress. Over the past year, our staff provided exemplary support for the congressional election-year office moves and numerous high-profile special events, such as the lying in state ceremony for President George H.W. Bush. At the U.S. Capitol Visitor Center, we celebrated the 10th anniversary of its opening and began work on the Exhibition Hall redesign. Meanwhile, the U.S. Botanic Garden engaged more than a million visitors with innovative educational programs and exhibits, including Gardens Across America and the popular Season's Greenings.

The AOC workforce has some of the most talented craftsmen, tradesmen, gardeners, architects, engineers and service providers in the federal government. To meet our mission and retain and attract talented employees who are passionate about their work, the AOC is focused on creating a purposeful, positive organizational culture. This year, we prioritized an organizational realignment that elevated the Diversity, Inclusion and Dispute Resolution office to report directly to my office. This change will help ensure that the agency continues to be a preferred federal workplace. We are proud of our employee engagement and our progress is reflected in the Federal Employee Viewpoint Survey results and our ranking as ninth out of 27 midsize agencies.

Projects

The AOC has a responsibility to develop a vision for the Capitol campus that will serve our stakeholders well into the future. In FY 2019, we opened the Phase 1 wing of the Cannon Renewal Project and immediately transitioned to begin Phase 2. We initiated work on the Senate Underground Garage and Landscape Restoration and completed the roof replacement for the Thomas Jefferson Building's West Main Pavilion. At the Capitol Power Plant, the cogeneration system concluded its first full fiscal year of operations — generating electricity and steam for the Capitol campus. This will be the single largest

contributor to reducing the AOC's energy consumption for years to come. Other projects included campuswide stone and metal rehabilitation, restoration of the Russell Exterior Envelope Project, construction of the House of Representatives Child Care Center, upgrades to security, fire and life safety systems, and a number of energy savings and sustainability initiatives. These projects are examples of how the AOC works to maintain and modernize the buildings under our stewardship.

Preservation

Our heritage assets include buildings, monuments, landscapes, fountains, fine art, archival records and botanic assets. Preservation of these treasures is an ongoing challenge. Due to weather, age and environmental conditions, much of the stonework across the campus is in need of repair. Over the last several years, we have expanded our foundational preservation documents, including building preservation guides and cultural landscape reports. We use these documents and our historic preservation policy as planning tools for restoring, renewing and reclaiming our heritage assets to a standard that is appropriate for the nation's capital and the worldwide symbol of American democracy. This fiscal year, we completed the maintenance of the Statue of Freedom atop the U.S. Capitol Dome, performed routine care on the recently restored Ulysses S. Grant Memorial and preserved the 16 historic benches in the Capitol Rotunda. In addition, I encourage everyone to read a short feature in this report on the AOC's Photography Branch, which supports the agency's preservation process by visually documenting the ever-changing condition of the Capitol campus.

Future Challenges and Priorities

Despite these successful initiatives, the AOC also faces great challenges. Continued growth in facilities, visitors and emerging requirements strains our operational capacity. We are also in a race against time as the campus infrastructure deteriorates and unfunded projects accumulate. In FY 2019, the AOC prioritized and supported critical investments in our iconic buildings to manage our \$1.77 billion deferred maintenance and capital renewal backlog. We will continue to work with Congress to fund the maintenance and capital renewal projects necessary to avoid system failures that will require larger and more costly repairs. This will include funding for in-house resources needed to support and oversee our expanding footprint.

Our management challenges also include our continued efforts to reduce energy consumption across the Capitol campus and our responsibility to maintain the safety and security —

including information security — of all who use or visit our facilities. To better address challenges facing the organization, the AOC's enterprise risk management (ERM) program has identified and prioritized our enterprise level risks. This effort allows us to have a defined repeatable process to effectively manage risks and integrate ERM into critical planning and evaluation processes.

The Office of Inspector General (OIG) identified additional challenges and opportunities this fiscal year, including balancing safety and security with preservation and the duplication of effort without a working capital fund. We thank them for their recommendations and pledge to address these matters in a timely manner.

Financial Accountability

The AOC takes pride in its stewardship of the public funds we receive. For the 15th year, we received an unmodified opinion on our financial statements. In addition, for the eighth consecutive year, the AOC received a Certificate of Excellence in Accountability Reporting from the Association of Government Accountants for our annual PAR.

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 in this report is complete, reliable and accurate. My Statement of Assurance may be found in Section I: Management's Discussion and Analysis.

Conclusion

The AOC has a passion and desire to do the best job possible. This report provides a comprehensive overview of the successes that the AOC achieved in FY 2019 and the challenges we face going forward. We thank Congress for its trust, support and investment in our agency. We also express gratitude to our dedicated employees, who are the cornerstone of the AOC.

Sincerely,



Thomas J. Carroll III
Acting Architect of the Capitol
November 15, 2019

Performance and Accountability Report

“ 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 This Report

The Architect of the Capitol's (AOC) Performance and Accountability Report (PAR) provides financial management and program performance information to Congress and the American public. The AOC's Fiscal Year (FY) 2019 PAR demonstrates transparency and accountability for the public funds, property and heritage assets under the AOC's care and provides a comprehensive perspective of the agency's recent successes and challenges in executing its mission.

The financial reporting regulations established for the federal executive branch agencies are not binding upon the AOC, a legislative branch agency. Nonetheless, the AOC references these laws, regulations and related guidance in developing its financial management best practices. These references include:

- *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

Throughout the PAR, Capitol Highlights spotlight major agency projects, accomplishments and challenges. In addition, the PAR uses infographics, charts, tables, photographs and links to online videos and websites to increase visual appeal and improve the reader's understanding.

Standard PDF and interactive digital versions of this report are available on AOC's website at: www.aoc.gov/par. In addition, the AOC publishes innovative mobile application (app) e-reader versions of its PAR for Apple and Android tablets.

About the Cover

As the steward of the iconic buildings and grounds of the Capitol campus, the Architect of the Capitol is dedicated to meeting its mission while advancing sustainable initiatives in its operations, maintenance and construction projects. These efforts resulted in significant reductions in energy and water use and the savings of millions of tax dollars, while also maintaining the beauty and historic integrity of the Capitol campus.



How This Report Is Organized

The FY 2019 PAR provides an in-depth report about the AOC's financial and performance operations, accomplishments and challenges. The report provides financial and performance information for the fiscal year beginning October 1, 2018 and ending September 30, 2019. The Acting Architect of the Capitol provides an introductory message to the report and an Executive Summary provides an overview of the information included in the four main sections and appendices of the report.

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

The MD&A presents an overview of the AOC's performance and financial achievements for FY 2019. The section summarizes the AOC's history, mission, organizational structure and key risks and provides an overview of the financial management systems framework and strategy. The section concludes with the Acting Architect's Statement of Assurance and forward-looking information.

Section II: Performance Information

This section contains a detailed analysis of the AOC's annual performance results. In addition, the section identifies the strategic planning framework, describes how the AOC verifies and measures performance data and summarizes its strategic goals, objectives, key performance indicators (KPIs) and the related strategies.

Section III: Financial Information

The AOC's financial information for FY 2019 and, for comparison, FY 2018 is detailed in this section. It contains a message from the Acting Chief Financial Officer, the Inspector General's transmittal letter of audit results and the independent auditor's report. In addition, it contains the audited financial statements and supplementary information, as required by the Generally Accepted Government Auditing Standards.

Section IV: Other Information

This section presents 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 highlights information on payment integrity, real property, energy and sustainability, the small business program and human capital management efforts and results.

Appendices

The appendices provide additional data, including a listing of 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

In May 2019, the AOC received the Association of Government Accountants' (AGA) prestigious Certificate of Excellence in Accountability Reporting (CEAR) award for the FY 2018 Performance and Accountability Report. The AOC has received the CEAR award for eight consecutive years. In addition, the AOC received a special Best-in-Class award in the category of Recognition of Agency Staff Contribution to the Mission. This award specifically recognized a report feature that showcased the teamwork and professionalism of the AOC employees and the contributions of its staff to the agency mission.

The AGA, in conjunction with the Chief Financial Officers Council and the U.S. Office of Management and Budget (OMB), created the CEAR program to enhance financial and

program accountability. The CEAR award represents the highest form of recognition in federal government financial reporting. The AGA presents the annual award to federal organizations for producing informative, high-quality reports that provide clear insight into their agency's spending and program performance.

This fiscal year, the AOC also received a Certificate of Excellence in Citizen-Centric Reporting from the AGA for its FY 2018 Performance and Accountability Highlights. Through this recognition program, the AGA encourages government at all levels to summarize financial and performance information for American citizens in a clear, accurate and easily accessible manner.





The Ulysses S. Grant Memorial has benefited from one of many stone repair projects the AOC is managing across the Capitol campus. In FY 2019, work on the Memorial's lower plaza began and was 80 percent complete at the close of the fiscal year.

SECTION I

Management's Discussion and Analysis

Overview

The MD&A provides an overview of the work and responsibilities of the AOC. Areas covered within this section include:

History of the AOC — provides information on the origin and history of the AOC.

Mission and Vision of the AOC — explains the AOC's mission and vision, along with the core values and customer service philosophy that drives the organization.

Organizational Structure of the AOC — provides detailed information about the AOC's leadership, organizational structure, jurisdictions and central management offices.

Summary of Key Risks — describes the AOC's key enterprise level risk factors.

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

Financial Highlights — includes an analysis of the audited financial statements and a description of the sources and uses of the AOC's funds.

Financial Management Systems Framework and Strategy — details the AOC's financial management systems and strategies for improving financial and budget management.

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

Forward-Looking Information — highlights the most significant challenges identified by the AOC's management and the efforts taken to address those challenges.

History of the AOC

The origin of the AOC coincides with the founding of Washington, D.C. as the nation's capital. The *Residence Act of 1790* established the federal city as the seat of the newly established government and authorized a Board of Commissioners to "provide suitable buildings for the accommodation of Congress." To fulfill their charge, the Commissioners hired Pierre L'Enfant to develop an initial city plan and Andrew Ellicott to survey the boundaries of the 100-square-mile federal district. In 1792, the government held a public competition for the design of the Capitol Building, with the winner receiving \$500 and a plot of land within the newly formed city. The judges — President Washington, Secretary of State Thomas Jefferson and the commissioners — chose Dr. William Thornton's depiction of a grand, two-winged structure topped by a central dome for the design of the U.S. Capitol Building. The construction began shortly thereafter when President Washington ceremoniously set the building's cornerstone in 1793.

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,



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.

the Commissioner of Public Buildings. In 1867, Congress combined the commissioner's responsibilities with those of the Architect of the Capitol Extension, 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 construction during the 1850s and 1860s. From 1874 to 1892, the grounds went through a major expansion based on the noted landscape architect Frederick Law Olmsted's grand design. In the midst of this expansion, in 1876, Congress passed legislation establishing the Architect of the Capitol as a permanent office under the legislative branch of the federal government.¹

The 20th century saw significant growth in the AOC's responsibilities as the agency 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 side 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, whose Generator Building and Main Boiler Plant were constructed in 1909. In 1922, the AOC received administrative responsibility for the Library of Congress' Thomas Jefferson Building and later oversaw the construction and facility management of the Library's John Adams and James Madison Memorial buildings in 1938 and 1982, respectively. Congress transferred responsibility for the Capitol Hill facilities belonging to the U.S. Botanic Garden to the AOC in 1934, including the Conservatory and the surrounding gardens.

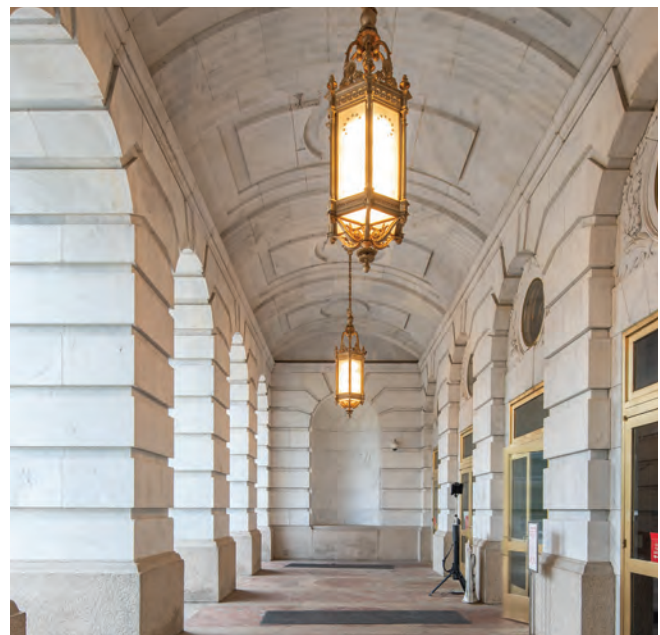
¹ Appendix A provides information on the 11 individuals who have served as Architects of the Capitol, beginning with Dr. Thornton, who is honored as the first Architect of the Capitol for his winning design.

Similarly, in 1935, the Supreme Court relocated from the U.S. Capitol Building to its current building. With that move, the AOC assumed shared facility management responsibilities with the Marshal of the Supreme Court. The AOC's support to the judicial branch increased with the construction of the Thurgood Marshall Federal Judiciary Building, completed in 1992.

In recent years, the AOC oversaw the construction project of the U.S. Capitol Visitor Center, completed in 2008. This facility was the largest expansion to the U.S. Capitol Building in its history. The 2011 transfer of Union Square, a 13-acre site between the U.S. Capitol and the National Mall, to the AOC's portfolio increased the total acreage under its stewardship to more than 570 acres. Then, in 2017, Congress transferred stewardship responsibility for the O'Neill House Office Building to the AOC and, in 2018, the AOC completed construction on the cogeneration facility at the Capitol Power Plant. Although most of the AOC's managed facilities are on or near Capitol Hill, the AOC also maintains support facilities in nearby locations beyond the limits of the District of Columbia.²

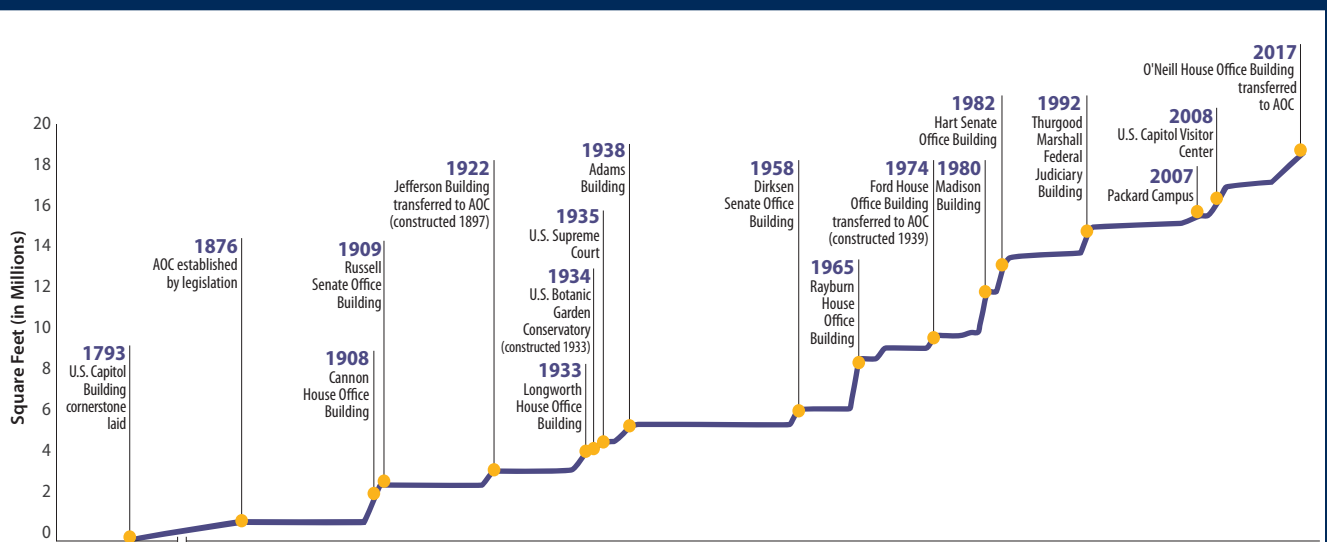
Figure 1 (Page i) provides a map of the major facilities on the Capitol campus under the AOC's stewardship. **Figure 5** provides a timeline of the growth of AOC's responsibilities from the construction of the U.S. Capitol Building to the present day. A list of the major facilities under the AOC's care is included in **Appendix B**.

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



The AOC is responsible for the stewardship of heritage assets located throughout the Capitol campus. In FY 2019, the agency installed the restored sconces and light fixtures at the Longworth House Office Building's main entrance.

FIGURE 5 Growth in Major Facilities Under the AOC's Care



Note: This figure tracks the square footage for all of the AOC's owned and leased buildings. Only the major facilities are named in the figure, although the square footage of smaller buildings is also included in the display.

Mission and Vision of the AOC

Who We Are

Serving Congress and the Supreme Court, the AOC is the builder and steward of the landmark buildings and grounds on the Capitol campus. The AOC is responsible for the daily 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 treasured works of art. With more than 2,200 dedicated employees, the AOC works tirelessly 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 millions of visitors from around the world annually.

Mission

To **serve** Congress and the Supreme Court, **preserve** America's Capitol and **inspire** memorable experiences.

Vision

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

Core Values

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

Customer Service Philosophy

The work of AOC employees affects the lives of thousands of people every day. Through our focus on responsiveness, ownership and courtesy, we demonstrate our commitment to delivering extraordinary 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.

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



Organizational Structure of the AOC

The Architect of the Capitol

The AOC is part of the legislative branch of the U.S. federal government and is led by the Architect of the Capitol. Appointed by the president and subject to Senate confirmation, the Architect of the Capitol serves a 10-year term. Responsibilities of the AOC are far reaching and cover management and oversight of operations and facilities maintenance for the entire Capitol campus. In addition, the AOC has oversight 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 oversees the maintenance and restoration of murals, outdoor sculptures and other architectural elements throughout the Capitol campus. 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 Museum. Additionally, the Architect of the Capitol 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 also serves as the Acting Director of the U.S. Botanic Garden. **Appendix A** provides a complete list of the individuals who have served as Architects of the Capitol.

The AOC's Organizational Structure

The AOC manages 10 primary jurisdictions. Each jurisdiction is funded by a separate appropriation. In addition, the AOC receives appropriated funds for the Capital Construction and Operations jurisdiction that supports multiple functional areas within the agency. These include: specialized construction, curatorial, design, energy and sustainability, facilities planning, financial management, historic preservation, project management, safety, fire and environmental programs, technical support and management and administrative support. This organizational structure and funding arrangement provide the AOC with economies of scale that increase efficiency and reduce operating costs. **Figure 6** presents the AOC's organization chart. The AOC's organizational directory is online at: www.aoc.gov/organizational-directory.

Employees form the foundation of the AOC and are our greatest asset. As of September 30, 2019, the AOC's workforce included more than 2,200 permanent employees along with temporary and seasonal staff. The AOC relies on its diverse workforce to provide the skills to care for and preserve the historic treasures

Getting to Know the AOC

1793

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

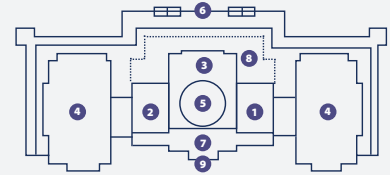


3 Hidden Treasures on Capitol Hill

- 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 expansions 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 |



2,200+
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.

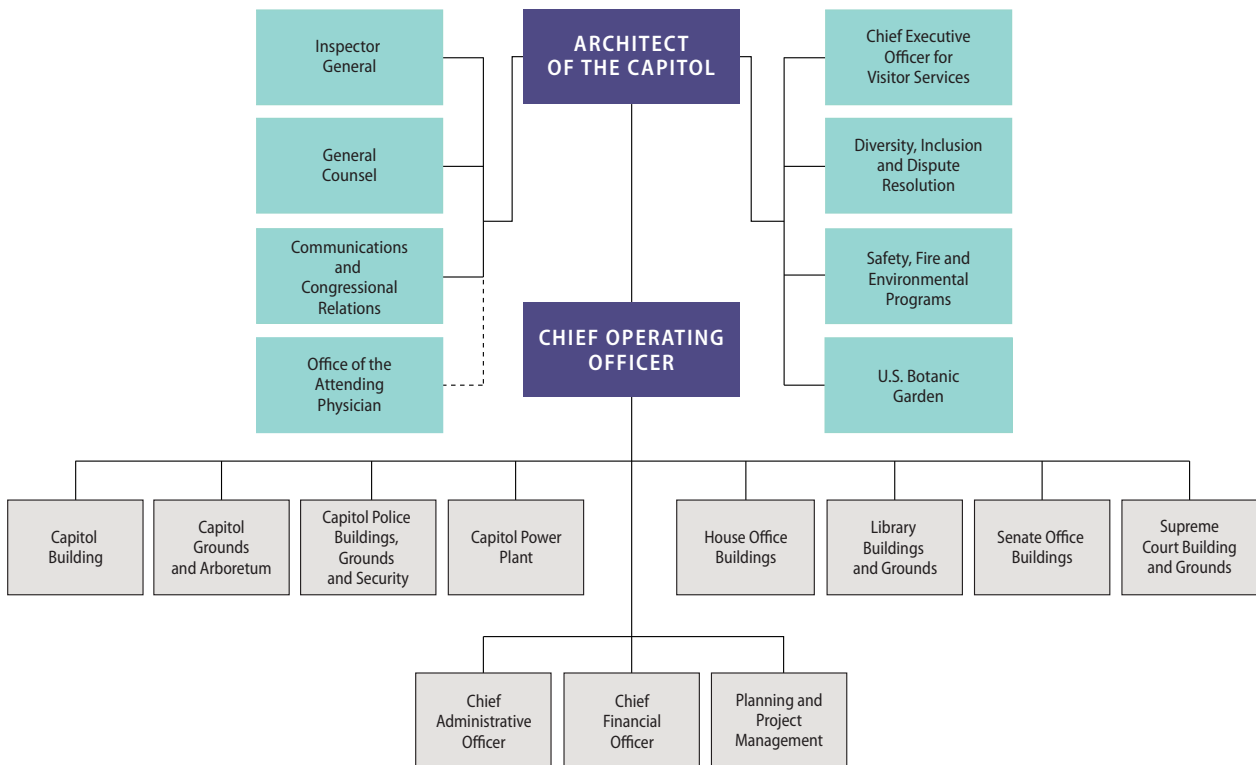
24,000,000

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

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



FIGURE 6 The AOC Organization Chart

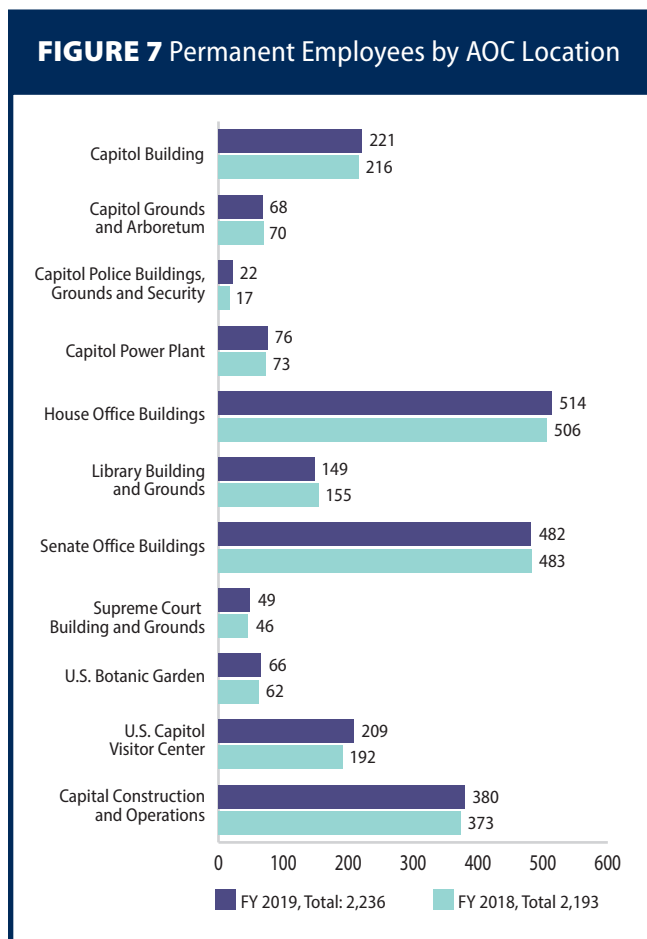


Note: The AOC provides administrative support to the Office of the Attending Physician, represented by a dotted line on the organization chart.

of the Capitol campus and provide extraordinary service to the agency's clients and visitors. Artisans use modern techniques and centuries-old trade skills to preserve the rich artifacts that exist throughout the Capitol campus. The AOC 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 offices are primarily based in Washington, D.C., with off-site support facilities in Maryland and Virginia. An infographic on Page 23 (Getting To Know the AOC) displays notable information about the agency and the U.S. Capitol.

AOC Jurisdictions

This section summarizes the responsibilities for each AOC jurisdiction and the offices funded under the Capital Construction and Operations appropriation. 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 the AOC's stewardship and **Appendix C**, which highlights each jurisdiction's FY 2019 accomplishments and FY 2020 priorities.



Capital Construction and Operations

The AOC's Capital Construction and Operations appropriation funds the position of the Architect of the Capitol, along with the offices that provide essential construction, central management and operational and professional support. The central offices included in the Capital Construction and Operations responsibility segment are:

- 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, Office Services Division and 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 the agency's Records Management and Archives Branch and Photography Branch.
- 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 (ERM) and internal control, financial reporting, financial systems management and fiscal policy.
- Chief Operating Officer:** The Chief Operating Officer (COO) is responsible for the overall direction, operation and management of the AOC, including strategic planning, 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 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. The office also creates a variety of resources for agency stakeholders including graphics, videos, publications and web content.
- Diversity, Inclusion and Dispute Resolution:** The Diversity, Inclusion and Dispute Resolution office supports the agency's commitment to providing a work environment free of discrimination and harassment. The office oversees agencywide efforts that promote an inclusive, respectful and civil workplace and enables supervisors and employees to proactively deal with conflict resolution. In FY 2019, an AOC reorganization placed this office directly under the Architect of the Capitol to prioritize support for its programs.

- **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) as a statutory office within the AOC 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 office conducts campus master planning, building performance audits, retro-commissioning and facility condition assessments (FCAs). PPM manages an energy and sustainability program, provides project funded, in-house construction services and supports critical

Capitol Highlights

Stephen T. Ayers' Legacy at the AOC

On November 24, 2018, Stephen T. Ayers FAIA, CCM, LEED AP, retired as the 11th Architect of the Capitol. President Barack Obama nominated Stephen T. Ayers to become the Architect of the Capitol in 2010 and, shortly thereafter, he received unanimous Senate confirmation. Previously, Mr. Ayers served in the capacity as Acting Architect, starting in 2007.

Mr. Ayers transformed the agency's way of conducting business, implementing strategic planning processes that resulted in a draft Capitol Complex Master Plan (CCMP) to provide a 20-year road map for campus development and facility decision-making. The implementation of strategic plans provided shorter-term priorities to meeting the agency's mission to serve, preserve and inspire.

During his tenure, Mr. Ayers oversaw some of the largest and most complex construction and renewal projects in the Capitol campus' history. In December 2008, Mr. Ayers celebrated the completion of the largest expansion of the U.S. Capitol with the opening of the U.S. Capitol Visitor Center. Major construction work encompassed many of the historic buildings and structures throughout the Capitol campus, including the restoration projects for the U.S. Capitol Dome and Ulysses S. Grant Memorial, as well as the launch of the Cannon Building Renewal project. The work also included a campuswide effort to repair the deteriorating stone façades of many of the AOC's monumental buildings.



Portrait of Stephen T. Ayers by Gavin Glakas, 2018

Sustainability was a major theme of Mr. Ayers' leadership. Through a variety of initiatives, the AOC reduced carbon emissions, improved energy efficiency and implemented sustainable design practices throughout the Capitol campus. The expansion of the West Refrigeration Plant, implementation of cogeneration processes and use of energy savings performance contracts further assisted in reducing energy consumption by the agency.

Through his leadership and vision, Mr. Ayers steered the AOC through a period of increased responsibility and set the agency on a sustainable path to meet the agency's unique mission. Upon his retirement, Mr. Ayers left the AOC well-situated to serve Congress and the Supreme Court, preserve America's Capitol and inspire memorable experiences.

campuswide 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 leading AOC efforts to provide a world-class safety culture, reducing injuries and incidents, and ensuring that the AOC complies with safety, fire and environmental regulations. The office establishes safety, environmental and fire prevention and protection 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 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 providing a variety of services that include: carpentry, construction, custodial, electrical, elevator, heating and air conditioning, insulation, labor, masonry, painting, plumbing and sheet metal services. The jurisdiction manages the Capitol Flag Program, which had its beginnings in 1937 and allows citizens to request a flag that has been flown over the U.S. Capitol through their congressional offices. It also supports special events held on the Capitol campus (see **Figure 8**) and manages the facility maintenance at the U.S. Capitol Visitor Center (CVC). The jurisdiction 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 is responsible for maintaining and preserving the significant historic landscape and accredited arboretum designed by Frederick Law Olmsted. The grounds encompass 295 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. In addition, the jurisdiction routinely performs periodic landscape maintenance, mowing, comprehensive tree care, and upkeep of the supporting infrastructure, vehicles and equipment. With more than 18.5 miles of sidewalks, 8.5 miles of driveways and irrigation systems,

FIGURE 8 Timeline of Special Events at the U.S. Capitol Building, Fiscal Year 2019

OCTOBER 1, 2018
BEGINNING OF FISCAL YEAR

OCT 2018

NOV 2018

DEC 2018

JAN 2019

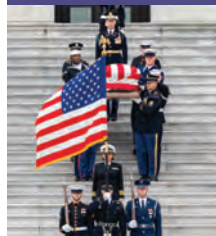
FEB 2019

MAR 2019

Nov 13:
The Speaker's Reception and Dinner in Honor of the Newly Elected House Members of the 116th Congress

Nov 14:
The Reception and Dinner Honoring the Democratic Members-elect of the 116th Congress

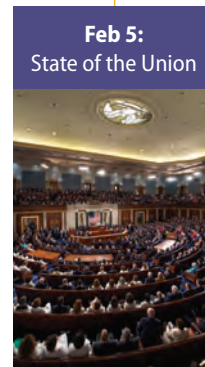
Dec 3–5:
Lying in State of President George Herbert Walker Bush



Dec 6:
Annual Christmas Tree Lighting Ceremony

Jan 3:
Opening Day of the 116th Congress

Feb 5:
State of the Union



Mar 27:
The Speaker's Women's History Month Reception in Statuary Hall

maintenance of these facilities requires constant upkeep. The jurisdiction also preserves and maintains the historic stone walls, ornamental fountains and other decorative features of the Capitol Grounds. Campuswide horticultural initiatives, seasonal display plantings, care for over 4,600 trees, memorial tree planting, Capitol Christmas Tree support, snow and ice removal, trash collection and support of major events also fall under this jurisdiction's responsibilities. For more information: www.aoc.gov/jurisdiction/capitol-grounds-and-arboretum.

Capitol Police Buildings, Grounds and Security

The Capitol Police Buildings, Grounds and Security is managed by the AOC's Office of Security Programs and is responsible for the maintenance, care and operation of the buildings, grounds and security enhancements of the U.S. Capitol Police (USCP) and other 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.

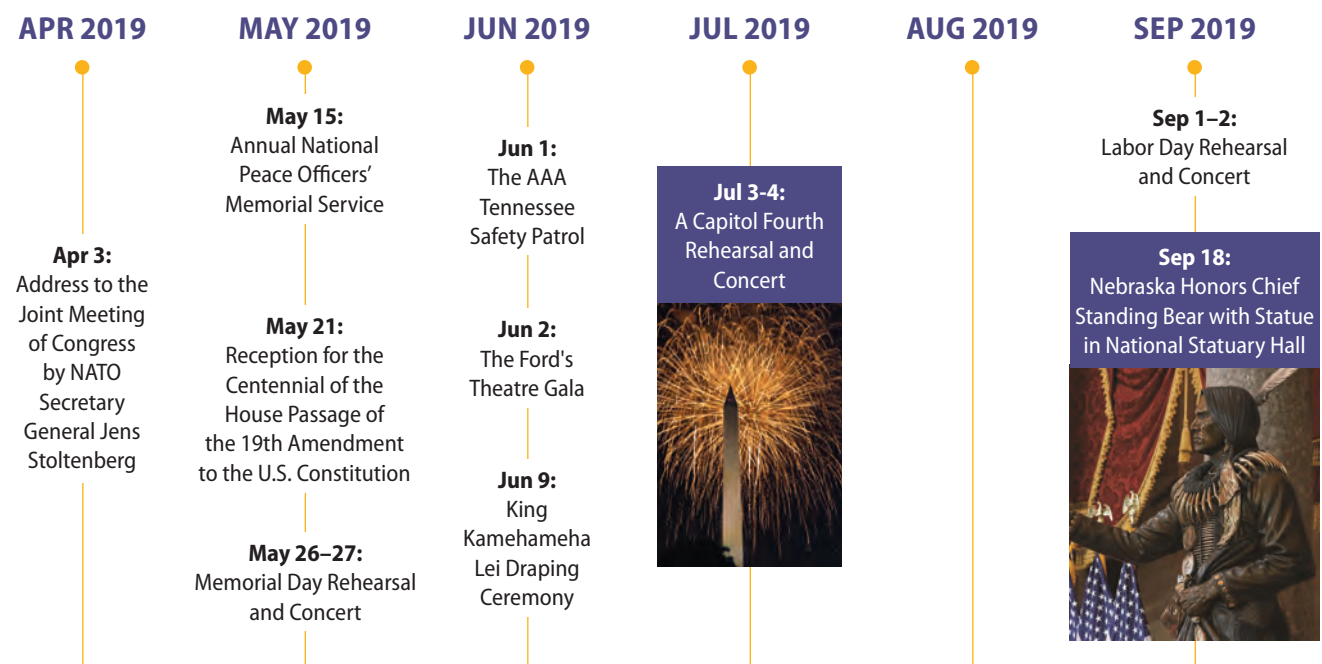
Capitol Power Plant

This jurisdiction manages year-round power plant operations — providing and distributing steam and chilled water to heat and cool the U.S. Capitol Building and 22 other facilities on or

around the Capitol campus. The Capitol Power Plant jurisdiction also maintains an administration building and the utility tunnel distribution and metering system. The Capitol Power Plant operates on a reimbursable basis to noncongressional 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 newly constructed Cogeneration Plant and the multiphased Refrigeration Plant Revitalization construction project. For more information: www.aoc.gov/jurisdiction/capitol-power-plant.

House Office Buildings

The House Office Buildings jurisdiction is responsible for the operation, maintenance and preservation of more than 5 million square feet of facility space, including the Cannon, Ford, Longworth, O'Neill and Rayburn House office buildings, underground garages, annexes and subways. With oversight for daily domestic care, repairs and maintenance at these facilities, the jurisdiction also performs client services, preventive maintenance, building inspector surveys, compliance issues abatement, energy savings initiatives and safety inspections. The use of office and committee space for the members of the U.S. House of Representatives and the biennial office move process for House members fall under the duties of this jurisdiction. For more information: www.aoc.gov/jurisdiction/house-office-buildings.



SEPTEMBER 30, 2019
END OF FISCAL YEAR

Library Buildings and Grounds

The Library Buildings and Grounds jurisdiction is responsible for the life-cycle operation, maintenance, development and stewardship of the Library of Congress facilities and surrounding grounds. The jurisdiction's real property assets span 4.4 million square feet of space and include the Jefferson, Adams and Madison buildings on Capitol Hill; the Packard Campus for Audio-Visual Conservation in Culpeper, Virginia; the Library Collections Storage Facilities on the 100-acre campus at Fort Meade, Maryland; and other leased facilities. For more information: www.aoc.gov/jurisdiction/library-buildings-and-grounds.

Senate Office Buildings

This jurisdiction oversees the office and committee space for the United States Senate. It has oversight for the daily care, maintenance, repair and operations of more than 3 million square feet of facility space, including the Dirksen, Hart and Russell Senate office buildings, restaurants, an employees' child care

center, a congressional page school and dormitory and subway systems. The jurisdiction also manages 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 U.S. Supreme Court Building and the Thurgood Marshall Federal Judiciary Building. 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 AOC performs its responsibilities for the operation and care of the U.S. Supreme Court Building under the direction of the Marshal of the Supreme Court. The AOC provides, on a reimbursable basis, care and maintenance, minor construction and capital

Capitol Highlights



Cannon Renewal Project

The Cannon House Office Building, constructed in 1908, is the oldest of the House office buildings. Prior to this renewal, the Cannon Building had not received a complete building system upgrade since the 1930s and many of its original systems remained. The need for a comprehensive utility infrastructure upgrade, combined with the deterioration of the building's exterior stone façade, necessitated a complete building renewal.

The Cannon Renewal Project is the largest capital project undertaken by the AOC. Work on the multiphase renewal began in 2015 with a 10-year projected target date for completion. The project is divided into five distinct work phases, with each two-year phase aligned to fall between congressional move cycles. The AOC completed Phase 0 in FY 2017.

During FY 2019, the AOC opened Phase 1 of the project. This was the largest phase based on square footage and its work included: repairing

and painting the Cannon Rotunda's historic plaster dome, renovating 31 member suites in time for the 116th congressional transition and office moves, and completing work on two committee hearing rooms, a food servery and two building entrances.

The AOC also began Phase 2 of the project which involved the closure of the northern Independence Avenue wing. This phase impacts 29 member suites, one hearing room and one building entrance. By the fiscal year-end, demolition and abatement of the member suites, the basement and the fifth-floor interior space were underway. Work on the exterior façade restoration will continue throughout FY 2020, including 34 historic Doric columns.

When fully complete, the Cannon Renewal Project will provide modern amenities and an effective workplace to support congressional operations and preserve the building into the next century.

www.aoc.gov/cannon



The AOC supported several high-profile special events on the Capitol campus throughout the year, including the lying in state of President George H.W. Bush in the U.S. Capitol Rotunda in December 2018.

project support in the Marshall Building to the Administrative Office of the U.S. Courts. For more information: www.aoc.gov/jurisdiction/supreme-court-building-and-grounds.

U.S. Botanic Garden

The U.S. Botanic Garden (USBG) jurisdiction oversees the maintenance, operations and construction for all USBG facilities, including the Conservatory and approximately 8 acres of surrounding gardens encompassing the National Garden and Bartholdi Park. The jurisdiction's responsibilities also include the 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. As a leader in plant conservation efforts, the USBG helped found

the Sustainable SITES Initiative (SITES[®]) program to encourage sustainable landscaping. The executive director of the USBG 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. Completed in 2008, the facility serves as the main entrance for those visiting the U.S. Capitol Building. The facility offers a welcoming and educational atmosphere for visitors to learn about the unique characteristics of the House, the Senate and the legislative process, as well as the history and development of the architecture and art of the U.S. Capitol. It provides exhibits, a restaurant, two orientation theaters, a large auditorium and two gift shops to enhance the visitor experience. More than 24 million people from around the world have visited the CVC since its opening. For more information: www.aoc.gov/jurisdiction/capitol-visitor-center or www.visitthecapitol.gov.

Did You Know?

Visitor guides lead outdoor tours of the U.S. Capitol Grounds Monday through Saturday at 1 p.m. during May, June, September and October. On these tours, visitors learn about the memorial trees, fountains, sculptures and the historic events that continue to take place in this beautiful setting.

Summary of Key Risks

Introduction

During FY 2019, the AOC conducted a series of risk assessment and prioritization strategy sessions to determine and rank the agency's enterprise level risks. In these Executive Leadership Team sessions, the AOC identified and prioritized 12 enterprise level risks. The AOC prioritized the risks based on the likelihood of realization and the potential impact to mission capability. Based on this process, the AOC identified four priority risks: deferred maintenance and capital renewal, funding for information technology operations, cybersecurity and construction project management. The AOC is developing risk mitigation plans for these four enterprise level risks.

Risk: Deferred Maintenance and Capital Renewal

Risk statement: If the AOC is not resourced to adequately address its deferred maintenance and capital renewal backlog, then continued deferral will increase the effort, time and costs required to preserve buildings and heritage assets and/or prevent system failures.

Strategic goal alignment: Maintain Awe-Inspiring Facilities

Risk: Funding for Information Technology Operations

Risk Statement: If the AOC does not receive adequate resources for information technology (IT), then the IT services and functions that the agency relies upon to meet its mission may be at risk of failure and the agency may not have the capacity to adequately support critical areas. This risk could also limit system growth opportunities and prevent the agency from meeting key staffing requirements necessary to maintain IT services and functions.

Strategic goal alignment: Operate as One Team, Dedicated to One Mission

Risk: Cybersecurity

Risk Statement: If the AOC Information Technology Division (ITD) does not receive adequate resources to provide the systems and personnel oversight of a sound cybersecurity program, and provide more effective control of the decentralized IT components, the AOC is at an increased risk from external and internal cyberthreats that could result in a disruption to the AOC's operations.

Strategic goal alignment: Operate as One Team, Dedicated to One Mission

Risk: Construction Project Management

Risk statement: If construction projects are not effectively planned, communicated and executed within the approved parameters (i.e., cost, schedule, delivered safely, high quality and with minimal client disruption), then the AOC risks damage to effective project execution and stakeholder relationships. The construction projects include contractor-executed projects, Construction Division projects and jurisdictional in-house projects.

Strategic goal alignment: Maintain Awe-Inspiring Facilities



The AOC's Strategic Plan lays out the agency's strategic goals and sets the direction for performance management for the FY 2017–FY 2021 period.

Performance Highlights

Strategic Planning Framework

The AOC Strategic Plan 2017–2021 positions the agency to meet the ever-growing and changing demands of its mission during a time of growth in facilities, visitors and capital construction. The Strategic Plan aligns with the guidance contained in OMB Circular No. A-11, Part 6 and is publicly available at: www.aoc.gov/publications.

Strategic Goals and Objectives

The Strategic Plan is structured around four strategic goals and eight objectives, as well as the specific strategies to accomplish them and key performance indicators (KPIs) that aid in their measurement.

Strategic Goal 1: Maintain Awe-Inspiring Facilities — This goal supports the agency's stewardship of the structures and grounds of the Capitol campus. This goal ensures visitors to the Capitol campus — and those who work within its facilities — experience the grandeur of these historic treasures at their very best.

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 serve visitors from across the nation and around the

world to celebrate and discover the center and symbol of American democracy.

Strategic Goal 3: Foster an Innovative and Empowered Workforce — This goal supports agency staff members as they exercise greater responsibility for their performance and proactively apply well-informed judgment and innovations to identify results-oriented solutions to problems.

Strategic Goal 4: Operate as One Team, Dedicated to One Mission — This goal supports and encourages collaboration among the various AOC functions and organizations.

The first two goals, Maintain Awe-Inspiring Facilities and Provide Extraordinary Services, are externally focused and guide efforts 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 employee engagement and accountability, as well as a culture of innovation, collaboration and safety. **Table 4** identifies the relationship between the AOC's four strategic goals and the eight strategic objectives that support them.

TABLE 4 Strategic Goals and Objectives

| | STRATEGIC GOALS | STRATEGIC OBJECTIVES |
|-------------------------|--|---|
| PROGRAM-ORIENTED GOALS | 1. MAINTAIN AWE-INSPIRING FACILITIES | <ol style="list-style-type: none"> 1. Reliably deliver high-quality capital projects 2. Preserve, maintain and operate facilities, cultural and natural resources at the highest quality levels |
| | 2. PROVIDE EXTRAORDINARY SERVICES | <ol style="list-style-type: none"> 1. 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 | <ol style="list-style-type: none"> 1. Strengthen employee performance through improved development and accountability practices 2. Cultivate high employee engagement in the workplace 3. Provide for the security and safety of every AOC employee |
| | 4. OPERATE AS ONE TEAM, DEDICATED TO ONE MISSION | <ol style="list-style-type: none"> 1. 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. Strategically plan, allocate and manage resources AOC-wide |

In FY 2019, the AOC developed an enterprise level Performance Plan that defines a set of strategic initiatives that boost the agency's ability to accomplish its strategic goals and objectives. The plan also identifies the KPIs that assess progress toward the performance outcomes in the Strategic Plan. The Performance Plan covers two years and the AOC updates the plan annually. The FY 2019–2020 Performance Plan identifies 31 KPIs. Indicators measure performance against an established target or establish a baseline of performance, as required under the *GPRAMA Modernization Act of 2010* (GPRAMA). When available, up to five years of historic data are provided for trend comparison. **Table 5** indicates the number of objectives and KPIs associated with each goal.

TABLE 5 Strategic Objectives and Key Performance Indicators by Strategic Goal

| STRATEGIC GOAL | STRATEGIC OBJECTIVES | KEY PERFORMANCE INDICATORS |
|---|----------------------|----------------------------|
| Maintain Awe-Inspiring Facilities | 2 | 5 |
| Provide Extraordinary Services | 1 | 4 |
| Foster an Innovative and Empowered Workforce | 3 | 13 |
| Operate as One Team, Dedicated to One Mission | 2 | 9 |
| Total | 8 | 31 |

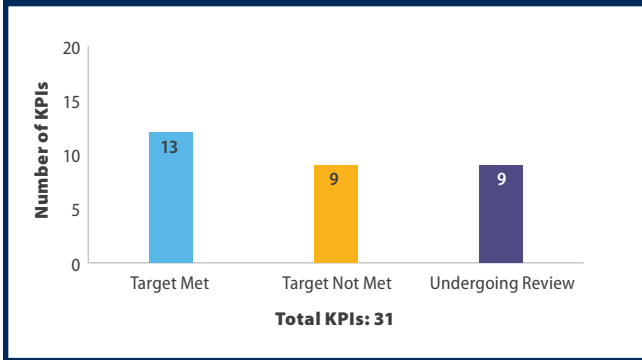
In FY 2019, the AOC met the performance targets for 13 KPIs and did not meet the target for 9 of the KPIs that had a performance target for this fiscal year (see **Figure 9**). The AOC classified nine KPIs as "Undergoing Review" for performance measures that the agency is reevaluating and improving to ensure data quality. As part of ongoing efforts to strengthen and improve its performance management structure, the AOC began evaluating changes for its KPIs in FY 2020 and FY 2021 (for more detail, each strategic objective's future strategies and KPIs are provided in Section II: Performance Information).

Data Validation and Verification

In accordance with the GPRAMA, 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.

The assessments occur frequently in the development stages of dashboards and management reports. Subject matter experts and agency executives regularly conduct performance data meetings.

FIGURE 9 Key Performance Indicator Results



High-Level Key Performance Indicators

Within this Management’s Discussion and Analysis section, highlights of the AOC’s performance are represented by high-level key performance indicators (KPIs). The high-level KPIs are a subset of the KPIs 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 and applicable prior year results for comparison. The indicators, displayed in **Tables 6** through **9**, are organized by strategic goal. In addition, the performance summary includes narrative highlights that describe major program and project results for each strategic goal.

For More Information

Section II: Performance Information provides a complete discussion of the AOC’s performance results.

Capitol Highlights



House of Representatives Child Care Center

The House of Representatives Child Care Center (HRCCC) expansion and relocation project addresses the expanded need for child care for congressional staff and support personnel. The construction project includes 40,000 square feet of interior space on the first floor of the O’Neill House Office Building and 18,000 square feet of converted outdoor play area.

In December 2018, the AOC completed the project’s first phase, construction of the facility’s East Wing, and enrollment at the center began in January 2019. As part of this effort, the D Street, SW traffic calming project was also completed, providing a space for the safe and efficient transport of children to and from the center.

The AOC began work on the second phase of the project in FY 2019, which addresses the HRCCC’s West Wing. The AOC completed approximately 35 percent of this phase’s exterior construction at the close of FY 2019 and nearly completed the interior work (scheduled for completion in January 2020). As part of this project, inspections determined that the roof of the O’Neill Building garage was in poor condition due to failed waterproofing. This necessitated extensive concrete repairs to the garage roof before the construction of the two playgrounds serving the center.

When complete, this day care facility will allow the HRCCC to triple its capacity and accommodate the enrollment of more than 200 children. This expansion is expected to significantly reduce the center’s waitlist (from three years to one year), making it easier for the House of Representatives to retain talented staffers with young children.



The Maintain Awe-Inspiring Facilities strategic goal addresses the AOC's core facilities operations, stewardship, capital project delivery and sustainability programs. This fiscal year, the AOC opened the Cannon Renewal Project's Phase 1 wing, which includes the restored Cannon Rotunda, as shown in this 360 degree image.

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. As shown in **Table 6**, there are two strategic objectives, two strategies and two high-level KPIs associated with this strategic goal. These high-level KPIs track sustainability and preventive maintenance and establish standards for facility management and gardens and grounds. The agency reached its targeted performance for one high-level KPI, did not meet two and did not measure another. For an in-depth discussion of the indicator results and strategy outcomes, see Section II: Performance Information.

In addition to these high-level KPIs, the AOC accomplished activities aligned with this strategic goal, including:

Capital Project Delivery

- **Cannon Renewal Project:** The AOC opened the Phase 1 wing (New Jersey Avenue, SE) and began work on Phase 2 (Independence Avenue, SE) of the renewal of the historic Cannon House Office Building (the AOC completed Phase 0 of the project in FY 2017). Phase 1 of the renewal was the largest of the five phases and involved multiple specialty spaces such as the Cannon Rotunda, food servery and two hearing rooms, as well as the construction of a new fifth floor. See also Capitol Highlights: Cannon Renewal Project.
- **Stone Preservation Program:** 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, Thurgood Marshall Federal Judiciary Building, Russell Senate Office Building and U.S. Botanic Garden Conservatory. These projects are critical to restore the facilities' exterior stone after decades of degradation by weather, age and environmental conditions. See **Appendix D** for a summary of major stone repair and preservation projects.

■ **U.S. Capitol Building Exterior Stone and Metal**

Preservation Project: The AOC continued construction at the U.S. Capitol House Extension's south, east and west façades. This multiphased project is designed to address deferred maintenance and extend the life expectancy of the deteriorated stone. During FY 2019, the marble stone preservation project included removing, carving (hand and laser) and installing more than 300 rosettes, brackets, capital column leaves, scrolls and other "Dutchman" repairs that replicate the deteriorated or missing elements. The project involved removing approximately 8 miles of mortar from all joints, repointing the joints, and removing, refinishing and reinstalling the metal railings.

■ **Russell Exterior Envelope Project:** The Senate Office Buildings jurisdiction completed the first part of the multiyear project to restore the Russell Building exterior in FY 2019. The initial sequence of the project focused on restoration of the stone and windows on the north side of the building. The second sequence of the project, which is focused on the building's south and east sides, has begun and is scheduled for completion by spring 2021.

■ **House of Representatives Child Care Center:** Throughout FY 2019, the AOC continued work on the House of Representatives Child Care Center expansion and relocation project. In December 2018, the AOC completed construction for the project's first phase in the O'Neill House Office Building's East Wing. The AOC also began construction on the project's second phase, which addresses the Center's West Wing. This phase will be completed in spring 2020. See also Capitol Highlights: House of Representatives Child Care Center.

■ **Exhibition Hall Redesign:** In March 2019, the AOC closed the U.S. Capitol Visitor Center's Exhibition Hall for renovations. This year, the AOC substantially completed the design and

TABLE 6 Maintain Awe-Inspiring Facilities Strategic Goal "At a Glance"

| STRATEGIC OBJECTIVES | <ol style="list-style-type: none"> 1. Reliably deliver high-quality capital projects 2. Preserve, maintain and operate facilities, cultural and natural resources at the highest quality levels | | | | | | |
|--|--|-------------------------|-------------------------|--|--|------------------------------|--|
| STRATEGIES | <ol style="list-style-type: none"> 1. Identify, analyze and strengthen critical management processes, resources and assignment of responsibilities for successful Capital Improvement Program project delivery 2. Research, analyze and select the most appropriate industry standards, desired levels of performance, and associated implementation plans for achieving desired levels of performance for each of the AOC's key operational functions | | | | | | |
| HIGH-LEVEL KEY PERFORMANCE INDICATOR | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 TARGET | FY 2019 RESULTS |
| 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. | N/A | N/A | N/A | 4 of 5 Component Targets Met Not 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 | New Measure for FY 2019 | New Measure for FY 2019 | New Measure for FY 2019 | Establish Standards | Standards Not Established Not Met |

awarded the pre-construction and demolition services contracts. The Exhibition Hall redesign is a high-visibility project for the AOC. A more educational and interactive environment will better inform, involve and inspire visitors about Congress' role in the democratic process. Exhibition Hall will reopen in 2021. During the renovation period, the CVC continues to offer a full calendar of tours and programs.

