

THOLOS

VOLUME 22

EMPLOYEE HIGHLIGHT

U.S. Botanic Garden
Taps New Technologies
To Grow Plant Education

FEATURE

Retro-commissioning:
Big Energy Savings
For Big Buildings

COOL TOOLS

Mulch Blower
Extraordinaire



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The photos that appear in this edition of Tholos were taken at different stages during the COVID-19 pandemic, reflecting the mask policy in place at that time.

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EMPLOYEE HIGHLIGHT

U.S. BOTANIC GARDEN TAPS NEW TECHNOLOGIES TO GROW PLANT EDUCATION

WRITTEN BY DEVIN DOTSON
PHOTOGRAPHY BY THOMAS HATZENBUHLER

▼
Grace Anderson adjusts the camera and laptop for an online horticultural education program.



Lee Coykendall, Senior Education Specialist, has worked at the USBG for 20 years.

“I knew it was important to create a trusting, supportive environment where everyone was comfortable testing out ideas, having things go wrong and then talking about what worked and what didn’t. We experimented with purpose.”

Like other parts of the education world in March 2020, the COVID-19 pandemic–forced closure of the United States Botanic Garden (USBG) significantly impacted the USBG Learning and Engagement team. Much of their work consisted of connecting people with plants through hundreds of in-person educational programs and school field trips throughout the year. Education is a core part of the USBG, with notes from the 1800s showing the USBG has offered educational lectures and programs since its earliest days as a public garden. The team knew they had to rethink their educational approach to continue their work while also keeping everyone safe.

The Learning and Engagement team has embraced new technology and instructional approaches to successfully offer more than 200 programs online in 2020 and 2021, engaging more than 17,000 participants from all 50 states and 27 countries. The team has also developed live virtual field trips for schools, engaging more than 4,000 students from throughout the District of Columbia area and in states from Florida to Maine. Most of the student participants have been from underserved communities.

Lee Coykendall is the Senior Education Specialist at the USBG, having worked as part of the education team for 20 years. “My first thought was ‘I am a hands-on plant science teacher. How do I do hands-on education right now?!’” said Coykendall. “I knew technology could help, but I didn’t know what to do or how. I was a dinosaur of technology back then.”

Over the past two years, the USBG Learning and Engagement team has banded together to support each other as they tested new technological tools and new teaching methods.

Amy Bolton, Learning and Engagement Manager, had envisioned the team offering future online programming before the pandemic. “This forced that future plan to come to the forefront,” said Bolton. “I tried to put that mantra of ‘Don’t let a crisis go to waste.’ into action. We needed new technology and new methods for engagement. There was a sense of urgency, but with the whole country thrown into this new situation, there was a general feeling of forgiveness and acceptance that allowed us to offer programs while we built our skills and our tools.”

To build out online programming, the education team tapped into their extensive experience with learning methodologies. But the switch to online learning required a different approach and a different measure of what online learning success could be. It was an opportunity to look within the team to identify skills each person could bring to this new challenge, and determine where there were opportunities for growth and learning.

“I wanted our team to be successful,” said Bolton. “I knew it was important to create a trusting, supportive environment where everyone was comfortable testing out ideas, having things go wrong and then talking about what worked and what didn’t. We

experimented with purpose. I knew if we could do that, everyone's confidence and skills would build over time."

In that spirit, the team got to work researching and testing online tools and platforms. Two employees enrolled in a university program specializing in online education design and development. Some of the first programs offered online were lectures that had already been planned that spring. "A single person speaking and presenting photos and information through a slide deck was a relatively easy way for us to flip to online instruction while we worked to create more complex programs," said Libby Rhoads, the Learning and Engagement Supervisor who has helped manage the USBG's on-site programs for years.

After that, it was more try-and-learn. "We knew we could get one of our USBG Horticulture colleagues online with some plants using a laptop with a built-in camera. Let's just do it and see how it goes," said Grace Anderson, Science Education Specialist. "The camera was looking a bit up her nose, the lighting changed during the program causing some issues seeing what she was doing with plants, we couldn't zoom in . . . There were challenges that we knew and challenges that we didn't know until we tried. And so we tried and took lots of notes, and we learned."

In addition to figuring out what software worked best, the team realized they needed better hardware and some new processes to make it all work.

A Nontraditional Studio

Month after month, the team continued offering programs and testing new tools like different cameras, microphones and lighting equipment. Broadcasting online from the Conservatory offered a beautiful, plant-filled space to work, but it also presented a variety of challenges ranging from no internet connection and strong, overhead light to misters that would turn on frequently and myriad audio challenges.

To spotlight the challenges and learn together, the team instituted meetings after each of those first online programs. These meetings later developed into a biweekly online producer's meeting in which issues were brought forward to discuss and troubleshoot.

Over time, the team's tools evolved to address the variety of needs for offering programs in a greenhouse. Today, a Learning and Engagement team member acts as an on-site producer for an online program, setting up with time-honed precision a laptop and camera for a good viewing angle, an umbrella to filter the strong overhead light, reflectors and lights to brighten the presenter's face and the plants, and a long ethernet cable from a separate room where there is a port.

Their research and hard work to get the technological tools right have paid off. In a matter of minutes, a greenhouse can be made

ready to present an online program about plants to hundreds of participants from around the world.

Planning for Quality

"Once we had tech tools that worked well, we were able to dive into developing, designing and offering quality programs," said Bolton. "One of Learning and Engagement's goals is to offer quality programs — so we had to ask ourselves 'What is quality? How do we define it?'" The entire team worked under the leadership of Education Specialists Emily Hestness and Maura Nelson who had experience in creating, building and assessing methodologies; they also sought input from the entire USBG staff.

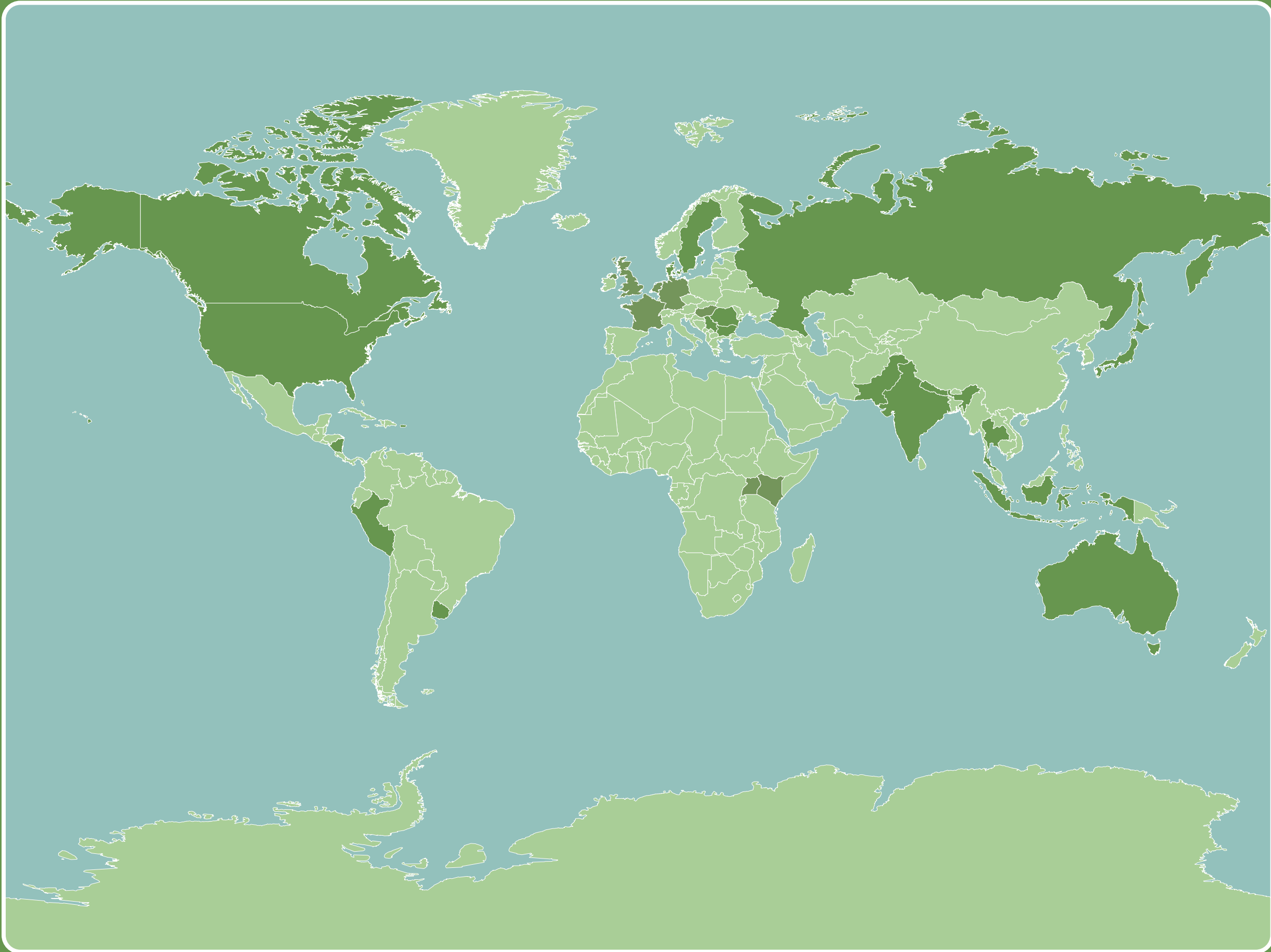
Through several iterations, the team created UnPACK, the acronym that describes quality programs. Producers use UnPACK to guide program development and evaluation by ensuring programs use the Unique (Un) assets of the USBG, are thoughtfully Planned (P), provide Access (A) to everyone, are Centered (C) on the audience needs and interests, and present the expertise of Knowledge-based (K) people in their field.