- **Incorporate New Technologies for Project Management:** The AOC conducted pilot programs for new technologies such as the e-Builder project management information system to track and manage agency construction projects across the Capitol campus, and Bluebeam, for building information modeling. In addition, the agency provided user training on the e-Builder system to more than 50 AOC staff and contractors who plan and implement capital projects.
- **Capital Project Security Standards:** The AOC coordinated with the U.S. Capitol Police to establish baseline security standards for construction projects that ensure the safety and security of the congressional community. These standards strengthen coordination and relationships with internal and external stakeholders, standardize design approaches and improve awareness of security requirements for critical construction projects.

Cultural Preservation

- **Ulysses S. Grant Memorial Restoration:** Following the restoration of the bronze statuary and upper plazas, the AOC embarked on the next phases of the Grant Memorial restoration. Work on the lower plaza granite paving repairs began and was 80 percent complete at the close of FY 2019. Current year work included poultice work at the marble base of the Ulysses S. Grant and lion statues, stone consolidation and the installation of replica lamps. In addition, the AOC initiated a regular maintenance program to inspect the bronze castings and coatings. Going forward, the AOC will maintain the Grant Memorial on a three-year schedule.
- **U.S. Capitol Crypt Exhibit on Stone Preservation:** The AOC installed a new exhibit on stone preservation in the U.S. Capitol Crypt. The exhibition features an overview of the stone used in buildings on the Capitol campus, causes of stone deterioration and preservation techniques, and highlights of Capitol campus stone preservation projects. Artifacts displayed include pieces of deteriorated marble, examples of replacement pieces and the tools used by marble carvers.

Facilities Maintenance

- **Preservation Documentation:** In January 2019, the AOC completed the building preservation guide for the James Madison Memorial Building. This was the 10th building

preservation guide completed since the AOC Preservation Policy and Standards documentation program was implemented in 2010. The preservation guide classifies all building preservation zones, identifies the architecturally significant features and elements within many of the important public and private rooms, and provides the AOC with appropriate preservation treatment standards for the important elements and features of the building.

- **Exterior Metals Inventory and Conservation Analysis:** The AOC conducted Phase 1 of an exterior metals inventory and conservation analysis. All historically and architecturally significant metals at the Capitol Building, Capitol Square, Senate Park and Union Square were identified, inventoried and located on an AOC geographic information system (GIS) planning map. As part of this analysis, the AOC surveyed each metal object, assessed its condition and prioritized its maintenance. The appropriate treatment to clean, repair and restore exterior metal was included in the report. Phase 2 inventory is underway at the Library Buildings and Grounds, House Office Buildings and Senate Office Buildings jurisdictions.
- **Facility Condition Assessments and Studies:** The AOC completed facility condition assessments (FCAs) for the Ford House Office Building, O'Neill House Office Building, Hart Senate Office Building, Packard Campus, Robert A. Taft Memorial and Carillon, Special Facility Center and Senate Employees' Child Care Center. The FCAs contain snapshots of current conditions and recommendations for intermediate and long-term actions. In addition, the AOC conducted studies to assess campus issues, including: a Hart Senate Office Building garage operational study, Hart Building air handling unit study and a groundwater penetration study for the tunnel connecting the Cannon Building to the U.S. Capitol.
- **Gardens and Grounds Standards:** The AOC convened a cross-jurisdictional committee to develop standards for Capitol campus' gardens and grounds. The standards will enhance and refine existing landscape plans such as the Snow Removal Operational Plan, the Arboretum Management Plan and landscape and tree protection standards.

Facilities Operations (including Sustainability and Energy)

- **Cogeneration System Operations:** Following a three-year construction effort, the AOC completed its first full fiscal year of cogeneration operations in FY 2019. The implementation of the cogeneration system at the Capitol Power Plant helps the AOC promote the reliable and efficient delivery of utilities on the Capitol campus. This new plant generates electricity and steam, improves plant efficiencies and provides significant energy savings.

- Energy Savings Performance Contract:** In September 2019, the AOC's Library Buildings and Grounds jurisdiction awarded an energy savings performance contract (ESPC) to install energy efficient systems, lighting, HVAC control enhancements and water conservation improvements throughout the Library of Congress' facilities. As part of this effort, the AOC completed an investment grade audit to outline the work, costs and energy savings. This ESPC represents a significant opportunity to improve the agency's energy efficiency as the Library's facilities account for 31 percent of the agency's building electricity, 26 percent of delivered steam and 32 percent of chilled water.
- Improved Irrigation Methods and Practices:** To reduce water use, the AOC is reviewing its campuswide irrigation methods and practices. This effort will replace high-output water heads with low-output heads that deliver irrigation to required areas while reducing wasteful overspray. Also, the Capitol Grounds and Arboretum jurisdiction is pursuing irrigation auditing programs to find additional water conservation opportunities.

Other

- Pilot Program to Streamline Compliance Findings:** The AOC completed a pilot program in the Senate Office Buildings jurisdiction to streamline the closeout of the Office of Congressional Workplace Rights (OCWR) compliance findings related to accessibility, fire and life safety protection. The new process places a compliance finding directly into the AOC's work order system. The improved process allows open findings to be more readily tracked and included in Line Item Construction Program (LICP) requests, facilitates coordination of reporting *Americans with Disabilities Act* (ADA) and occupational safety and health findings, and will ultimately result in increased ADA-accessibility across the Capitol campus. The AOC is expanding the process throughout the agency for the most recent OCWR compliance findings.
- Perimeter Security Bollard and Fence Painting:** The AOC cleaned and painted fencing and approximately 1,200 bollards across the Capitol campus — nearly one-quarter of all bollards — extending their useful lives until they can be replaced. Services also included repair and preventive maintenance tasks for perimeter security elements, such as kiosks, walls and planters.
- New Safety Observation Tools:** The AOC developed a mobile application as part of the agency's behavior-based safety program, Safety Observations and Reflections (SOAR), to better identify and document safety issues. The application provides an easy-to-complete safety observation template



The AOC is responsible for facilities maintenance tasks — including preventive and recurring maintenance activities. One such task, shown here, is the periodic lowering of a chandelier in the U.S. Capitol Building's House of Representatives wing for routine cleaning and relamping.

on AOC staff mobile phones to support safety discussions and enable real-time documentation and reporting of safety issues for the agency's safety dashboards. The dashboards provide agency management information about workplace safety hazards and correction efforts. See also Capitol Highlights: Integrated Safety Management System.



The U.S. Capitol Visitor Center provides tours and programs for more than 2 million visitors annually. The robust offerings of Capitol tours, programs, exhibits, videos and activities are free of charge to the visiting public.

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 to Congress and the Supreme Court, as well as a provider of visitor services for the public. As seen

in **Table 7**, there is one strategic objective, two strategies and one high-level KPI associated with this goal. The high-level KPI is new and tracks the AOC’s customer experience program. The agency reached its targeted performance for this KPI. For an in-depth discussion of the indicator results and strategy outcomes, see Section II: Performance Information.

| TABLE 7 Provide Extraordinary Services Strategic Goal “At a Glance” | | | | | | | |
|---|--|------------------|------------------|------------------|------------------|---------------------|--------------------------------|
| STRATEGIC OBJECTIVES | 1. Demonstrate our expertise while exhibiting responsiveness, ownership and courtesy to all internal and external customers | | | | | | |
| STRATEGIES | 1. Regularly administer, and refine as appropriate, customer satisfaction surveys for each major line of business in the AOC 2. Enhance the AOC’s ability to understand and respond to customer needs and enhance the customer experience | | | | | | |
| HIGH-LEVEL KEY PERFORMANCE INDICATOR | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 TARGET | FY 2019 RESULTS |
| Customer Experience Program. Establish and develop the customer experience program. | N/A | N/A | N/A | N/A | N/A | Program Established | Program Established Met |
| Customer Satisfaction with Projects. Maintain high customer satisfaction with projects. | 96.5% Met | 96.5% Met | 95.4% Met | 92.4% Met | 94.7% Met | ≥ 90.0% | 95.2% Met |

In addition, the AOC attained several accomplishments for the activities aligned with the strategic goal, including:

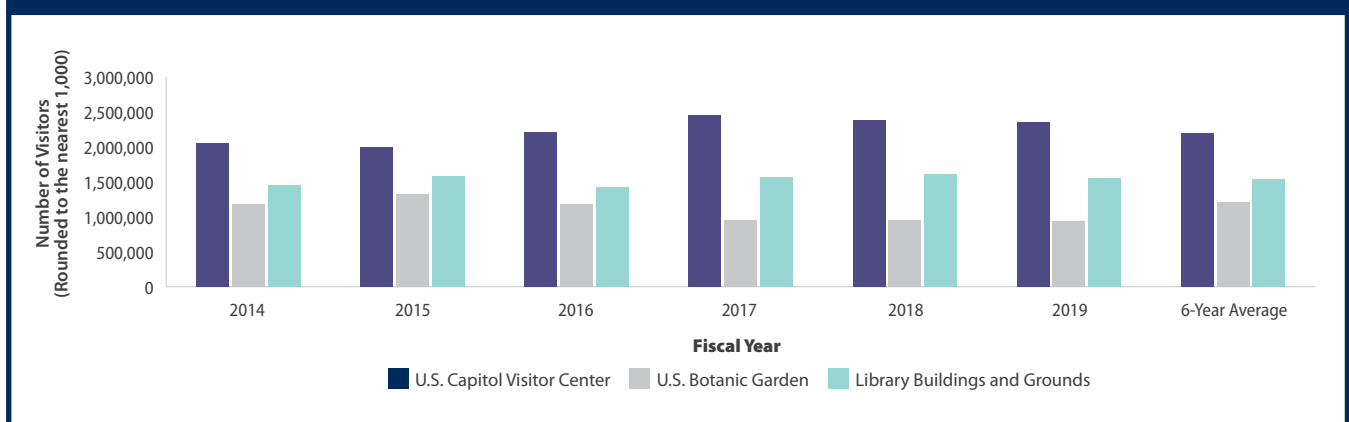
Visitor Services

- Exhibitions:** The AOC offered a number of exemplary exhibitions and programs to educate and inspire the public. These included the Celebrating New American Gardens exhibit at the U.S. Botanic Garden (USBG) and Congress and the Separation of Powers, Part 2 at the U.S. Capitol Visitor Center (CVC). The USBG's highly popular holiday show, with a theme of train stations across America, drew nearly 220,000 visitors. See **Appendix E** for an annotated list and description of the major exhibitions held during FY 2019 and a short feature on the Gardens Across America exhibit on Page 40.
- Capitol Campus Visitation:** In December 2018, the CVC marked its 10th anniversary since the facility opened to the public. Since opening, the CVC has welcomed more than 24 million visitors from across the country and around the world. The agency's CVC, USBG and the Library Buildings and Grounds jurisdictions welcomed approximately 4.8 million visitors to the Capitol campus during FY 2019 (as shown in **Figure 10**). See **Appendix F** for monthly and annual visitation data.
- Special Events:** In FY 2019, the AOC planned, designed and provided support for more than 20 special events in the U.S. Capitol, including congressional ceremonies, joint sessions of Congress and other high profile events. These events included the lying in state for the 41st President George H.W. Bush in December 2018. The AOC staff proudly assisted for 36 continuous hours to support this solemn event.
- Specialty Tours and Educational Programs:** The CVC continued to provide a variety of specialty tours for the visiting public. For instance, the Freedom Fighters in the Capitol Collection

tour introduced visitors to four ordinary Americans whose actions changed the course of civil rights history, the Halls of the Senate tour took visitors through the beautiful Brumidi Corridors. This fiscal year, the CVC staff also developed and implemented new educational programs to create greater personal engagement with the U.S. Capitol and its history. This included a new tour, Votes for Women, and two public events: Votes for Women Day celebrating the centennial of women's suffrage and British Invasion! referring to the War of 1812 and its impact on the U.S. Capitol. The USBG offered several innovative programs including the Morning at the Garden/ Evening at the Garden programs for visitors with cognitive and sensory processing disabilities and their families.

- Library Garden Commemoration:** In collaboration with the Library of Congress' educational programs and exhibits, the AOC planted a flower bed outside of the Thomas Jefferson Building to commemorate the centennial of the 19th Amendment, granting women the right to vote nationally. The color of the flower beds reflected the colors adopted by various suffrage groups. See also Capitol Highlights: Library Garden Commemorates the 19th Amendment.
- American Public Gardens Association Annual Conference:** In June 2019, the U.S. Botanic Garden co-hosted the largest ever annual conference (more than 1,100 registrants) of the American Public Gardens Association with the theme Thrive Together, Diversity Grows Gardens. The 2019 conference provided public gardens with the tools to be accessible and inclusive for all who work at and visit these spaces.
- Native American Historical Representation:** In FY 2019, the CVC contracted with a museum consultant with an expertise in interpreting Native American history to assist in developing an interpretation plan, accompanying training and supporting materials. This effort will allow the AOC to better highlight Native American history at the Capitol.

FIGURE 10 Capitol Campus Visitation From FY 2014 Through FY 2019



Client/Tenant Services

- Election-Year Congressional Moves:** The AOC completed the Senate and House office and committee moves for the 116th Congress. For this effort, the agency upgraded the Senate Suites online suite selection tool with 360-degree photos of offices to allow for expanded virtual tours of Senate office suites. At the House, the AOC successfully deployed upgraded room selection software (featuring real-time notifications and the ability to compare suites) and modified the member suite selection lottery process to accommodate the suites' availability during the Cannon Renewal Project. See also **Infographic 116th Congressional Transition Moves Completed**.
- Hosted Congressional Events:** The USBG hosts dozens of congressional evening events each year in the Conservatory. In FY 2019, the USBG was asked to expand these events to include the outdoor spaces within the gated National Garden to the west of the Conservatory. Evening events were a great success throughout the year with guests enjoying the indoor and outdoor gardens. The USBG hosted 27 congressional



This fiscal year, the AOC helped senators, representatives, congressional staffs and committees move into newly renovated suites to support the 116th congressional transition.

INFOGRAPHIC 116th Congressional Transition Moves Completed

116th Congressional Transition Moves Completed

An important behind the scenes service that the AOC provides is the execution of all member and Congressional Committee office moves and space reassignments associated with the biennial elections.



Senate Office Buildings

29

Office moves



Increased collaboration and employee development



3,625
Furniture items issued



360°
360-degree virtual tours of available office suites

Enhanced data reporting and historical records access for each office suite

House Office Buildings

90

Suites set up for freshman members

167

Storage room moves

189

Office moves for sitting members



15,000+
Completed work orders



88%

Move satisfaction rate

events in FY 2019 that were attended by 4,805 people, including 72 members of Congress.

- **Construction Division Emergency Services:** The AOC's Construction Division provided emergency services to repair a ruptured water line on the west side of the U.S. Capitol Building and to fill in sinkholes in front of the Rayburn House Office Building and the James Madison Memorial Building.

Internal Customer Services

- **Workers' Compensation Management System:** The AOC implemented a new case management system to centralize all workers' compensation claims, chargeback reports and other miscellaneous items and to assist in case review, claims tracking and return-to-work opportunities. The new system has increased the agency's effectiveness in managing workers' compensation cases and the attendant data. The AOC identified several permanent and light duty return-to-work opportunities, resulting in approximately \$425,000 of savings this fiscal year.

Capitol Highlights



Gardens Across America Exhibit

The Architect of the Capitol serves as the acting director of the U.S. Botanic Garden (USBG) and reports on its operation to Congress. The USBG is dedicated to demonstrating the aesthetic, cultural, economic, therapeutic and ecological importance of plants through their public programs — which include tours, educational programs, exhibits and conservation efforts.

In May 2019, the USBG opened the new Gardens Across America exhibit to spotlight the diversity and beauty of the more than 600 public gardens in the United States. Twenty educational displays showcased American gardens, including the Fort Worth Botanic Garden's begonia collection and a display of the Pittsburgh Botanic Garden's efforts to clean mine water and create new gardens. Displays featured iconic

plants such as cacti and agaves from the Tucson Botanical Garden and carnivorous pitcher plants from the Atlanta Botanical Garden's bog garden. Large sculptures included a school bus (Bookworm Gardens, Wisconsin), flamingo and butterfly topiaries (Franklin Park Conservatory and Botanical Gardens, Ohio), and a wooden bee and honeycomb (Smithsonian Gardens).

This fiscal year, the USBG hosted three additional exhibits and hundreds of programs, workshops, lectures and tours. The USBG also cohosted the national conference for the American Public Gardens Association, where more than 1,100 members of the public garden community convened.



The AOC's Foster an Innovative and Empowered Workforce strategic goal empowers the workforce to meet the AOC mission. The agency promotes programs to expand employee skill sets, support career growth and develop future leaders.

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. As seen in **Table 8**, there are three strategic objectives, nine strategies and two high-level KPIs associated with this goal. The agency reached its targeted performance for both high-level KPIs. For an in-depth discussion of the indicator results and strategy outcomes, see Section II: Performance Information.

In addition, the AOC attained several accomplishments for the activities aligned with this strategic goal, including:

- **Office Reorganization to Create Positive Workplace Culture:** The AOC elevated the Diversity, Inclusion and Dispute Resolution office to report directly to the Architect of the Capitol. This organizational restructure emphasizes the agency's focus on an integrated strategy for a healthy workforce culture with clear goals and accountability.
- **Automated Safety Inspection Checklists:** The AOC initiated a transition from paper to electronic safety checklists to facilitate monthly facility safety inspections of the Capitol

Power Plant. In the FY 2019 pilot program, the AOC digitized 24 of the 90 inspection checklists. The new checklists standardize inspections and improve data collection. This allows for better analysis of safety hazards and streamlines the process to identify needed repairs and initiate work orders. The AOC will convert the remaining checklists in FY 2020.

- **New Technology to Improve Operations and Administration:** The AOC replaced and updated various technology platforms to improve data analytics and reporting and enhance efficiency through process digitization. The implementation of Tableau software provides the agency with a state-of-the-art data visualization tool that allows for the automation and improvement of reporting and performance management. The AOC also implemented the SATO E2 Solutions Travel System and joined the GSA SmartPay 3 program. In addition to reducing the agency's system costs, these report migration and consolidation efforts improve data consistency, access and usability.
- **Refrigeration Standard Operating Procedures and Education:** To help ensure the agency maintains compliance with new and applicable environmental regulations, the AOC created materials to educate employees about changes to refrigerant regulations. In addition, the AOC developed comprehensive standard operating procedures for the new

equipment included in the Refrigeration Plant Revitalization Program. The AOC also developed an operator qualification program and provided Capitol Power Plant staff with training on the new technology and equipment.

- New Horticulture Positions Developed:** The AOC developed new positions that recognize the importance of horticulture science. For instance, the Capitol Grounds and Arboretum jurisdiction created and hired a turfgrass manager to develop and implement a campuswide turf management program. This staff position will assist the AOC address the intensive reconstruction needs of the heavily used areas of

the grounds after demonstrations, events and ceremonies. In addition, the AOC created a plant health care specialist position to enhance the workforce’s biological science skill set and develop the agency’s plant health program.

- Civility and Etiquette Handbook:** The AOC’s Safety, Fire and Environmental Programs collectively created a standard of behavior for employees that is designed to advance a supportive and respectful workplace environment. This effort produced a handbook for civility and etiquette, published in April 2019.

TABLE 8 Foster an Innovative and Empowered Workforce Strategic Goal “At a Glance”

| HIGH-LEVEL KEY PERFORMANCE INDICATOR | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 TARGET | FY 2019 RESULTS |
|---|---|------------------------|--------------------|------------------------|--------------------|----------------|---------------------|
| STRATEGIC OBJECTIVES | <ol style="list-style-type: none"> Strengthen employee performance through improved development and accountability practices Cultivate high employee engagement in the workplace Provide for the security and safety of every AOC employee | | | | | | |
| STRATEGIES | <ol style="list-style-type: none"> Provide training to employees in job-related knowledge, skills and abilities (including training to industry standards) and/or desired behaviors Provide supervisory training and coaching on effective employee performance management Incorporate AOC core values and customer service philosophy into the Performance Communication and Evaluation System Deploy a learning management system that provides supervisors with the ability to track required training 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 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 system Promote fairness in hiring and promotions by providing supervisor and employee training in hiring processes and providing feedback to all internal applicants not selected through standard recruiting processes Develop and deliver training and communication to improve awareness, preparedness and safety/security performance Routinely self-identify and self-correct risks to ensure a safe and environmentally compliant work environment | | | | | | |
| 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 | 7th Baseline | N/A | 11th Not Met | N/A | <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 | N/A | N/A | 33.3% | 36.4% Met |
| Injuries and Illnesses Rate. Reduce the annual injuries and illness rate.* | 2.79 Met | 4.28 Not Met | 3.14 Met | 2.37 Met | 2.33 Met | <2.33 | 2.23 Met |

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



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.

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 allows the AOC to improve efficiency and reduce costs. As seen in **Table 9**, there are two strategic objectives and three strategies associated with this goal, and one high-level KPI, which the agency did not meet in FY 2019. For an in-depth discussion of the indicator results and strategy outcomes, see Section II: Performance Information.

In addition, the AOC attained several accomplishments aligned with this strategic goal, including:

- Architect's Mobility Program:** The Architect's Mobility Program (AMP) offers career opportunities for high potential employees to cross-train within the agency. AMP provides these employees on-the-job training and formal training assignments that expand career possibilities. In FY 2019, 16 employees actively participated in the AMP and eight employees graduated from the program.
- Enterprise Risk Management (ERM) Program:** The AOC further developed the ERM program to comply with the latest Office of Management and Budget (OMB) Circular A-123 guidance. The AOC uses a maturity model approach to integrate risk management activities throughout the agency. The AOC completed a comprehensive risk assessment, identified enterprise level risks and prioritized those risks — contributing to the agency's risk profile. The effort identified 12 enterprise level risks across several areas, including: strategy, operations, financial management, safety, compliance and cybersecurity. Based on this process, four risks were identified as key priority risks (see Summary of Key Risks in this report's Management's Discussion and Analysis).
- Integrated Talent Management Efforts:** The AOC's Human Capital Management Division (HCMD) met with each jurisdiction to discuss succession and workforce planning, talent acquisition and training requirements. This process provided HCMD with a better understanding of the jurisdictions' workforce priorities, helped to develop

TABLE 9 Operate as One Team, Dedicated to One Mission Strategic Goal “At a Glance”

| | | | | | | | |
|---|---|----------------|----------------|--------------------|--------------------|-----------------------|------------------------|
| STRATEGIC OBJECTIVES | <ol style="list-style-type: none"> 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 Strategically plan, allocate and manage resources AOC-wide | | | | | | |
| STRATEGIES | <ol style="list-style-type: none"> Each business unit works to strengthen collaboration and alignment to shared purpose, with partners within and across business units by improving communication, clarifying roles and responsibilities and/or improving processes Each business unit establishes opportunities for its employees to work in or closely collaborate with the employees of other business units and for employees from other business units to work in or closely collaborate with its own business unit Determine AOC’s current and estimated future resource requirements; consider strategic approaches to resource planning, allocation and management; and fully implement solutions | | | | | | |
| HIGH-LEVEL KEY PERFORMANCE INDICATOR | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 TARGET | FY 2019 RESULTS |
| Employees Placed in Cross-Organizational Opportunities. Business units place the equivalent of 2 percent of their workforce in cross-organizational opportunities. | N/A | N/A | N/A | 100% Met | 100% Met | 100% | 100% Met |

succession planning strategies and identified workforce training requirements. The comprehensive talent management plans will serve as road maps in addressing the personnel requirements of each AOC jurisdiction.

- Shared Craftsmanship Techniques:** The Library Building and Grounds Carpentry Shop called upon the experience and best practices of the Senate Office Buildings’ carpenters to repair damaged wood carvings in the Jefferson Building’s Main Reading Room. Using the shared knowledge, the Library Buildings and Grounds jurisdiction adopted resin casting techniques that produced replicas of damaged rosettes for replacement on the wood carvings. This example of shared best practices demonstrates how the AOC is promoting efficiencies across the organization to meet its mission.

- Small Business Day:** The AOC hosted a Small Business Day in May 2019. Representatives from small businesses learned about the AOC, networked and received information on doing business with the federal government. The event is designed to help the AOC identify small business concerns that provide products or services that are necessary to its mission.
- Capitol Hill Day:** The AOC, in coordination with the Library of Congress, held the Second Annual Capitol Hill Day in September 2019. The event focused on family fun and educational activities and took place on the lawns outside the CVC entrance.

The AOC's Strategic Plan: Looking Toward the Future

Fiscal Year 2019 represented the midpoint in AOC's five-year Strategic Plan. As such, it provided an opportunity for the organization to reflect on progress made in accomplishing its goals and implement adjustments to the strategies to reflect changes in the AOC's operating environment. Over the past two fiscal years, the AOC defined strategic initiatives and realigned processes and roles to meet the strategic goals and objectives documented in the Strategic Plan. The AOC Performance Plan FY 2019–FY 2020 details these enterprise strategic initiatives. The agency identified three critical areas:

- 1. Aligning Planning, Strategy and Risk:** The AOC will take an enterprise approach to identify and manage risks to its strategic goals. The agency will embed risks to executing initiatives and actions to advance the strategic goals and objectives in the organization's performance management and governance processes. As the AOC identifies and prioritizes risks to achieving the strategic goals and objectives, the agency will develop risk response plans to aid in managing risks to an acceptable level.
- 2. Strengthening the Use of Data to Improve Performance:** The agency views data as a strategic asset and will draw upon new sources from automated systems, data marts and jurisdictional data gathering and reporting activities to provide the business intelligence necessary to manage and improve performance. As discussed in Section II: Performance Information, the AOC began refining its KPIs to assess progress on accomplishing strategic goals and operational performance. The AOC will continue to develop corporate and jurisdiction-level performance dashboards to provide agency leadership, managers and other analysts with access to data reporting, visualization and analytics that promote informed operational and strategic decisions.
- 3. Improving Impact Assessments:** The AOC will include a change management component in each of its strategic initiatives to ensure appropriate, early consideration is given to how the organization will integrate the initiatives with ongoing processes, policies and procedures. While all strategic initiatives may not require a detailed change management plan, the AOC will formalize an executive review of the resulting changes.

The AOC's Performance Plan FY 2020–FY 2021 notes how the organization is incorporating these areas into its governance and monitoring processes.

Agency Awards and Recognition

American Society of Safety Professionals: Recognition

The American Society of Safety Professionals recognized AOC Safety Engineer Marjory Anderson as an Engineering Practice Specialty Safety Professional of the Year for 2018–19.

Association of Government Accountants: Certificate of Excellence in Accountability Reporting

The AOC received the Certificate of Excellence in Accountability Reporting (CEAR) for the agency's FY 2018 Performance and Accountability Report. In addition, the AOC received a special CEAR award for recognition of its staff contributions to the agency mission via a report feature that showcased employees who exemplified the agency's "One Team, One Mission" strategic goal.

Association of Government Accountants: Certificate of Excellence in Citizen-Centric Reporting

The AOC received the Certificate of Excellence in Citizen-Centric Reporting for the agency's FY 2018 Performance and Accountability Highlights report.

Engineering News-Record MidAtlantic: 2019 Legacy Award

Former Architect of the Capitol Stephen T. Ayers received the 2019 Legacy Award for establishing a solid legacy of lifetime service to the construction industry, his colleagues and to the community.

Engineering News-Record MidAtlantic: Excellence in Safety Award of Merit

The AOC received a 2019 Excellence in Safety Award of Merit for the cogeneration project at the Capitol Power Plant.

Herb Society of America: Recognition

The Herb Society of America inducted Laura Anthony, U.S. Botanic Garden's Special Events Coordinator, into the society's Rosemary Circle.

Office of Congressional Workplace Rights: Recognition

The Office of Congressional Workplace Rights and the National Safety Council identified several AOC shops that maintained a hazard-free workplace. These included: Capitol Building's electric and labor shops, Capitol Power Plant's electric shop, House Office Buildings' elevator shop, Planning and Project Management's construction and paint shops, and Supreme Court Building and Grounds' electric, elevator, plumbing and



In November 2018, the U.S. Capitol Historical Society (USCHS) presented the Freedom Award to the AOC in recognition of its ongoing mission to care for the Capitol campus. Former Architects of the Capitol Alan M. Hantman and Stephen T. Ayers and former Acting Architect of the Capitol Christine A. Merdon were present to receive the award from USCHS Chairman Donald G. Carlson.

stonemason shops. In addition, David Hicks, a House Office Buildings safety and occupational health specialist, received an individual 115th Biennial Safety Advocate Award for his commitment to workplace safety.

TripAdvisor: Certificate of Excellence

TripAdvisor honored the U.S. Capitol Visitor Center with its 2019 Certificate of Excellence. In praise of five consecutive years of consistently high ratings from travelers (2015–2019), the CVC also received a special Hall of Fame certificate.

U.S. Capitol Historical Society: Freedom Award

The U.S. Capitol Historical Society presented the 2018 Freedom Award to the Architect of the Capitol in recognition of its ongoing mission. The ceremony also featured the unveiling of the official portrait of retiring 11th Architect of the Capitol, Stephen T. Ayers.

Washington Building Congress (WBC): Craftsmanship Awards

The Cannon Renewal Project, Phase 1, received two Craftsmanship Awards. In the electrical category, WBC recognized that during the renovation of the largest wing of the Cannon Building, its remaining wings had to stay energized, all while remaining transparent to members of Congress and their staff. In the special construction category, WBC acknowledged the difficulty of protecting the historic features of the century-old building during the demolition of its fifth floor and the construction of a temporary roof enclosure.



The AOC is committed to providing accountability and transparency for its financial resources. In FY 2019, the AOC received a clean independent audit opinion for the 15th consecutive year.

Financial Highlights

Introduction

This section provides an analysis and overview of the AOC's financial statements that appear within Section III: Financial Information of this report. The principal financial statements, independently audited by Kearney & Company, include the Balance Sheet, Statements of Net Cost, Changes in Net Position and Budgetary Resources for the fiscal years ending September 30, 2019 and 2018. **Table 10** summarizes key data from the AOC's financial statements. The financial highlights include:

- The AOC's assets exceeded the liabilities at the close of FY 2019 by \$3.0 billion, an increase of \$159 million (6 percent) over FY 2018. This change resulted from an increase in general property, plant and equipment, discussed below, and the fund balance with Treasury (FBWT).
- General property, plant and equipment (net of accumulated depreciation), the AOC's largest asset, totaled \$2.3 billion at the close of FY 2019, a \$89 million increase over FY 2018. This increase is primarily a result of capitalization costs from various Capitol campus construction projects.
- The agency's net cost of operations amounted to \$610 million, a \$59 million (11 percent) increase from the prior year. This increase reflects payroll and nonpay (e.g., inflationary and utility rate) increases and enhanced support for security services and capital projects.
- The AOC's financial activities resulted in a \$159 million positive change in net position from the prior year. Of this amount, unexpended appropriations increased \$75 million and the cumulative results of operations rose \$84 million.

Independent Financial Statement Audit

The AOC received an unmodified (clean) financial statement audit opinion for FY 2019 — the 15th consecutive year in which the agency 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. The audit also resulted in no material weaknesses or significant deficiencies. **Figure 11** shows the number of material weaknesses and significant deficiencies for each fiscal year that the AOC submitted its four principal financial statements for an audit. As the AOC's financial management processes matured, the average audit internal control findings dropped from 5.2 per year between FY 2005–FY 2010 to just 1.1 per year between FY 2011–FY 2019.

Guide to the Financial Statements

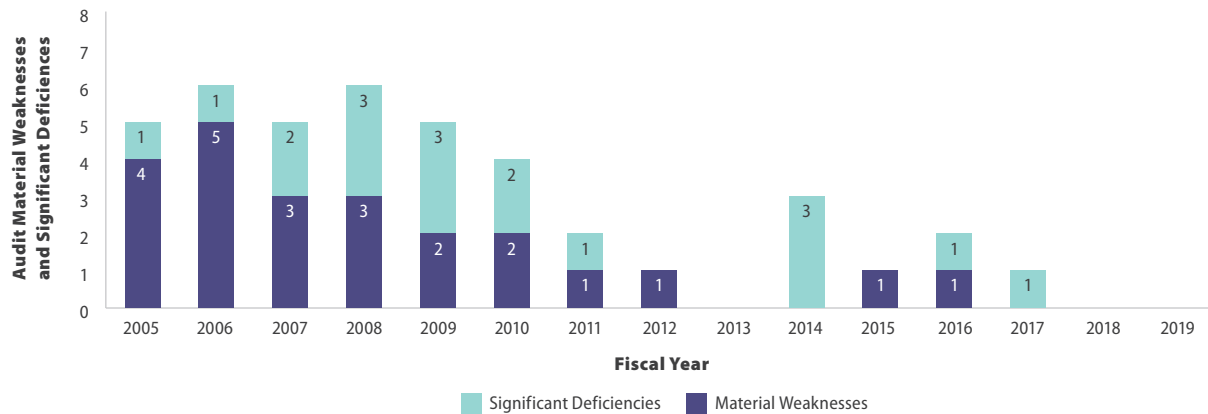
Federal government improvements in financial transparency and accountability led to the enactment of mandatory uniform accounting and reporting standards for executive branch

TABLE 10 Summary Financial Statement Data (Dollars in Thousands)

| BALANCE SHEET SUMMARY | FY 2019 | FY 2018 | PERCENT CHANGE |
|---|--------------------|--------------------|-----------------------|
| Fund Balance with Treasury | \$1,094,152 | \$1,020,087 | 7% |
| Investments | 35,264 | 33,151 | 6% |
| General Property, Plant and Equipment, Net | 2,250,783 | 2,161,475 | 4% |
| Other Assets | 4,240 | 5,251 | -19% |
| Total Assets | \$3,384,439 | \$3,219,964 | 5% |
| Debt Held by the Public | \$70,082 | \$79,740 | -12% |
| Contingent and Environmental Liabilities | 79,243 | 77,952 | 2% |
| Federal Employee Benefits | 84,840 | 87,903 | -3% |
| Advances from Others | 50,365 | 46,001 | 9% |
| Contract Holdbacks and Other Liabilities | 124,924 | 112,515 | 11% |
| Total Liabilities | \$409,454 | \$404,111 | 1% |
| Unexpended Appropriations | \$895,155 | \$820,284 | 9% |
| Cumulative Result of Operations | 2,079,830 | 1,995,569 | 4% |
| Total Net Position | \$2,974,985 | \$2,815,853 | 6% |
| Total Liabilities and Net Position | \$3,384,439 | \$3,219,964 | 5% |
| STATEMENT OF NET COST SUMMARY | | | |
| Gross Cost | \$678,618 | \$614,565 | 10% |
| Less: Earned Revenue | (69,109) | (63,929) | 8% |
| Net Cost of Operations | \$609,509 | \$550,636 | 11% |
| STATEMENT OF BUDGETARY RESOURCES SUMMARY | | | |
| Unobligated Balance Brought Forward | \$694,922 | \$616,191 | 13% |
| Appropriations* | 749,803 | 743,323 | 1% |
| Spending Authority from Offsetting Collections | 55,746 | 37,679 | 48% |
| Other Resources | 6,608 | 7,478 | -12% |
| Total Budgetary Resources | \$1,507,079 | \$1,404,671 | 7% |

* Appropriations of \$749.8 million in FY 2019, as reported on the Statement of Budgetary Resources, includes direct appropriations of \$733.7 million, \$16.0 million in the Judiciary appropriation (administered by the AOC for the care of the U.S. Supreme Court Building and grounds) and minor special funds receipts. In FY 2018, the AOC received \$712.1 million in direct appropriations, \$16.2 million in the Judiciary appropriation and a transfer of \$15.0 million from the House of Representatives appropriation.

FIGURE 11 Audit Material Weaknesses and Significant Deficiencies



agencies. As a legislative branch agency, the AOC is not bound by these standards. However, as a best practice, the AOC complies with the spirit of the executive branch requirements. As a result, 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 has organized these financial highlights as follows:

- Financial Position Overview: Balance Sheet
- Operational Results: Statement of Net Cost
- Cumulative Overview: Statement of Changes in Net Position
- Combined Statement of Budgetary Resources
- Limitations of the Principal Financial Statements

Financial Position Overview: Balance Sheet

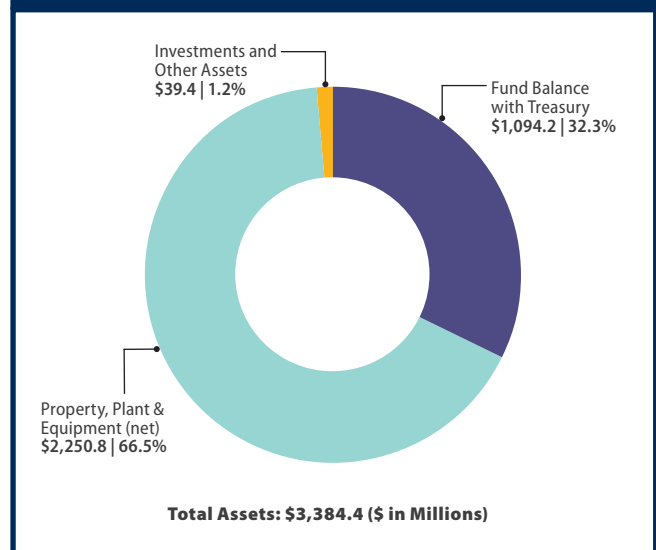
The Balance Sheet provides a snapshot of the AOC’s financial position at a fixed point in time. It displays the amounts of current and future economic benefits owned or available for use (Assets), amounts owed (Liabilities) and residual amounts (Net Position) at the end of the fiscal year.

Assets: As of September 30, 2019, the AOC reported total assets of \$3.4 billion. This represents an increase of \$164 million (5 percent) over FY 2018 total assets of \$3.2 billion. This change is primarily due to the \$89 million increase in general property, plant and equipment (PP&E) and the \$74 million increase in fund balance with Treasury (FBWT). These two asset classes account for 99 percent of the agency’s total assets.

The FBWT increase from the prior fiscal year was primarily due to additional multiyear (\$227 million) and no-year (\$72 million)

project funding received for major campus restoration projects. This major capital project funding (including \$62 million for the Cannon Renewal Project and \$10 million for the House Historic Buildings Revitalization Trust Fund) covers needed building and system upgrades for the Capitol campus. 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 operating funds are generally both obligated and disbursed in the year appropriated, multiyear or no-year capital project funds are disbursed over the life of the appropriation — resulting in a higher FBWT balance in the year appropriated. The balance will decline over time as the construction program amounts

FIGURE 12 Summary of Total Assets



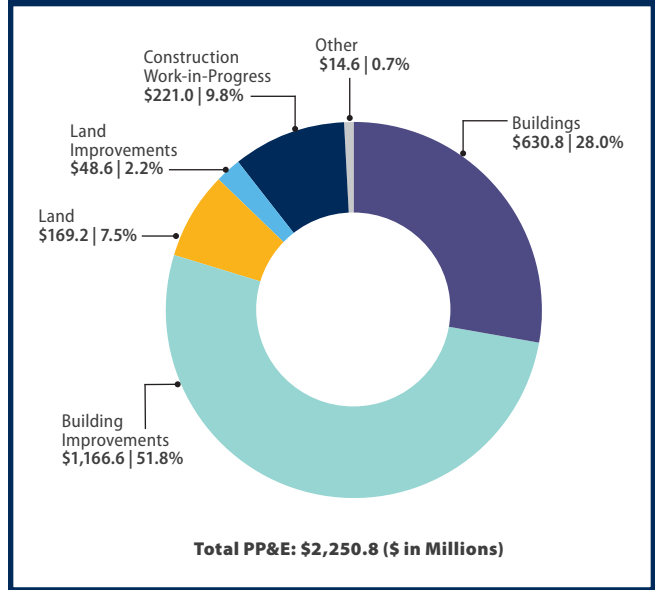
are disbursed. **Figure 12** summarizes the total assets by major component at September 30, 2019.

PP&E is the AOC's largest asset, representing over 66 percent of total assets. PP&E, net of accumulated depreciation, equaled near \$2.3 billion at fiscal year-end, an \$89 million increase from the FY 2018 balance. The increase in PP&E from the prior year is primarily due to the capitalization of construction project improvements, net of depreciation expense. Major capitalized improvements included Phase 1 of the Cannon Renewal Project (\$153 million), the Rayburn House Office Building Garage Interior Restoration (\$31 million), the House of Representatives Child Care Center (\$16 million) and the Russell Exterior Envelope Project (\$13 million). **Figure 13** summarizes the PP&E balances by asset class at September 30, 2019. The largest asset class of AOC's PP&E balance is building improvements (\$1.2 billion, 52 percent of total PP&E). The majority of the AOC's building portfolio is made up of historic buildings whose ages exceed the standard 40-year accounting useful life and most of the original costs of the buildings are fully depreciated. The remaining balance sheet value is in improvements. This category is followed by buildings (\$631 million, 28 percent) and construction work-in-progress (\$222 million, 10 percent). In FY 2019, the largest construction work-in-progress projects included Phase 2 of the Cannon Renewal Project (\$28 million), the Rayburn Building Security Window Installation (\$15 million), the U.S. Capitol Building Exterior Stone and Metal Preservation Project (\$15 million) and Phase 2 of the Senate Underground Garage and Landscape Restoration (\$14 million). The AOC expects the PP&E balance to continue to increase in future years due to capital cost accumulations related to the Cannon Renewal Project and various campus 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. Department of Treasury (near \$25 million) and an escrow balance held with the public related to the Thurgood Marshall Federal Judiciary Building³ (near \$11 million). Total investments equaled \$35 million, representing a net increase of \$2 million, or 6 percent from FY 2018. 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

³ The AOC's investments include funds held by a trustee outside of the U.S. Department 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.

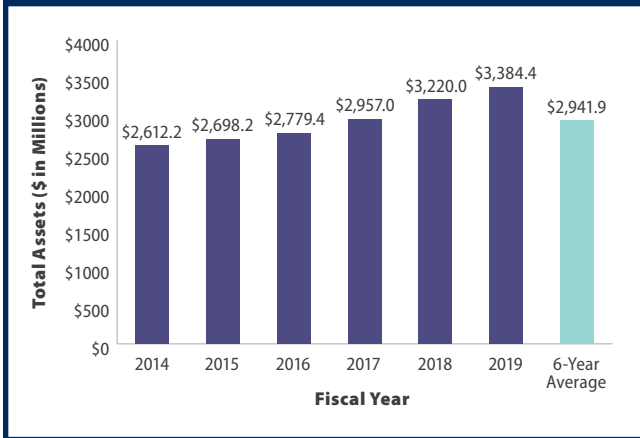
FIGURE 13 Net PP&E by Asset Class



from vendor food service operations at the Capitol Cafe. The CVC Revolving Fund investments are first available for the operation of the gift shops and — after consultation with the appropriate oversight committees — any remaining funds may be used for the operation of the CVC. The escrow reserve fund supporting the Marshall Building may be used for renovations to that facility.

The annual trend in the AOC's total assets for FY 2014 through FY 2019 is presented in **Figure 14**. As displayed, the total assets increased by \$772 million, or 30 percent, over this period. This increase is principally the result of a \$429 million (24 percent) increase in general property, plant and equipment (net of accumulated depreciation) and a \$343 million increase (46 percent) in the fund balance with Treasury (FBWT). The largest single component of the FBWT increase is related to the appropriations designated for the AOC's House Historic Buildings Revitalization Trust Fund. Since FY 2014, Congress has enacted more than \$187 million in appropriations 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. Multiyear/no-year appropriations to the AOC's jurisdictions make up the remaining component of this FBWT increase. The AOC uses multiyear and no-year appropriations to fund many of its long-term construction projects. The agency's FY 2016–FY 2019 budgets each included \$62 million in direct appropriations for the restoration and renewal of the Cannon House Office Building. The general property, plant and equipment increase was a result of the capitalization of multiple large construction projects over this period, including the U.S. Capitol Dome restoration, Phases 0 and 1 of the Cannon Renewal Project, the cogeneration plant and multiple stone restoration and preservation projects.

FIGURE 14 Trend in Total Assets



The AOC maintains an important collection of heritage assets (including artwork, architectural features, reference and library materials, archival collections and living botanical assets) 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 FASAB standards, the Balance Sheet does not include a dollar value for its heritage assets and stewardship land. Instead, as these assets are expected to be preserved indefinitely, they are carried at a zero dollar amount on the agency’s Balance Sheet.⁴ The reporting standards include an exception for multiuse heritage assets — namely, heritage assets that are primarily used for general government operations. The AOC’s multiuse heritage assets are included on its Balance Sheet at its cost of acquisition or betterment and identified in **Table 11**.

Liabilities: At the end of FY 2019, the AOC’s total liabilities amounted to \$409 million, a \$5 million (1 percent) increase from FY 2018. Major liability changes included a \$12 million (11 percent) increase in Contract Holdbacks and Other Liabilities — due to a \$4 million (32 percent) increase in contract holdbacks from construction project work, a \$4 million (9 percent) increase in Advances from Others and a \$1 million (2 percent) increase in Contingent and Environmental Liabilities. These increases were offset by a \$3 million (3 percent) decrease in federal employee benefits — mainly due to a decrease in workers’ compensation — and a \$10 million (12 percent) decline in debt held by the public due to required semiannual bond payments attributable to the Marshall Building’s construction.

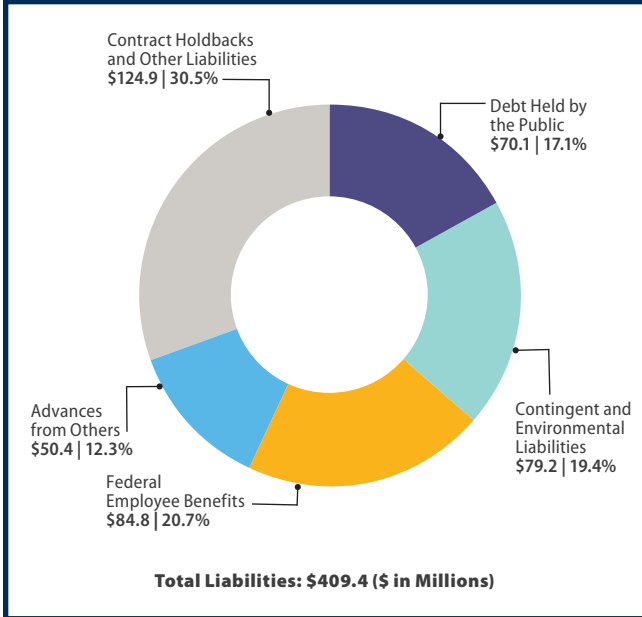
⁴ In addition, federal entities are required to provide a description of major heritage asset categories, physical unit information at the end of the reporting period, physical units added or withdrawn during the year, a description of the methods of acquisition and withdrawal, and condition information. For further detail, see the Notes to the Financial Statements (Note 9) and Required Supplementary Information, both in Section III: Financial Information of this report.

Figure 15 provides the total liabilities by component as of September 30, 2019. The AOC’s largest component of total liabilities was federal employee benefits, which accounted for \$85 million (21 percent) of the total liabilities. This balance included the workers’ compensation liabilities associated with the *Federal Employees’ Compensation Act* (FECA) (\$61 million) and accrued payroll and annual leave (\$24 million). Other major liabilities included contingent and environmental liabilities (\$79 million or 19 percent) related to estimated asbestos-

TABLE 11 Multiuse 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 |

FIGURE 15 Summary of Total Liabilities



related cleanup costs, debt held by the public (\$70 million or 17 percent) related to the 30-year Serial Zero Coupon Certificates of Participation to finance the Marshall Building’s construction.

The AOC presents the annual trend in total liabilities for FY 2014 through FY 2019 in **Figure 16**. Since FY 2014, the AOC’s total liabilities have increased by \$58 million or 16 percent. This change was primarily driven by the following account increases: a \$57 million increase in long-term debt to Washington Gas for the cogeneration plant, \$41 million in advances from others, \$20 million in other liabilities, \$9 million in contract holdbacks and \$7 million in accrued annual leave. These increases were offset by declines in the following liability balances: \$44 million in debt held by the public related to the financing of the Marshall

Building’s construction, \$17 million previously owed to the General Services Administration (GSA) related to the O’Neill House Office Building construction, \$6 million in contingent and environmental liabilities, \$6 million in federal employee benefits and \$3 million in capital lease payments.

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 2019 totaled \$610 million, an increase of \$59 million or 11 percent from FY 2018. The increase in net costs was a result of increased operational and program costs for facilities maintenance and repairs, mandatory cost-of-living payroll increases, higher nonpay (e.g., inflationary and utility rate) costs and enhanced support for security services and capital projects. 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 2019 and FY 2018 is displayed in **Figure 18**. Significant increases, year over year, included:

- **House Office Buildings:** Net costs increased by \$28 million (34 percent) due to support costs for the Cannon Renewal Project, the realignment of operating costs for the O’Neill House Office Building, the branded restaurant installation and other minor construction projects, along with a decrease in the lump-sum rent and utility payments from the Department of Health and Human Services for space used in the O’Neill Building.
- **Senate Office Buildings:** Net costs increased by \$12 million (15 percent) due to increased payroll due to inflationary costs for pay and benefit programs, along with higher facilities maintenance costs — including lease escalation costs.

FIGURE 16 Trend in Total Liabilities

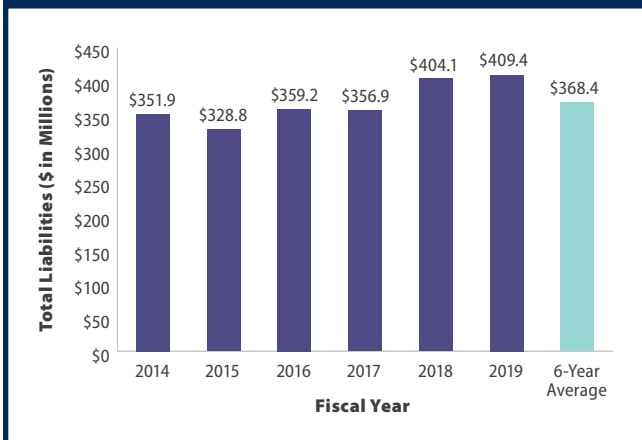
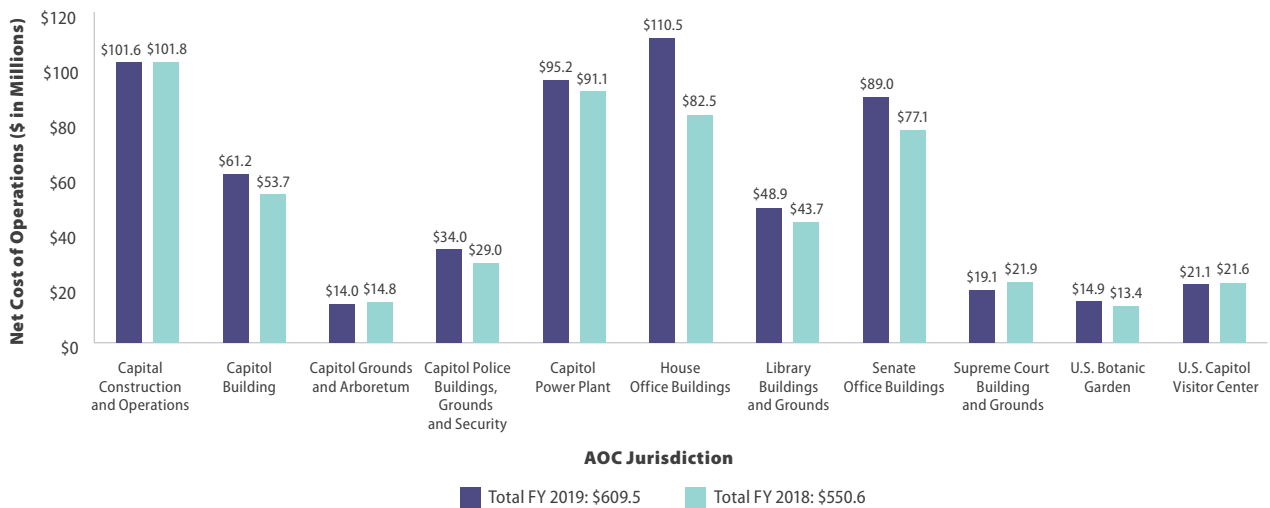


FIGURE 17 Trend in Net Cost of Operations



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



- Capitol Building:** Net costs increased by \$7 million (14 percent) due to increased facilities management and support costs related to the U.S. Capitol Building Exterior Stone and Metal Preservation Project and other improvement projects.
- Capitol Police Buildings, Ground and Security:** Net costs increased by \$5 million (17 percent) due to increased operating costs due to inflationary costs for pay and nonpay programs, along with enhanced support for security services.
- Library Buildings and Grounds:** Net costs increased by \$5 million (12 percent) due to increased costs for operations and facilities maintenance, including general repairs and warehouse structural repairs.

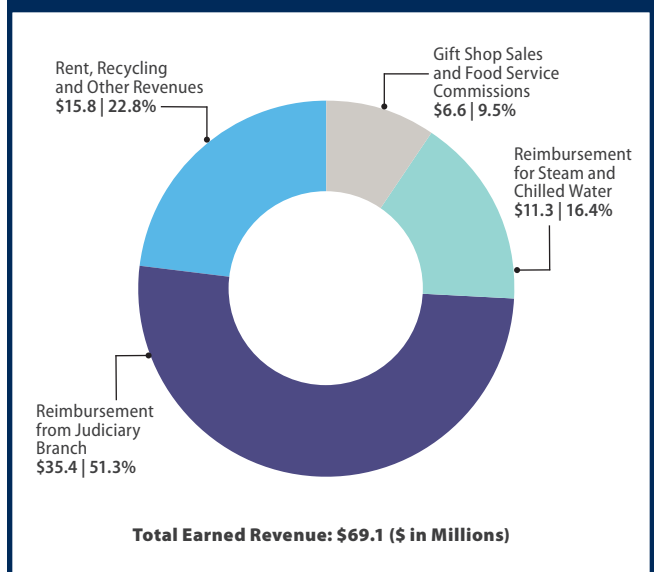
Significant decreases in the net cost of operations included:

- Supreme Court Building and Grounds:** Net costs decreased by \$3 million (13 percent) primarily due to an increase in offsetting reimbursements for capital improvements and increased revenue from operating expenses for the Marshall Building.
- U.S. Capitol Visitor Center:** Net costs decreased by \$1 million (5 percent) due to the cost capitalization of construction work-in-progress projects such as the House of Representatives' parking lot curb installation, Cultural Landscape Report and other smaller projects.

Earned Revenues by Source: As depicted in **Figure 19**, the AOC's primary source of revenue was intragovernmental reimbursements from the judiciary branch for facility operations in the U.S. Supreme Court Building and Marshall Building (\$35 million, 51 percent). This represented a 15 percent increase from \$31 million in FY 2018. Other principal revenue sources

were from rent, recycling proceeds and miscellaneous revenues earned at multiple AOC jurisdictions, which amounted to \$16 million (23 percent) of all earned revenues, and reimbursements paid to the Capitol Power Plant for the provision of steam and chilled water to nonlegislative branch entities near the Capitol campus, which increased from \$10 million to \$11 million. This 10 percent increase was primarily due to a 7 percent rise in the rate for steam and chilled water. Other revenue sources include rent from the Administrative Office of the U.S. Courts for space in the Marshall Building, U.S. Capitol Visitor Center gift shop sales and restaurant commissions and other reimbursements. Overall,

FIGURE 19 Earned Revenue by Source



revenues increased by 8 percent from \$64 million in FY 2018 to \$69 million in FY 2019.

Cumulative Overview: Statement of Changes in Net Position

The Statement of Changes in Net Position identifies the difference between all financing sources available to and used by the AOC to support its net cost of operations. Increases or decreases in an organization’s net financial position are an indicator of its financial health. 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.

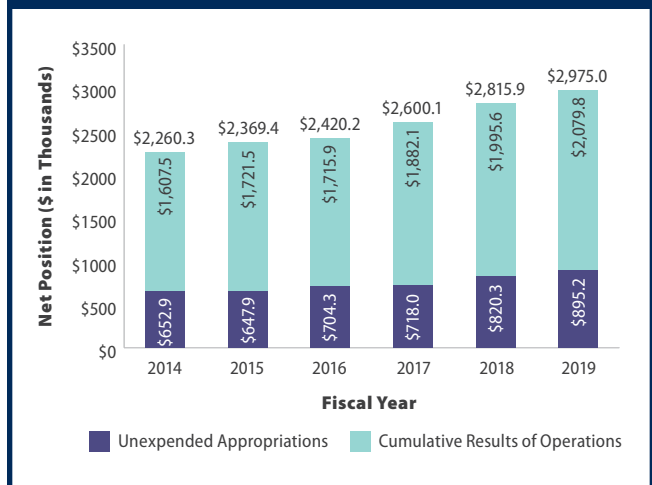
The AOC’s net position at September 30, 2019, shown on both the Balance Sheet and the Statement of Changes in Net Position, was \$3.0 billion, a \$159 million increase from FY 2018. This change was due to an increase of \$84 million to the cumulative results of operations and a \$75 million increase in unexpended appropriations. As depicted in **Figure 20**, net position has steadily increased over the past six years — from \$2.3 billion in FY 2014 to \$3.0 billion in FY 2019, a \$715 million (32 percent) increase. This increase stemmed from an increase in appropriations for multiyear and no-year capital projects.

Combined Statement of Budgetary Resources

The Combined Statement of Budgetary Resources (SBR) reports how the AOC obtained its budgetary resources and the status of these resources at the end of the fiscal year. This statement displays the key budgetary equation — Total Budgetary Resources equals total Status of Budgetary Resources.

The AOC develops its budget request to make the investments necessary to preserve and maintain the national treasures entrusted to its care. Congress enacts separate appropriations for each AOC jurisdiction. For FY 2019, the legislative branch budgetary resources provided to the AOC amounted to \$733.7 million, comprised of four components. The agency’s operating budget was the largest component of the AOC’s enacted appropriations, at \$435 million (59 percent). The operating

FIGURE 20 Trend in Net Position by Category



budget funds payroll, utilities, facilities maintenance, centralized activities, information services, power plant operations and maintenance, grounds care, safety operations and maintenance, and architecture, engineering, visitor and curatorial services. The multiyear capital projects budget, at \$227 million (31 percent), was the second largest component of the AOC appropriations and remained steady from FY 2018 levels to support the ongoing construction, upgrades, improvements and preservation of the facilities under the AOC’s stewardship. No-year funding of \$62 million (8 percent) for the restoration and renovation of the Cannon House Office Building remained consistent with FY 2018’s funding level. The fourth component of \$10 million (1 percent) was added to the House Historic Buildings Revitalization Trust Fund⁵ (the Fund) — an equivalent amount to the previous fiscal year. Congress created the Fund in FY 2010 to support the revitalization of the major historic buildings and assets of the U.S. House of Representatives. Amounts deposited into the Fund are available until expended. In the six fiscal years between FY 2014 and FY 2019, appropriations of \$187 million were deposited into the Fund. 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 provides the AOC’s enacted appropriations over the last six fiscal years. The AOC’s FY 2019 appropriations level reflects an increase of more than \$21 million from FY 2018 levels. This increase was chiefly due to the provision of operating resources to meet mandatory payroll and inflationary non-payroll increases and provide resources to support and oversee the agency’s expanding footprint. The differences between the enacted spending levels displayed in this figure and the

Did You Know?

You can read the Architect of the Capitol’s written statements to the appropriations committees of the U.S. House of Representatives and U.S. Senate with respect to the agency’s FY 2020 budget request at: www.aoc.gov/testimony

⁵ The House Historic Buildings Revitalization Trust Fund, despite its name, is a general appropriation fund. As a result, this account is not classified as “Funds from Dedicated Collections” on the Balance Sheet.

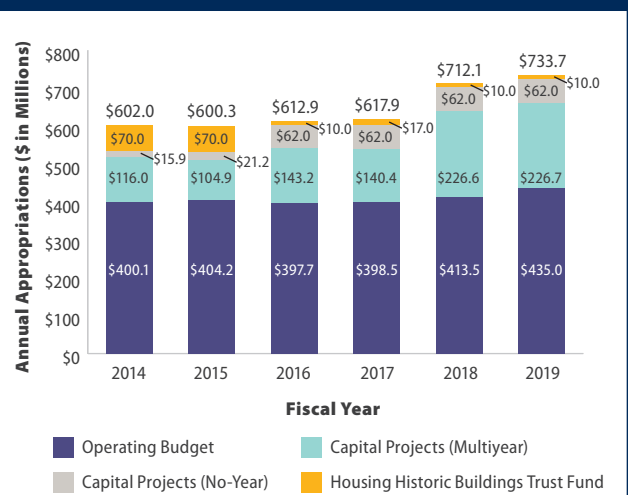
SBR balance of \$749.8 million includes \$16.0 million in funds administered by the AOC for the care of the U.S. Supreme Court Building and its grounds, and minor special funds receipts. Per legislation, the AOC is responsible for the care of the U.S. Supreme Court Building and its grounds although the corresponding budgetary resources are included in the federal government’s judiciary branch, not the legislative branch, appropriations.⁶

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.

⁶ 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.

FIGURE 21 Trend in Total Enacted Appropriations



Note: The enacted appropriations represents legislative branch funding to the AOC. The display excludes the judiciary branch appropriation for the AOC’s care of the Supreme Court Building and Grounds

Capitol Highlights



Heritage Asset Conservation

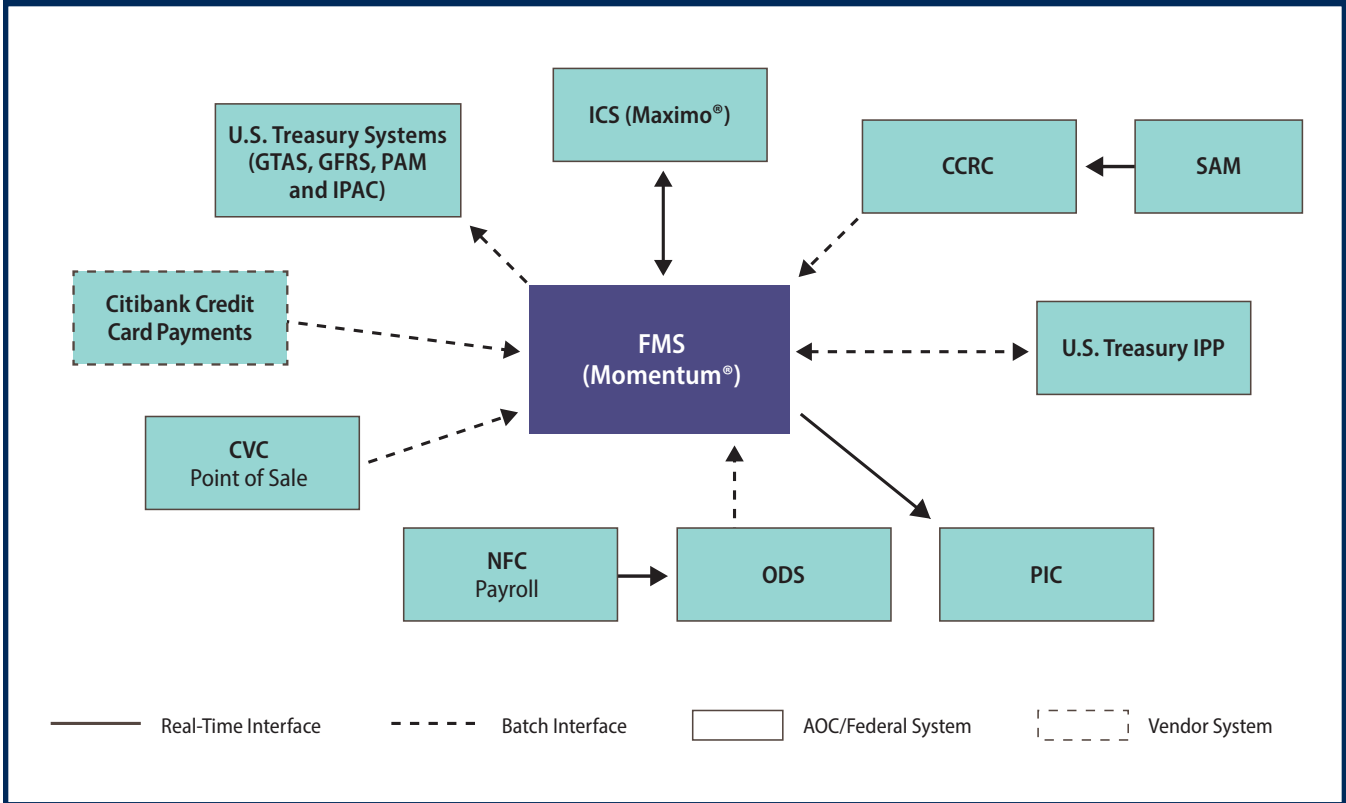
One of the AOC’s core functions is to preserve the Capitol campus. This preservation mission encompasses a wide range of heritage assets that include historic buildings and structures, artwork and architectural features. A list of the major categories of AOC’s heritage assets is included in the Required Supplementary Information section of this report.

As part of the ongoing care of the Statue of Freedom following its restoration in 1993, the AOC maintained the sculpture for the eighth time during FY 2019. Conservators performing the work accessed the Statue of Freedom atop the Dome via a scaffold constructed around the outside of the sculpture. Treatment began with examination and documentation of interior and exterior surfaces of the statue. Conservators then washed the

sculpture with mild detergent, tested for leaks, refilled seams with new epoxy, filled pits and reapplied a protective coating. In addition, the Capitol Sheet Metal Shop removed and sharpened the lightning points and then reinstalled by the conservators. The Statue of Freedom is scheduled for maintenance again in three to five years.

Additionally, the AOC structurally reinforced and maintained the 16 historic benches located in the Capitol Rotunda to ensure their long-term preservation. Fourteen of the benches incorporate original elements from the benches that were designed for the Hall of the House of Representatives in 1859 and used there in 1859 and 1860. The steel plate reinforcement systems will mitigate damage and fully stabilize the benches’ structural integrity. Conservators also performed regular maintenance on the benches.

FIGURE 22 Financial Management Systems Framework



Financial Management Systems Framework and Strategy

The AOC’s core financial management system accounts for the AOC’s funds through approximately 780,000 annual transactions. **Figure 22** depicts the AOC’s financial management system framework.

Key Financial and Reporting Systems

The AOC’s core financial management system, Legislative Branch Financial Management System (LBFMS), conforms to the requirements of the *Federal Financial Management Improvement Act of 1996* (FFMIA). The system uses commercial-off-the-shelf (COTS) software (Momentum®) designed for the federal government. Momentum® includes the following financial system modules: Budget Execution, Acquisitions, Purchasing, Receiving, Accounts Payable, Automated Disbursements, General Ledger, Credit Card, Fixed Assets, Workload, Contract Closeout, Travel and Project Cost Accounting. 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 daily CVC gift shop sales and inventory transactions. The CVC POS has a manual batch interface with LBFMS.
- **Central Contractor Registration Connector (CCRC)** is a Momentum® application that downloads the latest vendor information from the System for Award Management and updates the FMS vendor records.
- **NEW! Citibank** credit the card interface transmits credit card transaction data to LBFMS via a batch file. Before November 2018, the AOC used a JPMorgan Chase credit card interface.
- **Data Marts** assist in data management, including staging data during off-peak times and simplifying data structure for use by multiple systems.
- **Inventory Control System (ICS)** is COTS software (Maximo®) used to track the AOC’s inventory of materials, supplies and accountable property. With 150 users, ICS uses a life cycle and asset management system. Momentum® 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 intragovernmental transactions. IPP interfaces with Momentum®.
- **National Finance Center (NFC)** provides payroll and personnel services to the AOC as part of a cross-servicing agreement with the U.S. Department of Agriculture. The NFC submits payroll transactions to Momentum® via a batch file through the Operational Data Store.
- **Operational Data Store (ODS)** 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 export to Momentum®.
- **Project Information Center (PIC)** is an AOC-developed system used to track the status of projects. Momentum® provides budget and obligation data to PIC.
- **NEW! Reporting and Analytics** business intelligence tools used by the AOC include Microsoft SQL Server Reporting Services and Tableau.
- **NEW! SATO E2 Solutions Travel System (E2 Solutions)** was deployed by the AOC this fiscal year. The system provides end-to-end travel management services via a secure web portal and interfaces with Momentum®. The E2 Solutions system is part of the GSA E-Gov Travel Service, a federal-wide, web-based, shared travel management service.
- **System for Award Management (SAM)** is an official website created by the GSA to aid vendors interested in doing business with the federal government. The CCRC, the only system within SAM used by the AOC, provides information to the agency on vendors that do business with the federal government.
- **U.S. Department of Treasury Systems** allow the AOC to reconcile and report on the agency's funds. These systems include the Governmentwide Treasury Account Symbol Adjusted Trial Balance System (GTAS) for monthly trial balance reporting, Governmentwide Financial Report System

(GFRS) to support governmentwide financial statements, Treasury Payment Automation Manager (PAM) and Intra-Governmental Payment and Collection (IPAC) supporting intra-agency transactions. In addition, the AOC utilizes Treasury's Pay.gov website to seamlessly manage the collections of fees and other payments.

Financial Systems Strategy

The AOC's financial systems strategy supports mission performance, facilitates interagency planning and improves 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 has used Legislative Branch Financial Management System (LBFMS), a shared-service financial management system hosted by the Library of Congress. An infographic on Page 41 (Legislative Branch Financial Management System) displays the participating agencies and the systems included in this shared environment. LBFMS operations and hosting continued as a major focus in FY 2019, including opening the solicitation process for financial system support services and hosting. This fiscal year, the AOC deployed single sign-on user authentication for Momentum®, improving the end-user experience and security.

The AOC also joined the General Services Administration (GSA) SmartPay 3 program and transitioned to Citibank purchase cards. The GSA SmartPay 3 program provides federal agencies with shared service purchase card payment solutions. The GSA SmartPay 3 program offers streamlined transaction processing, increased accountability and robust data tools. The AOC also transitioned from JPMorgan Chase to a new service provider, using the Library of Congress' Citibank interface. For this project, the AOC and Citibank teams conducted heavy testing and error resolution in an agile system environment. As a result, the AOC was one of the first federal agencies to successfully roll out the program.

INFOGRAPHIC Legislative Branch Financial Management System



ARCHITECT OF THE CAPITOL



CONGRESSIONAL BUDGET OFFICE



GOVERNMENT ACCOUNTABILITY OFFICE



LIBRARY OF CONGRESS



THE MEDICARE PAYMENT ADVISORY COMMISSION



OFFICE OF CONGRESSIONAL WORKPLACE RIGHTS



OPEN WORLD LEADERSHIP CENTER



U.S. CAPITOL POLICE

SYSTEMS INCLUDED:

MOMENTUM® — CORE FINANCIAL MANAGEMENT SYSTEM

MAXIMO® — INVENTORY CONTROL SYSTEM

SATO E2 SOLUTIONS TRAVEL SYSTEM - TRAVEL MANAGEMENT SERVICES SYSTEM

During FY 2019, the AOC also implemented E2 Solutions — a secure, web-based, automated service. The LBFMS system provides the AOC with online travel management functions using processes and procedures consistent with the Federal Travel Regulations, Agency Travel Policy and other applicable travel guidance. The deployment of this system eliminated the need for manual, paper-based travel processes and improved the AOC's management of travel spending, access to FedRooms (the U.S. government hotel program) and GSA contract fares, improved customer service and expanded internal controls. The Government Accountability Office (GAO) paved the way for the GSA e-Travel interface within the LBFMS, thereby reducing the AOC's overall system deployment efforts and costs.

Efforts to replace legacy financial reporting tools continued this fiscal year. The replacement tools allow for better management and reporting of big data. In addition to reducing the agency's system costs, these report migration and consolidation efforts help agency users by improving data consistency, access, usability and context. This fiscal year, the AOC began using

Tableau software to produce management dashboards.

These dashboards allow the Chief Financial Officer (CFO) to support the agency in a more strategic role by helping the AOC's Performance, Strategy and Innovation team report on agency performance. Associated with this effort, the CFO is implementing a governance strategy and processes to ensure the integrity of agency reporting and the underlying data.

Next fiscal year, the AOC will expand its suite of Apple iPhone Maximo® Anywhere applications by implementing an issues and return application. Once implemented, this application will allow employees to use their AOC-issued iPhones for inventory management functions. The AOC also intends to implement CGI Federal's interface to the Bureau of the Fiscal Service's Collections Information Repository (CIR) in December 2019. CIR is a web-based tool that automates the recording of cash collections, thus eliminating the need for the AOC staff to manually enter **Pay.gov**, OTCnet and Card Acquiring Services transactions into Momentum®.



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

Management Assurances and Other Financial Compliances

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.

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. The Risk Management Officer 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. 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, FFIA 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 or significant deficiency reporting for FMFIA systems purposes.

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.

Acting Architect's Statement of Assurance

ACTING ARCHITECT OF THE CAPITOL'S STATEMENT OF ASSURANCE

The Architect of the Capitol's (AOC's) 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, 2019. 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,



Thomas J. Carroll III
Acting Architect of the Capitol
November 15, 2019

Doc. No. 191022-04-02

Summary of Financial Statement Audit Material Weaknesses and Nonconformances

At the close of FY 2019, the AOC had no material weaknesses or other nonconformances 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. In FY 2019, zero audit material weaknesses were identified in the agency's financial statement audit.

Nonconformances 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 2019, zero nonconformances were identified in the agency's financial statement audit.

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 2019.

Debt Collection Improvement Act

The *Debt Collection Improvement Act of 1996* requires that any nontax debt or claim owed to the U.S. government that is 180 days delinquent, with certain exceptions, will be referred to the U.S. Department of the Treasury (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 2019.

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 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 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 in FY 2019.

Federal Information Security Modernization Act

The *Federal Information Security Modernization Act of 2014* (FISMA) requires each executive branch agency to develop, document and implement an agencywide program to provide security for government information and information systems that support agency operations and assets. FISMA is inapplicable to legislative branch agencies and the AOC, therefore, is not required to comply with its requirements. Nonetheless, the AOC references FISMA and the U.S. GAO Federal Information System Controls Audit Manual and the National Institute of Standards and Technology (NIST) Special Publications for guidance on its risk-based information security program.

The AOC, with support from an independent third party, reaccredits 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 management and continuous monitoring strategy is based on current NIST guidelines.

Last year, the AOC improved its information systems security posture by becoming the first legislative branch agency to deploy two-factor authentication for all system access. In FY 2019, the AOC improved its security by revamping the agency's 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 in FY 2019. This monitoring used internal agency procedures, along with managed security monitoring and enterprise infrastructure, provided by Security Information and Event Management (SIEM) services. Independent tests verified that managed SIEM protects the AOC against cybersecurity threats, provides immediate assessment and response to security incidents, and adheres to regulatory requirements for log auditing, security and compliance reporting. The AOC also used enhanced industrial security controls to strengthen the cybersecurity of its computer-controlled systems.

The AOC uses annual independent assessments and multiple audits to evaluate information systems and security programs.

In addition, this fiscal year, the AOC Office of Inspector General (OIG) conducted an evaluation of the AOC's cybersecurity program in response to a request from the U.S. House Committee on Administration. The OIG made three findings and three recommendations, and the AOC concurred with each recommendation. Through these activities, the AOC improves information system documentation and mitigates cybersecurity risks and weaknesses.

Improper Payments Information Act and Other Legislation

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



The deferred maintenance and capital renewal backlog is the agency’s most critical management challenge. The aging infrastructure necessitates routine repairs and maintenance to prevent the further deterioration of the facilities under the AOC’s care.

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 can mitigate barriers to operational success and identify opportunities for improvement. This subsection 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 2019, the AOC management identified six management challenges. The AOC’s Office of Inspector General (OIG) also identified nine management opportunities and performance challenges, four of which address similar challenges identified by AOC management. Section IV: Other Information includes the OIG’s statement defining the identified management opportunities and performance challenges. The AOC management has reviewed the OIG’s recommendations and pledged to address the matters and take appropriate actions in a timely fashion. **Figure 23** provides a summary of the opportunities and performance challenges identified by AOC management and the OIG. Together, these 11 areas comprise the challenge areas facing the AOC.

The following section summarizes the six challenges identified by AOC management.

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

| MANAGEMENT CHALLENGE | AOC MANAGEMENT | AOC OIG |
|---|----------------|---------|
| Backlog in Deferred Maintenance and Capital Renewal | ✓ | |
| Campus Security/Cybersecurity | ✓ | ✓ |
| Energy Stewardship and Sustainability | ✓ | |
| Management of Concurrent Construction Projects | ✓ | ✓ |
| Attracting and Retaining a Skilled and Engaged Workforce / Human Capital Management | ✓ | ✓ |
| Workplace Safety and Health/ Balancing Safety and Security with Preservation and Heritage | ✓ | ✓ |
| Auditability and Documentation to Support Decisions (previously Data Quality Monitoring) | | ✓ |
| Lack of Whistleblower Protection | | ✓ |
| Property Accountability and Surplus Property Disposal | | ✓ |
| Managing User- Requested Changes | | ✓ |
| Duplication of Effort without a Working Capital Fund | | ✓ |

Backlog in Deferred Maintenance and Capital Renewal

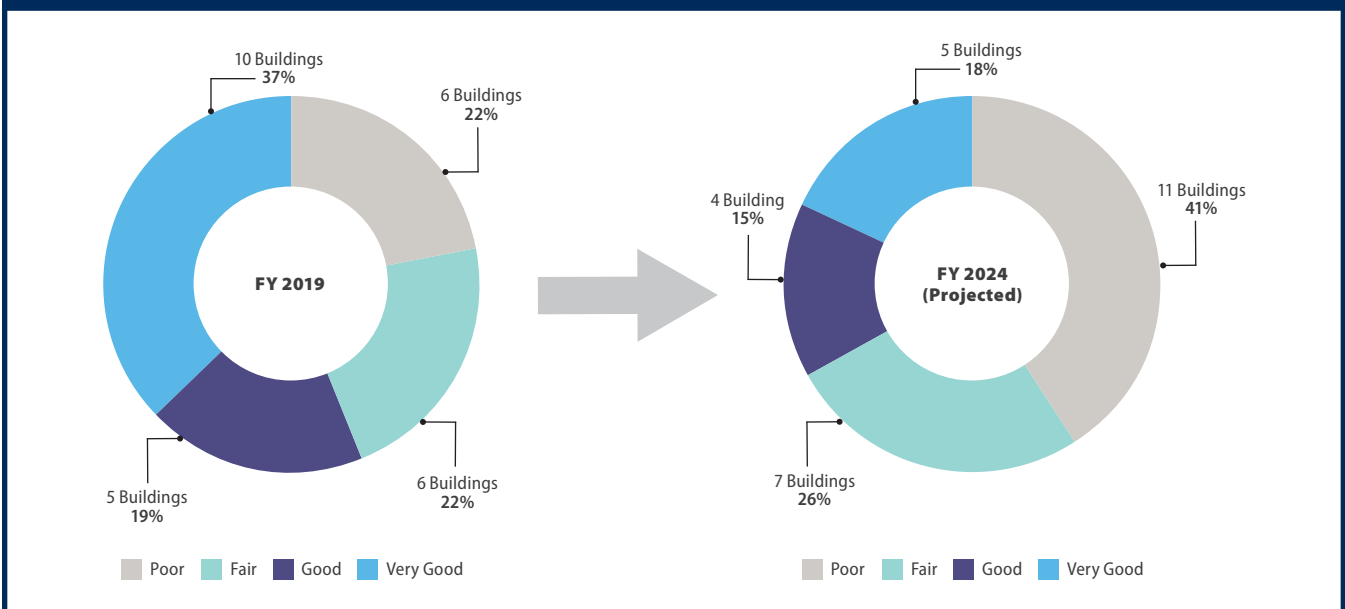
Challenge: Fiscal constraints prevent the AOC from fully addressing the maintenance needs for the aging historic infrastructure under its stewardship. At the close of FY 2019, the estimated deferred maintenance and capital renewal backlog for the Capitol campus was estimated at \$1.77 billion. Of this total backlog, \$593 million is needed to bring “poor” and “fair” facilities to “good” condition. At the fiscal year-end, 22 percent of AOC’s major buildings were assessed to be in “poor” condition. These facilities require significant investment for preservation and the safety of building occupants and visitors. Continued deferral will cause the facilities’ condition to decline further, increasing the time and cost needed to address the backlog.

AOC Initiatives: The AOC identified the deferred maintenance and capital renewal backlog as the agency’s top enterprise level risk and management challenge. As such, the AOC recognizes the need for increased funding to address the backlog. In FY 2019, the AOC budget increased to \$733.7 million (up from \$712.1 in FY 2018), including \$298.7 million for capital projects. This funding allows the AOC to continue deferred maintenance projects such as the U.S. Capitol Building Exterior Stone and Metal Preservation Project, Russell Exterior Envelope Project, Rayburn Garage Interior Rehabilitation, Senate Underground Garage and Landscape Restoration, Thomas Jefferson Building Roof Replacement and the U.S. Botanic Garden Conservatory Façade and Roof Restoration.

The AOC uses a draft Capitol Complex Master Plan (CCMP) to guide its long-range planning. The CCMP provides a 20-year strategy for infrastructure priorities, investments and projects. From the CCMP, the AOC develops a Five-Year Capital Improvements Plan and conducts facility condition assessments (FCAs). In FY 2019, the AOC completed assessments for the Ford House Office Building, O’Neill House Office Building, Hart Senate Office Building, Packard Campus, Taft Memorial, Special Facility Center and the Senate Employee Child Care Center. The assessments provide the AOC with an objective condition rating, the Facility Condition Index (FCI). The FCI score is a standard facility 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 (i.e., poor, fair, good and very good) for the current fiscal year and in five years (FY 2024), assuming the AOC receives no additional deferred maintenance funding.

Looking ahead, the AOC will continue to use its existing planning tools and develop new functionality to prioritize, manage and respond to the deferred maintenance and capital renewal needs of congressional facilities. By the end of calendar year 2019, the AOC will establish a draft action plan for the deferred maintenance and capital renewal enterprise level risk. Facility condition assessments will continue to inform the AOC’s prioritization of restoration and repair projects, subject to the availability of funds and staff capacity. The AOC’s FY 2020 budget request focused on the need for resources to fund capital improvement projects.

FIGURE 24 Number and Percentage of AOC Major Buildings in Each FCI Rating Category, FY 2019 versus FY 2024 (Projected)





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.

Campus Security

Challenge: The AOC is responsible for supporting the U.S. Capitol Police's efforts to provide security for the Capitol campus. Securing government facilities and their perimeter from external threats, such as natural disasters or violent attacks, is a formidable task for all federal agencies. Keeping the agency's physical and technology infrastructure secure and accessible, coordinating construction project security and managing the personnel suitability program — while also minimizing the impact of security protocols on visitors and those who work on the Capitol campus — remains a crucial challenge.

AOC Initiatives: The AOC addresses this challenge with a combination of new initiatives and long-term programs. These efforts support continuity of operations, critical infrastructure protection, congressional continuity, emergency management, employee and contractor suitability, construction project security and support for the U.S. Capitol Police.

In FY 2019, the agency implemented multiple security improvements. For example, the AOC continued collaborating with the U.S. Capitol Police on the phased repair and replacement to barriers and security kiosks across the Capitol campus. Using updated designs, the new kiosks will reduce the time and cost of recurring repair and maintenance. In addition, the AOC convened a multiagency task force to address the campus' project security, resulting in a draft document on baseline security standards for construction projects. Further, the Architect of the Capitol sits on the Capitol Police Board and,

in accordance with the Board priorities, the AOC implemented suitability process improvements to counter insider threats.

As the AOC's mission critical facilities continue to age, their vulnerability increases. To address the risk of electrical outages, the agency began replacing the uninterruptible power supplies to ensure emergency management and congressional continuity will not experience downtime during routine maintenance. The AOC is also assessing and upgrading near- and long-term deficiencies in critical facilities and equipment.

To address the growing cybersecurity threat, the AOC prioritized a number of technology investments and activities. The agency holds sensitive material about the campus and its functions, and this information must be safeguarded. The AOC was the first legislative branch agency to deploy two-factor authentication for system access and the agency works closely with the Legislative Branch Cybersecurity Working Group to provide a comprehensive cybersecurity posture. At the same time, all agency employees receive annual cybersecurity training. Nonetheless, while the AOC has dedicated staff who focus on cyber defense, the AOC's information technology funding is among the lowest in the federal government — 3 percent of its budget, compared to an average of 11 percent. The AOC identified cybersecurity as one of the agency's top enterprise level risks and management challenges. For that reason, the AOC's FY 2020 budget submission requested support for three additional cybersecurity personnel.

Energy Stewardship and Sustainability

Challenge: After successfully meeting a 10-year, 30 percent energy reduction target in FY 2015, the AOC set a new target of reducing the agency's energy usage by an additional 20 percent through FY 2025. This achievement would result in an aggregate 50 percent energy reduction on the Capitol campus since FY 2005. Meeting this target will become more challenging as future energy reduction opportunities will be more scarce and costly to achieve.

AOC Initiatives: During FY 2019, the agency continued to work on several energy savings projects. Most notably, the AOC concluded its first full year of cogeneration operations at the Capitol Power Plant. The cogeneration plant is a critical element of the AOC's long-term energy savings strategy and will be the single largest factor in the reduction of the AOC's energy consumption for years to come. Cogeneration uses highly efficient, clean, fuel-burning technology that supplies both steam and electricity to 23 facilities throughout the Capitol campus. With the completion of the cogeneration plant, the AOC expects to achieve future energy reduction targets, reduce environmental impacts and maintain a reliable source of chilled water and steam while decreasing unnecessary fuel consumption. After falling short of a 36 percent

energy reduction target in FY 2018, the AOC met its FY 2019 target of 38 percent — demonstrating that cogeneration is already paying dividends for the agency.

In past fiscal years, the AOC used energy savings performance contracts (ESPCs) to accomplish infrastructure upgrades that have resulted in significant energy savings while limiting the upfront project costs. Congress authorized such contracts in *The Energy Policy Act of 1992*, which allows for the use of private sector financing to implement energy conservation methods and energy-efficiency technologies by federal entities. The AOC implemented previous successful ESPC projects in the U.S. Capitol and the House and Senate office buildings — saving the AOC more than \$9 million in annual energy costs. Building on this strategy, in FY 2019, the AOC awarded a multiyear ESPC for the facilities managed by the Library Buildings and Grounds jurisdiction. This project will install energy-efficient systems, such as lighting, HVAC controls and water conservation improvements in the Library of Congress facilities. The AOC has also continued to replace antiquated pneumatic air handler controls in the James Madison Memorial Building with energy-efficient direct digital controls (DDCs).

Capitol Highlights



Thomas Jefferson Building Roof Replacement

The Library of Congress' Thomas Jefferson Building opened in 1897 to serve as the American national library. In 1922, the AOC was assigned responsibility for the maintenance, operation and care of the building. For almost a century, the AOC has worked to repair, renovate, restore and maintain the historic fabric of the grand structure. The AOC replaced the Jefferson Building's copper roof, dome and torch in 1998. However, since then, significant water intrusion issues necessitated expensive temporary fixes until the roof could be replaced.

During FY 2019, the jurisdiction completed a project to repair and replace the copper roof and the failed skylight over the West Main Pavilion. The project replaced approximately 9,000 square feet of copper roofing, installed six additional roof drains and replaced catwalks and the Great

Hall skylight. These repairs addressed major water intrusion issues that had caused significant interior deterioration. In an associated follow-on effort, the AOC artisans restored damaged interior finishes including plaster walls, ceilings, ornamental elements and heart pine floors.

At the same time, this fiscal year, the AOC also began renovations of the building's East Main Pavilion roof, which protects the ornate Rare Book Reading Room and rare book storage vaults, which house some of the most important collections. The roof replacement project will continue through early FY 2020.

Upon completion, these roof replacement projects will improve protection of the Thomas Jefferson Building's historic fabric and artwork, as well as the valuable and rare collections contained in the nation's library.



The AOC uses a multipronged approach to address its energy stewardship and sustainability challenges, including utilizing diverse energy sources such as solar, steam, natural gas and electric.

After selecting an energy service company and completing an investment grade audit to outline the scope of work under the ESPC, the AOC will enter the implementation phase of the contract in FY 2020. The energy savings capital improvements in the Library of Congress' facilities will be completed in late 2021. The installation of energy-efficient DDCs in the Thurgood Marshall Federal Judiciary Building and the O'Neill House Office Building will provide additional savings. The AOC is developing a long-range Building Automation System master plan to identify additional energy savings opportunities through infrastructure upgrades and performance monitoring. In addition to energy savings, the AOC is focusing on sustainable practices — for example, ways to use water more efficiently — to reduce operating costs. For additional information, see the 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 the critical infrastructure needs of the Capitol campus. These include projects such as the Cannon Renewal Project and the Capitol Power Plant's Refrigeration Plant Revitalization Program, plus other large construction programs such as the U.S. Capitol Building Exterior Stone and Metal Preservation Project. The agency must successfully manage schedules, risks and costs for these large-scale, phased projects that, due to their criticality, are occurring simultaneously. Management must ensure the timely, safe and cost-efficient completion of these projects, while minimizing operational disruptions and sustaining the administrative support needed to manage the increased construction.

AOC Initiatives: The AOC is enhancing its project planning, tools and development and management processes to ensure the efficient, effective delivery of its large portfolio of design and construction projects. These include the development of an 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 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 provide transparency on the status of its managed design and construction projects. In addition, the AOC continued the process of 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. Once implemented, the new system will assist in the life cycle design and construction management process. This will permit project managers to provide better project execution data, including information as costs, schedules, resources and data analytics.

In addition, the AOC will continue to advocate for more funding to bring staff to an adequate level to manage multiple approved restoration projects. As validated in the recently completed workforce study, this includes direct staff such as project managers, construction managers, project controllers, engineers, planners and construction inspectors. Just as important, the agency has begun to communicate the need for the 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 used temporary staff and 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.

The AOC continues to improve 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 e-Builder project management information system, the agency will enhance its effectiveness and its understanding of project and program interdependencies.

Attracting and Retaining a Skilled and Engaged Workforce

Challenge: Attracting and retaining a highly qualified workforce is essential to carrying out the AOC's mission. The AOC requires a high-performing and engaged workforce of talented



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.

tradespeople and professionals who can generally earn higher wages in the private sector. This challenge is compounded by the aging demographic of the AOC's workforce. With a median age of 49 years, and the potential loss of institutional knowledge due to employee retirements and separations, succession planning is critical to the agency's continued ability to meet its mission.

AOC Initiatives: In FY 2019, the AOC undertook numerous initiatives focused on recruitment, employee development and workforce succession. These areas drive the agency's short- and long-term human capital strategies that tie to the AOC's Strategic Plan. This fiscal year, the AOC coordinated with its jurisdictions to identify staffing requirements and develop integrated talent management strategies to address the agency's unique workforce needs.

The AOC's FY 2019 recruitment efforts focused on hard-to-fill positions that require unique skill sets and competencies. Skilled tradespeople — such as construction contract specialists, electronic industrial controls mechanics, stonemasons and decorative plasterers — comprise more than 50 percent of the agency's workforce. As a result, the AOC implemented succession planning strategies to mitigate the loss of institutional knowledge and expertise if a long-tenured employee were to retire.

The AOC leveraged opportunities to brand itself as an employer of choice through the use of creative and flexible recruitment strategies. To attract individuals to the federal workforce, the AOC participated in numerous job fairs and college and university visits and promoted its Student Loan Repayment Program. To recruit experienced and skilled candidates, the AOC used its direct hire authority to expedite the hiring process.

The AOC's FY 2019 workforce retention efforts focused on improving employee satisfaction through expanded development opportunities and improved transparency of the performance evaluation processes. Improvements to the agency's learning management system increased access to online training resources. The AOC also implemented employee



The U.S. Capitol Grounds are comprised of 295 acres. This area includes lawns, parks, trees, horticultural display beds, gardens and decorative elements.

development programs that provided opportunities to expand leadership and technical skills.

These strategies focus on the development of an internal pipeline of qualified candidates. The AOC's career development programs, which include the Architect's Mobility Program, provide staff with opportunities to cross-train and develop skill sets so they will be better able to fill positions as vacancies occur.

As the AOC looks to the future, its strategic workforce planning efforts will mitigate employee recruitment and retention challenges and allow the agency to identify and meet its staffing needs. The completion of the talent acquisition plans will include hiring strategies for skilled trade positions and other mission critical positions, and the agency will continue to use recruitment and retention incentives to fill positions as appropriate. To retain the workforce, the AOC will continue to provide employees with career advancement opportunities and implement enhancements to the learning and performance management systems.

Workplace Safety and Health

Challenge: The AOC is responsible for providing a safe and healthy environment for all who work in or visit the Capitol campus. Agency leadership strives to meet this responsibility by integrating safety and fire protection planning, environmental compliance and emergency preparedness into its operations and projects. Ensuring access to public buildings and preserving the AOC facilities' historic and architectural integrity while meeting the safety and security requirements of the Capitol campus is a significant management challenge.

AOC Initiatives: The AOC is focused on supporting a robust culture of safety. The agency continually works to integrate precautionary measures into its operations and construction projects. This fiscal year, the AOC's safety team supported construction projects across the Capitol campus, from their design through the receipt of a certificate of occupancy. This support included design reviews, fire and life safety code compliance, fire alarm testing, walk-through inspections, construction specifications and hazardous waste management.

This fiscal year, the AOC's injuries and illnesses (I&I) rate was 2.23 per 100 employees, a significant decrease of 0.56 (20 percent) from the FY 2018 rate of 2.79. This reduction is attributable to an improved process to share best practices across the agency. This fiscal year, the AOC also continued to familiarize employees with the Safety Observations and Reflections (SOAR) program, which promotes a culture of safety for all employees. The AOC created an agencywide SOAR application and management dashboard to record workplace observations, encourage more safety conversations between staff and supervisors, support better data analysis and enhance management's awareness of workplace hazards and safety issues.



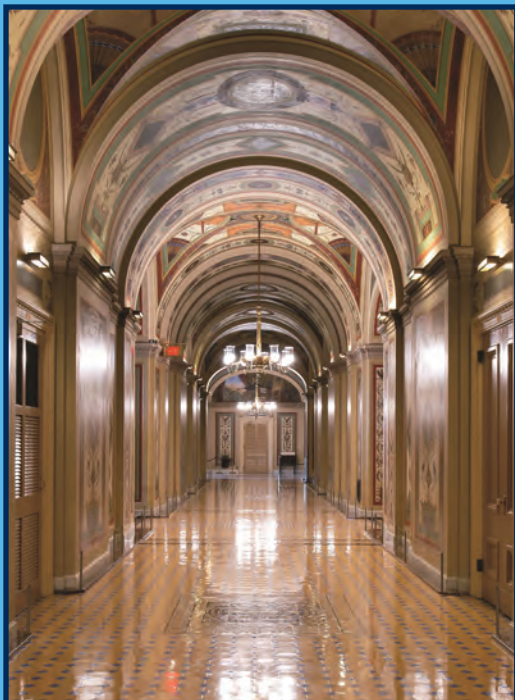
The AOC's safety programs promote a robust safety culture that recognizes and manages risks and improves safety compliance. Shown above, a member of the Capitol Grounds and Arboretum jurisdiction inspects an AOC vehicle.

In addition, the AOC launched an Integrated Safety Management System (ISMS) in FY 2019. The ISMS is based on a proactive, enterprisewide approach to incorporating standard safety practices. It also addressed better communications to improve safety culture and awareness (see Capitol Highlights: Integrated Safety Management System). In conjunction with these efforts, the agency created an electronic tracking tool so that inspectors could document findings and easily create work orders to correct identified hazards. To aid in implementation, the agency provided training on both the new electronic tools and hands-on training for inspectors.

The complex nature of the AOC and the partnerships with various emergency support agencies necessitates strong emergency response planning. In FY 2019, the AOC assisted jurisdictions in updating their emergency action response plans. In addition, the AOC developed and coordinated exercises focused on emergency incident communications. A campuswide emergency preparedness training exercise tested communications capabilities; more than 130 employees participated in the exercise. The agency also developed and piloted an emergency preparedness training program for the CVC that covered topics such as active shooter and incident response.

Looking ahead, ongoing management reviews of safety data will assist leadership in assessing safety risks and implementing mitigation efforts. The AOC will continue to align safety programs with the ISMS framework to further develop a robust safety culture, recognize and manage risks and improve safety compliance.

The Year in Photos



The AOC installed a new marble base in the U.S. Capitol's Brumidi Corridors to protect historic murals.



The AOC installed an exhibit on stone preservation in the U.S. Capitol Crypt.



The AOC's Senate upholstery shop supported the 116th congressional transition moves.



The AOC cares for more than 4,000 trees located throughout the U.S. Capitol Grounds.

From the day-to-day activities of the AOC to major projects and special events, our photographers document the activities of the agency. These photos defined the fiscal year at the Architect of the Capitol.



The AOC supported the lying in state and memorial ceremony for President George H.W. Bush.



The AOC completed the first phase of the House of Representatives Child Care Center project.



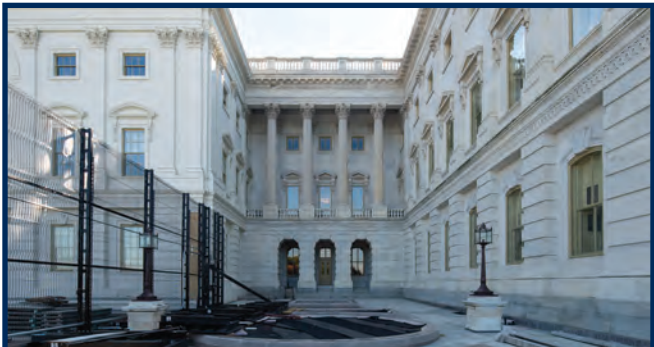
In November 2018, the official portrait for the 11th Architect of the Capitol, Stephen T. Ayers, was unveiled.



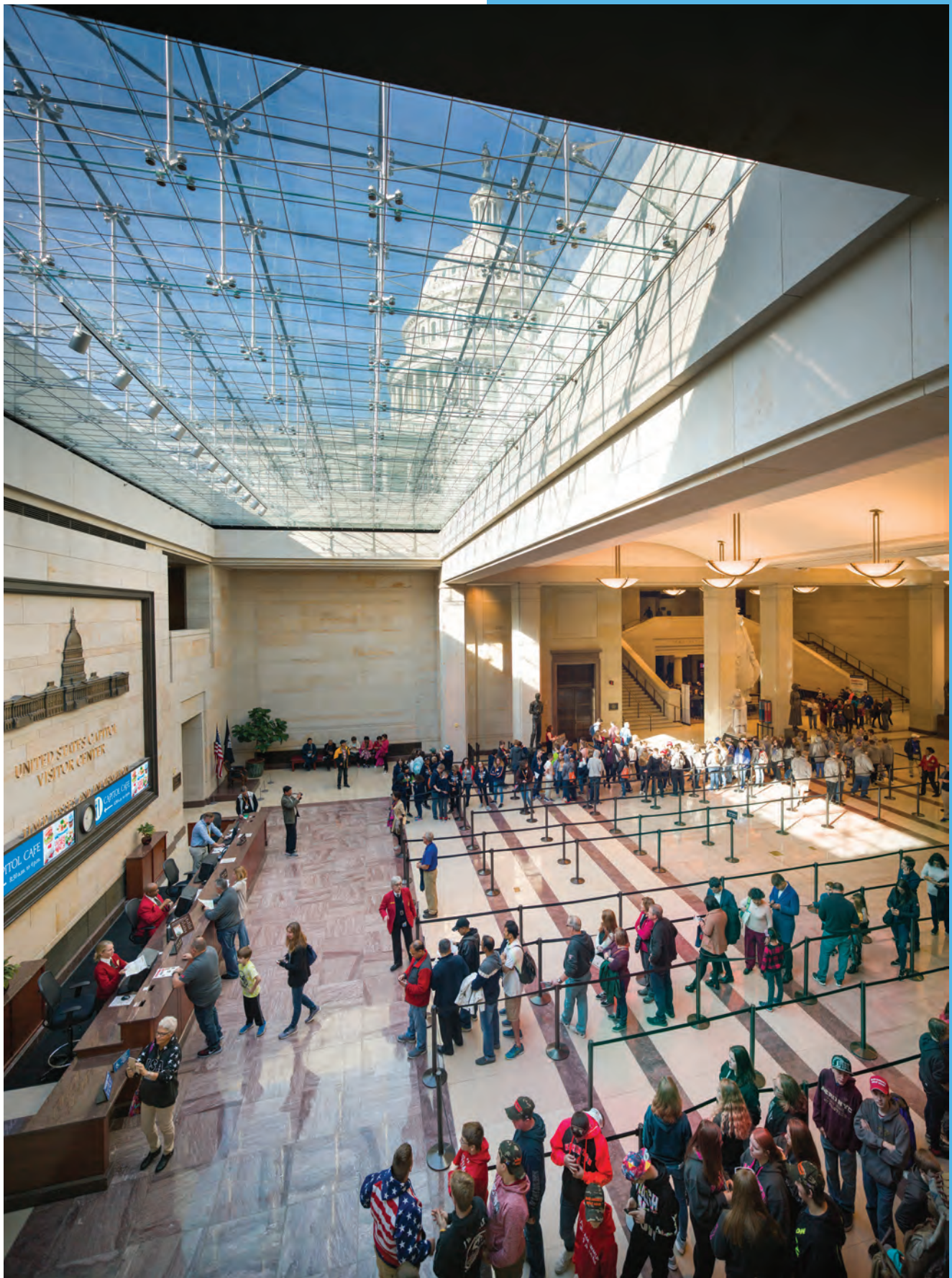
The U.S. Botanic Garden holds more than 3,400 individual orchids, the largest component of its plant inventory.



The AOC performed restoration work to the North Wall of the Russell Senate Office Building.



The U.S. Capitol Building Exterior Stone and Metal Preservation Project addresses deferred maintenance at this historic building.



The U.S. Capitol Visitor Center has informed, involved and inspired millions of visitors. At the Visitor Center, visitors may see a brief orientation film, experience its exhibits, dine in its restaurant or peruse its gift shops.

SECTION II

Performance Information

Introduction

This section presents the Architect of the Capitol's (AOC) Fiscal Year (FY) 2019 performance and progress toward achieving the goals identified in the AOC Strategic Plan FY 2017–2021. The Strategic Plan defines four strategic goals that focus the agency's efforts to execute the mission, leverage core competencies, live the agency values and pursue the AOC vision as a trusted partner of Congress and the Supreme Court. The first two goals, Maintain Awe-Inspiring Facilities (AIF) and Provide Extraordinary Services (ES), are program oriented and align with the agency's core mission areas. The next two goals, Foster an Innovative and Empowered Workforce (IEW) and Operate as One Team, Dedicated to One Mission (OTOM), promote employee engagement and accountability, and a culture of innovation, collaboration and safety.

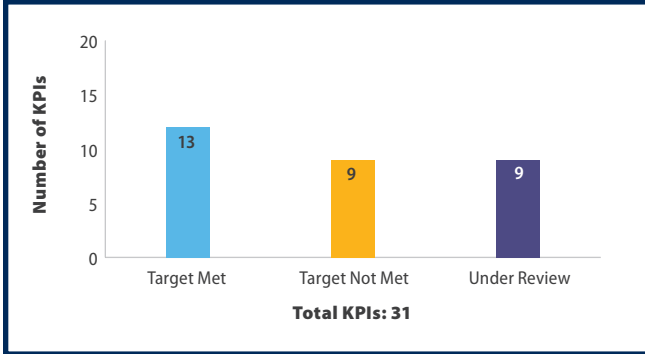
The Strategic Plan defines strategic objectives for each strategic goal that reflect the outcome or impact that the AOC is trying to achieve. Strategies further define the efforts the AOC will undertake to meet each strategic objective. Key performance indicators (KPIs) allow the AOC to measure performance against specific targets to monitor progress toward meeting the strategies, strategic objectives and strategic goals. **Table 12** identifies the number of strategic objectives and KPIs, by strategic goal for FY 2019.