"We needed new processes for online programs, especially since many of our programs are recorded and live on after the singular offering of the program," said Rhoads. The team has created a suite of helpful tools — an online program proposal form, tech rehearsals with presenters, a marketing form, production documents and an online post-program survey.

Standardizing planning and production streamlined the process and created a consistent format for all the programs.



Grace Anderson is the Science Education Specialist at the USBG.



In 2020 and 2021
the U.S. Botanic Garden
Education Team offered

200+
ONLINE
PROGRAMS

engaging

17,000+
PARTICIPANTS

from all

50
STATES AND D.C.

as well as

27
COUNTRIES

and developed live
virtual field trips for

4,000+
STUDENTS



Anderson tests how additional lighting from a reflector might help the presentation be better visible on-screen.

Every program draws from a shared resource so that the producer has access to pertinent information; a script for program introduction and exit; a statement that places the program in a positive, safe environment for discourse; preplanned answers to possible questions; and links to USBG web pages and social media. Standardized orientation slides quickly communicate the important features of the program platform such as chat and settings.

Online programming at the USBG has reached a state of high capability and quality, with the team offering a range of live online programs including plant care demonstrations, floral workshops, corpse flower botany, conservation programs, cooking demos and more.

Unique School Challenges

Finding new ways to fulfill educational programming for schools proved to be a particular challenge. In the beginning of the pandemic, teachers were learning their own online systems and weren't ready to work with other organizations. Then local teachers began asking for virtual field trips, but each teacher had a different vision for what that would be.

The team worked over several months to develop an educational online field trip that would bring a unique aspect of the USBG to the classroom and align with state and national education standards. The field trips needed to accommodate different technology use across classrooms and a wide range of teacher



Coykendall studies a cactus in the World Deserts house in preparation for a virtual field trip on plant adaptations.

comfort with technology. The team sought out teachers to collaborate with during the development process who would pilot programs in their classrooms. With each pilot, the team took the experience and participants' feedback to hone and refine the content.

"I knew one of our top priorities had to be student engagement," said Coykendall. "Schools and teachers have turned to the USBG for plant science programs that focus on student engagement on-site. But I'm not David Attenborough to do engaging prerecorded courses. We do, however, have a team that's really good at live student engagement and has a passion for plants, so we realized live classes were the path forward for us."

The team found an online tool that allows students to engage directly with virtual field trip content and USBG educators. More than just a slide show and chat, it is a fully engaging experience with a direct link to students via individual devices or through projection into a classroom via the teacher.

After multiple rounds of piloting, today teachers can choose from three "Think Like a Botanist" virtual field trip options that cover topics such as plant adaptation, plant form and function, and energy and matter for grades three, four and five.