TABLE 12 Strategic Objectives and Key Performance Indicators by Strategic Goal

| STRATEGIC GOAL | STRATEGIC OBJECTIVES | KEY PERFORMANCE INDICATORS |
|---|----------------------|----------------------------|
| Maintain Awe-Inspiring Facilities | 2 | 5 |
| Provide Extraordinary Services | 1 | 4 |
| Foster an Innovative and Empowered Workforce | 3 | 13 |
| Operate as One Team, Dedicated to One Mission | 2 | 9 |
| Total | 8 | 31 |

This section lists each strategic goal with its associated strategic objectives, strategies and KPIs. Each KPI includes a definition, targets, current year results, five prior years of data (when available) and data sources. In FY 2019, the AOC tracked 31 KPIs, aligned with 8 strategic objectives. As shown in **Figure 25**, the AOC met the performance targets for 13 of 23 indicators that had a performance target for this fiscal year. The AOC did not meet the target for nine indicators and did not measure nine indicators due to ongoing work to improve the quality and consistency of the underlying business processes and data.

FIGURE 25 Key Performance Indicator Results



To further strengthen the implementation of the Strategic Plan, the AOC transitioned from separate business unit-level action plans to a single enterprise level Performance Plan in FY 2019. This Performance Plan defines a set of strategic initiatives intended to boost the agency's ability to accomplish its strategic goals, as well as a governance framework to support effective executive engagement and key stakeholder accountability. The AOC will refresh the Performance Plan annually to adapt its approach to changes in internal and external operating environments. For more information on the AOC's Strategic Plan, please refer to: www.aoc.gov/publications.

Performance Management

As a legislative branch agency, the AOC is not required to report performance information but chooses to do so as a best practice for transparency and accountability. The AOC is not required to submit its performance results to the Office of Management and Budget (OMB) and 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 used to accelerate progress on select presidential priority areas where implementation requires active collaboration among multiple agencies.

Data Validation and Verification

The AOC is committed 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 reported information. These efforts primarily entail regular internal agency assessments that address standards and processes, data entry, transfer, integrity, limitations, stewardship and governance. The assessments occur frequently in the development stages of dashboards and reports to mitigate errors that may occur before deployment. Subject matter experts and agency executives regularly conduct performance data meetings. The AOC's data validation and verification includes:

- Use of applied measurement techniques to identify sources, validate data and generate meaningful information
- Identification and implementation of authoritative sources, calculations and standards
- Use of automated data collection systems whenever available
- Use of automated data checking procedures in addition to manual verification
- Analysis of data and identification of possible discrepancies for resolution
- Implementation of controls such as restricting permissible values, flagging outliers for review and visualizing results for visual checks
- Reviews by data owners and data users
- Consolidation and deployment of enterprise tools for standardized reporting
- Review and discussion of performance results with the Executive Leadership Team
- Improve data integrity by ensuring that the agency's internal reports and dashboards use the same data sources and support calculations

The AOC maintains documentation for each KPI. This documentation includes a description of the KPI's relevance, data source and owners, the calculations used to build the KPI, 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 2019, 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, this report does not include evaluation findings. However, the AOC conducted an internal evaluation of the gap between its strategic KPIs and mission areas to identify where performance measurements could help improve operational performance. For this effort, the agency's leadership assessed where to focus future efforts to address risks, resource challenges and process improvement needs. **Appendix H** provides a summary of the changes to the KPIs tracked this fiscal year.

Key to Performance Results



Target Met



Target Not Met



Under Review



The Maintain Awe-Inspiring Facilities strategic goal addresses the AOC's core facilities and grounds stewardship responsibilities. In FY 2019, the AOC upgraded the audiovisual equipment and made Americans with Disabilities Act improvements in the Transportation and Infrastructure Committee Hearing Room in the Rayburn House Office Building.

Strategic Goal 1

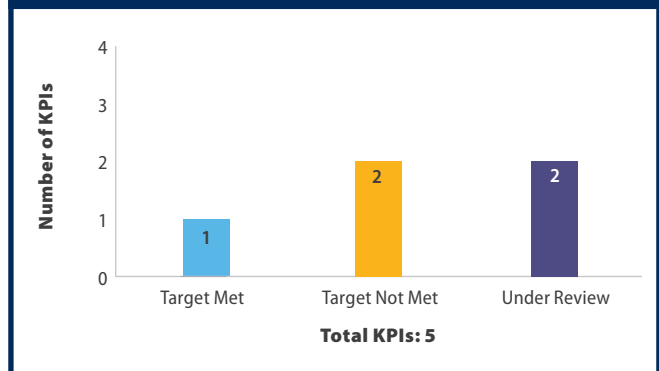
Maintain Awe-Inspiring Facilities

GOAL DESCRIPTION

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.

This strategic goal includes two strategic objectives and two strategies. In addition, the goal includes 10 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. The AOC monitored five KPIs for this strategic goal in FY 2019, summarized in **Figure 26**.

FIGURE 26 Key Performance Indicator Results Achieved for Maintain Awe-Inspiring Facilities



Strategic Objective 1.0: Reliably deliver high-quality capital projects

The AOC strives to deliver all capital projects on time, within budget, safely, with high quality and with minimal disruptions to mission critical client operations by FY 2021. One strategy and five strategic initiatives support this strategic objective.

| STRATEGY | STRATEGIC INITIATIVE |
|---|--|
| Identify, analyze and strengthen critical management processes, resources and assignment of responsibilities for successful capital project delivery. | <ul style="list-style-type: none"> ■ Project metrics tracking ■ Enhanced project planning ■ Responsible, accountable, consulted and informed matrices (for large and in-house projects) ■ Project Management Information System ■ Unplanned disruptions minimized |

Analysis of FY 2019 Results

In FY 2019, the agency developed and began piloting a Project Management Information System (PMIS) to prepare for its full-scale implementation across its capital project portfolio in FY 2021. The AOC analyzed practices that led to unplanned disruptions and began refining capital planning and construction processes, including refining key project planning and management processes and defining associated roles and responsibilities of key stakeholders across the agency in those processes. The AOC also finalized standard definitions for tracking the on time, on budget and safety elements of its project tracking metrics.

Strategic Objective 2.0: *Preserve, maintain and operate facilities and cultural and natural resources at the highest quality levels*

The AOC will research, analyze and select the most appropriate industry standards 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. One strategy and five strategic initiatives support this strategic objective.

| STRATEGY | STRATEGIC INITIATIVE |
|---|---|
| Research, analyze and select the most appropriate industry standards, desired levels of performance, and associated implementation plans for achieving desired levels of performance for each of the AOC's key operational functions. | <ul style="list-style-type: none"> ■ Integrated Safety Management System ■ Facilities management/emergency power standards ■ Gardens/grounds standards ■ Construction project security/resilience standards |

Analysis of FY 2019 Results

In FY 2019, the AOC reported progress toward this strategic objective using five KPIs. In addition, the AOC made efforts to address the strategic initiatives that support this strategic objective by beginning implementation of standards for emergency power, gardens and grounds, and security and resilience for construction projects and initiating efforts to develop an Integrated Safety Management System (ISMS) based on ISO 45001 Occupational Health and Safety to drive the continued improvement of the safety culture.

Energy and Sustainability Targets (AIF KPI 1)

This annual KPI measures the success of the AOC's energy and sustainability program through five components: reduce energy intensity use, reduce potable water use, divert building occupancy waste, compost nonconstruction 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 reduction of energy use. The target calls for a reduction of 2.0 percent annually from the prior year goal (i.e., a 38.0 percent target for FY 2019). The AOC met its energy reduction target for FY 2019, achieving a cumulative reduction of 47.8 percent. Fiscal Year 2019 was the first full year of operation for the cogeneration plant and this was the primary source of the agency's energy savings. In addition, completed energy savings performance contracts (ESPCs) in the U.S. Capitol Building and the House and Senate office buildings continue to provide energy and water savings. Further savings resulted from retro-commissioning of existing mechanical systems and improvements to building system monitoring. Implementation of large-scale campus infrastructure projects such as the Cannon Renewal Project and a new ESPC at the Library Buildings and Grounds will help the agency continue to meet its future targets.

Reduce Potable Water Use: This component measures the AOC's cumulative reduction of potable water usage. The target calls for a 2.0 percent reduction from the prior year (i.e., a 24.0 percent target for FY 2019). The AOC met the target in FY 2019 with a reduction of 26.7 percent. The AOC focused on water consumption and continued to reconcile water usage, malfunctioning meters and billing. The agency also awarded a potable water survey to help reduce costs, improve efficiency and quantify savings.

Divert Building Occupant Waste: This component measures the amount of building occupant waste (e.g., paper, bottles, cans, printer cartridges and decommissioned computer equipment) the AOC diverted from landfills for recycling. The AOC's target

for FY 2019 was to divert 46.0 percent of waste from landfills for recycling. The AOC did not meet the target, diverting 39.0 percent of waste produced.

Compost Nonconstruction Waste: This component measures the amount of nonconstruction waste (e.g., food waste and organic waste) diverted from landfills for composting and reuse as mulch or fertilizer. The AOC's annual target is to compost 8.0 percent of its nonconstruction waste. In FY 2019, the AOC met its target by composting 8.5 percent of its nonconstruction waste.

Divert Construction and Demolition Debris: This component measures the amount of construction and demolition debris (i.e., the byproduct of construction, remodeling, renovation and repair) diverted from landfills for recycling or reuse. The AOC's annual target is to divert 90.0 percent of its construction waste. In FY 2019, the AOC met its target by diverting 94.0 percent of its construction and demolition debris.

This fiscal year, as shown in **Figure 27** on Page 62, the AOC met its targets for four of the five energy and sustainability components tracked. This KPI requires that the agency reach all five targets annually and, as a result, the AOC did not achieve its targeted performance for this KPI in FY 2019. ❌

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

Preventive and Corrective Maintenance Work Order Timeliness (AIF KPIs 2 and 3)

These annual KPIs measure the AOC's ability to maintain building systems and mitigate building system failures through the planned use of maintenance and repair resources. By ensuring these systems are in good working order, the AOC minimizes the risks and costs associated with equipment, systems or facilities failure. Preventive maintenance (PM) work orders are regularly scheduled appointments for the care and servicing of equipment, systems and facilities to keep them in good operating condition. Preventive maintenance actions include inspecting, detecting and correcting any failures before they occur or develop into major defects. Examples include monthly checks on air handler systems, elevators and generators. Each year, the AOC performs more than 235,000 PM work orders, accounting for approximately 45 percent of the estimated 525,000 work orders logged within the agency. The number of annual work orders underscores the scale of work performed

Capitol Highlights



Senate Underground Garage and Landscape Restoration

The AOC's multiyear project to renovate the Senate Underground Garage, which was originally constructed in 1932, continued this fiscal year. The project includes rehabilitation of the garage, central fountain, reflecting pool, planters and surrounding pavement; restoration of the exterior stonework and plaza walkway; excavation for major concrete and waterproofing repairs to the 20-foot underground garage south wall; and waterproofing repairs for the fountains, upper plaza and the pedestrian tunnel connecting the garage to the Russell Senate Office Building.

The AOC collaborated with internal and external stakeholders to minimize the project's impact on the Senate community and created temporary parking and office spaces to offset the loss of space during

the renovation. This fiscal year, the AOC also removed most of the stone at Upper Senate Park and the Senate fountain for cleaning and repairs, excavated and removed waterproofing on the south garage wall for concrete restoration and waterproofing work, and began renovations on the office spaces within the garage. The AOC also began excavating, preparing and rewaterproofing the pedestrian tunnel.

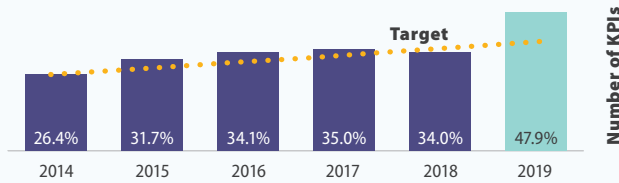
Throughout the project, the garage and a large portion of Senate Park will remain inaccessible. Once completed in FY 2021, the restoration will mitigate water damage to the Senate Underground Garage and restore the fountain and plaza to their original grandeur.

www.aoc.gov/projects/senate-underground-garage-and-landscape-restoration

FIGURE 27 Energy and Sustainability Targets for Fiscal Year 2019

The Architect of the Capitol focuses on energy and sustainability 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 energy and sustainability program components. The AOC must meet or exceed the targets for all components to meet the KPI target.

Reduce Energy Intensity Use ✓



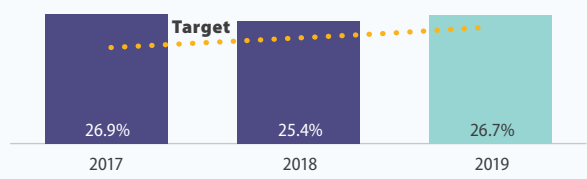
Target: Reduce cumulative annual energy intensity use an additional 2.0% (38.0% target for FY 2019)

Definition: BTUs divided by buildings' gross square feet

Source: Utility bills

Component Target Met

Reduce Potable Water Use ✓



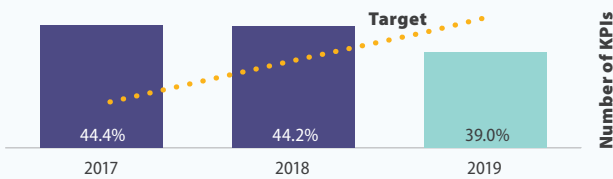
Target: Reduce cumulative annual potable water use an additional 2.0% (24.0% target for FY 2019)

Definition: Water usage divided by buildings' gross square feet

Source: Utility bills and meters

Component Target Met

Divert Building Occupant Waste ✗



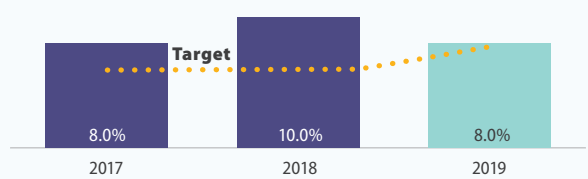
Target: Divert cumulative annual building occupant waste an additional 2.0% (46.0% target for FY 2019)

Definition: Occupant waste diverted divided by total occupant waste

Source: PPM Sustainability Information Management System

Component Target Not Met

Compost Nonconstruction Waste ✓



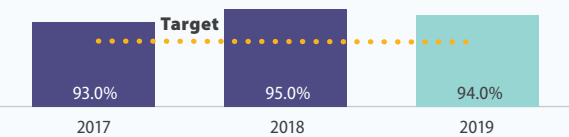
Target: Compost 8.0% of nonconstruction waste annually (previous targets were 6.0%)

Definition: Nonconstruction waste composted divided by total nonconstruction 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

RESULT:
Target Not Met ✗

In FY 2019, the AOC met the energy and sustainability target for 4 of 5 KPI components. All components must be met to achieve this target.

on vital systems and the AOC's dedication to maintaining the reliability and life span of its facility infrastructure. During the three fiscal years preceding FY 2019, the AOC achieved the targeted 90.0 percent on-time completion rate for PM work orders, as illustrated in **Figure 28**.

Corrective maintenance (CM) work orders are activities undertaken to identify, isolate and rectify an unscheduled deficiency of equipment or systems. These work orders serve to repair system deficiencies that, if left unchecked, could require costly remediation. Examples include a blown fuse, a broken faucet or a malfunctioning escalator. The AOC performs nearly 158,000 CM work orders per year, representing approximately 30.0 percent of the 525,000 total work orders recorded within the agency. The AOC is committed to timely repair of system components that require immediate service. For each of the five fiscal years preceding FY 2019, the AOC achieved its target of a 90.0 percent on-time completion rate for CM work orders, as illustrated in **Figure 29**.

In FY 2019, the AOC did not measure the KPIs for preventive and corrective maintenance. As part of the agency's enhancements to its performance management framework and the planned introduction of new KPIs in subsequent fiscal years, the AOC plans to assess, improve and standardize its work order management processes. This effort will improve work order data consistency and allow facility program managers to optimize maintenance and repair resources across the agency's facilities

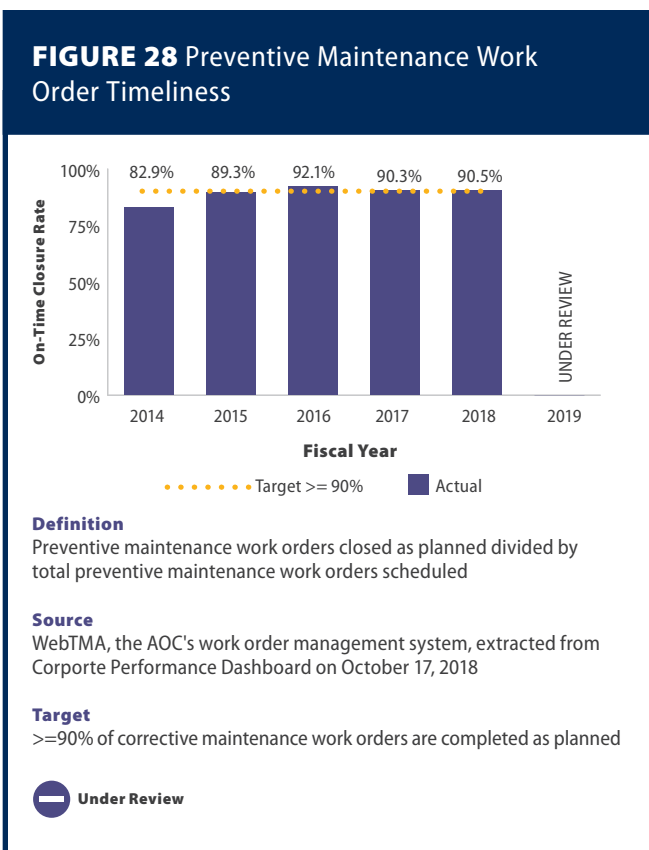
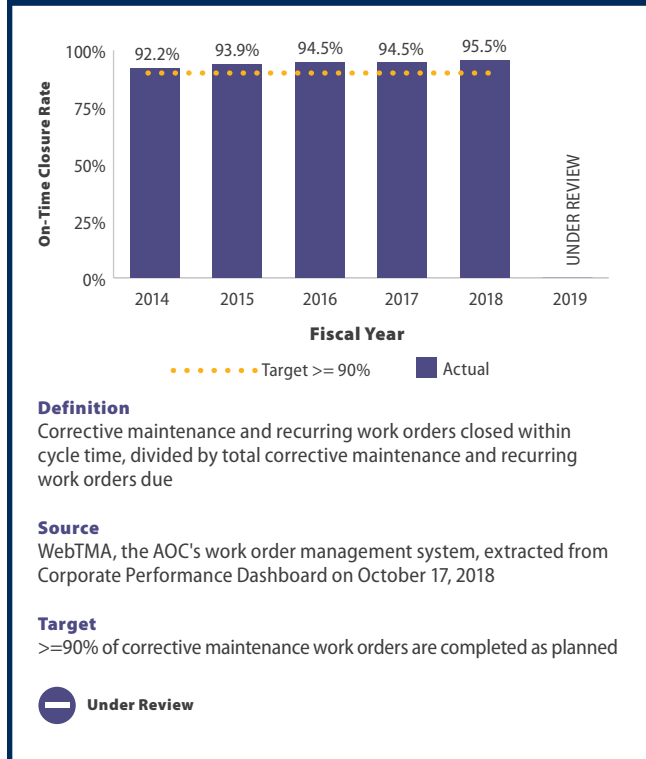


FIGURE 29 Corrective Maintenance Work Order Timeliness



portfolio. After this work is complete, the AOC will resume reporting the KPIs for PM and CM work order timeliness. **Under Review**

Facility Management Standards for Emergency Generators and Switchgear (AIF KPI 4)

This KPI measures the AOC's progress toward implementing standards for the operation and maintenance of emergency generators and switchgear. The standards relate to a multiyear initiative to develop a resilient electrical infrastructure capable of supporting emergency operations. The AOC produced the standards in FY 2018 and established a FY 2019 target to initiate the two-year implementation process across the Capitol campus. This fiscal year, the AOC developed implementation plans, drafted memoranda of understanding between the Planning and Project Management Division and each jurisdiction to outline roles and responsibilities, revised standard operating procedures and preventive maintenance guidelines and began to implement the standards. Once fully implemented, these standards will reduce the risk of unplanned power outages that impact critical tenant and customer services within the AOC's facilities. **Target Met**

NEW! Gardens and Grounds Standards Established (AIF KPI 5)

This KPI measures the AOC's progress toward implementing agencywide gardens and grounds standards. The FY 2019 target for this KPI was for the AOC to establish the standards. These standards articulate the processes and practices necessary to ensure the AOC's gardens and grounds operations function at the highest possible level. The multiyear initiative to identify and implement gardens and grounds standards brought together experts from across the agency. The team conducted an internal assessment of existing processes and procedures and performed external research to identify relevant standards from industry, academia and regulatory organizations. The standards address tree care, snow removal, integrated pest management, irrigation turf and soils. The AOC will implement the standards beginning in FY 2020. ✕

Future Efforts

Looking ahead, the AOC will continue to implement enterprise-level initiatives through the AOC's Performance Plan. As a result of analysis performed during this fiscal year, the AOC will introduce new KPIs in FY 2020. The new KPIs will include:

- Capital Projects Performed On-Time: This will measure new projects delivered on-time, within the agreed timeline
- Capital Projects Performed On-Budget: This will measure new projects delivered on-budget, within the established budget
- Capital Projects Performed Safely: This will measure new projects delivered safely, using Occupational Safety and Health Administration guidelines
- *Americans with Disabilities Act (ADA)* External Findings Remediation: This will measure the number of ADA findings identified by the Office of Congressional Workplace Rights (OCWR) and assess their remediation
- Energy Usage by Building: This will measure the energy use reduction by AOC building
- Backlog of Deferred Maintenance: This will measure the AOC's management of the backlog of deferred maintenance and capital renewal work elements, identified in the facility condition assessments (FCAs)
- Facility Condition Index: This index will measure the number of facilities rated in each condition category and the change from one assessment to another, as determined by the FCAs

In FY 2020, the agency will implement facility management standards for emergency power, finish the garden and grounds standards, and establish facility management standards for heating, ventilation and air conditioning. The two-year initiative to establish and implement construction project security and resilience standards is ahead of schedule. The AOC will complete the phased implementation of the Integrated Safety Management System in FY 2021.



The Provide Extraordinary Services strategic goal addresses the AOC's client service mission. The AOC conducts annual multijurisdictional exercises to identify preparedness strengths and opportunities for improvement.

Strategic Goal 2

Provide Extraordinary Services

GOAL DESCRIPTION

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.

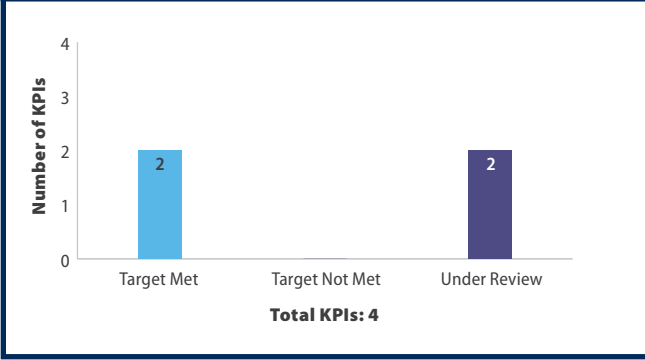
This strategic goal fosters an organizational culture where AOC employees take ownership of client needs and proactively coordinate with service providers to resolve issues. Under this goal, the term "client" includes members of Congress, their staff and constituents; visitors to Capitol Hill; employees of other federal agencies; and AOC employees. The goal includes one strategic objective supported by two strategies. In addition, the goal includes three strategic initiatives. **Table 13** defines the

types of customer services associated with this strategic goal. The AOC monitored four KPIs for this strategic goal in FY 2019, summarized in **Figure 30**.

TABLE 13 Customer Types Associated with Provide Extraordinary Services Strategic Goal

| CUSTOMER TYPE | DESCRIPTION |
|---------------------------------|---|
| Client/Tenant Customer Services | Client services include normal and special request services provided to internal clients, the public and other constituencies. A service call, written request or technician work order typically initiates normal client services (e.g., painting services, deliveries and picture framing). Client services also include special event support (e.g., presidential inauguration) and the biennial election year office moves. |
| Visitor Customer Services | Visitor services include the AOC efforts to provide 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. |
| Internal Customer 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. Internal customer services may include human resources, contracting and procurement, information technology, security and safety. |

FIGURE 30 Key Performance Indicator Results Achieved for Provide Extraordinary Services



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

This strategic objective ensures outstanding customer service to the AOC’s internal and external stakeholders. The AOC has two supporting strategies and three strategic initiatives to meet this strategic objective. The first strategy requires the agency to administer customer satisfaction surveys regularly for each major line of business. The customer satisfaction surveys provide insight into how the AOC’s clients view the services provided by the AOC. In FY 2019, the AOC conducted a Customer Satisfaction with Projects survey. See **Figure 31** for the schedule of the AOC’s customer satisfaction surveys for FY 2019 and the remaining two years of the agency’s Strategic Plan.

The AOC introduced a second strategy in FY 2019. This strategy seeks to improve the AOC’s ability to understand and respond to customer needs and enhance the customer experience. Strategic initiatives to establish an AOC customer experience program and develop a pilot mobile wayfinding system for the visiting public support this strategy.

FIGURE 31 FY 2019–FY 2021 Customer Satisfaction Survey Schedule



| STRATEGY | STRATEGIC INITIATIVE |
|--|--|
| Regularly administer and refine, as appropriate, customer satisfaction surveys for each major line of business in the AOC. | <ul style="list-style-type: none"> Enhanced customer service analytics |
| Enhance the AOC’s ability to understand and respond to customer needs and enhance the customer experience. | <ul style="list-style-type: none"> Customer experience program Mobile wayfinding pilot |

Analysis of FY 2019 Results

The AOC met two of the four KPIs associated with this strategic objective in FY 2019. The AOC did not measure two of the KPIs — those associated with service request work order timeliness (ES KPI 2) and favorability ratings for peer customer satisfaction (ES KPI 3) — while the agency made improvements to the measurement of these two indicators this fiscal year.

Customer Satisfaction with Projects (ES KPI 1)

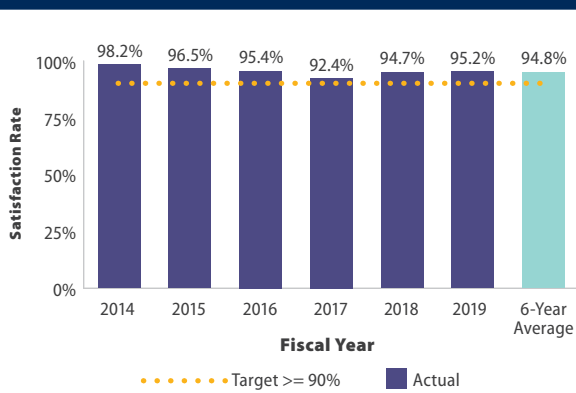
This annual KPI measures customer satisfaction with AOC-led design services and construction management to ensure the AOC delivers the best product to its customers. A customer satisfaction survey following the completion of projects provides the data for this KPI. In FY 2019, the AOC conducted 36 project surveys, including surveys related to the design services for the Senate Office Buildings’ gift shop renovation, exterior stone repair and roof replacement at the U.S. Botanic Garden and restroom renovation in the Longworth House Office Building. The target for this KPI is a 90.0 percent satisfaction rating.

In FY 2019, the AOC achieved a 95.2 percent satisfaction rating on the completed project surveys. This is the highest rating the AOC received in three years and the 10th year in a row where the AOC has met or exceeded its goal — see **Figure 32**. This fiscal year, the AOC implemented a redesigned survey that incorporated questions and themes aligned to attributes with the Maintain Awe-Inspiring Facilities goal. The new post-project survey scored questions linked to schedule, budget, quality, safety, minimized disruptions and collaboration. The free text field solicited recommendations for improvement that the AOC used to develop process adjustments improvements for future work. ✓

Service Request Work Order Timeliness (ES KPI 2)

This annual KPI demonstrates the AOC’s commitment to provide timely service to all stakeholders by responding quickly and thoroughly to requests that impact members of Congress, the Library of Congress, Supreme Court staff, AOC colleagues and the visiting public. Service request work orders are ad hoc requests that provide specific services to building occupants

FIGURE 32 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 as of October 16, 2019

Target

>= 90% of projects are rated by clients as satisfactorily completed



or stakeholders based upon customer preferences. Examples of service request work orders are requirements to paint a wall a new color or to hang a painting. During FY 2019, the AOC realigned this KPI from the Maintain Awe-Inspiring Facilities goal to the Provide Extraordinary Services goal. The AOC performs over 102,000 service request work orders per year. This accounts for 19.4 percent of the 525,000 total work orders logged within the agency. The AOC target for this KPI is to close 90 percent of service request work orders within the cycle time.

In FY 2019, the AOC did not measure data for this KPI. Although the AOC continued to collect service request work order data in FY 2019, a data improvement effort necessitated a strategic pause in reporting on its work order results. As part of the agency's enhancements to its performance measurement and management approach and to understand service request trends, the AOC is evaluating options to improve its work order management processes and standards. This effort will improve work order data consistency across the agency. For each of the five fiscal years preceding FY 2019, the AOC achieved its target of a 90.0 percent on-time completion rate for service request work orders, as illustrated in **Figure 33**.

Favorability Ratings for Peer Customer Satisfaction (ES KPI 3)

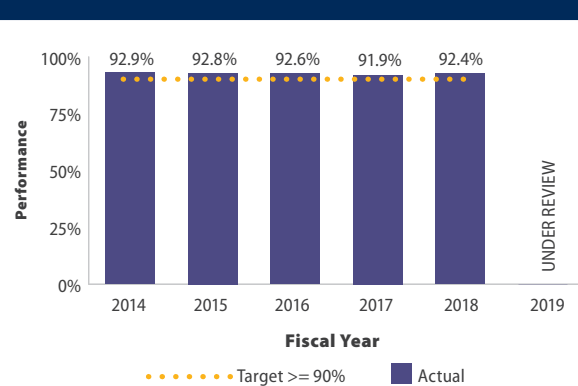
This KPI measures how employees rate the services provided to them by other AOC business units. The AOC has historically

addressed this KPI through a biennial peer satisfaction survey (last conducted in FY 2017). Instead of conducting the survey in FY 2019, the AOC revamped the approach to focus on defining measures for internal customer service functions, benchmarking best practices and identifying new methods for capturing satisfaction information. Measuring refined customer service metrics and methods will provide more timely performance management and actionable insights. This new approach will provide more regular data that will allow the AOC to analyze performance and make ongoing improvements to operations. The AOC plans to implement the new approach and redesign the peer satisfaction survey in FY 2020.

NEW! Customer Experience Program (ES KPI 4)

This KPI falls under the new strategy the AOC developed for this strategic objective in FY 2019. The target for this KPI is to establish a customer experience program. In FY 2019, the AOC established a customer experience action committee that included representatives from all jurisdictions and offices. The action committee conducted an internal analysis of customer service practices including processes and systems, as well as methods of gathering customer feedback. The group also assessed current levels of internal and external customer satisfaction and developed a road map that includes strategies to strengthen AOC's customer experience activities by focusing on the following key elements:

FIGURE 33 Service Request Work Order Timeliness



Definition

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

Source

WebTMA, the AOC's work order management system, extracted from Corporate Performance Dashboard on October 17, 2018

Target

>= 90% of service requests are completed as promised



- Capacity Building — Engaging the AOC workforce and equipping them with the knowledge and skills to work according to AOC’s core values and to deliver service according to our customer service philosophy
- Customer Experience Standards — Developing agencywide standards to deliver a consistent customer experience
- Customer Experience Mapping and Relationship Management — Using state-of-the-art tools and techniques to understand our customer needs and experiences
- Customer Experience Measurement and Metrics — Gathering and analyzing data to drive results to improve customer satisfaction and the process that leads to effective service delivery
- Structure and Accountability — Championing governance to ensure an integrated approach that includes internal coordination, collaboration and process improvement to meet customer needs

The AOC met the FY 2019 target to establish the customer experience program. This program will transform the AOC’s customer service delivery from a group of transactions to a culture of understanding customers and predicting and meeting their needs. ✓

Future Efforts

The AOC’s planned future efforts will follow the Customer Experience Program Roadmap developed in FY 2019. The roadmap includes activities for people, processes, tools and technology. In FY 2020, the AOC will develop an enhanced set of metrics to provide actionable insights into the customer experience. In addition, the AOC will develop a comprehensive customer experience feedback program for tenant, public and internal customers. The new feedback mechanisms will include periodic and transactional surveys to provide insight into the AOC’s performance.



Capitol Highlights

Library Garden Commemorates the 19th Amendment

In collaboration with the Library of Congress’ educational programs and exhibits, the AOC planted a flower bed outside of the Thomas Jefferson Building to commemorate the centennial of the 19th Amendment, which granted women the national right to vote. On June 4, 1919, Congress passed the 19th Amendment to the Constitution. In celebration of the 100th anniversary of its passage and in coordination with the Library of Congress’ exhibit, Shall Not Be Denied: Women’s Fight for the Vote, the flower beds honor the suffragist movement.

The colors of the flower bed — purple, white and gold — reflect those adopted by various suffrage groups, particularly the Congressional Union (later known as the National Woman’s Party). The Suffragist newsletter

identified these colors as: “Purple is the color of loyalty, constancy to purpose, unswerving steadfastness to a cause. White, the emblem of purity, symbolizes the quality of our purpose. Gold, the color of light and life, is as the torch that guides our purpose, pure and unswerving.” Gold was also a color favored by the early suffragists, including Elizabeth Cady Stanton and Susan B. Anthony.

The Library of Congress exhibit tells the story of one of the largest reform movements in American history using documents, photos and artifacts. It is a story about determined women who organized, lobbied, paraded, petitioned, lectured and picketed to win the right to vote. The exhibit runs through September 2020.

www.loc.gov/exhibitions/women-fight-for-the-vote/about-this-exhibition/



The Foster an Innovative and Empowered Workforce strategic goal creates an organizational culture to attract, develop and retain exceptional employees. Shown here, an AOC employee cleans and restores the bronze exterior signage at the Hart Senate Office Building.

Strategic Goal 3

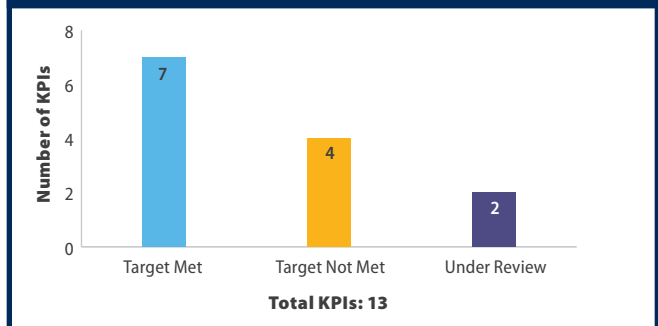
Foster an Innovative and Empowered Workforce

GOAL DESCRIPTION

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

This goal drives the AOC’s efforts to create a work environment that rewards excellence and creativity and assists the AOC in attracting, developing and retaining exceptional employees. The goal includes three strategic objectives and nine strategies. In addition, the goal includes 12 strategic initiatives. The AOC monitored 13 KPIs for this strategic goal in FY 2019, summarized in **Figure 34**.

FIGURE 34 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

This strategic objective promotes stronger performance and technical competency across the agency by ensuring AOC employees receive regular training and development opportunities. Four strategies and six initiatives support this strategic objective.


| STRATEGY | STRATEGIC INITIATIVE |
|---|---|
| Provide employee training in job-related knowledge, skills and abilities and/or desired behaviors. | <ul style="list-style-type: none"> ■ AOC individual development plan |
| Provide supervisory training and coaching on effective employee performance management. Incorporate the AOC core values and customer service philosophy into the PCES. | <ul style="list-style-type: none"> ■ Enhance employee Performance Communication and Evaluation System (PCES) |
| Deploy a training management system that enables supervisors to track the required training. | <ul style="list-style-type: none"> ■ Learning management system |

Analysis of FY 2019 Results

In FY 2019, the AOC met one of the three KPIs associated with this strategic objective. The AOC did not conduct the peer survey in FY 2019 and, therefore, did not measure the two KPIs associated with the survey.


The AOC also made progress on this strategic objective through performance plan initiatives. The AOC developed templates for individual development plans and included guidelines for supervisors and employees in the agency’s training and development policy. To improve efficiency of the AOC’s internal learning management system, the AOC implemented several enhancements, including employee access to personal training history, self-registration and enhanced reporting capabilities.

Peer Survey Favorability Ratings for Competency and Customer Service Dimensions (IEW KPIs 1 and 2)

The AOC did not conduct the Peer Survey in FY 2019. Instead, the AOC began developing an enhanced customer feedback approach including a new internal customer service survey. The new approach focuses on after-action assessments from surveys and automated systems to provide more timely data related to the quality of services provided. The AOC will implement this new approach in FY 2020. 

NEW! Employee Nonmandatory Training (IEW KPI 3)

This KPI measures the AOC’s efforts to provide professional training that strengthens the knowledge, skills and abilities of the entire workforce. While the AOC’s mandatory training requirements (e.g., computer security awareness, fraud awareness and standards of conduct) provide a universal foundation for all agency employees, the nonmandatory training provides opportunities for employee development and learning that expands or deepens their knowledge base. The target for this KPI is for one-third of the workforce to receive nonmandatory training each fiscal year and for 100 percent

of the workforce to receive nonmandatory training every three fiscal years. The AOC provided nonmandatory training to 36.4 percent of its workforce in FY 2019, meeting its annual performance target. 

Strategic Objective 2.0: Cultivate high employee engagement in the workplace

This strategic objective promotes the AOC’s commitment to increasing employee engagement in the workplace through improved employee development and accountability practices. Three strategies and three strategic initiatives support this strategic objective.

| STRATEGY | STRATEGIC INITIATIVE |
|--|---|
| Reduce bureaucracy and promote innovation to enable decision-making that supports service delivery. | <ul style="list-style-type: none"> ■ Continuous process improvement program |
| Promote fairness by refining the system for tracking rewards and recognition. | <ul style="list-style-type: none"> ■ AOC rewards and recognition program |
| Promote fairness in hiring and promotions by providing supervisors and employee training in hiring processes and by providing feedback to all internal applicants not selected in standard recruiting process. | <ul style="list-style-type: none"> ■ Biennial training for supervisors and employees in the hiring process and career management |

Analysis of FY 2019 Results

In FY 2019, the AOC measured progress toward this objective through five KPIs. To cultivate employee engagement through the reduction of bureaucracy and to promote innovation, the agency began training a cohort of process-improvement leaders that will champion efforts to simplify procedures and drive operational efficiency in FY 2019. The agency is also working to ensure fairness in its rewards and recognitions through detailed analysis and targeted improvements in its processes and programs. The AOC also continues to offer its semiannual Hiring 101 course to train supervisors to administer the hiring and promotions processes fairly. To support career development for agency employees, the AOC regularly offers CareerPath training throughout the year.

The AOC’s Ranking in the Partnership for Public Service’s Best Places to Work in the Federal Government® (IEW KPI 4)

The AOC benchmarks its favorability rating against other federal government agencies through biennial participation in the Federal Employee Viewpoint Survey (FEVS) and the Partnership for Public Service’s Best Places to Work in the

Federal Government® analysis, which the AOC measures on a biennial basis. The AOC's target for this KPI is to improve the agency's Best Places to Work rankings as compared to the prior survey. Based on the FY 2018 rankings (first available in FY 2019), the AOC ranked ninth out of the 27 mid-sized government agencies that participated in the FEVS survey.⁷ This is a two-position improvement over the AOC's previous survey results, thus meeting the targeted KPI. See **Figure 35**. To improve employee engagement since the prior survey, the AOC provided all business units with their FEVS results — including the scores from all the question dimensions — to highlight opportunities for improvement. The AOC instructed each business unit to develop and implement an action plan addressing focused areas of improvement and report on their progress to the agency's leadership. As a result of these efforts, over the past three survey cycles, the AOC increased its overall engagement score (from 70.0 percent in FY 2014 to 72.9 percent in FY 2016 and 76.4 percent in FY 2018), as well as the average score on each of the FEVS questions by at least 3 percent. ✓

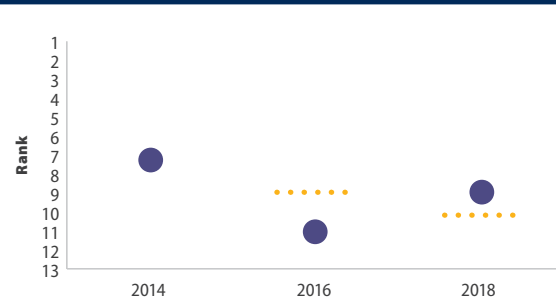
Business Units With a Bureaucracy Reduction (IEW KPI 5)

This biennial KPI measures how AOC business units reduced bureaucracy and promoted innovation. The AOC's target for this KPI is for 100 percent of business units to enable decision-making in support of service delivery at the lowest practical levels or to streamline processes to simplify and expedite service delivery. In FY 2019, 100 percent of business units created and implemented their plans, meeting the target. ✓

NEW! Nonselected Internal Candidates Offered Feedback (IEW KPI 6)

This KPI measures the AOC's commitment to providing feedback to unsuccessful internal candidates for positions within the agency. The agency's target was for 100 percent of applicants to receive feedback on their interview performance. This fiscal year, the AOC identified process documentation and challenges in implementing this new practice. Therefore, the AOC is adjusting the process and will facilitate agency supervisors' feedback and tracking of feedback more completely in FY 2020. The AOC provided feedback to 89.7 percent of unsuccessful internal applicants in FY 2019. ✗

FIGURE 35 The AOC's Ranking in the Partnership for Public Service's Best Places to Work in the Federal Government®



Definition
Best Place to Work in the Federal Government® Ranking from three FEVS questions

Source
Partnership for Public Service Best Places to Work Agency Rankings 2019

Target
Higher rank than the previous rank



NEW! Continuous Process Improvement Program Established (IEW KPI 7)

This one-year KPI measures the AOC's efforts to align performance processes with the strategic goals and customer expectations. The target for this KPI was the establishment of the Continuous Process Improvement Program that standardizes how the agency identifies, prioritizes, analyzes, designs and implements improvement projects. The program provides training, toolkits and other resources to develop a culture of continuous improvement at the AOC. In FY 2019, the AOC launched the program, trained the first cohort of continuous process improvement champions and developed tools and templates to facilitate process improvement projects. ✓

⁷ The Partnership for Public Service defines midsize government agencies as those with 1,000 to 14,999 employees. The survey consists of three questions: 1) do you recommend your organization as a good place to work; 2) how satisfied are you with your job; and 3) how satisfied are you with your organization.

Strategic Objective 3.0: Provide for the security and safety of every AOC employee

The AOC is committed to ensuring the security and safety of AOC employees. To that end, the AOC mandates that all employees participate in regular safety, injury avoidance and emergency preparedness training. This training, along with regular safety communications, improves the awareness, preparedness and performance of safety and security programs. Two strategies and three strategic initiatives support this strategic objective.

| STRATEGY | STRATEGIC INITIATIVE |
|--|---|
| Develop and deliver training and communication to improve awareness, preparedness and safety/security performance. | <ul style="list-style-type: none"> ■ AOC emergency exercises (central offices annually, jurisdictions biennially) ■ Training to improve awareness, preparedness and safety/security performance |
| Routinely self-identify and self-correct risks to ensure a safe and environmentally compliant work environment. | <ul style="list-style-type: none"> ■ Facility safety, fire and environmental inspection checklist |



Capitol Highlights

Integrated Safety Management System

The AOC is building a new framework for safety. To standardize safety procedures across the agency and foster and sustain a robust safety culture, the AOC is implementing an Integrated Safety Management System (ISMS).

Last fiscal year, employees from the AOC’s Safety, Fire and Environmental Programs met with frontline employees from each jurisdiction. The feedback received from those meetings, along with published safety standards,* were incorporated into the system’s design. The agency’s ISMS consists of seven elements:

- **Leadership:** Commit to safety through leadership actions and worker encouragement
- **Planning:** Identify work environment safety hazards and opportunities
- **Operation:** Implement safety controls and devise contingency plans
- **Support:** Allocate resources to safety and communicate safety information to all employees
- **Performance evaluation:** Use internal audits and other measures to evaluate progress, identify top risks and make informed decisions

- **Improvement:** Investigate incidents to determine causes and implement corrective actions
- **Strategic context:** Align the system to the agency’s unique mission

This fiscal year, to improve safety culture and awareness, the AOC developed enterprise solutions for observing safety behaviors and practices, capturing data and enhancing communications and messaging. One product of these efforts was the creation of an annual Personal Safety Trade Show — an opportunity for employees to showcase and share best practices about the tools, equipment and technology used on their respective projects to ensure a safe environment.

The highlight of FY 2019 ISMS efforts was executive-level review of safety measures and programs for resourcing safety mitigation efforts and improving data and analysis. Looking ahead, the AOC will continue to align agency safety programs within the ISMS framework.

* Standard-setting bodies referenced by the AOC included the International Organization for Standardization (ISO 45001) and the American National Standards Institute (ANSI Z10).

Analysis of FY 2019 Results

The AOC measures progress toward this objective through six KPIs. The AOC met the targets for two KPIs in FY 2019. In addition, this fiscal year, the AOC implemented initiatives to customize emergency action and response plans and conducted emergency exercises to strengthen staff awareness and preparedness for various potential emergencies. The AOC also worked to align the internal Emergency Action and Response Plans (EARPs) to the Base Emergency Action Response Plan and coordinated two agencywide exercises. The AOC also developed and piloted an emergency preparedness training program for the U.S. Capitol Visitor Center and began training additional jurisdictions. Additionally, the AOC developed a 32-point inspection checklist to aid in facility safety, fire and environmental inspections of operating space and facilitated agencywide training that provided a sample site walkthrough using the checklist.

Injuries and Illnesses Rate (IEW KPI 8)

This annual KPI assesses the AOC's ability to ensure a safe workplace. The AOC's target is to achieve a lower rate of injuries and illnesses (I&I) in FY 2019 than in FY 2018. In FY 2019, the AOC

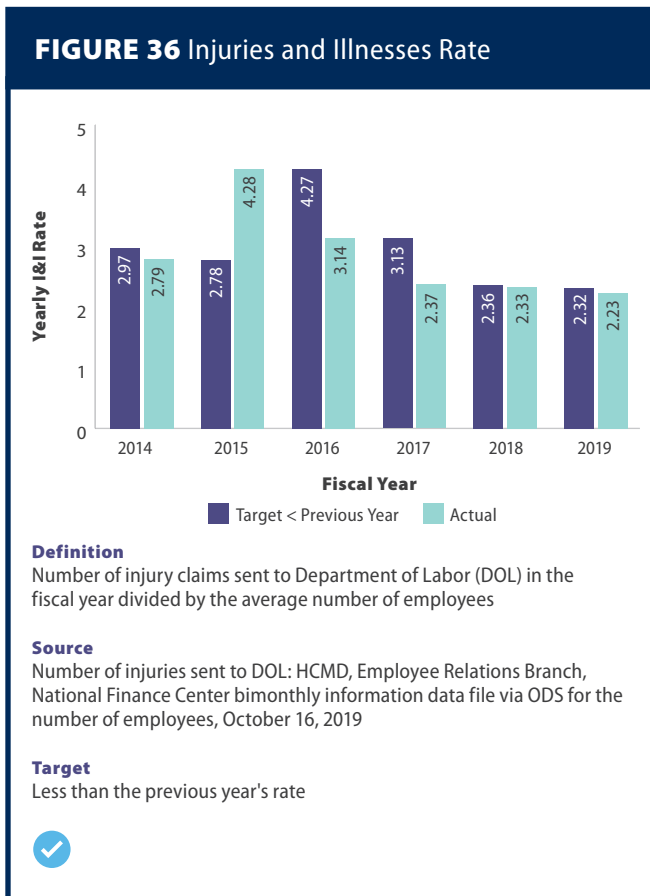
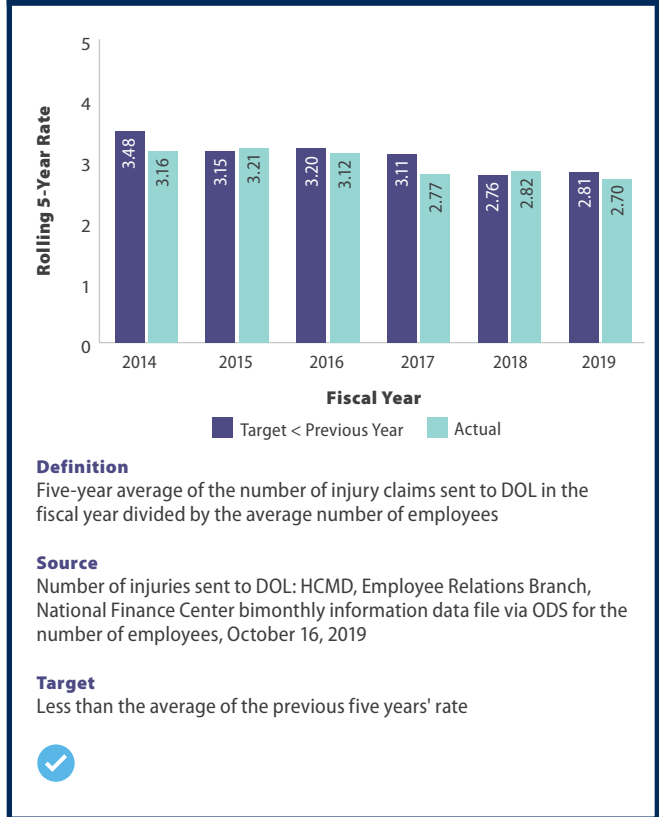


FIGURE 37 Injuries and Illnesses Rate (Rolling Five-Year Average)



achieved an I&I rate of 2.23 — a slight improvement over the FY 2018 rate of 2.33. See **Figure 36**. To reduce the agency's I&I rate, the AOC's Safety, Fire and Environmental Programs office developed a streamlined process to improve injury and illness reporting across the agency and to support better data analysis. The most common injuries in FY 2019 were from sprains and strains, while the most frequent causes of injury were related to inattention and overexertion. To address these causes, the AOC created a handout for supervisors and employees that identified the AOC's top reported injury types and provided helpful tips for preventing these injuries. The AOC distributed the handout at an agencywide wellness fair, posted it to the employee intranet and promoted it within the supervisor's safety newsletter. The AOC also began implementing ISMS to build and sustain an enterprise approach to safety and to incorporate best safety behaviors and procedures (for more information, see Capitol Highlights: Integrated Safety Management System). ✓

Injuries and Illnesses Rate (Rolling Five-Year Average) (IEW KPI 9)

This annual KPI measures the long-term AOC workplace safety trends through the rolling average I&I rate for the previous five fiscal years. The AOC uses the five-year rolling average because

this calculation minimizes the impact of a given fiscal year. The target for this KPI is a reduction over the five-year average from the prior fiscal year. As shown in **Figure 37**, the AOC achieved a five-year rolling average of 2.72 in FY 2019, marking the fourth consecutive fiscal year of steady reduction in the rolling average I&I rate. The agency is committed to creating a culture of safety, offering a suite of safety training classes and videos, and continuing to enhance tools that allow leadership to learn from safety and injury data trends and, therefore, make strategic shifts and more focused mitigation efforts. ✓

Business Units That Have Reviewed Emergency Procedures Within the Fiscal Year (IEW KPI 10)

This annual KPI measures the adherence to the AOC’s policy that all business units complete an annual review of emergency procedures with all employees. The target for this KPI is that 100 percent of the AOC business units review their procedures. As shown in **Figure 38**, the AOC business units achieved a 94.1 percent rate for this important safety task in FY 2019. ✗

Business Units That Conducted Emergency Exercises Within the Fiscal Year (IEW KPI 11)

This annual KPI measures the AOC’s commitment to emergency preparation by conducting emergency exercises. The target for this KPI is that all AOC jurisdictions conduct two exercises each year and that all agency business units conduct one exercise annually. This fiscal year, 100 percent of business units and jurisdictions conducted emergency exercises, achieving the target for the third consecutive year. See **Figure 38**. ✓

Jurisdictions That Completed All Routine Internal Inspections On Time (IEW KPI 12)

This KPI measures the ability of jurisdictions to complete routine internal inspections on-time. Adherence to routine internal inspections can prevent external safety and environmental inspection findings and result in quicker mitigation of issues before they result in injury or regulatory noncompliance. The target for this KPI is that jurisdictions complete 100 percent of internal safety and environmental self-inspections on time. As shown in **Figure 38**, the AOC completed 82.4 percent of the relevant agency inspections as scheduled. This marks the second year in a row the AOC has missed this target. ✗

External Safety and Environmental Inspection Findings (IEW KPI 13)

This KPI measures the number of environmental and safety inspection findings identified by the Office of Congressional Workplace Rights (OCWR), which protects over 30,000 employees in the federal legislative branch nationwide. During each congressional cycle, the OCWR assesses the AOC’s spaces for hazards that require corrective action. The target for this measure is to have fewer findings than the rolling six-year average. The OCWR found 1,700 more instances of noncompliance during the current two-year congressional cycle than the previous. See **Figure 39**. This is in part due to a change in OCWR’s methodology that results in documenting the same finding in multiple locations as separate findings. To address this trend and enhance workplace safety, the AOC is training staff to perform self-inspections in their work areas and correct instances of noncompliance. The agency also developed an inspection checklist for the top 10 most common fire and life safety findings, along with an electronic tracking tool for these items so that jurisdiction inspectors can document their findings and easily create work orders to correct the identified hazards. ✗

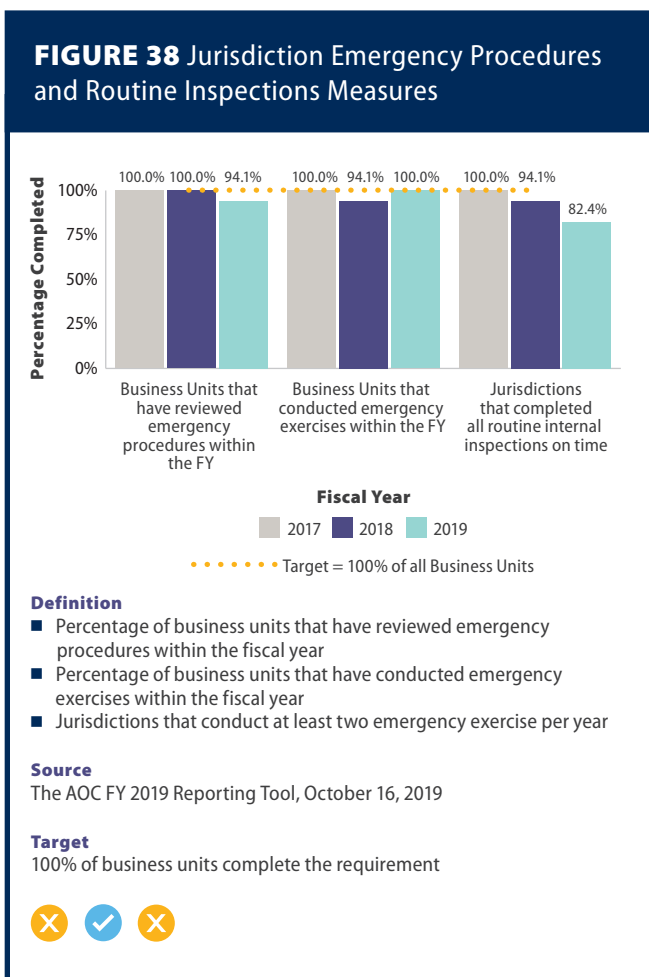
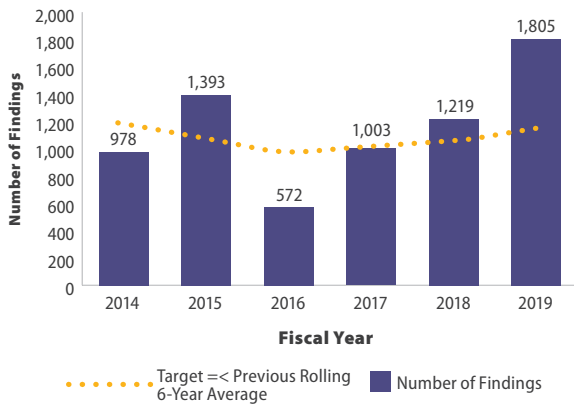


FIGURE 39 External Safety and Environmental Inspection Findings



Definition

OCWR Findings

Source

Number of findings captured from the OCWR Summary Report Spreadsheet, September 2019

Target

Less than the average of six years of findings



Future Efforts

In FY 2020, the AOC will continue to implement strategic initiatives to advance employee performance and engagement and improve the work environment. Initiatives will include the implementation of an enhanced employee performance communication and evaluation system, which will include training for supervisors on communication skills. The AOC will cultivate high employee engagement by scaling the continuous process improvement program and analyzing awards and recognition system data to improve processes and programs. To ensure a safe and secure workplace, the AOC will augment its emergency exercises and response plans with new hazard scenarios and update its emergency management program to parallel the Federal Emergency Management Agency’s guidance.



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

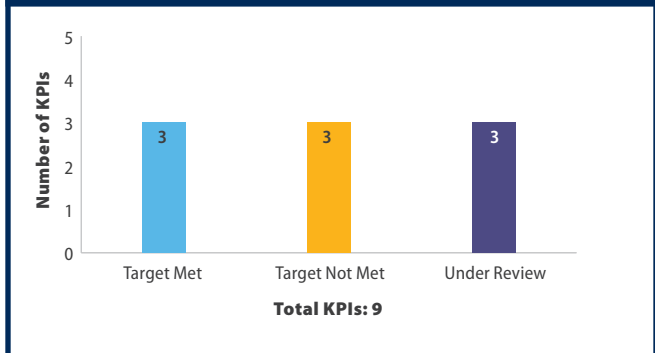
Operate as One Team, Dedicated to One Mission

GOAL DESCRIPTION

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.

This goal promotes collaboration within and among the agency's jurisdictions and administrative offices to create a more efficient and effective organization. The goal includes two strategic objectives and three strategies. In addition, the goal includes five strategic initiatives that guide the AOC to strengthen collaboration by learning from colleagues and external partners. Achieving this goal will improve work processes by increasing cross-jurisdictional collaboration and reducing redundancies through intra-agency cooperation. The AOC monitored nine KPIs for this strategic goal in FY 2019. See **Figure 40**.

FIGURE 40 Key Performance Indicator Results Achieved for Operate as One Team, Dedicated to One Mission



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

This strategic objective promotes employee collaboration and learning through cross-functional projects and activities that require a high level of communication, cooperation and alignment to a shared purpose. Two strategies and three strategic initiatives support this objective.

| STRATEGY | STRATEGIC INITIATIVE |
|---|---|
| Each business unit works to strengthen collaboration and alignment to a shared purpose, with partners within and across business units by improving communication, clarifying roles and responsibilities and/or improving processes. | <ul style="list-style-type: none"> Communities@AOC Compass redesign Integrated inventory management system |
| Each business unit establishes opportunities for its employees to work in, or closely collaborate with, the employees in other business units and establishes opportunities for employees from other business units to work in or closely collaborate with its own business unit. | <ul style="list-style-type: none"> Talent Hub (FY 2020) |

Analysis of FY 2019 Results

The AOC measured progress toward this objective through six KPIs. The AOC did not conduct the peer survey in FY 2019 and, therefore, the AOC only measured three of the six KPIs associated with this objective. The AOC also made progress toward this objective through a strategic initiative to create communities of practice that provide forums for employees to share experiences and collaborate on establishing best practices. The AOC proposed four communities as pilot organizations. In addition, the AOC worked on a redesigned internal website to provide employees with better access to content and improve intra-agency communications.

Business Units With Successfully Implemented Partnering Plans (OTOM KPI 1)

This annual KPI measures the prevalence of partnering plans across the agency. Partnering plans ensure that business units coordinate cross-organizational work — driving employee collaboration, communication and alignment. The AOC’s target for this KPI is that 100 percent of business units implement their plans during the fiscal year. In FY 2019, 58.8 percent of AOC business units implemented their plans, falling short of the target for the first time in three years. See **Figure 41**. ❌

Employees Placed in Cross-Organizational Opportunities (OTOM KPI 2)

This annual KPI provides an indication of the AOC’s success in promoting increased collaboration across business units and in sharing enhanced knowledge, lessons learned and best practices to assist each jurisdiction in its own operations. The target for this KPI is for each business unit to place the equivalent of 2 percent of their workforce in cross-organizational opportunities — e.g., official detail assignments and acceptance into the Architect’s Mobility Program (AMP) that

offer opportunities for employees who occupy career-limiting positions and lack qualifying experience to enter other career fields. As shown in **Figure 42**, the AOC met this target for the third straight year. ✅

Cross-Organizational Employee Opportunities (OTOM KPI 3)

This annual KPI measures the AOC’s success in promoting increased internal collaboration by looking at the number of business units that created opportunities for employees from outside their organization to work in their organization. The target for this indicator is for 100 percent of business units to make cross-organizational opportunities available to an equivalent of 2 percent of its workforce. As shown in **Figure 42**, this fiscal year, 88.2 percent of business units created opportunities and welcomed employees from other business units in FY 2019. The AOC’s large volume of projects and office moves kept personnel at capacity and limited the availability of cross-organizational opportunities within the agency. This is the second consecutive year the agency missed the target for this KPI. ❌

FIGURE 41 Business Units With Successfully Implemented Partnering Plans

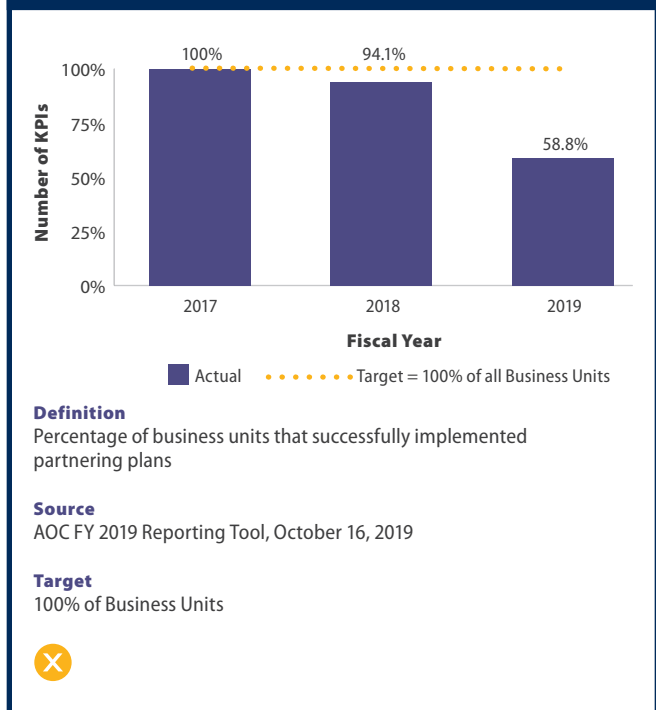
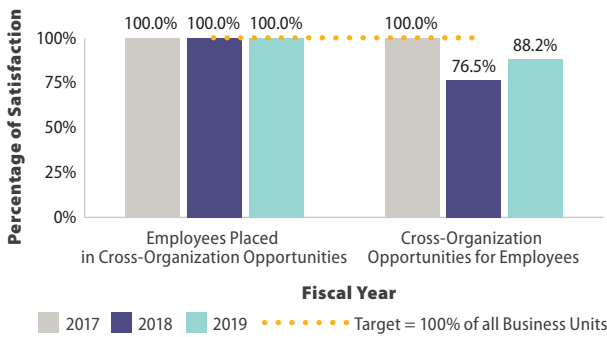


FIGURE 42 Cross-Organizational Opportunities



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 FY 2019 Reporting Tool, October 16, 2019

Target

100% of Business Units meet the requirement



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

The AOC did not conduct the peer survey in FY 2019. Instead, the AOC researched alternative methods to assess peer satisfaction using existing processes and systems that capture customer service information and redesigned the peer survey approach. The new approach focuses on after action assessments from surveys and automated systems to provide more timely data related to the quality of services provided. The AOC will implement this new approach in FY 2020. ❌

Strategic Objective 2.0: Strategically plan, allocate and manage resources AOC-wide

This strategic objective ensures that the AOC deploys resource planning, allocation and management capabilities in a systematic manner. One strategy and two strategic initiatives support this strategic objective.

| STRATEGY | STRATEGIC INITIATIVE |
|---|---|
| Determine the AOC's current and future resource requirements. | <ul style="list-style-type: none"> ■ Strategic resource planning ■ Integrated talent management |

Analysis of FY 2019 Results

The AOC measured progress toward this objective through three KPIs. In addition, this fiscal year, the AOC made progress toward this strategic initiative by completing a pilot workforce study to determine the agency's estimated resource requirements. Additionally, the AOC began development of comprehensive talent management plans for each jurisdiction. These plans focus on workforce and succession planning, talent acquisition and talent development. Finally, the agency is preparing a planning, programming, budgeting, execution and evaluation framework that incorporates risk and strategic planning into budget formulation and execution.

NEW! Workforce Study Pilot of the Planning and Project Management Division and Present Findings (OTOM KPI 7)

This one-year KPI focuses on efforts to determine the AOC's current and estimated future resource requirements, beginning with a workforce study pilot for the Planning and Project Management office. The target for this KPI was the completion of the workforce study pilot by the end of FY 2019. The AOC accomplished this initiative, thus meeting the targeted performance. The study pilot provided recommendations for resource planning and produced a data model for analyzing current and future resource needs as capacity and workload fluctuate. ✅

NEW! Adopt an Integrated Planning, Programming, Budgeting, Execution and Evaluation Framework (OTOM KPI 8)

This one-year KPI measures the AOC's efforts to align the planning, programming, budgeting, execution and evaluation processes with strategy, enterprise risk management and performance management. The target for this KPI was to implement this process framework for the FY 2021 budget cycle. The AOC achieved this target, in part, by convening agency budget, risk and strategic planning stakeholders to establish and align processes and timelines for adapting the framework for OMB Circular A-11, Preparation, Submission, and Execution of the Budget. This framework allows the agency to align long-term planning with annual budget formulation and execution and remain cognizant of risk areas when making budget decisions. ✅

NEW! Develop Jurisdiction Talent Management Plans (OTOM KPI 9)

This one-year KPI measures the AOC's efforts to provide a tailored approach to talent acquisition, succession planning and learning management. The target for this KPI was to develop jurisdiction talent management plans for each jurisdiction by the end of FY 2019. The AOC developed comprehensive talent management plans for most jurisdictions that addressed workforce requirements, succession planning strategies, and training needs this fiscal year and expects to complete all plans by the first quarter of FY 2020. Due to competing priorities, the AOC did not implement all plans in FY 2019 and therefore did not meet the target. ❌

Future Efforts

In FY 2020, the agency will execute initiatives that foster greater cross-jurisdictional collaboration by piloting additional communities of practice, pursuing an integrated inventory management system, refining the AOC's intranet site. The agency will design and pilot a "Talent Hub" that will enable employees to discover cross-jurisdictional work opportunities. The AOC will also determine current and estimated future resource requirements by executing talent management plans for each jurisdiction and continue to explore cost effective resource estimation methods for all business units. The AOC will research, assess and design a strategy to attract and retain qualified technicians who can troubleshoot and fix direct digital control systems that regulate and automate building HVAC systems.



The AOC uses its key performance indicators to evaluate its success in meeting its responsibilities to care for the Capitol campus.



**Operate as
One Team,
Dedicated to
One Mission**

The AOC fosters a culture of learning, sharing, cooperation and teamwork. In FY 2019, the following employees exemplified the AOC's mission to serve, preserve and inspire (pictured from left to right):

Glenn DeVinney

Senate Office Buildings

Glenn has proven himself an outstanding supervisor and mentor. He has worked for the AOC for more than 20 years and holds extensive experience in all five masonry trades — brick, plaster, tile, concrete and stonework.

Christopher Beyer

Safety, Fire and Environmental Programs

Chris collaborated on the development and implementation of a pilot program to train all Capitol Visitor Center staff on multiple emergency preparedness topics.

Eric Paff

Chief Administrative Officer

Eric is a 28-year AOC employee and an indispensable member of the curatorial staff. He has helped produce numerous books about the art and architecture of the U.S. Capitol.

Reginald Anderson

Capitol Police Buildings, Grounds and Security

Reginald displayed a high level of customer service in his response and support of a lead-containing paint and dust cleanup project. His commitment ensured that all activities were completed in a timely manner.

Laila Atayee

Supreme Court Building and Grounds

A management and program analyst, Laila worked closely with the Supreme Court and the Administrative Office of the U.S. Courts to develop new quarterly financial review process improvements.

Katie Serock

Capitol Grounds and Arboretum

As a gardener supervisor, Katie's leadership and demeanor motivates and inspires her team to consistently perform at their best.

Marvin Cortez

Human Capital Management Division

As Chief of the Talent Acquisition and Classification Branch, Marvin provides outstanding support to AOC leaders, hiring officials and his team. He works tirelessly to meet critical agency workforce needs.

Nora O'Reilly

U.S. Capitol Visitor Center

A visitor guide, Nora is consistently recognized for service excellence and her welcoming personality. She was voted as the CVC's 2018 Employee of the Year.

Cyndi Yocubik

Planning and Project Management

Cyndi was instrumental in developing the AOC construction safety program improvements, including training and improved metrics and reporting.

Juanita Kennedy

Library Buildings and Grounds

Juanita is a reliable, professional and dedicated facility operations specialist. In FY 2019, she took on extra project management responsibilities at the Packard Campus and Fort Meade facilities to improve overall facilities operations.

Richard Edmonds

Capitol Power Plant

An industrial engineering technician, Richard proactively seeks out new maintenance strategies and works collaboratively with personnel at all levels to initiate improvements at the Capitol Power Plant.

Not pictured:

Richard Tompkins

U.S. Botanic Garden

A Horticulture Division gardener, Richard consistently provides excellent customer service to internal and external clients.

Alfreda Warley

Capitol Building

Alfreda is a 15-year employee of the AOC and has built a reputation for courtesy, respectfulness, responsiveness and attention to detail.

Charlene Young

House Office Buildings

In her role as custodial worker, Charlene is a regular recipient of praise from staffers and members of Congress for her work ethic. She is highly respected for her willingness to share knowledge.



The AOC serves as steward for the Capitol campus, which encompasses more than 18.4 million square feet of facility space, 27 major buildings and more than 570 acres of grounds.

SECTION III

Financial Information

Introducing the Principal Financial Statements

The Architect of the Capitol (AOC) prepared its Principal Financial Statements to report the financial position and results of operations. 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 noncash 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 Acting Chief Financial Officer

I am honored to have the opportunity to serve as the AOC's Acting Chief Financial Officer (CFO) and to oversee the financial operations of the organization during this time of leadership transition. I am equally proud of the professional staff of the CFO who are dedicated to ensuring we provide exemplary contributions toward our agency's mission to serve Congress and the Supreme Court, preserve America's Capitol and inspire memorable experiences.

The AOC's Chief Financial Officer provides an essential role in the management of the funds appropriated to the agency. In support of our efforts to be good stewards of the public funds entrusted to the AOC, I am pleased to present the Fiscal Year (FY) 2019 Performance and Accountability Report (PAR), which provides a transparent and comprehensive explanation of how we utilize and account for our financial resources.

For the first time since 2010, the AOC received full-year funding at the beginning of the fiscal year. The availability of funds at the outset of the fiscal year allowed us greater ability to manage our resources, execute projects and fulfill our mission. In FY 2019, the AOC received appropriations of \$733.7 million, an increase of \$21.6 million, or 3.0 percent, over the FY 2018 funding level. This total included \$298.7 million to fund multiyear capital infrastructure projects, plus an additional \$1.8 million to fund critical information technology and cybersecurity initiatives, and allowed us to invest over \$275 million to staff, train and outfit our workforce. To better manage our funds, we improved our data analytics capabilities this fiscal year. The AOC initiative to implement data visualization tools and increase its reliance on data marts produced more meaningful financial reports and improved our decision-making process.

Annual Financial Statement Audit

For the 15th consecutive year, the AOC received an unmodified ("clean") opinion of our annual financial statement audit, with no material weaknesses and no significant deficiencies. As dedicated stewards of the funds Congress appropriates to us, we are proud of this record of achievement. A clean opinion confirms that our financial statements accurately present the financial position of our agency, are free of material misstatements, are in conformity with generally accepted accounting principles and ensure public trust that every dollar spent delivers results. 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.

I am also proud to report that the AOC received multiple awards from the Association of Government Accountants (AGA) for our financial reporting. For the eighth consecutive year, the AOC's

PAR received AGA's Certificate of Excellence in Accountability Reporting (CEAR). Also, the FY 2018 PAR received an AGA CEAR Best-in-Class Award, which recognized us for documenting the agency staff's contributions to our mission, and a Certificate of Excellence in Citizen-Centric Reporting for our FY 2018 Citizen-Centric Report.

Our Achievements

In FY 2019, the AOC expanded the use of technology to improve our financial processes and adopted shared service tools that use governmentwide best practices. For example, the AOC implemented the GSA SmartPay 3 program to increase payment efficiencies. Additionally, the AOC joined the SATO E2 Solutions Travel System (E2 Solutions) program; a secure, web-based automated service for managing the agency's travel. E2 Solutions allows AOC's employees to benefit from federalwide standardized travel management practices, thus improving the control of travel spending. Also, we implemented a new Funding Authorization Document management process to provide an improved online system for the administrative control of funds and ensure that obligations are limited to enacted amounts.

This year, we improved our business processes and customer service by expanding the use of technology for routine transactions. Also, the AOC expanded the use of Treasury's Pay.gov, a web-based tool to automate collections and minimize manual entries for routine transactions such as the collection of electric vehicle charging fees.

The AOC continues to use the Legislative Branch Financial Management System (LBFMS), a shared service financial management system hosted by the Library of Congress. The AOC also 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 group prioritizes system enhancements, addresses common issues and shares best practices for government agencies to become more efficient and transparent in federal financial management.

The status of our internal control environment continues to improve. Enterprise risk management provides the AOC with insight into potential risks and allows the agency to address those issues before they affect our operations and funds management. Pursuant to the latest OMB Circular A-123 guidance, the AOC uses a matured model approach to implement OMB standards and integrate risk management throughout the agency. In FY 2019, the AOC developed risk-response strategies that help leadership make better decisions, identify opportunities to improve efficiency and manage enterprise level risks.



The AOC's talented financial staff helps to manage the agency's resources with integrity and accuracy.

The AOC also continues to pursue opportunities to promote efficiency and economy. To identify staffing and resource allocation needs, the AOC completed the workforce study of our Planning and Program Management office. This study included staffing recommendations based upon workload analysis. Additionally, the FY 2019 appropriations bill included an AOC-requested administrative provision that increased our small purchase contracting authority to \$250,000. Further, lessons learned from Phase 1 of the Cannon Renewal Project have assisted us in developing procedures to improve the management of construction projects and change orders. These procedures will help ensure that future projects remain within budget and on time.

Looking Forward

Looking ahead to the future, we are committed to sustaining our financial statement audit progress, reducing manual processes and improving data quality. The AOC continually monitors other federal agency best practices and initiatives to further advance our financial functions. For example, this year we reached an agreement with the U.S. Department of Treasury (Treasury) to implement their Budget Formulation and Execution Manager application. While still in its implementation stage, this application will standardize and improve the AOC's budget formulation processes. We are also working to implement Treasury's G-Invoicing platform, which will help improve the agency's intragovernmental purchase and sale

processes. Although the AOC is not subject to the *Digital Accountability and Transparency Act*, we are standardizing our financial data for cleaner reporting and improved transparency.

Conclusion

The annual financial statement audit is an essential element in the AOC's internal control program and a check of our financial management processes. I would like to thank Congress for its continued support in allowing the AOC to preserve our nation's capital for future generations. I also thank our audit partners for their assistance and professionalism. Most importantly, I would also like to thank the AOC's talented staff who work throughout the year toward our goal of sound stewardship of our appropriated funds. We are proud of our achievements and hope that this report provides a thorough and candid explanation of how the AOC manages our funds and achieves our mission.

Sincerely,

Jonathan Kraft
Acting Chief Financial Officer
November 15, 2019

Inspector General Transmittal

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Fairchild Bldg.
499 S. Capitol St., SW, Suite 518
Washington, D.C. 20515
202.593.1948
www.aoc.gov

United States Government

MEMORANDUM

DATE: November 18, 2019

TO: Thomas J. Carroll III
Acting Architect of the Capitol

FROM: Christopher P. Failla, CIG
Inspector General 

SUBJECT: Audit of Fiscal Year 2019 Financial Statements
(Audit Report OIG-AUD-2020-01)

We contracted with the independent 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 fiscal years that ended September 30, 2019, and 2018, and to provide reports on internal control over financial reporting and on compliance and other matters. The contract required that the audit be performed 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; Office of Management and Budget Bulletin No. 19-03, *Audit Requirements for Federal Financial Statements*; the U.S. General Accountability Office's (GAO) *Federal Information System Controls Audit Manual*; and the GAO/Council of the Inspectors General on Integrity and Efficiency *Financial Audit Manual*.

In its audit of the AOC, Kearney reported:

- the financial statements were fairly presented, in all material respects, in accordance with U.S. generally accepted accounting principles;
- no material weaknesses¹ in internal control over financial reporting;
- no instances in which the AOC's financial management systems did not substantially comply; and
- no reportable noncompliance issues with provisions of laws tested or other matters.

Kearney is responsible for the attached auditor's report dated November 15, 2019 and the conclusions expressed therein. We do not express opinions on the AOC's financial statements or internal control over financial reporting, or conclusions on compliance and other matters.

¹ 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.

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Inspector General Transmittal *(continued)*

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If you have any questions or wish to discuss this report, please contact Erica Wardley, at 202.593.0081 or Erica.Wardley@aac.gov.

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Jonathan Kraft, Acting Chief Financial 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, 2019 and 2018, 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. 19-03, *Audit Requirements for Federal Financial Statements*. Those standards and OMB Bulletin No. 19-03 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 the AOC as of September 30, 2019 and 2018, 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 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 regarding 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 audits 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. Other Information, as named in the Performance and Accountability Report (PAR), 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; accordingly, we do not express an opinion or provide any assurance on it.

Independent Auditor's Report *(continued)*



Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards* and OMB Bulletin No. 19-03, we have also issued reports, dated November 15, 2019, on our consideration of the AOC's internal control over financial reporting and on our tests of the AOC's compliance with provisions of applicable laws, regulations, contracts, and grant agreements, as well as other matters for the year ended September 30, 2019. 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 are an integral part of an audit performed in accordance with *Government Auditing Standards* and OMB Bulletin No. 19-03 and should be considered in assessing the results of our audits.

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

Alexandria, Virginia
November 15, 2019

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, 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. 19-03, *Audit Requirements for Federal Financial Statements*, the financial statements of the Architect of the Capitol (AOC) as of and for the year ended September 30, 2019, and the related notes to the financial statements, which collectively comprise the AOC's financial statements, and we have issued our report thereon dated November 15, 2019.

Internal Control over Financial Reporting

In planning and performing our audit of the financial statements, we considered the AOC's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the AOC's internal control. Accordingly, we do not express an opinion on the effectiveness of the AOC's internal control. We limited our internal control testing to those controls necessary to achieve the objectives described in OMB Bulletin No. 19-03. 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. 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 Appendix A, we provide a status of prior-year deficiencies.

We noted certain additional matters involving internal control over financial reporting that we will report to the 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 the AOC's internal control. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* and OMB Bulletin No. 19-03 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 15, 2019

Independent Auditor's Report on Internal Control Over Financial Reporting *(continued)*



APPENDIX A: STATUS OF PRIOR YEAR DEFICIENCIES

In the *Independent Auditor's Report on Internal Control over Financial Reporting* within the audit report on the Architect of Capitol's (AOC) fiscal year (FY) 2018 financial statements, Kearney & Company, P.C. (Kearney) did not identify any issues related to internal control over financial reporting.

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, 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. 19-03, *Audit Requirements for Federal Financial Statements*, the financial statements of the Architect of the Capitol (AOC) as of and for the year ended September 30, 2019, and the related notes to the financial statements, which collectively comprise the AOC's financial statements, and we have issued our report thereon dated November 15, 2019.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the AOC's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. 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. 19-03.

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. 19-03 in considering the entity's compliance. Accordingly, this communication is not suitable for any other purpose.

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

Alexandria, Virginia
November 15, 2019

Acting 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 15, 2019

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, 2019 and 2018. 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 fiscal responsibilities. The annual 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 fifteenth consecutive year that the AOC received a "clean" opinion.

In addition, the auditor's report identified zero material weaknesses and significant deficiencies. 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 finding and recommendation. We concur with their findings and we will develop appropriate corrective action plans for execution in Fiscal Year 2020.

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,

Thomas J. Carroll, III
Acting Architect of the Capitol

Doc. No. 191022-04-03

Financial Statements

Architect of the Capitol

Balance Sheet

As of September 30, 2019 and 2018 (\$ in Thousands)

| | 2019 | 2018 |
|---|---------------------|---------------------|
| ASSETS | | |
| Intragovernmental Assets | | |
| Fund Balance with Treasury (Note 3) | \$ 1,094,152 | \$ 1,020,087 |
| Investments (Note 5) | 24,591 | 22,700 |
| Accounts Receivable (Note 6) | 1,857 | 2,239 |
| Other (Note 10) | 834 | 927 |
| Total Intragovernmental | \$ 1,121,434 | \$ 1,045,953 |
| Cash and Other Monetary Assets (Note 4) | 45 | 49 |
| Investments (Note 5) | 10,673 | 10,451 |
| Accounts Receivable, Net (Note 6) | 876 | 1,348 |
| Inventory and Related Property, Net (Note 7) | 624 | 684 |
| General Property, Plant and Equipment, Net (Note 8) | 2,250,783 | 2,161,475 |
| Other (Note 10) | 4 | 4 |
| TOTAL ASSETS (Note 2) | \$ 3,384,439 | \$ 3,219,964 |
| Stewardship PP&E (Note 9) | | |
| LIABILITIES | | |
| Intragovernmental Liabilities | | |
| Accounts Payable | \$ 262 | \$ 141 |
| Unfunded FECA (Note 12) | 9,159 | 9,067 |
| Advances from Others | 50,365 | 46,001 |
| Other Liabilities (Note 16) | 57 | 50 |
| Total Intragovernmental | \$ 59,843 | \$ 55,259 |
| Accounts Payable | 3,328 | 5,227 |
| Debt Held by the Public (Note 13) | 70,082 | 79,740 |
| Actuarial FECA (Note 12) | 52,073 | 57,031 |
| Contingent and Environmental Liabilities (Note 14) | 79,243 | 77,952 |
| Accrued Annual Leave and Other (Note 12) | 23,608 | 21,805 |
| Capital Lease Liability (Note 15) | 4,408 | 5,029 |
| Contract Holdbacks | 14,442 | 10,913 |
| Other Liabilities (Note 16) | 102,427 | 91,155 |
| TOTAL LIABILITIES (Note 11) | \$ 409,454 | \$ 404,111 |
| COMMITMENTS AND CONTINGENCIES (NOTE 14) | | |
| NET POSITION | | |
| Unexpended Appropriations | \$ 895,155 | \$ 820,284 |
| Cumulative Results of Operations | 2,079,830 | 1,995,569 |
| TOTAL NET POSITION | \$ 2,974,985 | \$ 2,815,853 |
| TOTAL LIABILITIES AND NET POSITION | \$ 3,384,439 | \$ 3,219,964 |

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, 2019 and 2018 (\$ in Thousands)

| PROGRAM COSTS | 2019 | 2018 |
|---|-------------------|-------------------|
| Capital Construction and Operations | | |
| Gross Costs | \$ 102,401 | \$ 102,172 |
| Less: Earned Revenue | (822) | (370) |
| Net Program Costs | 101,579 | 101,802 |
| Capitol Building | | |
| Gross Costs | 61,726 | 54,198 |
| Less: Earned Revenue | (515) | (463) |
| Net Program Costs | 61,211 | 53,735 |
| Capitol Grounds and Arboretum | | |
| Gross Costs | 14,120 | 14,833 |
| Less: Earned Revenue | (77) | (82) |
| Net Program Costs | 14,043 | 14,751 |
| Capitol Police Buildings, Grounds and Security | | |
| Gross Costs | 34,030 | 29,007 |
| Less: Earned Revenue | — | — |
| Net Program Costs | 34,030 | 29,007 |
| Capitol Power Plant | | |
| Gross Costs | 106,524 | 101,422 |
| Less: Earned Revenue | (11,335) | (10,332) |
| Net Program Costs | 95,189 | 91,090 |
| House Office Buildings | | |
| Gross Costs | 120,533 | 94,131 |
| Less: Earned Revenue | (10,058) | (11,580) |
| Net Program Costs | 110,475 | 82,551 |
| Library Buildings and Grounds | | |
| Gross Costs | 50,369 | 46,833 |
| Less: Earned Revenue | (1,519) | (3,146) |
| Net Program Costs | 48,850 | 43,687 |
| Senate Office Buildings | | |
| Gross Costs | 91,785 | 78,386 |
| Less: Earned Revenue | (2,795) | (1,269) |
| Net Program Costs | 88,990 | 77,117 |
| Supreme Court Building and Grounds | | |
| Gross Costs | 54,531 | 52,946 |
| Less: Earned Revenue | (35,428) | (31,010) |
| Net Program Costs | 19,103 | 21,936 |
| U.S. Botanic Garden | | |
| Gross Costs | 14,924 | 13,381 |
| Less: Earned Revenue | — | — |
| Net Program Costs | 14,924 | 13,381 |
| U.S. Capitol Visitor Center | | |
| Gross Costs | 27,675 | 27,256 |
| Less: Earned Revenue | (6,560) | (5,677) |
| Net Program Costs | 21,115 | 21,579 |
| Net Cost of Operations (Note 23) | \$ 609,509 | \$ 550,636 |

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, 2019 and 2018 (\$ in Thousands)

| | 2019 | 2018 |
|---|---------------------|---------------------|
| UNEXPENDED APPROPRIATIONS | | |
| Beginning Balance | \$ 820,284 | \$ 717,962 |
| Budgetary Financing Sources | | |
| Appropriations Received (Note 19) | 742,744 | 728,258 |
| Appropriations Transferred In/Out (Note 19) | — | 15,000 |
| Other Adjustments | (1,974) | (3,994) |
| Appropriations Used | (665,899) | (636,942) |
| Total Budgetary Financing Sources | 74,871 | 102,322 |
| Total Unexpended Appropriations | \$ 895,155 | \$ 820,284 |
| CUMULATIVE RESULTS OF OPERATIONS | | |
| Beginning Balance | \$ 1,995,569 | \$ 1,882,143 |
| Budgetary Financing Sources | | |
| Appropriations Used | 665,899 | 636,942 |
| Nonexchange Revenue | 229 | 321 |
| Other Financing Sources (Nonexchange) | | |
| Transfers In/(Out) Without Reimbursement | 1,000 | (8) |
| Imputed Financing from Costs Absorbed by Others (Note 17) | 26,642 | 26,807 |
| Total Financing Sources | 693,770 | 664,062 |
| Net Cost of Operations | (609,509) | (550,636) |
| Net Change | 84,261 | 113,426 |
| Cumulative Results of Operations | \$ 2,079,830 | \$ 1,995,569 |
| NET POSITION | \$ 2,974,985 | \$ 2,815,853 |

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, 2019 and 2018 (\$ in Thousands)

| | 2019 | 2018 |
|---|---------------------|---------------------|
| BUDGETARY RESOURCES | | |
| Unobligated Balance from Prior Year Budget Authority, Net (Note 22) | \$ 694,922 | \$ 616,191 |
| Appropriations (Note 19) | 749,803 | 743,323 |
| Borrowing Authority | 6,608 | 7,478 |
| Spending Authority from Offsetting Collections | 55,746 | 37,679 |
| Total Budgetary Resources | \$ 1,507,079 | \$ 1,404,671 |
| STATUS OF BUDGETARY RESOURCES | | |
| New Obligations and Upward Adjustments | \$ 901,105 | \$ 748,576 |
| Unobligated Balance, End of Year: | | |
| Exempt from Apportionment, Unexpired Accounts | 585,996 | 634,920 |
| Unexpired Unobligated Balance, End of Year | 585,996 | 634,920 |
| Expired Unobligated Balance, End of Year (Note 3) | 19,978 | 21,175 |
| Total Unobligated Balance, End of Year | 605,974 | 656,095 |
| Total Budgetary Resources | \$ 1,507,079 | \$ 1,404,671 |
| OUTLAYS, NET | | |
| Outlays, Net (Total) (Discretionary and Mandatory) | 654,579 | 621,952 |
| Agency Outlays, Net (Note 23) | \$ 654,579 | \$ 621,952 |

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

Notes to the Financial Statements

For the Years Ending September 30, 2019 and 2018

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NOTE 1

Summary of Significant Accounting Policies

A. Reporting Entity

The Architect of the Capitol (AOC) is an agency within the legislative branch of the federal government. Initially authorized by Congress to provide “suitable buildings and accommodations for the Congress of the United States,” its role has expanded to include responsibility for the maintenance, operation, development, and preservation of the 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).

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, 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 of 1982*, the *Federal Financial Management Improvement Act of 1996*, or the *Government Performance and Results Modernization Act of 2010*, as these apply only to executive branch agencies. Nonetheless, AOC refers to these acts as a general guide for best practices and incorporates them into its financial management practices, as appropriate. 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, and use of budget authority, and other fund resources upon the establishment of a properly documented legal liability. The recognition of budgetary accounting transactions is essential for compliance with legal controls over the use of federal funds and compliance with budgetary laws.

C. Fund Balance with Treasury

The AOC maintains most available fund balances with the U.S. Department of Treasury (Treasury). Fund Balance with Treasury (FBWT) represents the unexpended balances of expenditure and receipt accounts (see Note 3). Budget authority, receipts and disbursements are processed by Treasury, and AOC’s records are reconciled with those accounts on a regular basis. In addition to the FBWT, AOC also has other cash deposits and investments as described in Notes 4 and 5, respectively.

D. Accounts Receivable

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 from non-federal sources may be reduced to net realizable value by the Allowance for Doubtful Accounts, which is based on management’s review of outstanding receivables. Intragovernmental accounts receivable are regarded as fully collectible (see Note 6).

Accounts Receivable also includes reimbursement for supplying certain AOC and non-AOC entities on Capitol Hill with steam and chilled water (see Note 1.A). The AOC is legislatively authorized to collect a predetermined amount to recover the cost of supplying these services as offsetting collections. Any amount collected over the predetermined amount is credited to Treasury’s Miscellaneous Receipts account and is a non-entity asset.

E. Investments

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

Intragovernmental (Investments Held With Treasury)

The CVC Revolving Fund was established under the *Capitol Visitor Center Act of 2008* (2 U.S.C. §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 the Fiscal Service using their web-based application, Fed Invest. 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, 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 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).

F. Trust and Revolving Funds

Trust and Special Funds

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 pursuant to P.L. 113-76. The balance in 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 commercial activity that is conducted 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 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 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 AOC took over its accounting functions. Following the transfer, the revolving fund is no longer used for the operation of the restaurants, but the account still exists for activities resulting from the conversion and continuing maintenance of the restaurants. Upon approval by the Senate Committee on Rules and Administration, available balances may be increased via transfers in from the U.S. Senate to AOC, as needed.

The Judiciary Office Building Development and Operations Fund is used to pay expenses related to the structural, mechanical, and domestic care, maintenance, operation, and utilities of the TMFJB. The fund includes an investment that is held outside Treasury with The Bank of New York Mellon, via a Trust Agreement established to finance the construction of the TMFJB.

The CVC Revolving Fund is used to administer funds from the sale of Gift Shop items, the deposit of miscellaneous Gift Shop



Artwork by Constantino Brumidi adorns the walls and lunette above the entranceway to the Senate Appropriations Committee Room in the U.S. Capitol.

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 the Fiscal Service.

The Recyclable Materials Revolving Fund was established to collect the proceeds from the sale of recyclable materials from across AOC (excluding the Senate, which deposits such funds in the Senate Health and Fitness Facility Revolving Fund). The fund balance 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 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
- amounts necessary to carry out the authorized levels in the *Fallen Heroes Flag Act of 2016*

Funds from Dedicated Collections

Statements of Federal Accounting Standards (SFFAS) No. 27

Identifying and Reporting Funds from Dedicated Collections, as amended by SFFAS No. 43, *Dedicated Collections: Amending SFFAS 27, Identifying and Reporting 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 and offsetting collections authorized by Congress. Funding for operating and capital expenditures is received as annual, multiyear, and no-year appropriations. This includes funding for the House Historic Buildings Revitalization Trust Fund, which is a general fund that is funded by direct appropriations. Amounts in this fund are restricted for the revitalization of the major historical buildings and assets of the House of Representatives with the approval of the House Appropriations Committee.

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

1. 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
 - 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
 - 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 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 are books, apparel, ornaments and other souvenirs. The AOC may also record an allowance which is based on slow-moving, excess or obsolete and damaged inventory, or as a result of known restrictions on the sale or disposition of inventory (see Note 7).

J. Public-Private Partnerships

In FY 2016, AOC entered into a contract with the Washington Gas Light Company to construct a cogeneration facility. Cogeneration, also known as combined steam and power, uses a single fuel source and simultaneously produces electricity and steam. This facility will provide heat and electricity for use by AOC and its jurisdictions and other federal agencies, with excess capacity being sold potentially to non-federal entities as well. The AOC has evaluated this arrangement against the disclosure requirements outlined in SFFAS No. 49, Public-Private Partnerships (P3) and determined that cogeneration does not meet the conclusive and suggestive characteristics of a P3 (see Notes 8, 11 and 14).

K. 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 AOC's possession and there is nothing held by others (see Note 8).

The following table presents AOC's 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 |

L. 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).

M. Liabilities

Liabilities represent the amounts owed to others for goods or services received, claims against the agency, 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
- Advances from Others
- Debt Held by the Public
- Unfunded Actual and Actuarial Workers' Compensation

- Contingent and Environmental Liabilities
- Accrued Annual Leave
- Capital Lease Liability
- Contract Holdbacks
- Other Liabilities

Accounts Payable

Accounts Payable are amounts owed by AOC to vendors, contractors, and federal agencies for goods and services received but not yet paid at the end of the reporting period.

Advances from Others

Advances from Others consists of amounts advanced to AOC by other Federal trading partners for services provided under reimbursable agreements.

Debt Held by the Public

The AOC recognizes a liability for the 30-year Coupon Certificates of Participation issued to finance the TMFJB construction. The liability is reduced by semi-annual payments of principal and interest. These payments are secured by the rent collected from the Administrative Office of the U.S. Courts (see Note 13).

Contract Holdbacks

Contract Holdbacks (retainage) consists of a percentage of the contract price that is due to the vendor or contractor but is held by the AOC to provide assurance that the service or project will be completed as required by the contract terms. The amount that is held-back is released to the vendor or contractor upon satisfactory completion of the service or project.

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 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, AOC recognizes a liability and related expense for friable and non-friable asbestos cleanup costs when it is both probable and reasonably estimable — consistent with SFFAS No. 5, SFFAS No. 6, and Technical Release No. 2 (see Note 14).

N. 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 and is classified as unfunded. 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

Most employees of the AOC participate in one of three defined benefit retirement programs based on their employment start date. Employee and AOC contributions are made to the Civil Service Retirement System (CSRS), the CSRS Offset, or the Federal Employees Retirement System (FERS) — all administered by the Office of Personnel Management (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. The AOC also withholds the necessary payroll deductions for employee contributions.

The AOC is not responsible for and does not report CSRS, FERS assets, accumulated plan benefits, or liabilities applicable to its employees on its financial statements. The OPM is responsible to report these amounts. The AOC recognizes an imputed financing source for the difference between the estimated OPM service cost and the sum of participants' pension withholdings and Agency contributions (see Note 17).

Health Benefits and Life Insurance

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).

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 AOC's financial transactions. At the time of issuance of these Financial Statements, 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
- 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.

Q. Classified Activities

Accounting standards require all reporting entities to disclose that accounting standards allow certain presentations and disclosures to be modified, if needed, to prevent the disclosure of classified information.

NOTE 2 Non-Entity Assets

Non-entity assets are those held by AOC but unavailable for use in its operations. Activities that may give rise to non-entity assets include:

- rent collections from the Monocle Restaurant
- provision of palm trees for rent by the USBG
- repayment of employees' debt, which was established in funds that are now canceled
- steam and chilled water collections over the annual Congressional cap

Upon receipt, these funds are not available for AOC use and are transferred to Treasury.

The AOC's non-entity assets as of September 30, 2019, and 2018, were as follows:

Dollars in Thousands

| NON-ENTITY ASSETS | 2019 | 2018 |
|-----------------------------------|---------------------|---------------------|
| With the Public | | |
| Accounts Receivable, Net (Note 6) | \$ 26 | \$ 15 |
| Total Non-Entity Assets | 26 | 15 |
| Total Entity Assets | 3,384,413 | 3,219,949 |
| Total Assets | \$ 3,384,439 | \$ 3,219,964 |

The increase in Public Accounts Receivable is due to outstanding Monocle rent collections as well as payroll receivables that were established in funds that canceled at the end of the current fiscal year. These receivables are tracked in the Treasury miscellaneous receipts account until collected.

NOTE 3 Fund Balance with Treasury

FBWT is classified as Unobligated Balances Available, Unobligated Balances Unavailable, Obligated Balance not yet Disbursed or non-budgetary FBWT.

Unobligated Balance Available represents unexpired budget authority. The amount disclosed in this note as Unobligated Balance Available may not reconcile to the amount reported as Unobligated-Exempt from apportionment on the Combined

Statement of Budgetary Resources (SBR) due to anticipated collections (closed out at year end) and budgetary resources that do not affect FBWT, such as investments (see Note 5). Additionally, any amounts in FBWT for which the related budgetary authority is restricted will not reconcile to the SBR. The AOC has unobligated balances derived from offsetting collections for space rented in the O'Neill Building. These amounts are restricted to future use, pending congressional appropriation.

Unobligated Balance Unavailable represents expired budget authority that is no longer available to incur new obligations unless authorized by Congress, for example FECA payments.

Obligated Balance not yet Disbursed includes undelivered orders or orders that have been received but not yet paid for.

Non Budgetary FBWT (if applicable) includes unavailable miscellaneous receipts and suspense accounts that have no associated budget authority.

Dollars in Thousands

| BALANCE TYPE | 2019 | 2018 |
|-------------------------------------|---------------------|---------------------|
| Unobligated Balance | | |
| Available | \$ 574,909 | \$ 623,090 |
| Unavailable | 19,978 | 21,175 |
| Obligated Balance not yet Disbursed | 499,265 | 375,822 |
| Total | \$ 1,094,152 | \$ 1,020,087 |

In FY 2019, the Obligated Balance not yet Disbursed is higher mainly due to an increase in undelivered orders for major ongoing capital projects.

The decrease in Unobligated Balance Available is primarily due to the timing of AOC's FY 2019 full year appropriation (as opposed to the FY 2018 continuing resolution) which allowed more program spending throughout the year.

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, 2019, and 2018, are as follows:

Dollars in Thousands

| CASH & OTHER MONETARY ASSETS | 2019 | 2018 |
|------------------------------|--------------|--------------|
| Undeposited Collections | \$ 31 | \$ 35 |
| Cash Imprest Funds | 14 | 14 |
| Total | \$ 45 | \$ 49 |

NOTE 5 Investments

Intragovernmental investments comprise the investment of the sales proceeds from the CVC Gift Shop, which is invested with Treasury's Bureau of the Fiscal Service. 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 NY Mellon.

The FY 2019 Intragovernmental Investments Net increased by \$1.9 million compared to FY 2018. This is the expected cumulative

increase, as daily CVC Gift Shop sales are invested with Treasury.

Also, the difference in the type of certificates (one-day, six-month, and one-year) reflects the maturity of previously held one-year 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.

The increase in Investments with the Public is primarily the result of monthly dividends earned from the investment of residual operating reserves funds from the construction of the TMFJB. The earned dividends were re-invested to purchase additional security certificates.

At September 30, 2019, Dollars in Thousands

| INVESTMENTS | SHARES/PAR | AMORTIZED PREM. /(NET OF DISC.) | INTEREST RECEIVABLE | INVESTMENTS, NET | MARKET VALUE |
|--|------------------|------------------------------------|------------------------|---------------------|------------------|
| Intragovernmental, Nonmarketable | | | | | |
| Capitol Visitor Center Revolving Fund | | | | | |
| One Day Certificate, 1.90% Annual Yield Maturing 10/01/2019 | \$ 14,009 | \$ — | \$ — | \$ 14,009 | \$ 14,009 |
| Six Month Certificate, 2.06% Annual Yield Maturing 01/23/2020 | 5,052 | (33) | — | 5,019 | 5,023 |
| One Year Certificate, 2.52% Annual Yield Maturing 01/30/2020 | 4,095 | (34) | — | 4,061 | 4,070 |
| One Year Certificate, 1.71% Annual Yield Maturing 08/31/2020 | 1,525 | (23) | — | 1,502 | 1,501 |
| Total Intragovernmental | \$ 24,681 | \$ (90) | \$ — | \$ 24,591 | \$ 24,603 |
| With the Public | | | | | |
| The Bank of New York Mellon Operating Reserve Fund Serial Zero Coupon Certificates Maturing 08/15/2024 | | | | | |
| | \$ 10,673 | \$ — | \$ — | \$ 10,673 | \$ 10,673 |
| Total With the Public | \$ 10,673 | \$ — | \$ — | \$ 10,673 | \$ 10,673 |
| Total Investments | \$ 35,354 | \$ (90) | \$ — | \$ 35,264 | \$ 35,276 |

At September 30, 2018, Dollars in Thousands

| INVESTMENTS | SHARES/PAR | AMORTIZED PREM. /(NET OF DISC.) | INTEREST RECEIVABLE | INVESTMENTS, NET | MARKET VALUE |
|--|------------------|------------------------------------|------------------------|---------------------|------------------|
| Intragovernmental, Nonmarketable | | | | | |
| 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% Annual Yield Maturing 01/24/2019 | 5,055 | (35) | — | 5,020 | 5,019 |
| One Year Certificate, 1.93% Annual Yield Maturing 02/28/2019 | 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 |

NOTE 6

Accounts Receivable, Net

The breakdown of the consolidated Accounts Receivable (both Intragovernmental and With the Public), as of September 30, 2019, and 2018, is as follows:

Dollars in Thousands

| ACCOUNTS RECEIVABLE | 2019 | 2018 |
|--------------------------------|-----------------|-----------------|
| Intragovernmental | | |
| Entity | \$ 1,857 | \$ 2,239 |
| Total Intragovernmental | \$ 1,857 | \$ 2,239 |
| With the Public | | |
| Entity | \$ 850 | \$ 1,333 |
| Non-Entity | 26 | 5 |
| Total With the Public | \$ 876 | \$ 1,348 |
| Total | \$ 2,733 | \$ 3,587 |

During FY 2019, the decrease in the Entity Accounts Receivable is mainly attributed to the collection of outstanding collections for steam and chilled water and Senate Restaurant commissions, which were timelier during FY 2019 than the previous year. As of the current period, all accounts are considered current and there is no allowance for doubtful accounts.

NOTE 7

Inventory and Related Property, Net

Inventory consists of retail goods purchased for resale at the Capitol Visitor Center's Gift Shops. 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, 2019, and 2018, is as follows:

Dollars in Thousands

| INVENTORY CATEGORY | 2019 | 2018 |
|---------------------------------------|---------------|---------------|
| Purchased Goods Held for Current Sale | \$ 624 | \$ 684 |
| Total | \$ 624 | \$ 684 |

The decrease in inventory on hand was due to a higher inventory turnover rate in FY 2019 compared to the same reporting period in FY 2018.

Damaged items consist of broken and/or stained merchandise that are no longer in saleable condition, such as display items. Discontinued or defective merchandise may also be restricted from future sales and carried as damaged inventory until disposed.



In FY 2019, the AOC conducted stone repair work on the Ulysses S. Grant Memorial and installed replica lamps.