When asked about her previous dinosaur comment, Coykendall said "Now there are days when I feel like I am Ms. Technology! Over the course of one day, I might be invited into one



Anderson completes the technical setup for a presentation by USBG Gardener Amanda Helin, left.



Coykendall and the Education team drew from the USBG plant collection to create virtual field trips for students.

classroom via Zoom, then another via Microsoft Teams, then another via a third platform. I feel comfortable with using the technology we have found to join teachers and classes and fulfill our educational mission. I am also comfortable adapting when something new pops up. That's a good feeling.

"At the end of the day, we want to offer quality plant science education from the U.S. Botanic Garden. And I'm happy to see in responses from both teachers and students that we are achieving that goal. One student said, 'My grandmother loves plants. I'm so excited to share with her what I learned today about plants!' That's pretty special."

Growing Plants AND Employees

"There is a hidden part of this process — the positive changes of our employees learning, experiencing and growing both as individuals and as a team," said Bolton.

"I'm very proud of how our team has learned about online learning and how it is unique," said Rhoads. "The team now has a great understanding of the processes and tools for online education success, and it's a joy to see how we are able to use them to help achieve the USBG's mission of connecting people and plants through online programs."

What's next for this team? They are planning to use new tech tools to offer online horticultural programs from new areas of the USBG, such as the Orchids house and the Kitchen Garden,

to showcase additional parts of the USBG plant collection, and are also working toward offering hybrid in-person and online programs. This project has also highlighted the opportunity to create online learning for the volunteer corps. Elizabeth Barton, Volunteer Coordinator, is one of the online program producers and will be able to use this experience to build a suite of learning modules for volunteer training.

This summer, the team will share the school virtual field trips template with other botanic gardens across the country at a national public gardens conference. They hope the USBG virtual field trip model can help other gardens offer online educational opportunities for schools in their areas. The team will also present their best practices, sharing what they've learned and continuing the conversation about excellence and interaction in online learning.

Looking further out, Bolton wants to use the technology to connect with new audiences that don't traditionally come to the USBG. "It can expand our opportunities, our audiences, and the creativity we bring to the work we do," said Bolton. "That's a great path forward for us. There are lots of opportunities to expand plant science programming online, and our team is now positioned to help this historic 200-year-old garden continue to connect people and plants in new ways in the next 200 years."

FEATURE

RETRO-COMMISSIONING: Big Energy Savings For Big Buildings

WRITTEN BY ENERGY AND SUSTAINABILITY
PHOTOGRAPHY BY SEAN GREENE

The Architect of the Capitol's (AOC) commitment to energy conservation and sustainability has resulted in a reduction of energy use by almost 50 percent across the Capitol campus since 2003. The agency continues to look for ways to build on those efforts as it works toward achieving reductions beyond the 50 percent goal by 2025. The AOC focuses energy conservation and sustainability efforts on building systems throughout its portfolio to positively impact building ventilation, thermal comfort, material selection, construction practices and

maintenance material usage. Maintaining an enterprisewide focus on energy conservation has helped make our buildings more efficient and sustainable.

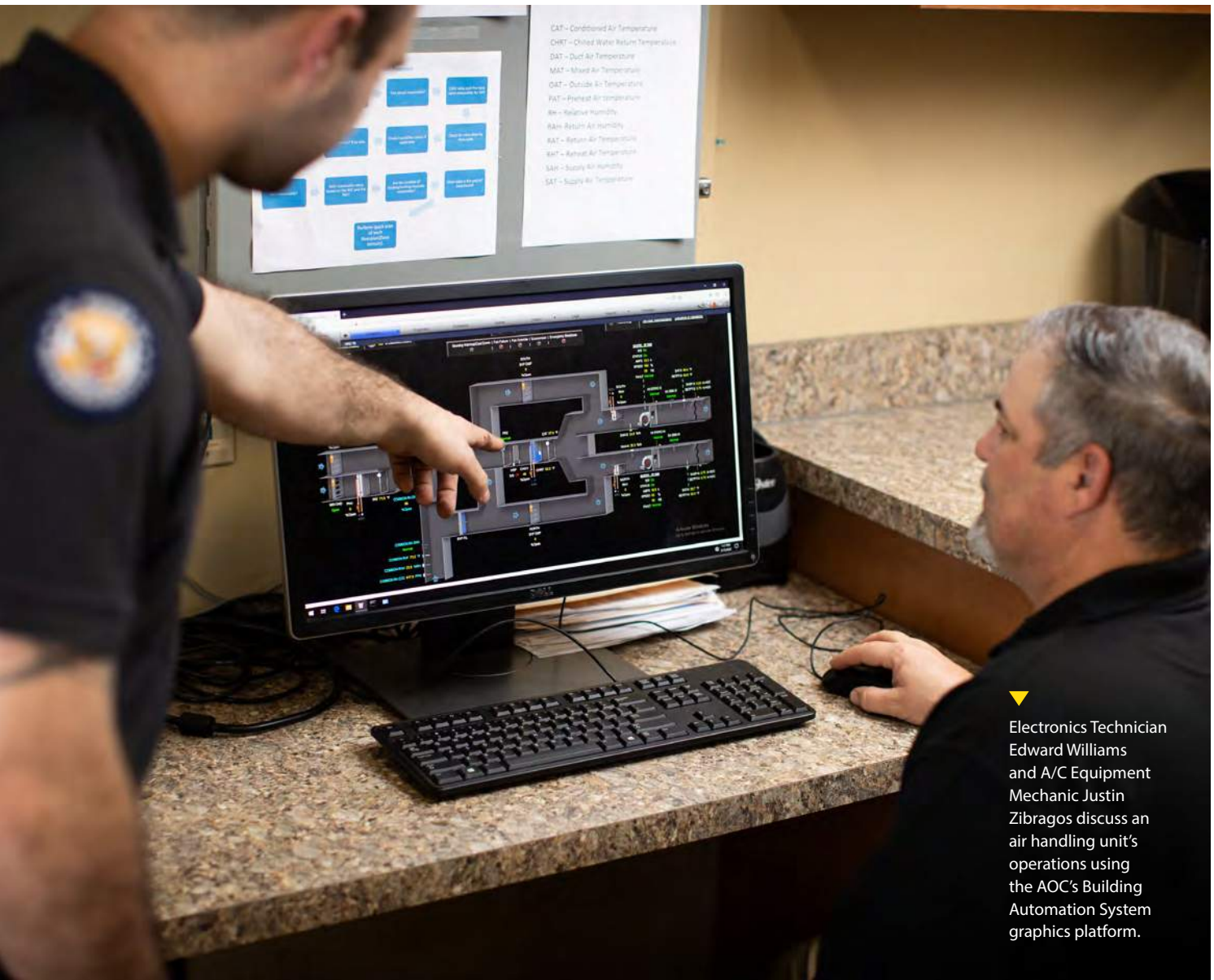
As part of this comprehensive energy conservation program, the Energy and Sustainability group is undertaking retro-commissioning of several buildings on the Capitol campus to enhance the energy performance of those buildings.

Retro-commissioning improves the efficiency of an existing building's

equipment and systems. This process can often resolve problems that have occurred during design or construction, or as in the AOC's case, address problems that have developed in the building as equipment has aged or as building usage has changed. Retro-commissioning involves a systemic evaluation of opportunities to optimize energy-consuming systems and improve a building's operations and maintenance procedures to enhance overall building performance.



▼
A/C Equipment Mechanic Horatio Evans tests for signal across two wires with a digital multimeter while troubleshooting air handling unit controls.



▼
Electronics Technician Edward Williams and A/C Equipment Mechanic Justin Zibragos discuss an air handling unit's operations using the AOC's Building Automation System graphics platform.

OUR PROCESS

The AOC uses retro-commissioning to periodically retune our buildings and return them to peak efficiency. The continued focus on energy conservation results in utility cost savings that are reinvested into our buildings and infrastructure. These investments have resulted in reduced long-term energy demand and reduced greenhouse gas emissions across the Capitol campus.

Over the last 15 years the AOC has reduced its energy intensity level

by almost 50 percent. As a result of these energy savings, the AOC's building-related greenhouse gas emissions have been reduced by over 48 percent.