Based upon management's reviews and the most recent inventory count, all damaged inventory was disposed in accordance with normal operating practices. Therefore, there is no damaged or restricted inventory to report as of September 30, 2019.

NOTE 8

General Property, Plant and Equipment, Net

The AOC differentiates its property and equipment by distinct categories (see Note 1.K for the AOC's capitalization thresholds and related useful lives). In September 2018, the cogeneration project was completed and AOC took possession of the asset.

The following represents these categories and their balances as of September 30, 2019, and 2018:

At September 30, 2019, Dollars in Thousands

| CLASS OF PROPERTY AND EQUIPMENT | ACQUISITION VALUE | ACCUMULATED DEPRECIATION | NET BOOK VALUE | % |
|-------------------------------------|---------------------|--------------------------|---------------------|-------------|
| Buildings | \$ 1,440,072 | \$ 809,299 | \$ 630,773 | 28.0% |
| Buildings Improvements | 2,240,280 | 1,073,694 | 1,166,586 | 51.8% |
| Land | 169,231 | — | 169,231 | 7.5% |
| Land Improvements | 159,483 | 110,841 | 48,642 | 2.2% |
| Capital Leases (Real Property) | 39,749 | 36,423 | 3,326 | 0.2% |
| Leasehold Improvements | 22,935 | 19,924 | 3,011 | 0.1% |
| Equipment and Internal Use Software | 20,822 | 17,216 | 3,606 | 0.2% |
| Other Structures | 9,288 | 4,696 | 4,592 | 0.2% |
| Construction Work-in-Progress | 221,016 | — | 221,016 | 9.8% |
| Total | \$ 4,322,876 | \$ 2,072,093 | \$ 2,250,783 | 100% |

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% |

The decrease in work-in-progress reflects the completion of ongoing capital improvement projects. This is also consistent with the increase in Buildings and related improvements, and is primarily attributed to various House Office Buildings projects.

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 multiuse heritage assets (see Note 9). 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.

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 and their historic fabric, 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. For example, 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 and James Madison Memorial Building. They also include the 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 facilities are predominantly used in general government operations and are considered multiuse heritage assets. Multiuse 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 286 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, 2019, and 2018 follows:

| DESCRIPTION | 2018 | WITHDRAWN | 2019 | CONDITION |
|----------------|------|-----------|------|-----------|
| Memorial Trees | 147 | (2) | 145 | Good |

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 interagency transfers. Collectible heritage assets include:

Artwork: The AOC cares for artwork that is part of the Capitol campus. The Artwork collection includes fine art, decorative art, architectural fine art and architectural decorative art.

Architectural Features: The Capitol campus is graced with many unique architectural features. The Architectural Features collection includes 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 preaccessioned 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 preaccessioned 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 AOC's collectible heritage assets as of September 30, 2019, and 2018 follows:

| DESCRIPTION | 2018 | ACQUIRED | WITHDRAWN | 2019 | CONDITION |
|---|----------|----------|-----------|----------|-------------------|
| Artwork | 2,027 | 5 | — | 2,032 | 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) | 1,211 | 5 | — | 1,216 | Good |
| Other Traditional Archival Records | 519,815 | 20,851 | — | 540,666 | Fair to Excellent |
| Electronic Archival Records (Megabytes) | 1,504.32 | 3,913.25 | — | 5,417.57 | N/A |
| Living Botanical Assets (Accessions) | 9,105 | 2,077 | (1,531) | 9,651 | N/A |

NOTE 10 Other Assets

Other Assets consist of employee's travel advances and a reimbursable advance payment to the U.S. Capitol Police for service related to the Cannon House Office Building Renewal project.

Dollars in Thousands

| OTHER ASSETS | 2019 | 2018 |
|--------------------------------|---------------|---------------|
| Intragovernmental | | |
| Advances to Others | \$ 834 | \$ 927 |
| Total Intragovernmental | \$ 834 | \$ 927 |
| With the Public | | |
| Advances to Others | \$ 4 | \$ 4 |
| Total With the Public | \$ 4 | \$ 4 |
| Total | \$ 838 | \$ 931 |

The decrease in Intragovernmental Advances to Others is attributed to the liquidation of the advance payment as services are rendered and costs are incurred.

NOTE 11 Liabilities Not Covered by Budgetary Resources

The Balance Sheet as of September 30, 2019, and 2018, includes 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.

In September 2018, the cogeneration project was completed and the AOC took possession of the asset. The approximately \$60 million in "Other" described in the table below includes the financed portion of the cogeneration project, plus interest accrued on the liability to date. While this amount is currently not covered by budgetary resources, the annual payment of principal and interest on the liability will be made from annual appropriations to the Capitol Power Plant (see Note 16).

Liabilities covered and not covered by budgetary resources as of September 30, 2019, and 2018, are as follows:

Dollars in Thousands

| LIABILITIES | 2019 | 2018 |
|---|-------------------|-------------------|
| Intragovernmental | | |
| Accrued Unfunded Worker's Compensation (See Note 12) | \$ 9,159 | \$ 9,067 |
| Total Intragovernmental | \$ 9,159 | \$ 9,067 |
| Debt Held by Public (See Note 13) | \$ 70,082 | \$ 79,740 |
| Actuarial Unfunded Worker's Compensation (See Note 12) | 52,073 | 57,031 |
| Environmental Liabilities — Unfunded (See Note 14) | 79,243 | 77,952 |
| Unfunded Accrued Annual Leave and Other (See Note 12) | 12,626 | 12,044 |
| Other (See Note 16) | 58,031 | 59,959 |
| Capital Lease (See Note 15) | 4,408 | 5,029 |
| Total Liabilities Not Covered by Budgetary Resources | \$ 285,622 | \$ 300,822 |
| Total Liabilities Covered by Budgetary Resources | 123,775 | 103,239 |
| Total Liabilities Not Requiring Budgetary Resources | 57 | 50 |
| Total Liabilities | \$ 409,454 | \$ 404,111 |

NOTE 12 Payroll-Related Liabilities

Payroll-related liabilities include 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 in current year) and Workers' Compensation.

Accrued Payroll and Annual Leave, by type, as of September 30, 2019, and 2018, are as follows:

Dollars in Thousands

| ACCRUED ANNUAL LEAVE & OTHER | 2019 | 2018 |
|-------------------------------|------------------|------------------|
| Funded Accrued Payroll | \$ 10,982 | \$ 9,761 |
| Unfunded Accrued Annual Leave | 12,626 | 12,044 |
| Total | \$ 23,608 | \$ 21,805 |

Workers' Compensation is reported as required by FECA. The liability is presented in two parts: an annual accrued liability for billed costs (current portion) and a long-term, actuarial-calculated 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, 2019, and 2018, is as follows:

Dollars in Thousands

| WORKERS' COMPENSATION, BY TYPE | 2019 | 2018 |
|---|------------------|------------------|
| Unfunded Workers' Compensation (Current) | \$ 9,159 | \$ 9,067 |
| Actuarial Workers' Compensation (Long-Term) | 52,073 | 57,031 |
| Total | \$ 61,232 | \$ 66,098 |

The change in the Actuarial Workers' Compensation (Long-Term) liability is due to a decreased liability projection as per DOL's FECA model and cost factors.

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, as of September 30, 2019, and 2018, is as follows:

Dollars in Thousands

| DEBT HELD BY THE PUBLIC, BY TYPE | 2019 | 2018 |
|---|--------------------|--------------------|
| Securities | \$ 86,150 | \$ 103,380 |
| Interest Payable | 1,453 | 565 |
| Subtotal | \$ 87,603 | \$ 103,945 |
| Discount on Securities | \$ (400,123) | \$ (400,123) |
| Less: Amortization of Discount | 382,602 | 375,918 |
| Subtotal | \$ (17,521) | \$ (24,205) |
| Total | \$ 70,082 | \$ 79,740 |

Various judiciary offices and personnel occupy the TMFJB under an Interagency Agreement between AOC and the Administrative Office of the U.S. Courts. Base rent will not change over the initial 30 years and is set at the amount necessary to retire the debt at \$17.2 million annually. Payment of the certificates will end in August 2024. This certificate is not subject to prepayment or acceleration under any circumstance, pursuant to the language in the certificate agreement.

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, AOC has contractual agreements with various energy service providers which may require future financial obligations.

The accrued and potential Contingent and Environmental Cleanup Cost Liabilities, as of September 30, 2019, and 2018, are shown below.

At September 30, 2019, Dollars in Thousands

| CONTINGENT AND ENVIRONMENTAL CLEANUP COST LIABILITIES | ACCRUED LIABILITIES | ESTIMATED RANGE OF LOSS | |
|--|----------------------------|--------------------------------|------------------|
| | | LOWER END | UPPER END |
| Legal Liabilities: | | | |
| Reasonably Possible | \$ — | \$ 500 | \$ 9,400 |
| Environmental Cleanup Cost Liabilities: | | | |
| Probable | \$ 79,243 | \$ 79,243 | \$ 79,243 |
| Total | \$ 79,243 | \$ 79,743 | \$ 88,643 |

At September 30, 2018, Dollars in Thousands

| CONTINGENT AND ENVIRONMENTAL CLEANUP COST LIABILITIES | ACCRUED LIABILITIES | ESTIMATED RANGE OF LOSS | |
|--|----------------------------|--------------------------------|------------------|
| | | LOWER END | UPPER END |
| Legal Liabilities: | | | |
| Reasonably Possible | \$ — | \$ 500 | \$ 14,700 |
| Environmental Cleanup Cost Liabilities: | | | |
| Probable | \$ 77,952 | \$ 77,952 | \$ 77,952 |
| Total | \$ 77,952 | \$ 78,452 | \$ 92,652 |

Legal Liabilities

General contingent liabilities consist of claims filed against AOC which are awaiting adjudication. These liabilities typically relate to contracts, labor and equal employment opportunity issues, and personal and property damage.

For the purpose of estimating contingent liabilities for the financial statements, AOC conducted a review of existing claims for which the likelihood of loss to AOC is probable. Additionally, management and AOC's General Counsel evaluated the materiality of cases determined to have a reasonably possible chance of an adverse outcome. Liabilities are recognized for those cases that are determined to meet management's materiality threshold (see Note 1.N.). No amounts are accrued in

the financial records for claims where the estimated amount of potential loss is less than \$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 AOC programs and operations. The ultimate outcomes in these matters cannot be predicted at this time; however as of September 30, 2019, the lower and higher level estimate of these cases are \$500 thousand and \$9,400 thousand, respectively. Sufficient information is not currently available to determine if the ultimate resolution of the proceedings, actions, and claims will materially affect AOC's financial position or results of operations. Based on the less than probable nature of these claims, an accounting entry for the estimate was not posted and there is no impact on the financial statements.

Environmental Cleanup Cost Liabilities Related to Asbestos Cleanup

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, AOC recognizes a liability for cleanup costs that are both probable and reasonably estimable. This liability is founded on "per square and linear 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 from 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 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.

Fort George G. Meade, Maryland

In addition to the requirements of Technical Bulletin 2006-1, AOC is subject to various federal, state, and local environmental compliance and restoration laws. 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).

Management's review concluded that AOC is not responsible for the clean-up and remediation of previous environmental contamination on the approximately 100 acres of land at Fort George G. Meade, Maryland, which the U.S. Army transferred to AOC. The Army is responsible for the environmental clean-up of any previous contamination under CERCLA. The AOC understands that the Army is actively monitoring existing contamination on the entire site, including the land transferred to AOC, and is pursuing appropriate remediation of this contamination.

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 Office of Management and Budget (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, AOC has partnered with private energy service providers for Energy Savings Performance Contracts (ESPCs) in the Capitol Building, House Office Buildings and Senate Office Buildings jurisdictions. In accordance with OMB guidance, the total capital costs for 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 AOC's strategy to reduce energy consumption by 30 percent within 10 years.

The ESPCs have helped 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

In FY 2019, the AOC's Library Buildings and Grounds jurisdiction awarded an ESPC to install energy efficient systems, lighting, HVAC control enhancements and water conservation improvements throughout the Library of Congress' facilities. This project is currently ongoing. Construction on earlier ESPCs in the Capitol Building, House Office Buildings and Senate Office Buildings jurisdictions is complete, and those projects have transitioned into training, implementation and performance phases, as expected.

With approval from Congress, AOC has also partnered with a private utility service provider to finance the construction of the cogeneration facility, which was completed in FY 2018.

The AOC is liable for the full funding of the cogeneration project, which is as follows:

| DOLLARS IN MILLIONS | TOTAL |
|---|---------------|
| Construction Costs | |
| Appropriations | \$ 20 |
| Long Term Financing | 60 |
| Total Construction Costs | \$ 80 |
| Interest On Financing | 30 |
| Total Costs Over the Life of the Asset | \$ 110 |

The AOC will pay off the total amount of government contract payments (including interest) in 23 annual installments ranging from \$3 million — \$5 million each year (and subject to prepayment penalties). The total amount of government contract payments (including interest) 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 cogeneration facility.

NOTE 15 Leases

As of September 30, 2019, 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. The capital lease liability is amortized over the term of the lease. At the end of the current reporting period, AOC had one non-federal real property (building) capital lease for the Senate Sergeant at Arms Warehouse facility in Landover, MD. This lease is active through FY 2025. As of September 30, 2019, and 2018, the present value

of the future minimum lease payments for this capital lease is as follows:

At September 30, 2019, Dollars in Thousands

| FISCAL YEAR | TOTAL |
|---|-----------------|
| 2020 | \$ 845 |
| 2021 | 845 |
| 2022 | 845 |
| 2023 | 845 |
| 2024 | 845 |
| Thereafter | 845 |
| Total Minimum Future Lease Payment | \$ 5,070 |
| Less: Imputed Interest | (662) |
| Net Capital Lease Liability | \$ 4,408 |
| Capital lease future payments not covered by budgetary resources | \$ 5,070 |

At September 30, 2018, 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) |
| Net Capital Lease Liability | \$ 5,029 |
| Capital lease future payments not covered by budgetary resources | \$ 5,915 |

The charts above show future capital lease payments totaling \$5,070 and \$5,915 for FY 2019 and FY 2018, respectively. These amounts are not covered by budgetary resources and include imputed interest of \$662 and \$886, respectively. In contrast, the uncovered capital lease liabilities disclosed in Note 11 are net of interest and, therefore, total \$4,408 and \$5,029 for the same periods, respectively.

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. These leases and agreements expire on various dates between FY 2020 and FY 2024.

As of September 30, 2019, the aggregate of future payments due under non-cancelable federal and non-federal operating leases and occupancy agreements are as follows:

At September 30, 2019, Dollars in Thousands

| FISCAL YEAR | REAL PROPERTY | | PERSONAL PROPERTY | TOTAL |
|----------------------------|------------------|------------------|-------------------|------------------|
| | FEDERAL | NON-FEDERAL | NON-FEDERAL | |
| 2020 | \$ 5,339 | \$ 9,708 | \$ 5 | \$ 15,052 |
| 2021 | 5,366 | 9,101 | — | 14,467 |
| 2022 | 3,146 | 7,365 | — | 10,511 |
| 2023 | — | 6,164 | — | 6,164 |
| 2024 | — | 604 | — | 604 |
| Total Future Leases | \$ 13,851 | \$ 32,942 | \$ 5 | \$ 46,798 |

NOTE 16 Other Liabilities

As of September 30, 2019, and 2018, these liabilities consist of accrued accounts payable, undeposited CVC Gift Shop sales, long term debt from the cogeneration financing, 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.

Other liabilities, as of September 30, 2019, and 2018, are as follows:

Dollars in Thousands

| OTHER LIABILITIES | 2019 | 2018 |
|---|-------------------|------------------|
| Intragovernmental | | |
| Custodial Liability (Current) | \$ 26 | \$ 15 |
| Liability for Deposit Funds, Clearing Accts & Undeposited Collections (Current) | 31 | 35 |
| Total Intragovernmental | \$ 57 | \$ 50 |
| With the Public | | |
| Other Accrued Liabilities (Current) | \$ 44,396 | \$ 31,196 |
| Other Liabilities (Non-Current) | 58,031 | 59,959 |
| Total With the Public | \$ 102,427 | \$ 91,155 |
| Total | \$ 102,484 | \$ 91,205 |

The change in the Other Accrued Liabilities (Current) is due primarily to an increase in the accounts payable accrual rate in correlation with AOC's ongoing large capital projects.



In 1873, Congress commissioned Frederick Law Olmsted to design the enlarged grounds of the U.S. Capitol. The design included a low wall, lamps and a series of walkways.

NOTE 17

Imputed Financing

Consistent with SFFAS No.4, AOC incorporates the full cost of goods and services received from other federal entities in its Statement of Net Cost. Certain costs of the providing entity may not be fully reimbursed by AOC. The unreimbursed portion of these costs is recognized as imputed costs and are included in the operating amounts reported on the Statement of Net Cost. The imputed costs are offset by imputed financing sources and are reported on the face of the Statement of Changes in Net Position.

Such imputed costs and financing sources include campus-wide capital infrastructure projects performed by another federal agency and Treasury Judgment Fund or Office of Congressional Workplace Rights (OCWR) Settlement and Award Fund payments, as applicable.

The AOC has activities with OPM that also require imputed costs and financing sources to be recognized. The OPM administers three earned benefit program for civilian Federal employees: the Federal Employees Health Benefits (FEHB) Program, the Federal Employee Group Life Insurance (FEGLI) Program, and the Retirement Program, which includes CSRS, CSRS Offset and FERS. The imputed costs and financing sources consist of the benefits for AOC employees that are paid on its behalf by OPM.

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 TSP contributions for employees who participate in the CSRS retirement program.

CSRS 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 TSP contributions for employees who participate in the CSRS Offset retirement program.

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, 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, 2019, and 2018, is as follows:

Dollars in Thousands

| IMPUTED FINANCING, BY TYPE | 2019 | 2018 |
|--|------------------|------------------|
| Pensions | | |
| CSRS | \$ 863 | \$ 1,198 |
| CSRS Offset | 638 | 741 |
| FERS | 43,851 | 40,110 |
| Less: Contributions | (35,336) | (33,642) |
| Subtotal: Employee Pensions | \$ 10,016 | \$ 8,407 |
| Health Insurance | \$ 14,085 | \$ 13,759 |
| Life Insurance | 38 | 36 |
| Subtotal: All Employee Benefits | \$ 24,139 | \$ 22,202 |
| Other Agency — Campus Infrastructure | \$ 2,124 | \$ 4,511 |
| OCWR — Settlement and Awards Fund | 379 | 94 |
| Total | \$ 26,642 | \$ 26,807 |

In FY 2019, the imputed financing costs for employee benefits are \$1.9 million higher mainly due to an increase in OPM's cost factors for health insurance and for all three pensions categories, which resulted in a higher AOC service cost. Additionally, there was a \$300 thousand increase in legal settlements that were paid out of the Office of Congressional Workplace Rights (OCWR) Settlement and Awards Fund. The reduction in the Campus Infrastructure costs is consistent with the other agency's progress reports as the project winds down.

NOTE 18

Net Cost of Operations Related to Payroll

Expenses for salaries and related benefits for the years ending September 30, 2019, and 2018, are shown in the table below. These amounts were approximately 46 and 47 percent of the annual gross cost of operations for each respective year. This includes actual payroll and benefit expenses as well as other accrued expenses. Benefit expenses represent FECA (current portion), Unemployment Compensation for Federal Employees (UCFE), and imputed costs paid by OPM. Other accrued expenses consist of payroll and benefit related accruals. These costs do not include the unfunded accrued annual leave and long term actuarial FECA.

Net Cost of Operations Related to Payroll for the years ending September 30, 2019, and 2018, is as follows:

Dollars in Thousands

| EXPENSES FOR PAYROLL & RELATED BENEFITS | 2019 | 2018 |
|--|-------------------|-------------------|
| Payroll Expense | \$ 276,341 | \$ 260,480 |
| Benefit Expenses | | |
| FECA and UCFE | 4,189 | 4,197 |
| Imputed Costs (see Note 17) | 24,139 | 22,202 |
| Other Accrued Expenses | 5,428 | 4,533 |
| Total Expenses for Payroll & Related Benefits | \$ 310,097 | \$ 291,412 |
| Total Gross Cost | \$ 678,578 | \$ 614,565 |
| Payroll Related Expenses to Gross Costs (%) | 46% | 47% |

The increase in payroll expense is primarily due to an increase in employee count of approximately 50 compared to the same period in FY 2018, in addition to a 1.9 percent pay raise in FY 2019 as authorized by Executive Order 13866.

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.

The reconciliation for the years ending September 30, 2019, and 2018 is as follows:

Dollars in Thousands

| RECONCILIATION OF SCNP APPROPRIATIONS TO SBR | 2019 | 2018 |
|---|-------------------|-------------------|
| SCNP | | |
| Appropriations Received | \$ 742,744 | \$ 728,258 |
| Appropriations Transferred In/(Out) | — | 15,000 |
| Total SCNP Appropriations | \$ 742,744 | \$ 743,258 |
| SBR | | |
| Spending Authority Made Available | \$ 7,000 | \$ — |
| Special Funds Receipts | 59 | 65 |
| Total SBR Appropriations | \$ 749,803 | \$ 743,323 |

In FY 2018, the Chief Administrative Officer of the House 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 SBR, is \$749.8 million. The remaining difference of \$7,059 and \$65 thousand between the two statements for each respective year is attributed to a transfer between two Treasury Appropriations Fund Symbols and budget authority in the Capitol Trust account, which is a special fund established to collect permit fees for commercial activities in Union Square.

NOTE 20 Undelivered Orders

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, 2019, and 2018, are as follows:

Dollars in Thousands

| UNDELIVERED ORDERS | 2019 | 2018 |
|---------------------------|-------------------|-------------------|
| Paid | | |
| Federal | \$ 834 | \$ 927 |
| Non-Federal | 4 | 4 |
| Total Paid | \$ 838 | \$ 931 |
| Unpaid | | |
| Federal | \$ 34,846 | \$ 35,767 |
| Non-Federal | 392,552 | 288,515 |
| Total Unpaid | \$ 427,398 | \$ 324,282 |

In FY 2019, the Unpaid Undelivered Orders balance increased mainly due to major ongoing capital projects.

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, was published in February 2019. When available, the President's Budget is reconciled to the agency SBR to identify differences. Upon publication, AOC's budget can be found on the OMB website (www.whitehouse.gov/omb/budget/) under Legislative branch.

Dollars in Millions

| RECONCILIATION OF SBR TO BUDGET FY 2018 | BUDGETARY RESOURCES | OBLIGATIONS INCURRED | NET OUTLAYS |
|--|---------------------|----------------------|---------------|
| Combined Statement of Budgetary Resources (SBR) | \$ 1,404 | \$ 749 | \$ 622 |
| Items on SBR — Not on Budget: | | | |
| Expired Funds | (23) | — | — |
| Other | (47) | — | — |
| Budget of the United States Government | \$ 1,334 | \$ 749 | \$ 622 |

The differences between the FY 2018 comparative amounts presented on the SBR and the actual amounts published in the FY 2020 President's Budget are due to the activity from offsetting collections, recoveries and expired funds (beginning balances and current year activity) that are on the SBR but are not reported in the President's Budget. Additionally, audit adjustments and other rounding differences may be reflected on the SBR.

NOTE 22

Net Adjustments to Unobligated Balance Brought Forward, October 1

The AOC has recorded prior year (PY) recoveries which include upward/downward adjustments to unpaid orders and refunds of paid orders. Net adjustments to the Unobligated Balance Brought Forward, October 1, for the years ending September 30, 2019 and 2018, are as follows:

Dollars in Thousands

| NET ADJUSTMENTS TO UNOBLIGATED BALANCE BROUGHT FORWARD, OCTOBER 1 | 2019 | 2018 |
|---|-------------------|-------------------|
| Unobligated Balance Brought Forward, October 1 | \$ 656,095 | \$ 586,641 |
| Net Adjustments | | |
| Cancelled Authority | (1,974) | (3,995) |
| Downward Adjustments PY Unpaid Unexpended Obligations | 8,215 | 12,102 |
| Downward Adjustments PY Unpaid Expended Authority | 9,839 | 9,362 |
| Downward Adjustments PY Paid Expended Authority Refunds Collected | 22,747 | 12,081 |
| Total Net Adjustments | \$ 38,827 | \$ 29,550 |
| Unobligated Balance From Prior Year Budget Authority, Net | \$ 694,922 | \$ 616,191 |

NOTE 23

Reconciliation of Net Cost to Net Outlays

Per SFFAS 7, FASAB "requires a reconciliation of proprietary and budgetary information in a way that helps users relate the two." The objective is to provide an explanation for the differences between budgetary and financial (proprietary) accounting and is accomplished by reconciling budgetary outlays with related net cost of operations. Statements of Federal Financial Accounting Concepts 2, Entity and Display, as amended by SFFAS 53, Budget and Accrual Reconciliation (BAR), provides concepts for reconciling budgetary and financial accounting. Effective FY 2019, AOC has adopted the requirement to present this reconciliation in the format prescribed by SFFAS 53.

Budgetary accounting information is used for planning and control purposes and relates to both the receipt and use of cash, as well as reporting the federal deficit. Financial accounting information is intended to provide a picture of the government's financial operations and financial position on an accrual basis. The accrual basis includes information about costs arising from the consumption of assets and the incurrence of liabilities. The

reconciliation of net outlays, presented on a budgetary basis, and the net cost, presented on an accrual basis, provides an explanation of the relationship between budgetary and financial accounting information. The reconciliation serves not only to identify costs paid for in the past and those that will be paid in the future, but also to assure integrity between budgetary and financial accounting.

The reconciliation for the year ending September 30, 2019 is as follows:

At September 30, 2019, Dollars in Thousands

| RECONCILIATION OF NET OPERATING COST AND NET BUDGETARY OUTLAYS | INTRAGOVERNMENTAL | WITH THE PUBLIC | TOTAL |
|--|--------------------------|------------------------|-------------------|
| Net Operating Cost | \$ 11,081 | \$ 598,428 | \$ 609,509 |
| Components of Net Operating Cost Not Part of the Budgetary Outlays | | | |
| Property, Plant, and Equipment Depreciation | \$ — | \$ (124,057) | \$ (124,057) |
| Property, Plant, and Equipment Disposal and Reevaluation | — | 41 | 41 |
| Unrealized Valuation Loss/(Gain) on Investments in GSEs | — | (9) | (9) |
| Other | — | 271,714 | 271,714 |
| Increase/(Decrease) in Assets: | | | |
| Accounts Receivable | (374) | (478) | (852) |
| Other Assets | (93) | (3) | (96) |
| Investments | (41) | — | (41) |
| (Increase)/Decrease in Liabilities Not Affecting Budget Outlays: | | | |
| Accounts Payable | 3,952 | (2,291) | 1,661 |
| Salaries and Benefits | — | (1,221) | (1,221) |
| Environmental and Disposal Liabilities | — | (1,291) | (1,291) |
| Other Liabilities | 4,857 | (71,190) | (66,333) |
| Other Financing Sources | (26,641) | — | — |
| Total Components of Net Operating Cost Not Part of the Budget Outlays | \$ (18,340) | \$ 71,215 | \$ 52,875 |
| Components of the Budget Outlays That Are Not Part of Net Operating Cost | | | |
| Other | (7,703) | (102) | (7,805) |
| Total Components of the Budgetary Outlays That Are Not Part of Net Operating Cost | \$ (7,703) | \$ (102) | \$ (7,805) |
| Net Outlays (Calculated Total) | \$ (14,962) | \$ 669,541 | \$ 654,579 |
| Related Amounts on the Statement of Budgetary Resources | | | |
| Outlays, Net | | | \$ 654,579 |
| Agency Outlays, Net | | | \$ 654,579 |

Components of Net Operating Cost Not a Part of the Budgetary Outlays reflects the budgetary resources used to finance AOC's activities, but not paid. The Net Operating Cost is reported net of any earned revenue and other financing sources (e.g., donated property or imputed costs). Components of the Budgetary Outlays Not Part of the Net Operating Cost includes resources used to finance the activities of the entity to account for items that were included in budgetary outlays but were not part of the SNC. This item includes budgetary outlays 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). The Reconciliation of Net Cost to Net Outlays explains the relationship between the entity's net outlays on a budgetary basis and the net cost of operations during the reporting period.



Required Supplementary Information

A. Combining Schedule of Budgetary Resources

For the Years Ending September 30, 2019 and 2018 (\$ in Thousands)

| | TOTAL | CAPITAL CONSTRUCTION AND OPERATIONS | CAPITOL BUILDING | CAPITOL GROUNDS AND ARBORETUM |
|--|---------------------|--|---------------------|--|
| For the Year Ending September 30, 2019 (\$ in Thousands): | | | | |
| Budgetary Resources | | | | |
| Unobligated Balances from Prior Year Budget Authority, Net (Note 22) | \$ 694,922 | \$ 15,379 | \$ 30,444 | \$ 13,319 |
| Appropriations (Note 19) | 749,803 | 103,962 | 43,992 | 16,820 |
| Borrowing Authority | 6,608 | — | — | — |
| Spending Authority from Offsetting Collections | 55,746 | 774 | 515 | — |
| Total Budgetary Resources | \$ 1,507,079 | \$ 120,115 | \$ 74,951 | \$ 30,139 |
| Status of Budgetary Resources | | | | |
| New Obligations and Upward Adjustments | \$ 901,105 | \$ 110,334 | \$ 43,165 | \$ 15,684 |
| Unobligated Balance, End of Year: | | | | |
| Exempt from Apportionment | 585,996 | 4,722 | 30,772 | 13,837 |
| Unexpired Unobligated Balance, End of Year | 585,996 | 4,722 | 30,772 | 13,837 |
| Expired Unobligated Balance, End of Year (Note 3) | 19,978 | 5,059 | 1,014 | 618 |
| Total Unobligated Balance, End of Year | 605,974 | 9,781 | 31,786 | 14,455 |
| Total Budgetary Resources | \$ 1,507,079 | \$ 120,115 | \$ 74,951 | \$ 30,139 |
| Outlays, Net | | | | |
| Outlays, Net (Total) (Discretionary and Mandatory) | 654,579 | 97,408 | 50,074 | 12,721 |
| Agency Outlays, Net (Note 23) | \$ 654,579 | \$ 97,408 | \$ 50,074 | \$ 12,721 |
| For the Year Ending September 30, 2018 (\$ in Thousands): | | | | |
| Budgetary Resources | | | | |
| Unobligated Balances from Prior Year Budget Authority, Net (Note 22) | \$ 616,191 | \$ 13,595 | \$ 37,256 | \$ 12,325 |
| Appropriations (Note 19) | 743,323 | 93,478 | 45,300 | 13,397 |
| Borrowing Authority | 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 | \$ 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 |
| Total Unobligated Balance, End of Year | 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 (Note 23) | \$ 621,952 | \$ 93,630 | \$ 34,592 | \$ 13,090 |

| 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 |
|--|---------------------|------------------------|-------------------------------|-------------------------|------------------------------------|---------------------|-----------------------------|
| \$ 17,346 | \$ 44,395 | \$ 341,610 | \$ 74,806 | \$ 73,896 | \$ 54,638 | \$ 7,673 | \$ 21,416 |
| 57,714 | 114,050 | 197,098 | 68,525 | 93,562 | 15,999 | 14,759 | 23,322 |
| — | — | — | — | — | 6,608 | — | — |
| — | 11,336 | 1,245 | 9,465 | 586 | 25,510 | — | 6,315 |
| \$ 75,060 | \$ 169,781 | \$ 539,953 | \$ 152,796 | \$ 168,044 | \$ 102,755 | \$ 22,432 | \$ 51,053 |
| \$ 33,426 | \$ 107,670 | \$ 286,695 | \$ 79,425 | \$ 100,020 | \$ 79,623 | \$ 15,559 | \$ 29,504 |
| 41,472 | 54,059 | 251,031 | 72,290 | 66,910 | 23,132 | 6,424 | 21,347 |
| 41,472 | 54,059 | 251,031 | 72,290 | 66,910 | 23,132 | 6,424 | 21,347 |
| 162 | 8,052 | 2,227 | 1,081 | 1,114 | — | 449 | 202 |
| 41,634 | 62,111 | 253,258 | 73,371 | 68,024 | 23,132 | 6,873 | 21,549 |
| \$ 75,060 | \$ 169,781 | \$ 539,953 | \$ 152,796 | \$ 168,044 | \$ 102,755 | \$ 22,432 | \$ 51,053 |
| 34,317 | 90,505 | 180,268 | 36,331 | 103,967 | 12,093 | 16,054 | 20,841 |
| \$ 34,317 | \$ 90,505 | \$ 180,268 | \$ 36,331 | \$ 103,967 | \$ 12,093 | \$ 16,054 | \$ 20,841 |
| \$ 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 |

B. Deferred Maintenance and Repairs

The AOC oversees more than 18.4 million square feet of facilities and over 570 acres of grounds, and 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 42, Deferred Maintenance and Repairs*, 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. This standard requires federal entities to discuss: (1) maintenance and repairs policies, (2) how maintenance and repairs activities are ranked and prioritized, (3) 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 noncapitalized 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.

To meet this standard, the AOC defines its acceptable level of condition to be "good to very good" based on the Facility Condition Index. The index is based upon the facility replacement values, which the AOC updates annually, and identified deferred maintenance and repairs. The AOC tracks DM&R for three categories of capitalized assets: (1) buildings and other structures, (2) grounds (i.e., stewardship land) and (3) heritage assets. While the AOC tracks capital equipment deferred maintenance and repairs, none was identified for FY 2019. Noncapitalized and fully depreciated PP&E are excluded from 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 — 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. Nonetheless, 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 stewardship, with some exceptions (identified in the note to the table below). 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 deferred maintenance and repairs work required to bring facilities to a "good" condition, based on the Facility Condition Index, was \$593 million for the fiscal year ending September 30, 2019.⁸ The increase over the prior year is mostly related to additional deferred maintenance identified during reassessments of the Capitol Power Plant, James Madison Memorial Building, Rayburn House Office Building and the tunnel connecting the Cannon House Office Building to U.S. Capitol.

⁸ The AOC aims to maintain its assets in at least good condition. Condition is defined by the Facility Condition Index, which is calculated as the cost of deferred maintenance divided by the current replacement value. A ratio of less than 0.02 is considered "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 10/01/18 | AS OF 9/30/19 | CHANGE |
|--------------------------------|----------------|---------------|----------|
| Buildings and Other Structures | \$488,960 | \$579,564 | \$90,604 |
| Grounds | \$12,102 | \$12,646 | \$544 |
| Heritage Assets | \$572 | \$356 | (\$216) |
| Total | \$501,634 | \$592,566 | \$90,932 |

The September 30, 2019 figure excludes the pedestrian tunnels and the 14 E Street, SE Maintenance Shop (both currently under assessment), the U.S. Capitol Police Courier Acceptance Facility, U.S. Supreme Court Building and the Thurgood Marshall Federal Judiciary Building. Deferred maintenance calculations are based on FY 2018 AOC replacement values, updated in April 2019.



Skilled AOC craftsmen and artisans continuously work to conserve and restore architectural artifacts, fine and decorative art and sculptures located throughout the Capitol campus.

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 noncollectible (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 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 curator maintains detailed records for each work of art and manages computerized inventories of heritage assets.⁹ The AOC contracts with professional fine art conservators for needed repairs or treatments. The curator maintains a library

⁹ The AOC Curator Division adopted The Museum System in 2017 to maintain an accurate inventory of heritage assets.

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 and 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.

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 and their historic fabric. 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 Main Boiler Building, Capitol Power Plant East Refrigeration Plant, Capitol Power Plant Old Generator Building, U.S. Supreme Court Building and the Thurgood Marshall Federal Judiciary Building. All are considered multiuse heritage assets and assigned a cost on the Balance Sheet and presented under General Property, Plant and Equipment, Net. In general, historic buildings and structures are added or withdrawn from the AOC's portfolio 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 295 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 the Summerhouse, 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 Garages (Squares 637 and 691), Botanic Garden and National Garden (Square 576), Bartholdi Park (Square 578), USBG Administration Building site (Square 578), 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 from the AOC's portfolio through congressional action.

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 about the AOC's memorial trees go to www.aoc.gov/trees. An inventory of the memorial trees as of September 30, 2019 and 2018 follows:

| MEMORIAL TREES | AS OF 10/01/18 | AS OF 9/30/19 | CHANGE | GENERAL CONDITION |
|----------------|----------------|---------------|--------|-------------------|
| Memorial Trees | 147 | 145 | (2) | Good |

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 addressed | 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 |

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 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 2019, all of the statues (with the exception of the newly unveiled statue) were maintained at least once — with most maintained multiple times — to keep them in excellent condition.

| SCULPTURE | AS OF 10/01/18 | AS OF 9/30/19 | CHANGE | GENERAL CONDITION |
|--|-------------------|------------------|----------------|----------------------|
| 1.1.1.1 National Statuary Hall Statues | 100 | 100 ¹ | - | Excellent |
| 1.1.1.2 Other Statues ² | 9 | 10 | 1 ³ | 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.) | 30 | 30 | - | Poor to Excellent |

¹ Nebraska's statue of Chief Standing Bear was unveiled on September 18, 2019 and replaced the statue of William Jennings Bryan.

² The Magna Carta display, located in the Crypt, is included in this category.

³ A stone sculpture of a female figure was found in storage, added to the inventory and taken to storage off-site.

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 10/01/18 | AS OF 9/30/19 | CHANGE | GENERAL CONDITION |
|--|-------------------|------------------|------------------|----------------------|
| 1.1.2.1 Portraits | 17 | 19 | 2 ^{1,2} | 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 |

¹ A portrait of former Architect of the Capitol, Stephen T. Ayers, was completed and accessioned into the collection.

² A portrait of deceased pipe fitter Matthew McClanahan was completed and accessioned into the collection.

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 10/01/18 | AS OF 9/30/19 | 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 10/01/18 | AS OF 9/30/19 | CHANGE | GENERAL CONDITION |
|---|----------------|-----------------|----------------|-------------------|
| 1.2.1 Gilded Mirror Frames ¹ | 90 | 91 ² | 1 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 91 gilded mirror frames to include in inventory.

³ A gilded ornamental mirror was found in storage and moved to offsite storage in FY 2019.

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 10/01/18 | AS OF 9/30/19 | 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 | 31 | 1 ¹ | Fair to Excellent |
| 1.3.8 Stained Glass | 16 | 16 | - | Poor to Good |
| 1.3.9 Rotunda Paintings | 8 | 8 | - | Fair ² to Excellent |
| 1.3.10 Rooms or Spaces with Fine Art Murals | 84 | 84 ³ | - | Fair to Excellent |

¹ Bronze plaque from original residence of Elias Boudinot, Clerk of the United States Supreme Court (1800–1825) found in storage and added to inventory.

² Air pockets have continued to increase in size on the *Landing of Columbus* painting, which will require de-installation for structural and cosmetic treatment. Conservation planning is in progress.

³ 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 category of 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 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 10/01/18 | AS OF 9/30/19 | 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 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 295 acres on which the U.S. Capitol Building, Senate and House office buildings and Capitol Power Plant reside. The grounds include sculpture and monuments and living assets such as trees and plantings. Heritage assets include such elements as ornamental fountains, drinking fountains, outdoor seating, stone retaining walls and light fixtures.

2.1. Outdoor Sculpture

| OUTDOOR SCULPTURE | AS OF 10/01/18 | AS OF 9/30/19 | CHANGE | GENERAL CONDITION |
|--------------------------------|----------------|---------------|--------|------------------------|
| 2.1.1 Monuments/ Statues | 4 | 4 | - | Excellent ¹ |
| 2.1.2 Fountains with Sculpture | 1 | 1 | - | Good |
| 2.1.3 Plaques | 5 | 5 | - | Good |

¹ Maintenance of the bronze components of the Grant Memorial was completed in FY 2019.

2.2. Landscape Features and Fixtures (including fixtures on the exterior of the U.S. Capitol Building)

| LANDSCAPE FEATURES AND FIXTURES | AS OF 10/01/18 | AS OF 9/30/19 | CHANGE | GENERAL CONDITION |
|---------------------------------|----------------|-----------------|--------|-------------------|
| 2.2.1 Urns | 20 | 20 ¹ | - | Good |
| 2.2.2 Lighting Fixtures | Approx. 166 | Approx. 166 | - | Fair to Excellent |
| 2.2.3 Basins (with Fountains) | 2 | 2 | - | Excellent |

¹ The 20 bronze urns on the U.S. Capitol West Front will be removed and placed in storage in preparation for stone preservation work on the lower Olmsted Terrace to be done in FY 2020.

3. House Office Buildings

There are three major office buildings (the Cannon, Longworth and Rayburn House office buildings) and two annex buildings for the House of Representatives.

| ARCHITECTURAL FINE ART | AS OF 10/01/18 | AS OF 9/30/19 | 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 | - | 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 | 1 | 1 | - | Excellent |

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 10/01/18 | AS OF 9/30/19 | 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 | 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 10/01/18 | AS OF 9/30/19 | 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.

| ARCHITECTURAL FINE ART ¹ | AS OF 10/01/18 | AS OF 9/30/19 | CHANGE | GENERAL CONDITION |
|---|----------------|---------------|--------|-------------------|
| 6.1 Pediments (Exterior) | 2 | 2 | - | Excellent |
| 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 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.

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 interagency transfer or by other means
- Medicinal plants whose quality or relative unavailability in the commercial trade justifies inclusion in the permanent collection
- Plants used for accent and horticultural propagation stock, including those obtained for trial performance under local conditions

Plants are used for exhibition, study and exchange with other institutions. Noteworthy collections include economically significant plants, medicinal plants, orchids, cacti and succulents, bromeliads, 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.

Architectural Feature

| OUTDOOR SCULPTURE | AS OF 10/01/18 | AS OF 9/30/19 | CHANGE | GENERAL CONDITION |
|------------------------------|----------------|---------------|--------|-------------------|
| 7.1 Fountains with Sculpture | 1 | 1 | - | Fair ¹ |

¹ Surface is abraded and needs conservation.

Living Botanical Assets

The table identifies the USBG's inventory of living botanical assets. Plant inventories for FY 2019 and the prior five years are provided to facilitate comparison. At the end of FY 2019, the USBG held more than 9,000 accessions including more than 43,000 individual plants at the Conservatory and the Blue Plains Production Facility in southwest Washington D.C. The USBG maintains more than 6,000 unique taxa in its collections.

| All Plants (Including Orchid Collection) | | | | |
|--|-------------------------|---------------------------|--------------------------|---------------------------|
| FY | ACCESSIONS ¹ | NAMES (TAXA) ² | INDIVIDUALS ³ | DEACCESSIONS ⁴ |
| 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 |
| 2019 | 9,651 | 6,282 | 43,523 | 1,531 |

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 3,400 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 23 percent of its accessions.

| Orchid Collection | | | | |
|-------------------|------------|--------------|-------------|--------------|
| FY | ACCESSIONS | NAMES (TAXA) | INDIVIDUALS | DEACCESSIONS |
| 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 |
| 2019 | 2,259 | 1,287 | 3,464 | 983 |

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, Maryland. 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 (RMAB) manages the historical materials that comprise the AOC archival collection and creates records schedules based on archival appraisal and records surveys. The architectural and engineering drawings, textual records and electronic records that are in the collection are maintained in accordance with archival principles to facilitate ongoing preservation, access, reference and research. Traditional architectural and engineering drawings and manuscripts require special archival storage and handling because of their diverse physical attributes. The RMAB maintains stable temperature and humidity conditions, controls access and provides security for the records. Microfilmed backups of many drawings are stored off-site for vital records protection. Digital scans of drawings are also important backups for the original drawings.



The AOC's heritage assets include personal artifacts of Constantino Brumidi donated by Brumidi's family. These artifacts include a family bible, napkin rings, a snuff box, a fruit knife, a prize medal and a small framed picture of Brumidi.



Capitol Highlights

Using Photography for Historic Preservation

The photographic images included throughout this annual report provide an important narrative function. Supplementing the AOC's performance and financial information, high quality, documentary images make complex ideas more immediate and understandable. Such photographs highlight the contributions of the diverse and talented people who oversee the agency's capital projects, as well as provide visual evidence of the momentous events that take place on the Capitol campus and the historic buildings and grounds under the AOC's care. The AOC is committed to the idea that a documentary record — including photographs — provides the most direct, complete and fully descriptive view into the important programs and projects that it oversees.

Photography is integral to the AOC's stewardship and preservation mission. From its inception to the present day, the AOC Photography Branch has served a number of purposes critical to Congress and posterity. Its most important mission is in support of the AOC's stewardship role and its commitment to historic preservation. Photography at the AOC is guided by decades of precedent, as well as the priorities of the sitting Architect of the Capitol. The agency's photographic record serves as a reliable source of historic information. For example, the adjoining photograph from 2003 shows the Capitol Visitor Center worksite in an early stage of construction. Shot originally on 8 x 10 film and later digitized, it is an excellent example of the highly descriptive photography required to document projects. Moreover, the photo takes on historical significance as it depicts a view of the Capitol's East Front that can never be seen again.

The AOC uses photography to record the details of its preservation, conservation and restoration projects, supporting the life-cycle maintenance of the agency's heritage assets — always with an emphasis on creating images of maximum clarity, descriptiveness, accuracy, integrity and durability. For example, infrared and ultraviolet photography have been used to reveal otherwise invisible conditions in paintings needing restoration. Further, photographic documentation of the condition of the Capitol campus' exterior stone helped to communicate the extent of the deterioration and guide preservation plans. The preservation and management of the photographic images themselves also falls under the AOC's responsibilities. The AOC's photography collection contains more than 300,000 unique photographic objects and files. The AOC Photography Branch operates under standards of practice from a variety of authorities such as the American Institute for Conservation, the Department of the Interior and the Library of Congress. Whether a glass plate negative from the 1850s, a film-based image from the 20th century or a digital photograph made today, the Photography Branch is involved in preserving, housing, describing and managing a growing collection of photographic material. Preservation techniques range from careful cleaning, digitization or cold storage for older photo materials to running analytics to assess the condition of digital photo files. Photography brings a measure of accountability and transparency to existing assets, project design and project execution.

9.1. Accessioned Materials

Accessioned materials represent the permanent records that have been accepted into the archival collection. Once accessioned, these materials receive a range of archival holdings maintenance and archival description. Holdings maintenance enables ongoing preservation. This includes rehousing in acid-free folders and storage boxes, as well as digitizing using archival electronic formats. Description facilitates reference and research. It includes updating finding aids, enhancing cross-references and accomplishing data entry into the archival databases.

9.1.1. 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 digitized and indexed into an internal AOC web-based database to facilitate search and retrieval. The archival staff performs maintenance and basic preservation on the drawings, with specialized work on fragile and historic drawings performed by contracted experts.

9.1.2. Specifications and Other 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.

9.1.3. Electronic Archival Records

Electronic records are generated throughout the agency. The records schedules are media-neutral. This means that they apply to both paper and electronic records. The RMAB continues to promote the transfer of permanent electronic records to the archival collection where they may be preserved as heritage assets.

9.2., 9.2.1., 9.2.2., 9.2.3. Preaccessioned Materials

Preaccessioned materials account for all incoming materials that are transferred to the RMAB for the year. This is an important initial quality control step where the materials are screened before the RMAB formally registers the transfer as part of the archival collection. The screening process identifies temporary, duplicative or otherwise nonrecord materials that are not appropriate for accessioning into the archival collection. The process also identifies concerns that may require resolution before the transfer can be completed, such as incomplete transfer documentation, unarranged or partial materials and archival preservation issues.

9.3. Small Architectural Models

The AOC preserves a small number of display models as part of the architectural record for study and possible future exhibit purposes.