The Energy and Sustainability group currently tracks the steam, chilled water and electrical performance of individual buildings throughout the Capitol campus. As part of this process, energy performance target metrics are developed for each building. The Energy and Sustainability group compares weekly

and monthly usage against those targets to determine how a particular building is performing. This information is shared with the energy and facilities managers across the AOC. If a building is exceeding the established targets for steam and chilled water energy consumption it is a potential candidate for retro-commissioning.

OUR PROJECTS

Through this consistent monitoring, the Energy and Sustainability group has identified several buildings on the Capitol campus that are exceeding the established energy targets for steam and chilled water. The steam and chilled water components are directly related to the HVAC systems in each building. In part, the increase in HVAC consumption can be attributed to operations during the COVID-19 pandemic. However, the Energy and Sustainability group, along with AOC energy and facility managers, want to ensure that the HVAC systems are performing optimally given the new operating requirements, hence the need to undergo HVAC system retro-commissioning.

Retro-commissioning can help improve a building's operation and maintenance procedures by identifying and correcting problems, such as:

Equipment that is operating when it may not be needed

Systems that are simultaneously heating and cooling the same spaces

Belts and valves that are malfunctioning

Thermostats and sensors that are out of calibration

Air balancing systems that are less than optimal

Many of these small operations and control improvements cost little or nothing to implement yet can have big energy saving impacts. As an example, sensor calibration not only improves current operations but also increases the effectiveness of diagnostic monitoring and testing.

The current scope of the project is to retro-commission the HVAC systems in the Rayburn and Longworth House Office Buildings and the Dirksen and Russell Senate Office Buildings as well as the U.S. Capitol Visitor Center. The Energy and Sustainability group will continue to evaluate energy performance of Capitol campus buildings and plans on retro-commissioning additional buildings in future years.



▼
A/C Equipment
Mechanic Justin
Zibragos tests
temperature sensor
function using an
electrical tester.



▼
A/C Equipment
Mechanic Anthony
Mungal replaces
a malfunctioning
chilled water valve
actuator, while Justin
Zibragos assists by
steading the ladder.



▼
A/C Equipment
Mechanic Kerian
Ozurumba takes
airflow readings
from a vent using
a balometer.

THE BENEFITS

Retro-commissioning not only benefits the AOC by reducing operating costs through energy savings and improving equipment performance, but it also improves tenant experience. Building tenants will be more comfortable because adjustments lead to more consistent temperature control and better indoor air quality. Additionally, energy and facility managers will face fewer tenant calls and will be able to stay focused on managing building systems.

Retro-commissioning can produce significant cost savings in buildings, but the savings can vary depending on the size, age of equipment and the scope of the effort. In general, by undertaking this retro-commissioning effort, the AOC can conservatively expect to have a payback period of less than two years and an energy savings of 5 to 10 percent. Since the current retro-commissioning projects are focused on the correction of operations and control measures, savings are

anticipated to exceed these payback and energy saving estimates.

Retro-commissioning is an important tool in helping the AOC achieve the established 50 percent energy reduction goal by 2025 and supporting jurisdiction goals of creating comfortable spaces for building tenants. This process will continue to be used periodically on all Capitol campus facilities to ensure that systems are operating as efficiently as possible.

▼
Mario Murgueitio and Ron Pfeiffer, both Pipefitters with Capitol Grounds, demonstrate how to use a mulch blower attachment to fill silt socks with mulch.



COOL TOOLS

Mulch Blower Extraordinaire

WRITTEN BY CRISTIN O'BRIEN
PHOTOGRAPHY BY THOMAS HATZENBUHLER

O

n a recent sunny morning, employees from Capitol Grounds and Arboretum gathered to see a demonstration of a new tool and hear about its benefits. “With this piece of equipment, we can finish the amount of work in one day that usually takes two to three

days without it,” said MJ Bardwell, a Gardener Supervisor with Capitol Grounds. Dave Ellis, a Supervisor with Capitol Grounds added, “It has made things a lot easier for us and saved a lot of time — it has improved our access to certain places, it makes it easier to do big areas at once, and there’s less raking to be fixed later.” The magical, time-saving piece of equipment they were talking about is a hooklift truck, with an attachment that can blow mulch through a flexible hose.