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 Photography 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 Photography Branch maintains an archive of more than 330,000 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., 9.6. and 9.7. Reference Files, Library Materials and Conservation Reports

One of the largest 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. 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 10/01/18 | | AS OF 9/30/19 | | CHANGE | | GENERAL CONDITION | |
|---|---------------------------------------|--------------------|--|--------------------|--|--------------------|---------------------|--------------------|
| | Traditional Records | Electronic Records | Traditional Records | Electronic Records | Traditional Records | Electronic Records | Traditional Records | Electronic Records |
| 9.1. Accessioned Materials | | | | | | | | |
| 9.1.1. Architectural and Engineering Drawings | Approx. 191,386 | - | Approx. 192,087 | - | 701 | - | Fair to Excellent | N/A |
| 9.1.2. Specifications and Other Textual Records (Linear Feet) | Approx. 9,066 | - | Approx. 9,130 | - | 64 | - | Fair to Excellent | N/A |
| 9.1.3. Accessioned Electronic Records | - | 789.20MB | - | 4,134.88MB | - | 3,345.68MB | N/A | N/A |
| 9.2. Preaccessioned Materials | | | | | | | | |
| 9.2.1. Manuscripts and Other Textual Records | Linear Feet: 26.5 Bound Volumes: - | - | Linear Feet: 93.0 Bound Volumes: 46 | - | Linear Feet: 66.5 Bound Volumes: 46 | - | N/A | N/A |
| 9.2.2. Drawings | Rolls: 12; Individual: 205 | - | Rolls: 65; Individual: 382 | - | Rolls: 53; Individual: 177 | - | N/A | N/A |
| 9.2.3. Electronic | - | 715.12MB | - | 1,282.69MB | - | 567.57MB | N/A | N/A |
| 9.3. Small Architectural Models | 18 | - | 18 | - | - | - | Fair | N/A |
| 9.4. Photographs | 318,656 | - | 338,390 | - | 19,734 | - | Good to Excellent | N/A |
| 9.5. Art and Reference Files (Drawers) | 108 | - | 108 | - | - | - | Good | N/A |
| 9.6. Art and Reference Library (Volumes) | 1,211 | - | 1,216 | - | 5 | - | Good | N/A |
| 9.7. Conservation Reports (Notebooks) | 445 | - | 455 | - | 10 | - | Good | N/A |



Summary of Heritage Assets

This consolidating schedule reports the heritage assets by jurisdiction and AOC-wide.

| CATEGORY | SEPTEMBER 30, 2019 | | | | | | | | | SEPTEMBER 30, 2018 | | | | | | | | |
|--------------------------------------|-----------------------------------|------------------|-------------------------------|------------------------|-----------------------------|-------------------------|----------------------------------|---------------------|-------|-----------------------------------|------------------|-------------------------------|------------------------|-----------------------------|-------------------------|----------------------------------|---------------------|-------|
| | AOC JURISDICTION | | | | | | | | | AOC JURISDICTION | | | | | | | | |
| | Capital Construction & Operations | Capitol Building | Capitol Grounds and Arboretum | House Office Buildings | Library Buildings & Grounds | Senate Office Buildings | Supreme Court Building & Grounds | U.S. Botanic Garden | Total | Capital Construction & Operations | Capitol Building | Capitol Grounds and Arboretum | House Office Buildings | Library Buildings & Grounds | Senate Office Buildings | Supreme Court Building & Grounds | U.S. Botanic Garden | Total |
| Memorial Trees | — | — | 145 | — | — | — | — | — | 145 | — | — | 147 | — | — | — | — | — | 147 |
| Artwork | | | | | | | | | | | | | | | | | | |
| Fine Art | | | | | | | | | | | | | | | | | | |
| Interior Sculpture | | | | | | | | | | | | | | | | | | |
| National Statuary Hall Statues | — | 100 | — | — | — | — | — | — | 100 | — | 100 | — | — | — | — | — | — | 100 |
| Other Statues | — | 10 | — | — | — | — | — | — | 10 | — | 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 | — | 30 | — | — | — | — | — | — | 30 |
| Subtotal | — | 180 | — | — | — | — | — | — | 180 | — | 179 | — | — | — | — | — | — | 179 |
| Framed Oil Paintings | | | | | | | | | | | | | | | | | | |
| Portraits | — | 19 | — | — | — | — | — | — | 19 | — | 17 | — | — | — | — | — | — | 17 |
| Possibly Joint Portraits | — | 26 | — | — | — | — | — | — | 26 | — | 26 | — | — | — | — | — | — | 26 |
| Paintings Other Than Portraits | — | 12 | — | — | — | — | — | — | 12 | — | 12 | — | — | — | — | — | — | 12 |
| Possibly Joint Paintings | — | 23 | — | — | — | — | — | — | 23 | — | 23 | — | — | — | — | — | — | 23 |
| Subtotal | — | 80 | — | — | — | — | — | — | 80 | — | 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 |
| Subtotal | — | 310 | — | — | — | — | — | — | 310 | — | 310 | — | — | — | — | — | — | 310 |
| Subtotal: Fine Art | — | 570 | — | — | — | — | — | — | 570 | — | 567 | — | — | — | — | — | — | 567 |
| Decorative Art | | | | | | | | | | | | | | | | | | |
| Gilded Mirror Frames | — | 91 | — | — | — | — | — | — | 91 | — | 90 | — | — | — | — | — | — | 90 |
| Historic Furniture | — | 39 | — | — | — | — | — | — | 39 | — | 39 | — | — | — | — | — | — | 39 |
| Antique Clocks | — | 10 | — | — | — | — | — | — | 10 | — | 10 | — | — | — | — | — | — | 10 |
| Textiles | — | 2 | — | — | — | — | — | — | 2 | — | 2 | — | — | — | — | — | — | 2 |
| Subtotal | — | 142 | — | — | — | — | — | — | 142 | — | 141 | — | — | — | — | — | — | 141 |
| Architectural Fine Art | | | | | | | | | | | | | | | | | | |
| Pediments (Exterior) | — | 3 | — | 1 | — | 1 | 2 | — | 7 | — | 3 | — | 1 | — | 1 | 2 | — | 7 |
| Statues/Sculpture | — | 6 | — | 8 | 27 | 1 | 2 | — | 44 | — | 6 | — | 8 | 27 | 1 | 2 | — | 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 | — | 39 | — | 1 | 73 | 51 | 4 | — | 168 | — | 39 | — | 1 | 73 | 51 | 4 | — | 168 |
| Light Posts with Reliefs (Exterior) | — | — | — | — | — | — | 2 | — | 2 | — | — | — | — | — | — | 2 | — | 2 |
| Bronze Doors (Sets) | — | 4 | — | — | 17 | — | 1 | — | 22 | — | 4 | — | — | 17 | — | 1 | — | 22 |
| Plaques | — | 31 | — | 1 | — | — | — | — | 32 | — | 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 |
| Subtotal | — | 198 | — | 41 | 170 | 65 | 11 | — | 485 | — | 197 | — | 41 | 170 | 65 | 11 | — | 484 |

| CATEGORY | SEPTEMBER 30, 2019 | | | | | | | | | SEPTEMBER 30, 2018 | | | | | | | | |
|--|-----------------------------------|------------------|-------------------------------|------------------------|-----------------------------|-------------------------|----------------------------------|---------------------|-----------------|-----------------------------------|------------------|-------------------------------|------------------------|-----------------------------|-------------------------|----------------------------------|---------------------|-----------------|
| | AOC JURISDICTION | | | | | | | | | AOC JURISDICTION | | | | | | | | |
| | Capital Construction & Operations | Capitol Building | Capitol Grounds and Arboretum | House Office Buildings | Library Buildings & Grounds | Senate Office Buildings | Supreme Court Building & Grounds | U.S. Botanic Garden | Total | Capital Construction & Operations | Capitol Building | Capitol Grounds and Arboretum | House Office Buildings | Library Buildings & Grounds | Senate Office Buildings | Supreme Court Building & Grounds | 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 |
| Subtotal | — | 835 | — | — | — | — | — | — | 835 | — | 835 | — | — | — | — | — | — | 835 |
| TOTAL | — | 1,745 | — | 41 | 170 | 65 | 11 | — | 2,032 | — | 1,740 | — | 41 | 170 | 65 | 11 | — | 2,027 |
| 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 |
| Subtotal | — | — | 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 |
| Subtotal | — | — | 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) | 1,216 | — | — | — | — | — | — | — | 1,216 | 1,211 | — | — | — | — | — | — | — | 1,211 |
| TOTAL | 1,324 | — | — | — | — | — | — | — | 1,324 | 1,319 | — | — | — | — | — | — | — | 1,319 |
| Other Traditional Archival Records | | | | | | | | | | | | | | | | | | |
| Architectural and Engineering Drawings | 192,087 | — | — | — | — | — | — | — | 192,087 | 191,386 | — | — | — | — | — | — | — | 191,386 |
| Specifications and Other Textual Records (Linear Feet) | 9,130 | — | — | — | — | — | — | — | 9,130 | 9,066 | — | — | — | — | — | — | — | 9,066 |
| Materials, Preaccessioned Specifications and Other Textual Records (Linear Feet) | 93 | — | — | — | — | — | — | — | 93 | 27 | — | — | — | — | — | — | — | 27 |
| Materials, Preaccessioned Specifications and Other Textual Records-Bound Volumes (Bound Volumes) | 46 | — | — | — | — | — | — | — | 46 | — | — | — | — | — | — | — | — | — |
| Materials, Preaccessioned - Drawings (Rolls) | 65 | — | — | — | — | — | — | — | 65 | 12 | — | — | — | — | — | — | — | 12 |
| Materials, Preaccessioned - Drawings (Individual) | 382 | — | — | — | — | — | — | — | 382 | 205 | — | — | — | — | — | — | — | 205 |
| Small Architectural Models | 18 | — | — | — | — | — | — | — | 18 | 18 | — | — | — | — | — | — | — | 18 |
| Conservation Reports (Notebooks) | 455 | — | — | — | — | — | — | — | 455 | 445 | — | — | — | — | — | — | — | 445 |
| Photographs | 338,390 | — | — | — | — | — | — | — | 338,390 | 318,656 | — | — | — | — | — | — | — | 318,656 |
| TOTAL | 540,666 | — | — | — | — | — | — | — | 540,666 | 519,815 | — | — | — | — | — | — | — | 519,815 |
| Electronic Archival Records (Megabytes) | | | | | | | | | | | | | | | | | | |
| Materials, Accessioned | 4,134.88 | — | — | — | — | — | — | — | 4,134.88 | 789.20 | — | — | — | — | — | — | — | 789.20 |
| Materials, Preaccessioned | 1,282.69 | — | — | — | — | — | — | — | 1,282.69 | 715.12 | — | — | — | — | — | — | — | 715.12 |
| TOTAL | 5,417.57 | — | — | — | — | — | — | — | 5,417.57 | 1,504.32 | — | — | — | — | — | — | — | 1,504.32 |
| Living Botanical Assets (Accessions) | | | | | | | | | | | | | | | | | | |
| | — | — | — | — | — | — | — | 9,651 | 9,651 | — | — | — | — | — | — | — | 9,105 | 9,105 |



The AOC lit the Capitol Christmas Tree during a ceremony on the West Front Lawn December 6, 2018. The tree uses LED lights, resulting in reduced electricity use in accordance with the AOC's energy sustainability practices.

SECTION IV

Other Information

Overview

The Other Information section presents required financial, operational, stewardship and performance material that supplements the information appearing in the previous sections of this report. A summary of each subsection is provided below.

The Inspector General's Statement of Management

Opportunities and Performance Challenges. A statement presenting the AOC Inspector General's assessment of the agency's most critical management and performance challenges and its progress in addressing those challenges. This section is provided 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 auditor's 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)*.

Payment Integrity. An overview of the AOC's efforts to identify programs where significant improper payments may have occurred and how the AOC's invoice payment process incorporates the U.S. Department of Treasury's Do Not Pay capability. This subsection also addresses the *Fraud Reduction and Data Analytics Act*.

Reduce the Footprint. An overview of the AOC's real property square footage for the current fiscal year and baseline year.

Energy and Sustainability Performance Management

Report. A summary of the AOC's notable energy and sustainability program achievements, in accordance with the *Energy Independence and Security Act of 2007*.

Small Business Accomplishments Report. A summary of the AOC's small business set-aside program efforts and results, in accordance with congressional reporting requirements.

Human Capital Management Report. A summary of the AOC's personnel management system. The *Architect of the Capitol Human Resources Act* requires the AOC to develop human resources management programs consistent with common practices within the federal government and private sector organizations.

The Inspector General's Statement of Management Opportunities and Performance Challenges



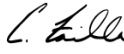
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United States Government

MEMORANDUM

DATE: September 11, 2019

TO: Thomas J. Carroll III
Acting 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, 2019. 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 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 work to prevent and eliminate fraud, waste and abuse.

If you have any questions, please contact me at 202.593.0260 or christopher.failla@aoc.gov.

Distribution List:

Mary Jean Pajak, Senior Advisor to the Acting Architect of the Capitol

The Inspector General's Statement of Management Opportunities and Performance Challenges *(continued)*



Office of Inspector General Statement of Management Opportunities and Performance Challenges 2019

Introduction

As part of our agency's Performance and Accountability Report (PAR) for Fiscal Year (FY) 2019, the Acting Architect of the Capitol (AOC) Thomas J. Carroll 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 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, inspections and evaluations, 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 OIG exists to provide efficiencies and economies along with preventing and reporting fraud, waste and abuse through audits, inspections and evaluations, and investigations. In addition, we are a key tool for the AOC as we offer objective recommendations to better use resources and report deficiencies that may hinder the AOC's mission. Since the last PAR, the OIG has made several key efforts to streamline our operations. These included creating an Assistant Inspector General for Inspections and Evaluations position to direct the efforts of this important new program division, performing education and outreach strategies to include social media, and obtaining an independent accounting firm to conduct construction audits for one of the AOC's largest and most complex construction projects, the Cannon House Office Building Renewal Project, all 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) Retaining and Attracting a Skilled and Engaged Workforce (expanded under Human Capital Management);
- 2) Data Quality for Monitoring and Internal Controls Structure (combined and expanded under Auditability and Documentation to Support Decisions);
- 3) Management of Concurrent Construction Projects;
- 4) Cyber Security;

The Inspector General's Statement of Management Opportunities and Performance Challenges *(continued)*

- 5) Lack of a Whistleblower Protection;
- 6) Property Accountability and Surplus Property Disposal; and
- 7) Managing User-Requested Changes.

In the OIG's assessment, each of these challenges remain critical issues facing the agency. We do not repeat our summary of each of these challenges unless combined under new headings, or our recommendations to remediate them.

From our vantage point, much progress has been made to date to improve and eliminate the OIG-identified management challenges. Due to the emphasis the AOC has placed on continued improvement of prior years' management challenges, we have not repeated a Backlog of Deferred Maintenance and Capital Renewal management challenges for the current fiscal year since the OIG has not observed reoccurring issues in this area during our recent reviews of AOC programs and construction projects.

Expanded OIG Management and Performance Challenges

In addition to the remaining continuing management challenges noted above, the OIG has expanded on two challenges into overarching themes that continue to impact the AOC; they are:

- 1) Human Capital Management; and
- 2) Auditability and Documentation to Support Decisions.

Human Capital Management

We removed this management challenge in 2015 due to the AOC addressing our concerns over a better integrated personnel management system and making policy updates to address drug and alcohol use in the workplace. However, since that time, we have identified two separate human capital issues that are of concern: 1) Leadership Vacancies; and 2) Recruitment and Retention of Skilled Labor Positions.

Many leadership positions across the AOC remain vacant with their operations and mission currently led by individuals in an "Acting" capacity. Some prominent vacant senior leadership positions include the Chief Financial Officer, House Office Buildings Superintendent, Senate Office Buildings Superintendent and the Office of Security Programs Director. This situation places the AOC in a vulnerable position because it blurs clear lines of authority within respective AOC jurisdictions and offices while overburdening those serving in an "Acting" capacity due to an increased workload and refocus of priorities. While this is not an irregular scenario faced by a federal agency, the AOC needs to focus attention to permanently fill these positions to provide clear lines of direction that are aligned with mission goals and reduce volatility of staff turnover.

The recruitment and retention of a skilled workforce is critical to the AOC's mission. Skilled trades comprise more than 50 percent of the agency's workforce and comprehensive succession planning is critical to ensure the AOC maintains a qualified workforce throughout the years to come. Skilled labor trades include positions like masons, maintenance mechanics, high voltage

The Inspector General's Statement of Management Opportunities and Performance Challenges *(continued)*

electricians, and heating, ventilation, and air conditioning technicians, among many others. In recent years the AOC has adopted creative recruitment strategies and hiring venues to ensure mission critical positions do not go unfilled. While these efforts are noted, the AOC's attention to this issue remains a priority due to the revolving nature of hiring, competitive economic factors faced by federal employers, and the retention influences needed to maintain a skilled workforce.

Auditability and Documentation to Support Decisions

During the course of our work, we recognized the AOC is challenged with executing standardized procedures for recording all transactions, communications and significant events in a manner that allows documentation to be readily available for examination. Our request for documentation has routinely taken the AOC a significant amount of time to gather and provide, or at times the requested information is incomplete or not provided, thus highlighting concerns with efficiency and accountability. The AOC's procedures on documentation do not promote a standardized process; therefore, documentation maintained varies amongst staff and from jurisdiction to jurisdiction. These procedures should be a part of the AOC's internal controls framework. Lacking internal controls for documentation can also degrade reportability, data quality and accountability, and quality assurance. We recognize that the AOC is often proficient in communicating specific details of a transaction or event; however, the AOC has acknowledged that some information and data shared may not have been thoroughly documented or vetted which may lead to reperformance and can contribute to program inefficiencies.

Documentation should be appropriately detailed and organized, and contain sufficient information to support transactions, events and management decisions. Effective documentation will provide a means to:

- Retain historical information of the transaction or event;
- Mitigate the risk of having the information limited to a few staff; and
- Communicate and make available in a timely manner the information to external parties such as external auditors.

We also find it important for all transactions and events to be promptly recorded and documented to maintain relevance and value to AOC management and third party stakeholders. The documentation should apply to the entire process or life cycle of a transaction or event from its initiation and authorization through its final status in summary records. Properly managed and maintained documentation with identified points of contact would better support management decisions and allow for improved management reviews and auditability.

Additional OIG Management and Performance Challenges

The OIG has identified two additional management challenges that impact the AOC; they are:

8. Balancing Safety and Security with Preservation and Heritage; and
9. Duplication of Effort without a Working Capital Fund.

The Inspector General's Statement of Management Opportunities and Performance Challenges *(continued)*

Balancing Safety and Security with Preservation and Heritage

The AOC's mission of "Serve, Preserve, Inspire" recognizes the desire that all construction and renewal projects maintain the historical heritage of the Capitol campus. This is done, in part, through the use of historically accurate, custom-designed and manufactured pieces such as plasterwork and moldings, security bollards and barricades, security systems and devices, and ironwork which can add substantial cost and time to these projects. For example, some security projects or project components could include modified commercial-off-the-shelf solutions vice specific, engineered or tailored elements. Projects of this nature should give due consideration of alternatives to include materials and designs used while accounting for planning and cost schedules that maintain the balance between safety and security risks in addition to vulnerabilities with preservation and heritage.

Duplication of Effort without a Working Capital Fund

The management of large construction projects and other programs that cross multiple funding streams poses challenges and risks to the AOC that are not typical to other agencies. Though adequate planning and design can mitigate some of these challenges, unforeseen circumstances can increase the risks and vulnerabilities posed to the AOC. To offset these risks, the AOC establishes program operating practices and procedures with some overarching across the agency and many, specific to the jurisdiction. Due to the lack of a working capital fund which would allow some Senate and House allocations to combine, there are many integral AOC operational redundancies at the jurisdiction level, thus creating waste, inefficiencies and unnecessary duplication of effort that could be mitigated through certain centralization efforts.

Conclusion

All federal agencies have areas where improvements are needed. This Statement, is viewed from the OIG's perspective and should be taken in that context. The AOC has much to be proud of as it has worked to reduce or eliminate elements of the previous years' challenges. The progress being made on these challenges is very encouraging and the two expanded and two new management challenges included above will serve to improve the AOC's efforts to prevent and detect fraud, waste, abuse and mismanagement, 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 and 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 the potential for fraud, waste, abuse and mismanagement.

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). **Tables 14** and **15** below present management's summary of these matters, as required by OMB Circular No. A-136, *Financial Reporting Requirements*, revised.

| TABLE 14 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 15 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 |
| | 0 | 0 | 0 | 0 | 0 |
| 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 |
| | 0 | 0 | 0 | 0 | 0 |
| Total Nonconformances | 0 | 0 | 0 | 0 | 0 |
| COMPLIANCE WITH FEDERAL FINANCIAL MANAGEMENT IMPROVEMENT ACT (FFMIA) | | | | | |
| | AGENCY | | | AUTHOR | |
| 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. As a legislative branch agency, the AOC is not subject to IPERIA, nor to the related OMB guidance. As a result, the AOC does not have a formal improper payments program and, therefore, the AOC does not provide payment accuracy data to the OMB for display on its website. Nonetheless, as part of its internal control program and assessment of risk, an internal control plan is in place to monitor payment accuracy. 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.

By agency policy, the AOC conducts quarterly financial reviews of its jurisdiction-level program obligations and spending, 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, the AOC issues a suite of quarterly reports 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 properly recorded. These financial reports include: status of current funds, document detail for all requisitions and obligations, payroll detail, travel and training detail, and open obligations and receivers for all expired funds. The Chief Financial Officer manages the reviews and uses them to identify inaccurate payments and determine the effectiveness of controls over the obligation and payment process.

Sensitive payments are those where the dollar amounts involved are usually not significant but, if the payment were improper, the public disclosure may result in significant agency criticism. The AOC has identified purchase card expenditures, as well as travel and training transactions as areas of sensitive payments for routine review.

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 shared service provider, the National Finance Center. The AOC's most substantial nonpayroll expenses are its payments to vendors for construction efforts, professional services and goods procured during the course of normal operations.

Do Not Pay Initiative

The U.S. Department of the Treasury's Do Not Pay Initiative provides resources for agencies to review payment eligibility for purposes of identifying and preventing improper payments to vendors, 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 help prevent and reduce improper payments in a cost-effective manner for the federal agencies using this system. As such, through its IPP deployment, the AOC improves its payment accuracy with the Do Not Pay Initiative.

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 to prevent, detect and respond to fraud. As a legislative branch agency, the AOC is statutorily excluded from the *Fraud Reduction and Data Analytics Act of 2015* and has not formally incorporated this law into its policy.

Reduce the Footprint

The Office of Management and Budget (OMB) provides guidance to CFO Act agencies to use federal real property as efficiently as possible. The intention is to have agencies set annual targets to reduce the total square footage of their domestic office and warehouse inventory space compared to a FY 2015 baseline. The Reduce the Footprint policy is intended to promote efficient spending to support agency operations.

As a legislative branch agency, the AOC is not subject to the Reduce the Footprint policy. However, because the AOC's mission encompasses responsibility for a unique real estate portfolio, efficiency in management of its real estate is important to the agency. As a best practice and in the interest of transparency, the AOC presents its total managed square footage for the current fiscal year as compared to the FY 2015 baseline. The total square footage reported includes all real property under the AOC's care. In addition to assigned and leased office and inventory storage facilities, the agency's square footage includes a variety of other real property that is unique to the AOC and reflects its wide-ranging mission such as: congressional committee rooms, legislative chambers, a court chamber, exhibition space, a botanic conservatory, plant production facilities, a visitor center, gift shops, restaurants,



The AOC cares for more than 18.4 million square feet of facilities. This includes office and inventory storage facilities, as well as a variety of real property that reflects its wide-ranging mission such as congressional committee rooms, legislative chambers, a botanic conservatory, plant production facilities, a visitor center, a power plant, utility tunnels and other sites.

a power plant, utility tunnels, book storage modules and other sites.

As shown in **Table 16**, the total square footage increased over the FY 2015 baseline. This is primarily due to the 2017 transfer of the O'Neill House Office Building to the AOC portfolio from the General Services Administration (GSA). This space supports the U.S. House of Representatives and serves as swing space during the Cannon Renewal Project. Another recent addition to the AOC's footprint was the Collections Storage Module 5, adding needed preservation-quality climate-controlled collections space for the Library of Congress.

Actions Taken to Reduce the Office and Warehouse Baseline and Operating Costs

As the agency's real property needs are mission-driven, its footprint has increased to meet the needs of its congressional stakeholders and those who work within and visit the Capitol campus. However, the agency commits to using its facilities as efficiently as possible. This includes various workplace strategies such as enabling and supporting mobile work. To reduce the operations and maintenance costs associated with its real property portfolio, the AOC implemented a number of initiatives to improve their efficiency. These included enhancing building system controls and performance monitoring capabilities to reduce energy and water usage, increasing recycling of occupant waste and construction debris and using cogeneration technology at the Capitol Power Plant. The recent award of an ESPC for the facilities managed by the AOC's Library Buildings and Grounds jurisdiction will result in significant energy savings throughout its 4.4 million square feet of facility space.

| TABLE 16 Baseline Comparison | | | |
|-------------------------------------|---|------------------------------|-------------------------------------|
| | FY 2015 BASELINE (ROUNDED) | FY 2019 (ROUNDED) | CHANGE FROM BASELINE |
| Total Square Footage (in Millions) | More than 17.4 | More than 18.4 | Increase |

Energy and Sustainability Performance Management Report

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). The EISA2007 requires that the AOC report on: (1) energy expenditures and savings estimates, (2) energy management and conservation projects and (3) future priorities.

Fiscal Year 2019 was a significant and rewarding year for the AOC's energy and sustainability efforts. The AOC is three years into its ambitious performance requirements and trending ahead of its FY 2025 key energy reduction goal. The AOC reduced energy consumption by 48 percent from our FY 2003 baseline, a major achievement. The AOC sustainability strategy focuses on: energy, water, high performance buildings and sustainable waste management. Performance highlights included:

- Issued the Energy and Sustainability Policy in December 2018. The policy defines and implements sustainable initiative, guidance process and organizational goals and objectives for FY 2017–FY 2021
- Implemented cogeneration to increase AOC thermal production efficiency and decrease the related source emissions
- Awarded a new ESPC for the Library of Congress with projected annual energy and water savings of \$5 million
- Achieved \$6 million in annual energy and water savings through existing ESPCs
- Diverted 3,168 tons of building office materials from landfills
- Diverted 6,405 tons of construction and demolitions from landfills
- Reduced water usage and improved water metering at our facilities
- Reduced fossil fuel consumption by 11 percent through cogeneration at the Capitol Power Plant
- Enhanced products and identified new opportunities for future projects driven by renewable energy
- Enhanced use of data analytics for performance monitoring to ensure the persistence of existing energy conservation measures (ECMs) and to identify additional opportunities
- Established the Sustainability Community of Practice to provide for direct AOC employee participation and communication regarding the AOC's sustainability program
- Completed draft guidance on the distribution of the Recycling Revolving Fund

- Filled positions for an energy engineer and energy program manager, a Building Automation Network (BASnet) manager, and created a BASnet mechanic position
- Reduced greenhouse gas emissions by 37 percent through energy efficiency measures and improved operations

Energy Expenditures and Savings Estimates

The agency's implementation of multiple ESPCs, a UESC and other infrastructure investments have saved the AOC more than \$145 million in cost avoidance and reduced the agency's long-term energy demand. From FY 2015 to FY 2019, the AOC voluntarily continued its partnership with stakeholders to manage one of the federal government's most effective energy and sustainability programs. In FY 2019, the most impactful energy savings efforts included infrastructure and performance improvements. As detailed in **Table 17**, the AOC used approximately \$2 million 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 in their performance periods and continue to generate savings.

Energy Management and Conservation Projects

The AOC's principal program areas are (1) reduce resource risks through agile fiscal and resource management, (2) transform the AOC's culture, (3) protect and reinvest in the environment and (4) minimize the agency's total life-cycle ownership costs of its facilities.

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 FY 2019 targets included:

- 38 percent energy reduction (from FY 2003 baseline)
- 31 percent greenhouse gas reduction
- 24 percent water use reduction (from FY 2008 baseline)
- 46 percent diversion of building occupant waste
- 90 percent diversion of construction and demolition debris
- 8 percent of waste compostable by the end of FY 2021
- Enhanced energy and sustainability communications toward improved conservation, sustainable practices and health and wellness

TABLE 17 FY 2019 Investments in Energy and Water Management

| SOURCES OF INVESTMENT | DIRECT APPROPRIATIONS | FY 2019 ANNUAL GOAL-SUBJECT ENERGY SAVINGS (MMBTU) | |
|--|-----------------------|--|--|
| Energy and Sustainability Program Expenditures | \$1,471,000 | 373,643 | |

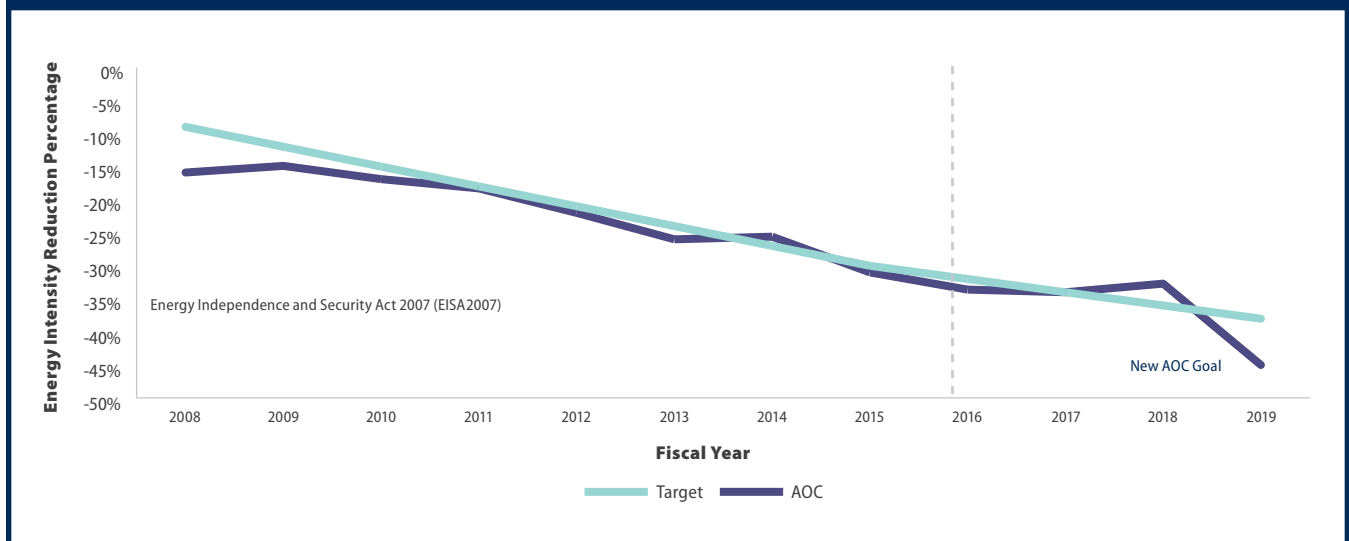
| ESPC/UESC EXPENDITURES | FY 2019 ANNUAL PAYMENTS | GUARANTEED ANNUAL COST SAVINGS | FINAL PAYMENT |
|-------------------------------------|-------------------------|--------------------------------|---------------|
| House Office Buildings ESPC | \$4,200,889 | \$4,231,848 | FY 2027 |
| Senate Office Buildings ESPC | \$4,192,580 | \$4,192,680 | FY 2027 |
| U.S. Capitol Building ESPC | \$2,151,395 | \$2,151,396 | FY 2022 |
| CPP Cogeneration UESC | \$2,905,569 | \$2,905,568 | FY 2037 |
| Library of Congress ESPC | \$2,763,434 | \$0 | FY 2039 |
| FY 2019 Annual Payment Total | \$16,213,867 | \$13,481,492 | |

Note: Table includes corrections for calculation errors, excess project energy and baselining new buildings and the cogeneration site versus source credit. Annual consumption and cost figures do not reflect final FY 2019 expenditures.

Fiscal Year 2019 program highlights include:

- Reduced energy usage intensity (EUI):** As seen in **Figure 43**, the AOC reduced energy use by 48 percent in FY 2019, exceeding the 38 percent target. Cogeneration at the Capitol Power Plant was the primary driver in meeting the FY 2019 energy reduction goal. The cogeneration system uses natural gas to simultaneously produce electricity and steam. That system produces thermal energy at a higher efficiency, increasing system reliability and saving taxpayer dollars. Further, the higher efficiency helps the AOC to reduce greenhouse gas emissions.
- Expanded the Building Automation System (BASnet):** The AOC expanded BASnet in the O’Neill House Office Building, Thurgood Marshall Federal Judiciary Building, James Madison Memorial Building, Cannon House Office Building (Phase 1) and the Fort Meade and Botanic Garden facilities in FY 2019.
- Expanded use of data analytics:** The AOC continued to enhance its data enterprise systems and executed contracts for performance monitoring system support services. At the building level, performance monitoring supports the persistence of savings. At the project level, performance-

FIGURE 43 The AOC’s Energy Reduction Results FY 2008–FY 2019





The U.S. Botanic Garden's Bartholdi Park is a showcase of sustainable gardening. Bartholdi Park is a SITES® Gold certified project — the first project in Washington, D.C. to receive certification under SITES® version 2.

based commissioning ensures that all systems and components are designed, installed, tested, operated and maintained according to project requirements.

- **Augmented energy staff:** The agency updated position descriptions and hired an energy engineer, energy program manager and BASnet network manager. The AOC also created a standardized position description template of a jurisdictional electronic industrial controls mechanic that now aligns with a newly-created Energy Management Control Systems-specific ladder position for an electronic integrated systems mechanic.
- **Tracked ESPC performance:** The agency continued to benefit from the improved performance of the existing ESPCs that produce \$8 million in annual savings.
- **Tracked and assessed water use:** The AOC focused on water consumption and continued efforts to reconcile water usage, malfunctioning meters and estimated billing.
- **Reduced waste:** The AOC reduced building occupant waste by 39.0 percent and diverted construction waste for recycling by 94.0 percent. In FY 2019, the AOC continued to maximize the agency's potential toward ecosystem protection and resource conservation.
- **Executed sustainability scorecards:** The AOC used sustainability scorecards to support planning, design and construction processes.

- **Achieved cost savings through demand response plans:** The AOC earned credits toward utility bills by reducing electricity on days of peak electricity grid consumption.
- **Supported communication outreach events:** The AOC established the Sustainability Community of Practice to provide for direct AOC employee participation and communication regarding the AOC's sustainability program.
- **Engaged other agencies in the field:** The AOC worked with external groups, including executive branch agencies, to collaborate and identify sustainability best practices.

Future Priorities to Ensure Compliance

The AOC will identify life-cycle, cost-effective opportunities, depicted in **Figure 44**, to improve energy and water performance, reliability and environmental conditions in its buildings. The cornerstones of the energy and sustainability 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. Additional priorities include workforce development, assessments and automated tracking and reporting.

Data Tables

The data tables (Tables 18, 19 and 20) 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*. The data presented in these tables include corrections for calculation errors, excess project energy and baselining new buildings and the cogeneration site versus source credit. Annual consumption and cost figures do not reflect final FY 2019 expenditures.

FIGURE 44 The AOC's 10-Year Energy Reduction Priorities

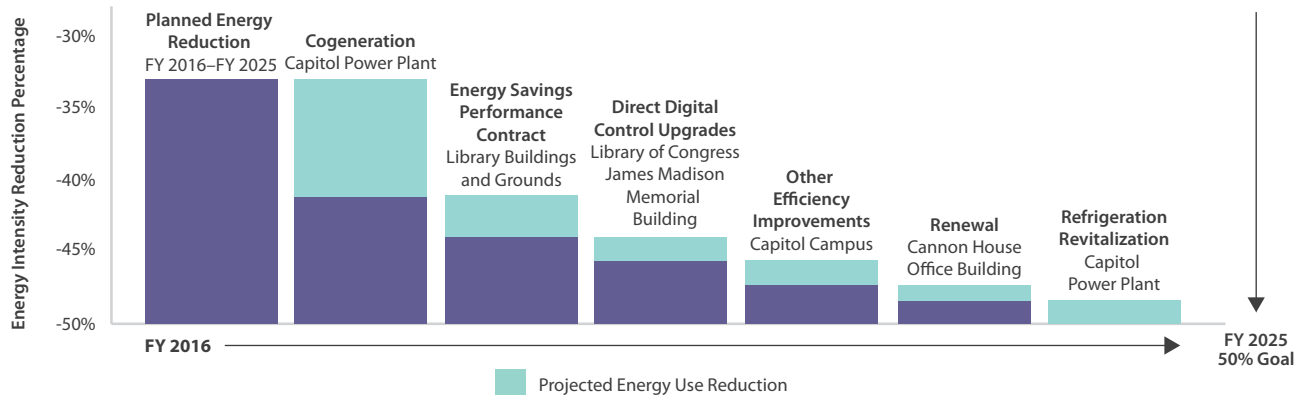


TABLE 18 EAct Goal Subject Buildings

| UTILITY TYPE | CONSUMPTION UNITS | ANNUAL CONSUMPTION | ANNUAL COST (\$ IN THOUSANDS) | UNIT COST (\$) | UNIT OF MEASURE | SITE DELIVERED BBTU | ESTIMATED SOURCE BBTU |
|---|-------------------|--------------------|---|----------------|-----------------|---------------------|-----------------------|
| Electric | MWH | 191,792.8 | \$20,191.4 | \$0.11 | /KWH | 654.4 | 1,816.5 |
| Fuel Oil | KGal | 399.1 | \$1,487.4 | \$3.73 | /Gallon | 55.9 | 55.9 |
| Natural Gas | KCF | 1,369,379.4 | \$11,308.2 | \$8.26 | /KCF | 1,369.4 | 1,437.8 |
| Coal | Short Ton | 176.0 | \$65.0 | \$369.32 | /Short Ton | 4.9 | 4.9 |
| Purchased Steam | BBTU | 22.7 | \$121.1 | \$5.33 | /MMBTU | 22.7 | 50.5 |
| Site/Source Credit* | BBTU | (478.7) | | | /MMBTU | | |
| Excluded Steam | BBTU | (182.2) | (\$6,880.0) | \$37.76 | /MMBTU | | |
| Excluded CHW | BBTU | (47.8) | (\$875.9) | \$18.33 | /MMBTU | | |
| Excluded Security | BBTU | (37.6) | (\$585.1) | \$15.56 | /MMBTU | | |
| PURCHASED RENEWABLE | | | | | | | |
| Electric | MWH | 26,356.6 | \$2,774.7 | \$0.11 | /KWH | 89.9 | 0.0 |
| Other | BBTU | | | | /MMBTU | | |
| Totals | BBTU | 1,451.0 | \$27,606.8 | | | 2,197.2 | 3,365.7 |
| FY 2019 Goal Subject Buildings Gross Square Feet (Thousands) | | 16,430.0 | FY 2019 Goal Subject Buildings Actual KBTU/GSF | | | 87.1 | 133.4 |

*Site/Source credit accounts for displaced grid electricity per DOE guidance.

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 19 EAct Goal Excluded Buildings

| UTILITY TYPE | CONSUMPTION UNITS | ANNUAL CONSUMPTION | ANNUAL COST (\$K) | UNIT COST (\$) | UNIT OF MEASURE | SITE-DELIVERED BBTU | ESTIMATED SOURCE BBTU |
|--|-------------------|--------------------|--|----------------|-----------------|---------------------|-----------------------|
| Electric | MWH | 40,088.3 | \$4,220.4 | \$0.11 | /KWH | 136.8 | 379.7 |
| Fuel Oil | KGal | 306.7 | \$1,142.8 | \$3.73 | /Gallon | 42.9 | 42.9 |
| Natural Gas | KCF | 38,366.7 | \$316.8 | \$0.01 | /KCF | 38.4 | 40.3 |
| Coal | | | | | | | |
| Purchased Steam | | | | | | | |
| Excluded Steam | BBTU | 182.2 | \$6,880.0 | \$37.76 | /MMBTU | | |
| Excluded CHW | BBTU | 47.8 | \$875.9 | \$18.33 | /MMBTU | | |
| Excluded Security | BBTU | 37.6 | \$585.1 | \$15.56 | /MMBTU | | |
| Purchased Renewable | | | | | | | |
| Electric | | | | | | | |
| Other | | | | | | | |
| Totals | BBTU | 485.7 | \$14,021.1 | | | 218.1 | 462.9 |
| FY 2019 Goal Excluded Buildings Gross Square Feet (Thousands) | | 1,083.3 | FY 2019 Goal Excluded Buildings Actual KBTU/GSF | | | 201.5 | 427.7 |

TABLE 20 Goal Performance

| ENERGY MANAGEMENT REQUIREMENT | FY 2003 KBTU/GSF | FY 2019 KBTU/GSF | PERCENT CHANGE FY 2003–FY 2019 | FY 2019 GOAL TARGET | |
|---|---|-------------------------------|---|------------------------------|---------------|
| Reduction in Energy Intensity in Facilities Subject to EAct Goals | 166.930 | 87.100 | -47.8% | -38.0% | |
| RENEWABLE ENERGY REQUIREMENT | RENEWABLE ELECTRICITY USE (MWH) | TOTAL ELECTRICITY USE (MWH) | PERCENTAGE | | |
| Eligible Renewable Electricity Use as a Percentage of Total Electricity Use | 26,357 | 258,238 | 10.2% | | |
| WATER INTENSITY REDUCTION GOAL | FY 2007 GALLONS/GSF | FY 2019 GALLON/GSF | PERCENT CHANGE FY 2007–FY 2019 | FY 2019 GOAL TARGET | |
| Reduction in Potable Water Consumption Intensity | 28.2 | 20.7 | -26.7% | 24.0% | |
| SUSTAINABLE WASTE MANAGEMENT | PERFORMANCE METRIC | FY2016 GOAL | FY2016 ACTUAL | FY2019 GOAL | FY2019 ACTUAL |
| Divert Building Occupant Waste | Waste Diverted/ Total Occupant Waste | 40.0% | 44.0% | 44.0% | 39.0% |
| Reduce, Reuse and Recycle Construction and Demolition Debris | Waste Diverted/ Total Construction Waste | 80.0% | 90.0% | 90.0% | 94.0% |
| Compost Nonconstruction Waste | Waste Diverted/ Total Occupant Waste | NA | NA | 6.0% | 8.0% |
| OTHER ENERGY AND WATER INFORMATION | | | | | |
| UTILITY METERING | NUMBER OF BUILDINGS METERED | METERED AREA (GSF) | PERCENT OF BUILDINGS METERED | PERCENT OF ADVANCED METERING | |
| Electric | 72 | 17,872,119 | 100% | 91% | |
| Steam | 27 | 19,514,362 | 99% | 99% | |
| Natural Gas | 18 | 1,592,260 | 100% | 0% | |
| Chilled Water | 25 | 16,251,351 | 99% | 99% | |
| Potable Water | 29 Buildings 8 Other | 17,381,130 | District of Columbia Water and Sewer Authority — 99% metered 68% estimated" | | 65% |
| COGENERATION | OPERATIONAL DAYS | SITE VS. SOURCE CREDIT (BBTU) | | TOTAL MHH PRODUCED | |
| Capitol Power Plant Combined Heat and Power | 336 | 478.7 | | 53,809.1 | |

Small Business Accomplishments Report

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 set-aside program for small purchases of \$250,000 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 socioeconomic 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 2019, as shown in **Table 21**, 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



The AOC’s efforts to support local and small businesses included hosting a Small Business Day to provide small businesses with information on contracting with the agency.

business concerns seeking information regarding the AOC’s procurements, ongoing data collection efforts on the types of businesses the AOC uses, 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 Day at the CVC and recognizing the AOC jurisdictions that met or exceeded socioeconomic contracting goals through the Architect’s Honor Awards Program. In FY 2019, the AOC awarded contracts in excess of \$34.9 million to small businesses.

TABLE 21 Small Business Program Accomplishments, October 1, 2018 to September 30, 2019

| CATEGORY | GOAL | ACHIEVEMENTS* | GOAL MET? |
|---|------|---------------|-----------|
| Small Business | 65% | 80.5% | Yes |
| Small Disadvantaged Business | 8% | 17.7% | Yes |
| Women-Owned Small Business | 11% | 16.9% | Yes |
| Veteran-Owned Small Business | 4% | 6.3% | Yes |
| Service-Disabled Veteran-Owned Small Business | 1% | 2.7% | Yes |
| HUBZone Small Business | 1% | 1.8% | Yes |

*Contract awards may fall under more than one category.

Human Capital Management Report

The *Architect of the Capitol Human Resources Act*, 2 U.S.C. §1831 (HR Act) requires the Architect of the Capitol (AOC) to evaluate its personnel management system for compliance with the requirements of the HR Act and all other relevant laws, rules and regulations. The AOC provides the results of this evaluation to the Speaker of the House of Representatives, the House Office Building Commission, the Senate Committee on Rules and Administration and the Joint Committee on the Library on an annual basis. The elements of the AOC's personnel management system include:

- Fair employment system
- Equal employment opportunity/affirmative action programs
- Classification of positions
- Employee training and development
- Performance appraisal system
- Fair and equitable system to address misconduct and performance
- Employee assistance program
- Absence and leave

Fair Employment System

The HR Act requires the AOC to have a human resources system that ensures the agency appoints, promotes and assigns employees and applicants for employment based on merit and fitness after the fair and equitable consideration of all applicants and employees through open competition. The agency promotes fairness in hiring and promotion actions through policies and procedures that ensure equal employment opportunity to achieve a diverse workforce, with selection and advancement being determined based on operational requirements and candidates' knowledge, skills and abilities. The AOC's Career Staffing Plan policy, AOC Order 335-1, provides uniformity in conducting and documenting the recruitment and hiring process. This policy supports the AOC's mission and functions consistent with best practices in the federal government and the private sector.

Program Highlights:

- **Hiring 101 Training.** To support its commitment to fairness in hiring and promotions, the AOC mandates that all supervisors attend training on the agency's hiring and promotions process. The training focuses on the hiring officials' responsibilities in ensuring fair employment and promotion practices. This training is offered biennially to all AOC supervisors.

- **CareerPath Training.** The AOC promotes the career development of its employees through the CareerPath training program. The program provides instruction on how to navigate the AOC hiring process, write effective resumes and prepare for interviews. The training provides transparency about the hiring and selection process and assists employees in competing for positions under the AOC merit system. This three-part training program is offered twice a year to interested employees.
- **Integrated Talent Management.** Throughout FY 2019, the AOC worked with its jurisdictions to identify workforce requirements and to develop comprehensive talent management plans. These efforts identified priorities for short- and long-term workforce needs, training requirements and succession planning strategies to mitigate the loss of institutional knowledge and expertise due to employee separations and retirements.
- **Strategic Talent Acquisition.** To attract and retain talent, the AOC participated in recruitment events targeting skilled trades, veterans, university and community college populations and professional associations this fiscal year. This included a visit to initiate a relationship with the American College of Building Arts in Charleston, South Carolina to source talent for hard-to-fill jobs such as masons and decorative plasterers. The AOC continues to build its employer brand through building relationships with other organizations and through increasing its presence on social media to identify prospective employees.

Section II: Performance Information provides additional information on the AOC's hiring and career advancement programs.

Equal Employment Opportunity/Affirmative Action Programs

The HR Act requires the AOC to have an equal employment opportunity program that includes an affirmative employment program for employees and applicants. The HR Act also requires that the AOC have procedures for monitoring progress in ensuring a diverse workforce. The AOC's Diversity, Inclusion and Dispute Resolution (DI/DR) office carries out the agency's Equal Employment Opportunity Program, outlined in Policy Memorandum 24-3, Workforce Diversity, Inclusion and Equal Employment Opportunity. The AOC hires and advances individuals based on merit without regard to race, color, sex, religion, age, national origin, sexual orientation, gender identity, genetic information or disability. The DI/DR office monitors employment data to promote affirmative employment, assists employees in addressing and resolving concerns and

upholds the AOC's commitment to a diverse and respectful work environment free of harassment, discrimination and retaliation. The DI/DR office also promotes full access and integration of qualified individuals with disabilities into the workforce through the AOC's Reasonable Accommodation Program. In FY 2019, the AOC elevated the director of DI/DR to report directly to the Architect of the Capitol. This emphasizes the agency's focus on ensuring an integrated strategy for a healthy workforce culture with clear goals and accountability.

Program Highlights:

- **AOC Chooses Civility Initiative.** The civility initiative is the cornerstone of the AOC's diversity and inclusion program aimed at promoting the importance of inclusiveness and respect in the workplace. The initiative focuses on how employees interact with others and delivers civility training to senior leaders, supervisors and employees; provides civility toolkits to senior leaders; and distributes program information to employees and offices across the agency.
- **Prevention of Sexual Harassment Training.** The AOC provides mandatory online sexual harassment prevention training for all employees each year. The course emphasizes the damage caused by harassment in the workplace and the roles and responsibilities of employees and managers in reporting and responding to allegations of sexual harassment and the role of bystander intervention.
- **Conciliation Program.** The AOC Conciliation Program enables the investigation of allegations of discrimination and addresses potential violations of other employee safeguards involving family and medical leave, veteran and service-related employment rights, wage concerns and retaliation. The program offers confidential counseling and assistance to employees who are experiencing any type of workplace conflict or who are engaged in employment-related disputes.
- **Affirmative Employment Program.** The AOC began efforts to update its affirmative employment program in FY 2019. The update includes statistical analysis of female and minority employment utilization levels and hiring, promotion and termination patterns. The update also includes equity analyses of employee awards. These analyses will identify target areas for further investigation of current employment practices and extended outreach and recruitment efforts involving women and minorities. The AOC expects to complete the update in FY 2020.

Classification of Positions

The HR Act requires the AOC to have a system for the classification of positions that considers the difficulty, responsibility and qualification requirements of the work performed, and which conforms to the principle of equal pay for substantially equal work. The AOC

classification system fosters internal equity for employees with comparable qualifications and responsibilities for their respective occupations. The AOC uses federal guidelines for the classification of General Schedule (GS) and wage grade positions and to determine duties, responsibilities, qualification requirements, position titles, series and grade levels.¹⁰ The AOC pays prevailing rates to employees in recognized trades or in unskilled or skilled manual labor occupations, as well as work leaders or supervisors. The AOC also has exempt personnel positions that are senior rated (SR). Employees in these positions serve at the pleasure of the Architect of the Capitol. The classification program also seeks equity with similar positions in the external nonfederal sector. AOC Order 532, Pay Under the Architect's Wage System, provides agency policy on positions classifications and employee compensation determinations. Section I: Management's Discussion and Analysis depicts the AOC's organizational structure as well as the number of positions in each jurisdiction.

Program Highlight:

- **Positions Classification Study.** The classification program at the AOC tracks and prioritizes occupations for review and update by conducting trades studies in collaboration with the jurisdictions. During FY 2019, the AOC conducted classification studies for materials handlers, tools and parts attendants, accounting technicians and financial management specialists. The AOC reviewed 347 position descriptions for SR, supervisory, nonsupervisory, career ladder and single-grade GS, wage grade, summer intern and the Architect's Mobility Program (AMP) positions.

Employee Training and Development

The HR Act requires the AOC to have a program for the training of AOC employees that has among its goals improved employee performance and opportunities for employee advancement. The AOC's training and development program provides training to employees to develop desired behaviors, job-related knowledge, skills and abilities and familiarity with industry standards. Employees receive training and development in accordance with their position duties, resulting in stronger technical competency and desired workplace behaviors. AOC Order 410-1, Training and Employee Development, provides agency policy for the training and development of employees.

¹⁰ Title 5 U.S.C. §5349 requires that rates for employees of the AOC be fixed and adjusted consistent with the public interest and in accordance with prevailing rates. U.S. Office of Personnel Management (OPM) Position Classification Standards provide information on the occupational series, title, grade and pay system for positions performing white collar work in the federal government.

Program Highlights:

- Employee Performance Training.** In FY 2019, the AOC provided 150 different training courses and 494 training sessions focused on safety and specific trade or skill needs. In addition to the mandatory courses such as Federal Occupational Health classes, the AOC also offered specialized courses tailored to its unique mission. **Table 22** summarizes the most regularly completed agency-sponsored training initiatives for FY 2019. In addition, 2,055 agency employees completed Federal Occupational Health courses covering 55 topics.

TABLE 22 Most Completed Agency-Sponsored Training in FY 2019

| COURSE DESCRIPTION | COMPLETIONS | SESSIONS |
|--|-------------|----------|
| Computer Security Awareness | 2,619 | 1 |
| Standards of Conduct | 2,509 | 1 |
| Fraud Awareness | 2,129 | 1 |
| Annual Ethics | 1,182 | 1 |
| Mandatory Drug Free Workplace Employee Education | 352 | 11 |
| Hazardous Waste | 311 | 1 |
| Security of Controlled Unclassified Information Training and Awareness | 248 | 21 |
| Ethics for New Employees | 188 | 1 |
| Planning for Retirement (Federal Employees Retirement System) | 130 | 6 |
| Personally Identifiable Information Handler's Training | 90 | 1 |
| Sato E2 Solutions Travel System: Traveler and Arranger Basic | 83 | 7 |
| Fall Protection Authorized Person Review | 79 | 4 |
| Office Emergency Coordinator | 78 | 5 |
| Fall Protection Authorized Person Initial | 73 | 5 |

- Employee Advancement Training.** The AOC supports employee advancement through programs such as CareerPath Training (discussed above under the Fair Employment System) and the AMP. This program offers career opportunities for high-potential employees who occupy career-limiting positions and lack qualifying experience to enter other fields within the AOC. Competitively selected employees receive special trainee positions to prepare them for skilled trades such as carpentry, masonry and electrical. In FY 2019, 16 employees actively participated in the AMP and eight employees graduated from the program.
- AOC Leads Pilot Program.** In January 2019, the AOC launched a two-day pilot program for the AOC Leads Academy for team leaders and work leads. The program develops leaders within teams to serve as liaisons between supervisors and employees. The program complements the existing AOC Supervisory Academy's principles and leadership approaches. The pilot program included two sessions of 25 participants each. The AOC will continue to offer the program to all team leaders and work leads.
- Learning Management System.** The AOC further developed its learning management system to improve the ability to provide and manage training. The system includes tracking functionality, an online learning portal and an integrated reporting component. As of FY 2019, the system allows employees to self-register for courses, cancel courses and produce training history reports. The system also provides reports and notifications to training coordinators. Future functionality will allow employees and supervisors to view job series training and licensure requirements. The system will also enable notification reminders for training deadlines. The AOC projects full implementation of the system in FY 2021.

Section II: Performance Information includes an in-depth discussion of the AOC's key performance indicators (KPIs) pertaining to employee and supervisory training.

Performance Appraisal System

The HR Act requires the AOC to have a formal performance appraisal system that will permit the accurate evaluation of job performance based on objective criteria for all AOC employees. The AOC's Performance Communication and Evaluation System (PCES) is based on the U.S. Office of Personnel Management's (OPM's) Performance Management System but tailored to the AOC's unique mission. The PCES links individual work elements to the AOC's Strategic Plan, strengthens communication between supervisors and employees, improves individual and organizational performance, provides recognition and rewards, and addresses unmet elements. AOC Order 430-1, Performance, Communication and Evaluation System, provides the agency's performance management system policy. AOC Order 430-2,

Performance Management for Exempt Personnel, provides the performance review policy for exempt personnel (i.e., SR personnel). Section II: Performance Information provides more information on the AOC's performance management system.

Program Highlight:

- **Performance Management Program.** The AOC convened an agencywide working group to develop enhancements for the performance management program. The enhancements will increase accountability, fairness and communication between supervisors and employees and reduce the administrative burden in the performance appraisal process. Specific enhancements include changes to the midyear review process with a focus on regular performance discussions between supervisors and employees, restructuring the performance rating system from three to five tiers, updating performance evaluation documents to improve user-friendliness and identifying an automated performance management system. The AOC expects to implement the new performance management program in FY 2020.

Fair and Equitable System to Address Misconduct and Performance

The HR Act requires the AOC to have a fair and equitable system in place to address unacceptable conduct and performance by AOC employees, including a general statement of violations, sanctions and procedures, and a formal grievance system. The AOC has a progressive discipline policy that aligns with OPM's Managing Federal Employees' Performance Issues or Misconduct reference materials but is tailored to the AOC's unique mission. AOC Order 752-1, Discipline, and applicable collective bargaining agreements (CBAs) specify uniform procedures for disciplinary actions designed to address and correct inappropriate conduct of employees.¹¹ AOC Order 430-1, Performance, Communication and Evaluation System, provides the AOC's policy to address unacceptable performance. Like the discipline policy, applicable CBAs include the AOC's policy for unacceptable performance. All AOC employees have access to both policies.