The truck and mulch blower are the result of ongoing improvement efforts. Ralph LoJacono, Supervisory Facility Operations Specialist for the Capitol Grounds Gardening Division, proposed using a mulch blower in 2019 to improve productivity and make the work of mulching easier on staff. Mulching is a manual, labor-intensive process that involves shoveling mulch from a truck into a wheelbarrow, pushing the wheelbarrow to the garden bed, shoveling or dumping the mulch onto the bed and then raking it out. Automotive Mechanic Supervisor Steve Boozer was asked to research possible mulch blowers to automate parts of this process and determine if a mulch blower aligned with Capitol Grounds requirements that equipment 1) is safe, 2) adds value to the Architect of the Capitol (AOC) and Capitol Grounds, 3) improves work or production and 4) decreases cost.

Steve examined different options and settled on the one that they have now, confirming that it met all the improvement criteria. “This hooklift truck with the mulch attachment frees up folks to do other things. And the truck itself is very versatile — it can be used to spread salt, it can plow, vacuum leaves, serve as a flatbed truck or a dump truck, support a water tank for watering, and blow mulch — depending on the attachments added to the back.”

The new truck will soon be joined by a second one. Together the two trucks will replace five other vehicles in the Capitol Grounds fleet that have reached or exceeded their life span. “By using different attachments to perform multiple tasks with the same truck, we are able to reduce the number of vehicles we



▼
Frank Bussler (left), Engineering Equipment Operator for Capitol Grounds, helps Richard Caselman, Heavy Mobile Equipment Mechanic Assistant Supervisor for Capitol Grounds, attach silt sock material to the end of a hose during a demonstration of the jurisdiction's new mulch blower.



have overall, and keep them in use throughout the year,” said Lee Dennis, the Supervisory Facility Operations Specialist for Capitol Grounds Maintenance Division.

In addition to reducing maintenance costs for five vehicles by replacing them with two, there are other benefits to these trucks. The mulch blower can support hoses up to 300 feet long, allowing staff to easily reach areas in courtyards that are inaccessible by wheelbarrow because of stairs or retaining walls. The mulch blower also has an attachment to fill long tubes of mesh called socks. This may not sound exciting, but these socks provide an entirely different kind of value.

“Part of what we do is preserve the historic collections and cultural landscape,” said Lee. When there are construction projects around the Capitol campus that will disturb more than 50 square feet of soil, the AOC is required to implement an erosion sediment control plan to filter runoff before it enters the city’s sewer system. Lee explained, “We used to use silt fences for all of these projects and installing the silt fences requires digging a trench.” That digging process often cuts roots, impacting the health of the trees, disturbs turf and can cut lines like irrigation systems. “Now we can replace that invasive digging process in some instances with these silt socks filled with mulch. The mulch allows water to seep through while trapping soil particles and debris. There’s less waste at the end of a project, too — instead of rolling up the fence and throwing it away we can just

move the silt sock to a nearby planting bed, open the sock and spread the mulch. Even the sock is biodegradable, we can leave it under the mulch to break down naturally.”

Andy Gayne, an Environmental Engineer with the Office of Safety and Code Compliance added, “Being able to produce the filter media is very cost effective, and a sustainable use of biomass for projects on level ground where the silt socks are an alternative to the silt fences. The socks can also be used for temporary drop inlet protection to filter the runoff before it enters the sanitary sewer system.”

As Capitol Grounds employees watched the silt sock demonstration on that sunny morning, it was evident that the new mulch blower goes beyond just being a cool tool — it saves money, helps preserve the cultural landscape, can prevent potential impacts to infrastructure and increases productivity. Jim Kaufmann, Director of Capitol Grounds, said “Our mission requires us to be efficient. The multi-use truck along with a multi-use attachment is like the Swiss Army knife of professional grounds management equipment. It also has the added bonus of increasing our sustainability initiatives.”

The next time you walk past a planting on the Capitol campus, or see one in a photo, think about the men and women who toiled to make that bed beautiful, and the versatile truck that helped lay down the mulch.