AOC Order 752-1, Discipline, provides a table of typical penalties for infractions. A formal grievance procedure is available to all AOC employees. If a union represents an employee, then the AOC affords the employee formal grievance procedures under the appropriate CBA. Otherwise, the AOC affords the employee the formal grievance procedures under AOC Order 771-1, Grievances.

¹¹ The AOC's current CBAs include: American Federation of State, County and Municipal Employees (AFSCME) Council 20, Local 626; AFSCME Council 20, Local 658; International Brotherhood of Electrical Workers (IBEW), Local 121; Sheet Metal, Air, Rail and Transportation (SMART) Workers, Local 100; United Association of Journeymen and Apprentices of the Plumbing and Pipefitting Industry of the United States and Canada ("Plumbers"), Local 5.

The AOC evaluates each instance of misconduct against the "Douglas Factors," established criteria espoused by OPM to ensure that agencies impose an appropriate penalty for employee misconduct. The AOC also reviews comparable disciplinary cases to ensure consistency. Likewise, the AOC is consistent in how it handles performance deficiencies. Regular reporting to the Architect of the Capitol and Chief Operating Officer ensures further consistency. Appropriate coaching and accountability are important principles in addressing misconduct and performance issues.

Program Highlight:

- **Fair and Equitable System to Address Misconduct and Performance.** The AOC procured a new employee and labor relations database that will improve lifecycle management of discipline cases and related documentation and information. The cloud-based, FedRAMP certified database will assist the AOC in standardizing discipline agencywide. It provides an electronic platform to securely manage personally identifiable information, track discipline cases, identify and report trends and case outcomes. The database enhances transparency, provides real-time information and eliminates the manual and labor-intensive process that occurs in managing casework.

Employee Assistance Program

The HR Act requires the AOC to provide services dealing with mental health, alcohol abuse, drug abuse and other employee problems, while ensuring employee confidentiality. AOC Order 792-1, Employee Assistance Program (EAP), defines the agency's program to meet this requirement. The program helps employees define the problem, develop a plan of action, develop new or strengthen existing skills and identify resources for problem resolution. Program services include initial assessment, short-term problem resolution, consultation, referral to community services and follow-up services. Participation in the EAP is voluntary and the AOC provides the program to employees and their immediate families free of charge (although employees are responsible for outside services). The AOC maintains confidentiality for employee participants and does not share employee personal information without a signed release.

The EAP seeks to address the whole person as AOC recognizes that employee wellness fosters a safe and healthy work environment. The AOC's low injuries and illnesses rate reflects this as shown in Section II: Performance Information.

Program Highlight:

- **Employee Assistance Program.** The AOC held three seminars during FY 2019 in support of the agency's whole person training initiative. These included topics such as "Know the Signs: Early Detection Matters," "Healthy Living for your Brain and Body: 10 Ways to Love Your Brain" and "Prescription Opioids: A Community Conversation Addressing the Growing Health Crisis." The AOC will continue to hold employee health and wellness seminars regularly.

Absence and Leave

The HR Act requires the AOC to have a formal policy statement regarding the use and accrual of sick and annual leave that the agency shall provide to all employees. The AOC provides comprehensive leave programs to maintain a productive workforce and help employees meet their personal and family needs. The agency has included its formal statement regarding the use and accrual of sick and annual leave in AOC Order 630-1, Absence and Leave, AOC Order 630-2, Family and Medical Leave and AOC Order 610-1, Alternative Work Schedules. The policies cover the use and accrual of sick and annual leave, advanced annual and sick leave, compensatory time, leave without pay and other forms of leave, as well as provide the procedures to ensure the uniform and consistent administration of leave programs. The AOC's policies comply with federal regulations and the Office of Congressional Workplace Rights' regulations on the *Family and Medical Leave Act*. AOC employees receive these policies during onboarding and have access to the policies on the AOC intranet. Additionally, the AOC provides employees with the policies through policy memorandums, the employee guide and an extended absences brochure.

Program Highlights:

- **Family and Medical Leave Act (FMLA).** The AOC implemented administrative improvements to the FMLA program this fiscal year. The agency revised its policies for maternity and paternity leave. The AOC also appointed a point of contact to provide guidance and ensure that the AOC administers the FMLA consistently for birth, adoption and foster care options.
- **Leave and Workplace Brochure.** The AOC began work on a brochure entitled, Leave and Workplace Flexibilities for Childbirth, Adoption and Foster Care. The brochure will provide information on extended leave options, pregnancy accommodations and nursing. The AOC will publish the brochure on the AOC's intranet and distribute it to all employees.

Oversight and Evaluation

The HR Act requires the AOC to develop a system of oversight and evaluation to ensure that the agency's personnel management system achieves the requirements of the HR Act and complies with all other relevant laws, rules and regulations. The AOC has developed the following system of oversight and evaluation to meet these requirements:

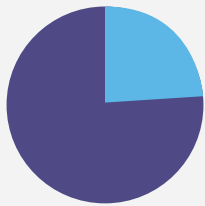
- **Chief Human Capital Officer.** The chief human capital officer has oversight responsibility for the agency's human capital programs, including: talent acquisition, position classifications, employee training and development, performance appraisal system, fair and equitable system to address misconduct and performance, employee assistance and absence and leave.
- **Director of Diversity, Inclusion and Dispute Resolution.** The director of DI/DR has oversight responsibility for the AOC's equal employment opportunity, affirmative employment, reasonable accommodation, diversity and inclusion and dispute resolution programs.
- **Office of Inspector General (OIG).** The OIG provides independent oversight of the AOC by auditing and evaluating various human capital programs. This fiscal year, the OIG audit identified recommendations for improving the administration of the AOC's workers' compensation program. The AOC addressed these findings by adopting policy changes and implementing a case tracking system that centralizes workers' compensation data and case management.
- **Affirmative Employment Program (AEP) Report.** The AEP Report provides statistics on the diversity of the AOC's workforce. These statistics measure the effectiveness of initiatives to ensure a diverse workforce. The AEP Report includes workforce data by jurisdiction and job group, personnel activity and compensation level. Affirmative employment data for FY 2016-FY 2018 will be available in FY 2020.
- **Annual Review of Policies.** AOC Order 4-1, Issuing Policy and Procedural Guidance, requires regular review of agency policies. The AOC reviews its human resources policies annually to ensure that the policies are compliant with federal statute and continue to meet evolving agency needs. In addition, the AOC began a comprehensive update of all human resource policies in FY 2019 and expects to complete this update in FY 2020.

See the **Infographic Human Capital By the Numbers** for a snapshot of the AOC's workforce profile and related human capital statistics.

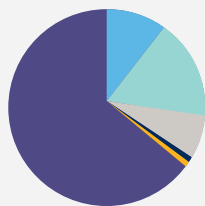
Human Capital By the Numbers

Workforce Profile

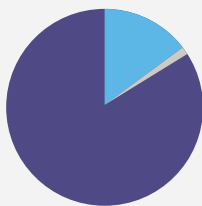
2,236 + 230 = 2,466
 Permanent Employees Temporary Employees Total Employees



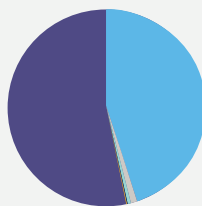
GENDER
 ■ Men, 1,831, 74% ■ Women, 635, 26%



JOB CATEGORIES
 ■ Blue Collar, 61% ■ Administrative, 12%
 ■ Technical, 14% ■ Professional, 10%
 ■ Other, 3% ■ Clerical, 1%



SUPERVISORY RATIO
 ■ Nonsupervisors, 1,957, 79%
 ■ Supervisors, 412, 17%
 ■ Leaders, 97, 4%



RACE
 ■ White, 46% ■ Black or African American, 43% ■ Hispanic or Latino, 6%
 ■ Asian, 2% ■ American Indian or Alaska Native, 1% ■ Two or more, 2%

Electronic Outreach

LinkedIn 36,083 Views on AOC Jobs
Twitter@AOC Hiring 2,973 Engagements (June-November)
Glassdoor 15,164 Views on AOC Employer Profile

Rewards and Recognition

373 Recognition Federal Service 3,295 Monetary Awards 855 Honor Awards

2019 Human Capital Management Division data was taken from the following sources: National Finance Center, Department of Labor, Monster Government Solutions and the agency's internal tracking systems .

TALENT ACQUISITION

231 Promotions 262 Permanent Positions Filled 407 Temporary Appointments*

*Includes temporary employees to support congressional move cycles

Training and Employee Development

150 courses / 494 sessions

Safety and Specific Trade or Skill Needs Training

13,250

Updated Records Involving Discretionary and Mandatory Training

Payroll and Processing

11,656

Personnel Actions Processed

7,451

Payroll Documents Processed

Attrition Rate

8.45%

Employee Benefits

233

Family and Medical Leave Recipients

93

Retirements

92

Voluntary Leave Transfer Program Recipients

82

Resignations

31

Transfers

991

Transit Subsidy Recipients

68

New Workers' Compensation Claims

Attrition rate is based on voluntary separations and does not include short-term temporary employees (interns, visitor assistants, visitor guides, sales associates or employees hired to support congressional move cycles)



The AOC works around the clock, 365 days-a-year, to maintain the iconic buildings and grounds under its stewardship.

Appendices

Appendix A

Architects of the Capitol

The position of the Architect of the Capitol has a legacy and ancestry rooted in the very beginnings of Washington, D.C. when President George Washington selected Dr. William Thornton's design for the U.S. Capitol Building. Dr. Thornton is honored as the first of 11 individuals who have held the title. Each person, along with their dates of service and hyperlinks to their biography, is listed in **Table 22**. The first official use of the title "Architect of the Capitol," was in March 30, 1867, when legislation changed Edward Clark's title from "Architect of the Capitol Extension" to "Architect of the Capitol." The title was

dropped following Clark's death in 1902 and Elliot Woods was appointed as the "Superintendent of the Capitol Buildings and Grounds." In 1921, however, the title "Architect of the Capitol" was awarded to Woods for meritorious service. Following Woods, "Architect of the Capitol" has remained the official title of both the person and the agency. Today, a bicameral, bipartisan congressional commission recommends candidates for the Architect of the Capitol to the president. From these candidates, the position is appointed by the president for a 10-year term subject to Senate confirmation.

TABLE 22 Architects of the Capitol

| NAME | DATES OF SERVICE | BIOGRAPHY |
|--------------------------------------|------------------------|--|
| 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 | 2010–2018 | www.aoc.gov/architect-of-the-capitol/stephen-t-ayers-faia-ccm-leed-ap |

Appendix B

Major Facilities Under the AOC's Care

The AOC is the builder and steward of the landmark buildings and grounds of Capitol Hill. This responsibility encompasses many of the nation's most iconic buildings of the federal legislative and judicial branches. **Table 23** lists the major facilities under the AOC's stewardship.

TABLE 23 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. | 1980 | A |
| Canine Facility | Washington, D.C. | 1996 (Transferred 2004) | A |
| Fairchild Building | Washington, D.C. | 2004 | A/L |
| Interim Off-Site Delivery | Washington, D.C. | 2006 | A |
| Government Publishing Office | Washington, D.C. | 2005 | L |
| Verizon Building | Washington, D.C. | 2011 | 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. | 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 (IF PROPERTY ACQUIRED AFTER THE YEAR BUILT, THE AOC'S ACQUISITION DATE APPEARS IN PARENTHESES) | ASSIGNED (A) OR LEASED (L) |
|---|------------------|---|-------------------------------|
| 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 |
| Special Services Facilities Center | Washington, D.C. | 1990 (Transferred 1991) | A |
| Congressional Campus, which includes: | | | |
| Fort Meade Warehouse Buildings | Columbia, MD | 1942 (Transferred 1993) | A |
| Fort Meade Collection Storage Modules | Columbia, MD | Module 1: 2002 Module 2: 2005 Modules 3 and 4: 2009 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 Dormitory | Washington, D.C. | 1930 (Transferred 1993) | A |
| Senate Employees' 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 | | | |
| U.S. Supreme Court Building | 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 |
| Conservatory | Washington, D.C. | 1933 | A |
| Production Facility Greenhouse, Headhouse | Washington, D.C. | 1993 | 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 part of the U.S. government's legislative branch and is organized by multiple jurisdictions. Each jurisdiction receives its own appropriation and has distinct responsibilities for the maintenance, operation, development and preservation of a designated area of the Capitol campus. In addition, the AOC receives appropriated funds for Capital Construction and Operations to provide agencywide, shared program management and administrative support. **Table 24** 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 24 The AOC Jurisdictions

Capitol Building: Responsible for the maintenance, care and stewardship of the U.S. Capitol, an iconic and historically significant building 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 295 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 life-cycle 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 campuswide architectural and engineering design, construction management, planning and development, safety monitoring, emergency operations, historic preservation, energy and water conservation, and other critical business services (including finance, human resources, information technology, legal and procurement).

CAPITOL BUILDING

Key Accomplishments in FY 2019

In addition to coordinating congressional office moves for the 116th Congress and preserving the exterior stone on the U.S. Capitol's House Extension (discussed in the MD&A), the jurisdiction:



Began Copper Roof Replacement: The jurisdiction began to systematically replace the flat seam copper roof protecting the original center section of the U.S. Capitol. Exposure to the elements and wear during the U.S. Capitol Dome restoration (2013–2016) accelerated its deterioration.

Completed Brumidi Stanchion Project: The jurisdiction designed and developed a new stanchion system that protects the Capitol's Brumidi Corridors from damage. The stanchion base used custom cut and polished Tennessee marble — the same stone used throughout the U.S. Capitol.

Installed New Senate Chamber Lighting: The jurisdiction installed a dimmable, energy efficient LED lighting system in the Capitol's Senate Chamber. This new system, which replaced much of the existing lighting from 1949, reduces glare issues and decreases energy consumption.

What's Next? FY 2020 Priorities

Continue Sprinkler Installation: The jurisdiction will continue to add additional fire sprinklers throughout the basement and at the attic level of the U.S. Capitol.

Improve Sustainability Efforts: The jurisdiction will refocus programs to improve the recycling diversion rate and implement recommendations identified in a recent waste audit.

CAPITOL GROUNDS AND ARBORETUM

Key Accomplishments in FY 2019

In addition to implementing a campus turf management program and completing the stonework restoration and lamp installation at the Ulysses S. Grant Memorial (discussed in the MD&A), the jurisdiction:

Implemented an Arboretum Management Plan: With the U.S. Capitol Grounds recognized as a nationally accredited arboretum in 2017, the jurisdiction developed an Arboretum Management Plan to protect its urban canopy and historic landscape during construction projects and special events.

Started Barrier Remediation: The first phase of this project addressed multiple Americans with Disabilities (ADA) access barriers on the Capitol Square pavements, thus mitigating Office of Congressional Workplace Rights findings. The total \$3 million project will be funded and performed incrementally.



Coordinated Special Events: The jurisdiction supported numerous nationally recognized public events on the U.S. Capitol's West Front, in coordination with the National Park Service and other entities. The jurisdiction also acquired the Capitol Christmas Tree from the state of Oregon and installed it on the U.S. Capitol Grounds.

What's Next? FY 2020 Priorities

Create Grounds Management Program: In FY 2020, the jurisdiction will build an industry leading program to preserve the Capitol campus' historic landscapes.

Complete Infrastructure Study: The jurisdiction will finalize an infrastructure study for Capitol Square that identifies the location of underground utilities.

CAPITOL POLICE BUILDINGS, GROUNDS AND SECURITY

Key Accomplishments in FY 2019

In addition to overseeing AOC's security operations and supporting special events on the Capitol campus (discussed in the MD&A), the jurisdiction:



Restored Security Bollards: The jurisdiction completed the restoration of 1,200 perimeter security bollards. Each bollard was cleaned, prepped and restored to the original hunter green finish after significant deterioration from the elements. The bollards ensure continued safety and security of the Capitol campus.

Completed Master Security Perimeter Plan: The jurisdiction published a critical security plan that aids the AOC in preparing for future security needs on the Capitol campus. The development process for the plan included key stakeholders, resulting in a comprehensive approach to campuswide security.

Cleaned and Remediated Auxiliary Space: The jurisdiction initiated a program to address lead dust concerns in leased space at the Government Publishing Office. The initiative included removing lead-containing dust from warehouse space, office areas, equipment and ductwork systems and remediating lead paint. A permanent wall was constructed to reduce dust accumulation and separate the spaces from vehicle emissions.

What's Next? FY 2020 Priorities

Continued Barrier Upgrades: The jurisdiction will continue to repair and replace security kiosks and barriers across the Capitol campus. Many of these structures have been in service since their initial installation following September 11, 2001.

CAPITOL POWER PLANT

Key Accomplishments in FY 2019

In addition to completing several industrial projects related to cogeneration operations and piloting a new iPhone app to improve safety (discussed in the MD&A), the jurisdiction:

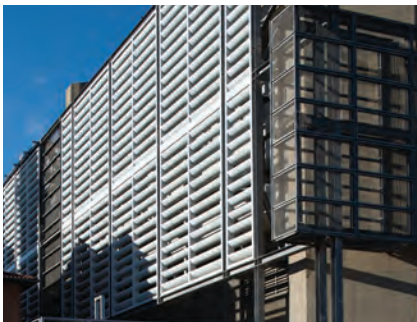
Executed Utility Easement Agreements:

The jurisdiction worked across the AOC to execute two utility easement agreements with CSX Corporation and Pepco Holdings related to utility service lines.

Improved Electrical Switching: The jurisdiction installed a new remote safety system to reduce hazards associated with electrical switching of high-voltage breakers. The system allows electricians to perform procedures away from the switchgear and outside of shock hazard zones.

Developed Memorandum of Agreement:

The jurisdiction worked with the Office of General Counsel to develop a draft interagency memorandum of agreement with respect to utility services provided to the U.S. Government Publishing Office.



What's Next? FY 2020 Priorities

Continue Infrastructure Improvements:

Over the next year, the jurisdiction will continue the Refrigeration Plant Revitalization project, complete the stormwater improvement project and perform service delivery upgrades.

Develop Utility Master Plan: In FY 2020, the jurisdiction will develop a comprehensive utility master plan for the Capitol campus. The plan will assess the condition of utility equipment and provide a road map for future energy needs.

HOUSE OFFICE BUILDINGS

Key Accomplishments in FY 2019

In addition to opening the Phase 1 wing and starting Phase 2 of the Cannon Renewal Project, finishing the East Wing of the House of Representatives Child Care Center and managing the congressional election year moves (discussed in the MD&A), the jurisdiction:



Launched Sustainable Cleaning Program:

The jurisdiction implemented the first phase of a new vendor-managed inventory system with the purchase and installation of 25 chemical dispensing machines for sustainable cleaning products.

Continued Rayburn Garage Interior Rehabilitation:

The jurisdiction completed Phase 2 of the garage rehabilitation project. This phase included replacing concrete slabs, expansion joints and column and beam encasements, patching ceiling spalls and repainting and restriping parking spaces.

Continued Building Systems Upgrades:

The jurisdiction upgraded lighting and lighting controls to include installation of occupancy sensors and LED bulbs and fixtures. Retro-commissioning efforts HVAC systems identified inefficiencies and inspired programming sequence changes to improve system efficiency and reduce electrical usage.

What's Next? FY 2020 Priorities

Continue Major Renewal and Rehabilitation Projects:

In FY 2020, the jurisdiction will continue Phase 2 of the Cannon Renewal Project, complete construction work on the West Wing of the House of Representatives Child Care Center and near completion of Phase 3 of the Rayburn Garage Interior Rehabilitation.

LIBRARY BUILDINGS AND GROUNDS

Key Accomplishments in FY 2019

In addition to completing the Thomas Jefferson Building West Pavilion Roof (discussed in the MD&A), the jurisdiction:

Repaired Main Reading Room Wood Carvings:

The jurisdiction's carpentry shop, using casting techniques developed by other AOC offices, skillfully fabricated cast resin pieces to repair delicate wood carving details in the Jefferson Building's Main Reading Room.

Secured Law Library Storage Facility:

The AOC executed the build-out of a climate-controlled environment for high-value collections, which included enhanced security with new mechanical systems to control and monitor the environment within the space. The facility includes a clean agent fire suppression system to reduce the chances of a sprinkler activation should a fire event occur.



Renovated Former Page School:

As part of the completed West Main Pavilion roof project, the jurisdiction renovated 8,400 square feet of vacant space in the attic of the Jefferson Building that formerly accommodated the House Page School. The space sustained considerable water damage from roof leaks and, following the renovation, now hosts the offices of the House historian and curator.

What's Next? FY 2020 Priorities

Implement Energy Savings Improvements:

The jurisdiction will begin implementing the ESPC in the first quarter of FY 2020. The contract allows the AOC to install energy efficient and water conservation improvements with minimum upfront cost.

SENATE OFFICE BUILDINGS

Key Accomplishments in FY 2019

In addition to completing the north side repairs to the Russell Senate Office Building's exterior envelope and managing the Senate election year office moves (discussed in the MD&A), the jurisdiction:



Upgraded Infrastructure and Lighting:

The jurisdiction upgraded electrical infrastructure and installed new LED lights in various office suites in the Russell Building. The new lighting is more energy efficient, offers a higher quality of light and better complements the building's historic interiors.

Completed Window Replacements:

The jurisdiction replaced windows at the Senate Employees' Child Care Center and the Daniel Webster Page Dormitory, ensuring a watertight envelope for both structures.

Performed Modular Furniture Upgrades:

The jurisdiction completed the first phase of the Hart Senate Office Building modular furniture program, which is designed to upgrade office furniture in the Hart Building while reducing government costs.

What's Next? FY 2020 Priorities

Renovate Committee Hearing Room: The jurisdiction will make extensive renovations to the hearing room for the Senate Committee on Commerce, Science and Technology in the Russell Building. The project will serve as a pilot for future renovation efforts.

Execute Major Construction Projects:

The jurisdiction will continue work on several projects, including the Russell Exterior Envelope Project and the Senate Underground Garage and Landscape Restoration.

SUPREME COURT BUILDING AND GROUNDS

Key Accomplishments in FY 2019

In addition to the Thurgood Marshall Federal Judiciary Building exterior façade restoration (discussed in the MD&A), the jurisdiction:

Completed Garage Renovation:

In June 2019, the jurisdiction completed the Marshall Building parking garage renovation that addressed water intrusion and safety matters. A new fire protection system enhances safety and new mechanical systems provide more efficient building operations.

Developed Tenant Work Authorization:

The jurisdiction developed a new business process to support Marshall Building capital improvement projects. The updated process improves transparency and accountability at all phases of funds transmittal.

What's Next? FY 2020 Priorities

Develop New Customer Service Model:

The jurisdiction plans to develop a new Marshall Building customer service model to align support to the Administrative Office of the U.S. Courts with the AOC's customer experience strategic initiative. A research and cost study will determine the best model for implementation.



U.S. BOTANIC GARDEN

Key Accomplishments in FY 2019

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:

Completed Safety Upgrades:

The USBG completed the safety improvements in the Conservatory's Tropics Room. The project improved safety features — including handrails, safety screens and full foot-steps on the rungs — for the curved ladder that provides access from the catwalk to the top of the Conservatory.



Completed Production Facility Master Plan:

In summer 2019, the USBG completed a limited master plan for the USBG Production Facility site renewal. The facility contains a greenhouse complex to shelter and propagate plants.

Expanded Special Programs: The USBG expanded accessible program offerings and invited teenagers and young adults with learning, cognitive and developmental disabilities to an Evening at the Garden. This sensory-friendly program offers nonpublic visit times, a "take-a-break" space and hands-on activities. In addition, a team of staff and volunteers facilitated programming for individuals with memory loss.

What's Next? FY 2020 Priorities

Renew Production Facility: In FY 2020, the USBG intends to award a contract for the Production Facility renewal design, in line with its recently completed Master Site Plan. The project will modernize the greenhouses, address employee safety, add an urban farm and education center and improve sustainability.

U.S. CAPITOL VISITOR CENTER

Key Accomplishments in FY 2019

In addition to the redesign of Exhibition Hall and support for special events (discussed in the MD&A), the jurisdiction:



Improved Visitor Amenities: To aid visitors, the jurisdiction installed a public Wi-Fi system and mounted new digital signage to publicize CVC program, tour and amenity information. For online guests, the Education and Exhibits Division upgraded the CVC website with additional program content.

Offered New Early Childhood Programs: In June 2019, the CVC staff partnered with the Capitol Building jurisdiction and the Smithsonian Institution's Early Enrichment Center to offer a special tour and hands-on activities for early-childhood visitors. This program helped the CVC refine its family audience outreach.

Continued Partnership on Constitution Program: The jurisdiction continued to work closely with the U.S. Capitol Historical Society, National Archives and Record Administration, White House and Supreme Court on the We the People Constitution Program, which educates Washington, D.C., public and public charter school students about their city and government.

What's Next? FY 2020 Priorities

Continue Exhibition Hall Renovation: The redesign and renovation of the CVC's 16,000 square foot exhibition space will occur throughout FY 2020. The redesign shall include changes to interpretive approach, content, design, lighting, programming and communications. Exhibition Hall is expected to reopen in 2021.

Develop Online Store: Following the completion of an independent feasibility study, the CVC began developing an e-commerce site to support online sales. Once developed, an e-commerce manager and inventory technician are needed to manage the online store in FY 2020.

CAPITAL CONSTRUCTION AND OPERATIONS

Key Accomplishments in FY 2019

In addition to the support of multiple preservation and construction projects, business operations and safety initiatives (discussed in the MD&A), the jurisdiction:

Conducted Planning Workshops: The AOC held several workshops to discuss the risks, priorities and requirements for upcoming construction projects. Meetings addressed Line Item Construction Programs, Capital Improvement Plans and the Master Plan Task Force.

Joined Financial Innovation Group: The AOC joined the U.S. Department of Treasury's Office of Financial Innovation and Transformation Momentum Working Group to glean and share best practices with other federal agencies that use the Momentum® Financial Management System.

Documented the Library of Congress Murals: The AOC's curator added 330 records in the Museum System Database to document the rich collection of murals in the Thomas Jefferson Building. The records include information about each mural, its condition and location.



What's Next? FY 2020 Priorities

Implement New Management Systems: The agency will implement a new project management information system, e-Builder, to more effectively track, manage and resource multiple major construction projects. At the same time, the AOC is working with the U.S. Department of Treasury to implement their Budget Formulation and Execution Manager application to standardize and improve its budget formulation processes.

Enhance Central Services Capabilities: To coincide with the agency's expanding footprint, the AOC will request to add in-house resources to increase campuswide project design and development, construction oversight and project management requirements. Personnel are required to reduce contract award time and improve information technology service delivery.



Appendix D

Major Stone Repair and Preservation Projects

Stone preservation is a top priority for the AOC as nearly every 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. If preservation work is not performed, water infiltration will result in building operational issues and pose a safety risk to members, staff and the general public. At the same time, water penetration will damage the buildings' architectural features and the historic artwork within. This appendix summarizes the AOC's major stone repair and preservation projects.

For more information: www.aoc.gov/stone



CANNON RENEWAL PROJECT

Project Description: The Cannon House Office Building, the oldest congressional office building other than the U.S. Capitol Building, is in need of a complete renewal. Without action, the essential systems housed behind the walls and in mechanical rooms will continue to crumble and fail, impacting members, staff and constituents. Other necessary work includes repairing the exterior stone façade and restoring the original windows.



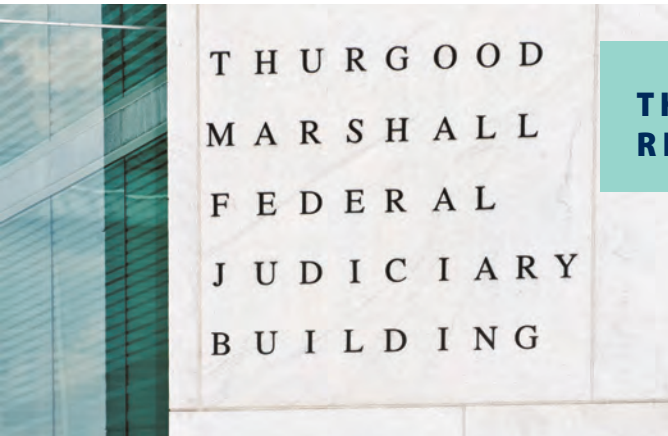
OLMSTED TERRACE PRESERVATION

Project description: To properly restore the Olmsted Terrace, a multiphased project is underway to clean and repair the marble and granite at the terrace walls and approaches. During the last 120 years, there has been little maintenance performed on the stone and conditions of the walls have deteriorated. During each phase, the walls, pedestal, steps and curbing will be cleaned, repointed and repaired.



RUSSELL EXTERIOR ENVELOPE PROJECT

Project description: Work is underway on the second of three sequences of exterior restoration of the exterior envelope of the Russell Senate Office Building. Work includes cleaning, pointing and repairing the marble, limestone and granite, restoration of the wood windows and doors, replacement and seismic upgrade of deteriorated balustrades and restoration and conservation of the highly ornamental bronze light fixtures, railings and gates.



THURGOOD MARSHALL FAÇADE REPAIR PROGRAM

Project Description: Work on a pilot project at the front entrance of Thurgood Marshall Federal Judiciary Building continues with the removal and replacement of granite panels at Columbus Circle Plaza. This effort started in fall 2018. Phase 1 is a pilot project that includes forensic analysis to inform the design of follow-on phases.



ULYSSES S. GRANT MEMORIAL RESTORATION

Project Description: Restoration on the Ulysses S. Grant Memorial began in FY 2016 with conservation of the bronze statuary. Current year work is completing the cleaning and restoration of the marble pedestal, restoration of the granite paving and installation of bronze replicas of the eight original lamp posts and marble pedestals. The AOC expects to complete the project in early FY 2020.



U.S. BOTANIC GARDEN CONSERVATORY FAÇADE AND ROOF RESTORATION

Project Description: The AOC completed the restoration of the limestone façade of the historic Conservatory in FY 2019. Work included cleaning, partially repointing and numerous dutchman repairs at corroded anchors, significant structural concrete repairs, replacement of the roofing membrane and flashings and installation of a vegetative roof.



U.S. CAPITOL EXTERIOR STONE AND METAL PRESERVATION PROJECT

Project Description: A multiphased exterior restoration of the Capitol Building, the project is currently addressing the stone and metals of the South (House) Extension. Stone repairs are complete at the west elevation and work will continue at the south and east through summer of 2020. The project also includes recarving severely deteriorated stone, chemically consolidating other carved stone and conserving the east pediment sculpture.

Appendix E

Major Exhibitions and Programs

The U.S. Botanic Garden (USBG) and U.S. Capitol Visitor Center (CVC) create and offer extraordinary exhibitions and programs for the visiting public. The FY 2019 exhibitions and programs are listed below:

U.S. BOTANIC GARDEN



Season's Greenings: All Aboard! November 2018–January 2019

The annual holiday exhibit featured plant-based recreations of iconic train stations from across the country. The classic collection of D.C. landmarks made from plant materials returned to fill the Garden Court, along with a new botanical version of Washington, D.C.'s Union Station.



Celebrating New American Gardens January–October 2019

This exhibit celebrated 21 American public gardens created or renovated within the last five years. Photographs, project plans and landscape drawings demonstrated the engaging, inviting and dynamic nature of these gardens.



It's Hip to be Square: The Mint Family January–November 2019

This exhibit featured the breadth of the mint family (Lamiaceae) — known for its aroma, square stems and opposite leaves. While *Mentha* (peppermint and spearmint) and *Salvia* (sage) species are commonly known, there are over 230 genera and more than 7,000 species in the mint family.

Exhibitions and information may also be viewed online at:
www.usbg.gov/exhibits and www.visitthecapitol.gov/exhibitions



Gardens Across America May–October 2019

Featuring vignettes of a selection of gardens from across the country, this exhibit spotlighted the diversity and beauty of the more than 600 public gardens in the United States. From rare and endangered plants to historic estates to modern oases, the exhibit showcased collections and stories of 21 gardens throughout the grounds of the USBG.

U.S. CAPITOL VISITOR CENTER



Congress and the Separation of Powers, Part 2 September 2018–March 2019

Congress and the Separation of Powers explored the ways in which Congress, the first branch of the United States government, interacts with the executive and judicial branches in the making of laws and exercise of oversight. Artifacts and documents helped to demonstrate Congress' role in providing checks and balances to the other branches of the federal government. This was the final temporary exhibit in the CVC's Exhibition Hall before closing for renovations.



Relocation of Exhibition Hall Exhibits During Renovation March 2019–ongoing

During the renovation of Exhibition Hall, several exhibitions and artifacts were moved to the lower level of the CVC and remain on public display. Six Capitol Square models were moved to the lower level south hallway. The House and Senate Theater films were set up in "minitheaters" adjacent to the lower level House and Senate appointment desks. The Lincoln Table was moved to the southwest corner of Emancipation Hall. Two sets of banners highlighting the centennial of the 19th Amendment were installed near the plaster model of the Statue of Freedom.



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.

Appendix F

U.S. Capitol Campus Visitation Statistics

TABLE 25 Number of Visitors by Month, FY 2019
(Rounded to the nearest 1,000)

| MONTH | U.S. CAPITOL VISITOR CENTER | U.S. BOTANIC GARDEN | LIBRARY BUILDINGS AND GROUNDS |
|------------------------|-----------------------------|---------------------|-------------------------------|
| October 2018 | 186,000 | 50,000 | 141,000 |
| November 2018 | 136,000 | 74,000 | 97,000 |
| December 2018 | 136,000 | 177,000 | 82,000 |
| January 2019 | 89,000 | 45,000 | 64,000 |
| February 2019 | 95,000 | 42,000 | 62,000 |
| March 2019 | 237,000 | 89,000 | 153,000 |
| April 2019 | 281,000 | 114,000 | 169,000 |
| May 2019 | 299,000 | 92,000 | 178,000 |
| June 2019 | 280,000 | 87,000 | 187,000 |
| July 2019 | 286,000 | 95,000 | 198,000 |
| August 2019 | 210,000 | 81,000 | 157,000 |
| September 2019 | 140,000 | 58,000 | 105,000 |
| Monthly Average | 198,000 | 84,000 | 133,000 |
| Total | 2,375,000 | 1,004,000 | 1,593,000 |



TABLE 26 Number of Visitors by Year, FY 2014–FY 2019 (Rounded to the nearest 1,000)

| FISCAL YEAR | U.S. CAPITOL VISITOR CENTER | U.S. BOTANIC GARDEN | LIBRARY BUILDINGS AND GROUNDS |
|------------------------------|-----------------------------|---------------------|-------------------------------|
| 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 |
| 2019 | 2,375,000 | 1,004,000 | 1,593,000 |
| Total FY 2014–FY 2019 | 13,458,000 | 6,595,000 | 9,222,000 |
| 6-Year Average | 2,243,000 | 1,099,000 | 1,537,000 |



Appendix G

Reimbursable Accounts Summary

The AOC provides various services to federal and private entities on a reimbursable basis. For funds collected as a result of these reimbursable services, the AOC either posts the reimbursements to a specific AOC appropriation or transfers the reimbursements to the U.S. Department of 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 2 U.S.C. §2171a, P.L. 114-113 (Library)). The AOC operates battery recharging stations for privately owned vehicles in parking areas under the Senate Office Buildings, the House Office Buildings and the Library Buildings and Grounds jurisdictions at no net cost to the federal government. The AOC credits the appropriations account for the Capitol Power Plant with all fees collected for usage of the charging stations. Monies deposited are available for obligation in the fiscal year collected and the following fiscal year.

Capitol Complex E85 Refueling Station (2 U.S.C. §2169; P.L. 110-140, Title V, §502). The AOC constructed and operates a fuel tank and pumping system for E85 fuel. The pumping station is available for all E85 fuel compatible legislative branch vehicles on a reimbursable basis for the cost of the fuel to the AOC.

Disposition of Surplus or Obsolete Personal Property (2 U.S.C. §1817a; P.L. 111-68, Div. A, Title I, §1301). The AOC has authority to dispose of surplus or obsolete personal property through interagency transfer, donation, sale, trade-in or discarding. Any amounts the AOC receives for the disposition of personal property is available for the AOC's operations for the acquisition of the same or similar property. The funds are available for the fiscal year received and the following fiscal year.

Utility Reimbursements for Steam and Chilled Water (40 U.S.C. §6111(b)(1)(A) (U.S. Supreme Court); 40 U.S.C. §6502(e) (Thurgood Marshall Federal Judiciary Building); and 40 U.S.C. §6909 (Union Station)). There are separate authorities for services to the Folger Shakespeare Library (91 Stat. 1374), and for Postal Square and the Government Publishing Office Building (42 Stat. 767). The Capitol Power Plant provides lighting, heating, power (including the purchase of electrical energy) and water and sewer services for the Capitol campus on a reimbursable basis. 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 Marshall Building and the Folger Shakespeare Library. Reimbursable amounts collected, up to \$9 million, are credited to the Capitol Power Plant's appropriation.

AOC Reimbursements Collected and Transferred to the U.S. Department of Treasury

Rent from The Monocle Restaurant (P.L. 91-382). The AOC has authority to lease the lot on which The Monocle Restaurant is located. The AOC deposits all lease receipts in the U.S. Department of Treasury's general fund.

Appendix H

Key Performance Indicators

TABLE 27 Key Performance Indicators Measured in FY 2019

| KEY PERFORMANCE INDICATOR | IDENTIFIER |
|--|------------|
| Goal 1: Maintain Awe-Inspiring Facilities | |
| Energy and Sustainability Targets | AIF KPI 1 |
| Preventive Maintenance Work Order Timeliness | AIF KPI 2 |
| Corrective Maintenance Work Order Timeliness | AIF KPI 3 |
| Facility Management Standards for Emergency Generators and Switchgear | AIF KPI 4 |
| NEW! Gardens and Grounds Standards Established | AIF KPI 5 |
| Goal 2: Provide Extraordinary Services | |
| Customer Satisfaction with Projects | ES KPI 1 |
| Service Request Work Order Timeliness | ES KPI 2 |
| Favorability Ratings for Peer Customer Satisfaction | ES KPI 3 |
| NEW! Customer Experience Program | ES KPI 4 |
| Goal 3: Foster an Innovative and Empowered Workforce | |
| Peer Survey Favorability Rating for Competency Dimension | IEW KPI 1 |
| Peer Survey Favorability Rating for Customer Service Dimension | IEW KPI 2 |
| NEW! Employee Nonmandatory Training | IEW KPI 3 |
| The AOC's Ranking in the Partnership for Public Service's Best Places to Work in the Federal Government® | IEW KPI 4 |
| NEW! Business Units with a Bureaucracy Reduction | IEW KPI 5 |
| NEW! Nonselected Internal Candidates Offered Feedback | IEW KPI 6 |
| NEW! Continuous Process Improvement Program Established | IEW KPI 7 |
| Injuries and Illnesses Rate | IEW KPI 8 |
| Injuries and Illnesses Rate (Rolling Five-Year Average) | IEW KPI 9 |
| Business Units That Have Reviewed Emergency Procedures Within the Fiscal Year | IEW KPI 10 |
| Business Units That Conducted Emergency Exercises Within the Fiscal Year | IEW KPI 11 |
| Jurisdictions That Completed All Routine Internal Inspections On Time | IEW KPI 12 |
| External Safety and Environmental Inspection Findings | IEW KPI 13 |
| Goal 4: Operate as One Team, Dedicated to One Mission | |
| Business Units With Successfully Implemented Partnering Plans | OTOM KPI 1 |
| Employees Placed in Cross-Organizational Opportunities | OTOM KPI 2 |
| Cross-Organizational Employee Opportunities | OTOM KPI 3 |
| Favorability Rating for AOC Peer Survey Collaboration Dimension | OTOM KPI 4 |
| Favorability Rating for AOC Peer Survey Communication Dimension | OTOM KPI 5 |
| Favorability Rating for AOC Peer Survey Alignment Dimension | OTOM KPI 6 |
| NEW! Workforce Study Pilot of the Planning and Project Management Division and Present Findings | OTOM KPI 7 |
| NEW! Adopt an Integrated Planning, Programming, Budgeting, Execution and Evaluation Framework | OTOM KPI 8 |
| NEW! Develop Jurisdiction Talent Management Plans | OTOM KPI 9 |

TABLE 28 Key Performance Indicators Removed or Not Measured

| KEY PERFORMANCE INDICATOR | STRATEGIC OBJECTIVE | STATUS | EXPLANATION |
|---|---------------------|--------------------------------|--|
| Safety/Compliance Key Industry Standards Established | AIF 2.0 | Removed | Realigned with Integrated Safety Management System |
| Safety/Compliance Meet Key Industry Standards | AIF 2.0 | Removed | Realigned with Integrated Safety Management System |
| Adherence to Cleaning Standards | AIF 2.0 | Removed | Removed from Strategic Plan, retained as operational KPI |
| Usage of Overtime | AIF 2.0 | Removed | Removed from Strategic Plan, retained as operational KPI |
| CVC Customer Satisfaction Survey | ES 1.0 | Scheduled for next fiscal year | Survey scheduled for FY 2020 |
| Facility Management Customer Satisfaction Survey | ES 1.0 | Biennial KPI | Measured on a biennial basis; scheduled for FY 2020 |
| Adherence to Procurement Acquisition Lead Times | ES 1.0 | Removed | KPI is being redefined |
| Favorability Ratings for FEVS Development Dimension | IEW 1.0 | Biennial KPI | Measured on a biennial basis; scheduled for FY 2020 |
| Favorability Ratings for FEVS Accountability Dimension | IEW 1.0 | Biennial KPI | Measured on a biennial basis; scheduled for FY 2020 |
| Favorability Ratings for FEVS Coaching Dimension | IEW 1.0 | Biennial KPI | Measured on a biennial basis; scheduled for FY 2020 |
| Training in Crucial Communication Skills | IEW 1.0 | Removed | Realigned with the Performance Communication and Evaluation System |
| Favorability Ratings for Best Places to Work Dimension | IEW 2.0 | Biennial KPI | Measured on a biennial basis; scheduled for FY 2020 |
| Favorability Ratings for FEVS Innovation Dimension | IEW 2.0 | Biennial KPI | Measured on a biennial basis; scheduled for FY 2020 |
| Favorability Ratings for FEVS Rewards and Recognition Dimension | IEW 2.0 | Biennial KPI | Measured on a biennial basis; scheduled for FY 2020 |
| Favorability Ratings for FEVS Hiring and Promotions Dimension | IEW 2.0 | Biennial KPI | Measured on a biennial basis; scheduled for FY 2020 |
| Promoting Fairness in Rewards and Recognition Programs | IEW 2.0 | Removed | This was a one-time KPI |
| Supervisory Training in Fair Hiring Procedures | IEW 2.0 | Biennial KPI | Measured on a biennial basis; scheduled for FY 2020 |
| Employee Training in Hiring and Career Management | IEW 2.0 | Biennial KPI | Measured on a biennial basis; scheduled for FY 2020 |
| Adherence to Hiring Cycle Time | IEW 2.0 | Removed | KPI is being redefined |
| Favorability Ratings for FEVS Safety Dimension | IEW 3.0 | Biennial KPI | Measured on a biennial basis; scheduled for FY 2020 |
| Favorability Ratings for FEVS Security Dimension | IEW 3.0 | Biennial KPI | Measured on a biennial basis; scheduled for FY 2020 |
| Favorability Ratings for FEVS Collaboration Dimension | OTOM 1.0 | Biennial KPI | Measured on a biennial basis; scheduled for FY 2020 |
| Favorability Ratings for FEVS Communication Dimension | OTOM 1.0 | Biennial KPI | Measured on a biennial basis; scheduled for FY 2020 |
| Favorability Ratings for FEVS Alignment Dimension | OTOM 1.0 | Biennial KPI | Measured on a biennial basis; scheduled for FY 2020 |
| Analysis of Current and Estimated Future Requirements | OTOM 2.0 | Removed | KPI is being reevaluated |
| Analysis and Recommendations for Resource Planning, Allocation and Management | OTOM 2.0 | Removed | KPI is being reevaluated |
| Implementation Strategy for Approach to Resource Planning and Management | OTOM 2.0 | Removed | KPI is being reevaluated |

Appendix I

Glossary

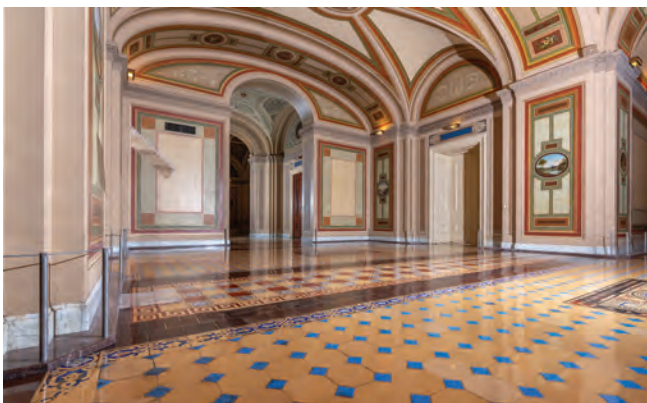
Americans with Disabilities Act (ADA): This federal law prohibits discrimination in employment, transportation, public accommodations, communications and government activities and guarantees people with disabilities equal opportunity.

Architect of the Capitol Human Resources Act: This act requires the AOC to establish, implement, maintain, evaluate and annually report to Congress on the agency's personnel management system. The act also requires that all personnel actions affecting AOC employees are free from any discrimination.

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: 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 OMB 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): An 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, 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 by 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 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.



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 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. 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 are comprised of the approximately 295 acres of grounds that provide a park-like setting for the U.S. Capitol. The grounds were designed by noted American landscape architect Frederick Law Olmsted and designated an accredited 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. Since opening in December 2008, more than 24 million visitors have entered the U.S. Capitol through the U.S. Capitol Visitor Center.

Appendix J

Abbreviations and Acronyms

| | | | |
|----------------|---|-----------------|---|
| A | | CVC | Capitol Visitor Center |
| ACM | Asbestos-Containing Materials | CVC POS | Capitol Visitor Center Point of Sale System |
| ADA | <i>Americans with Disabilities Act</i> | CWIP | Construction Work-in-Progress |
| AEP | Affirmative Employment Program | D | |
| AGA | Association of Government Accountants | DATA Act | <i>Digital Accountability and Transparency Act</i> |
| AIA | American Institute of Architects | DDC | Digital Direct Controls |
| AIC | American Institute for Conservation | DI/DR | Diversity, Inclusion and Dispute Resolution |
| AICPA | American Institute of Certified Public Accountants | DM&R | Deferred Maintenance and Repairs |
| AIF | Maintain Awe-Inspiring Facilities | DOL | U.S. Department of Labor |
| AMMD | Acquisition and Material Management Division | E | |
| AMP | Architect's Mobility Program | EAP | Employee Assistance Program |
| ANSI | American National Standards Institute | EARP | Emergency Action and Response Plan |
| AOC | Architect of the Capitol | ECM | Energy Conservation Measures |
| B | | EISA2007 | <i>Energy Independence and Security Act of 2007</i> |
| BASnet | Building Automation System | ELT | Executive Leadership Team |
| BBTU | Billion British Thermal Unit | EPAct | <i>Energy Policy Act of 2005</i> |
| C | | ERM | Enterprise Risk Management |
| CAFM | Computer-Aided Facilities Management | ES | Provide Extraordinary Services |
| CAO | Chief Administrative Officer | ESPC | Energy Savings Performance Contract |
| CAP | Cross-Agency Priority goals | EUI | Energy Usage Intensity |
| CBA | Collective Bargaining Agreement | ExCEL | Exchange of Critical Expertise and Learning |
| CCM | Certified Construction Manager | F | |
| CCMP | Capitol Complex Master Plan | FAIA | Fellow, American Institute of Architects |
| CCR | Communications and Congressional Relations | FASAB | Federal Accounting Standards Advisory Board |
| CCRC | Central Contractor Registration Connector | FBWT | Fund Balance with Treasury |
| CEAR | Certificate of Excellence in Accountability Reporting | FCA | Facility Condition Assessment |
| CERCLA | <i>Comprehensive Environmental Response, Compensation and Liability Act</i> | FCI | Facility Condition Index |
| CFM | Certified Facilities Manager | FECA | <i>Federal Employees Compensation Act</i> |
| CFO | Chief Financial Officer | FEGLI | Federal Employees Group Life Insurance |
| CFO Act | <i>Chief Financial Officers Act</i> | FEHB | Federal Employees Health Benefits |
| CGFM | Certified Government Financial Manager | FERS | Federal Employees Retirement System |
| CHW | Chilled Water | FEVS | Federal Employee Viewpoints Survey |
| CIP | Capital Improvement Plan | FFMIA | <i>Federal Financial Management Improvement Act</i> |
| CIR | Collections Information Repository | FISCAM | Federal Information System Controls Audit Manual |
| CM | Corrective Maintenance | FISMA | <i>Federal Information Security Management Act</i> |
| COO | Chief Operating Officer | FIT | Office of Financial Innovation and Transformation |
| COTS | Commercial Off-the-Shelf | FMFIA | <i>Federal Managers' Financial Integrity Act</i> |
| CPA | Certified Public Accountant | FMLA | <i>Family and Medical Leave Act</i> |
| CSRS | Civil Service Retirement System | FMS | Financial Management System |

FTE Full-Time Equivalent

FY Fiscal Year

G

GAAP Generally Accepted Accounting Principles

GAO U.S. Government Accountability Office

GFRS Governmentwide Financial Report System

GIS Geographic Information System

GPO U.S. Government Publishing Office

GPRA *Government Performance and Results Act*

GPRAMA *GPRAMA Modernization Act*

GS General Schedule

GSA U.S. General Services Administration

GSF Gross Square Feet

GTAS Governmentwide Treasury Account Symbol
Adjusted Trial Balance System

H

HCMD Human Capital Management Division

HRCCC House of Representatives Child Care Center

HUBZone Historically Underutilized Business Zones

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

IPAC Intra-Governmental Payment and Collection

IPERIA *Improper Payments Elimination and Recovery
Improvement Act*

IPP Invoice Processing Platform

ISMS Integrated Safety Management System

ISO International Organization for Standardization

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

M

MD&A Management's Discussion and Analysis

MMBTU Metric Million British Thermal Units

MWH Megawatt Hours

N

NFC National Financial Center

NIST National Institute of Standards and Technology

O

OAS Organizational Assessment Survey

OCWR Office of Congressional Workplace Rights

ODS Operational Data Store

OIG Office of Inspector General

OMB Office of Management and Budget

OPM U.S. Office of Personnel Management

OTOM Operate as One Team, Dedicated to One Mission

P

PAM Payment Automation Manager

PAR Performance and Accountability Report

PCES Performance, Communication and Evaluation
System

PE Professional Engineer

PIC Project Information Center

PL Public Law

PM Preventive Maintenance

PMIS Project Management Information System

PP&E Property, Plant and Equipment

PPBEE Planning, Programming, Budgeting, Execution
and Evaluation

PPM Planning and Project Management

PY Prior Year

R

RMAB Records, Management and Archives Branch

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 |
| SFEP | Safety, Fire and Environmental Programs |
| SFFAS | Statement of Federal Financial Accounting Standards |
| SIEM | Security Information and Event Management |
| SITES | Sustainable SITES Initiative |
| SNC | Statement of Net Cost |
| SOAR | Safety Observations and Reflections |
| SR | Senior Rated |
| SSAA | Senate Sergeant At Arms |

T

| | |
|-----------------|---|
| TIPPS | Teamwork, Integrity, Professionalism, Pride, Safety |
| TMJFB | Thurgood Marshall Federal Judiciary Building |
| TSP | Thrift Saving Plan |
| Treasury | U.S. Department of Treasury |

U

| | |
|--------------|---|
| UCFE | Unemployment Compensation for Federal Employees |
| UDO | Undelivered Orders |
| UESC | Utility Energy Service Contract |
| USBG | U.S. Botanic Garden |
| USC | United States Code |
| USCHS | U.S. Capitol Historical Society |
| USCP | U.S. Capitol Police |
| USSGL | U.S. Standard General Ledger |

W

| | |
|------------|------------------------------|
| WBC | Washington Business Congress |
|------------|------------------------------|

Y

| | |
|------------|--------------|
| YTD | Year-to-Date |
|------------|--------------|

Appendix K

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On February 5, 2019, President Donald J. Trump delivered his State of the Union Address at the U.S. Capitol Building. The AOC works behind the scenes to ensure the success of this important annual event.

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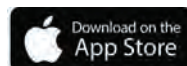
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