AGENCY INITIATIVES

Bridging Our Legacy

WRITTEN BY DR. GANELLA SMITH & THOMAS FIELDS

The Architect of the Capitol (AOC) continues the organizational transformation intended to make us more efficient and transparent. In December 2021, the AOC launched a bridge Strategic Plan to support this transformation. Over the past year, we've laid the groundwork for several key initiatives. Now that the plans for these initiatives have been developed and milestones created, we are taking action on these efforts in this Strategic Plan. The Strategic Plan will serve as the vehicle to manage and track progress. Through these strategic priorities, we will build a safer and more inclusive, transparent, responsive and effective workplace to support the congressional community.

STRATEGIC GOALS

Our strategic goals remain unchanged and align our efforts to perform our mission, leverage our core competencies, live our core values, and pursue our vision during a time of continued growth in facilities, visitors and capital construction.



MAINTAIN AWE-INSPIRING FACILITIES

The AOC's mission centers on our stewardship of the structures and grounds of the nation's Capitol. We must ensure every visitor to Capitol Hill experiences the grandeur of these architectural treasures at their very best.



PROVIDE EXTRAORDINARY SERVICES

We support our prestigious tenants in their mission to govern our country. We fulfill the journey of visitors to celebrate and discover the symbol of American democracy. Our internal and external services are equally essential in the successful fulfillment of our mission, values and vision.



FOSTER AN INNOVATIVE AND EMPOWERED WORKFORCE

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.



OPERATE AS ONE TEAM, DEDICATED TO ONE MISSION

We 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.

ARCHITECT'S STRATEGIC INITIATIVES

The Architect's Strategic Initiatives (ASI) serve as strategic objectives to the agency's strategic goals. Accomplishing these initiatives is critical toward building an agile, safe, inclusive and responsive AOC.

HUMAN CAPITAL STRATEGY

The Human Capital Strategy (HCS) initiative aims to attract, recruit and acquire a highly skilled and diverse workforce to meet our current and future mission needs — so where we have open positions that need to be filled, we are filling positions quickly with the right staff who will be a great addition to the AOC team. Through the HCS, we will also expand professional development opportunities to enhance employee skills, maximize their performance and “grow our own.” This initiative will also strengthen employee engagement and support employee well-being by providing a way to assist employees with connecting their needs with opportunities to meet those needs. These efforts will help the AOC retain its most valued asset — our dedicated and hardworking staff.

AOC UNIVERSITY

Once established and at full operating capacity, AOC University will foster individual and organizational learning and knowledge that drives business results and supports AOC employees in achieving their career goals. AOC University will support the growth and retention components of the HCS by providing opportunities for all employees to strengthen their skills based on a professional career path and on learning goals that support the AOC's mission. AOC University demonstrates that agency leadership is committed to prioritizing the growth and development of all AOC employees.

ENTERPRISE ASSET MANAGEMENT

Enterprise Asset Management (EAM) will monitor assets allowing us to optimize asset performance in service of cost reduction. EAM will help us to address out-of-date assets more effectively, which will help us to restore reliability and reduce acute and long-term costs; specifically, EAM will provide the AOC with a system to forecast asset and resource needs and requirements so that we have what we need to better address facilities maintenance and capital renewal. Simply put, we will be unified in our approach to tracking what we have, the usefulness of our assets, whether they are up-to-date or need to be attended to, etc. EAM will maximize return on investment, assets and scheduled maintenance while helping the AOC prioritize work. EAM will simplify tasks by eliminating redundancy and human error. The AOC will achieve industry standards and best business practices as identified by the International Organization for Standardization (ISO) 55000 standard of asset management objectives.

BUILDING OFFICIAL

The AOC Building Official program will provide central oversight, ensuring process consistency and compliance with nationally recognized construction and infrastructure codes and standards. All facility construction efforts will undergo plan reviews, construction inspections and construction acceptance testing. The Building Official will also document code compliance with building permits, certificates of completion and certificates of occupancy. After more fully staffing the office that will oversee and run the program, the goal for Fiscal Year (FY) 2022 is to conduct 10 pilot programs for issuing design review, construction and occupancy permits. The results of these pilot programs will inform policy and process development. Building Official-related policy is expected to be published by the end of the fiscal year. Key performance indicators for the Building Official program won't be tracked until FY 2023, however additional goals for this year can be found in the full Strategic Plan.

VISION 2100, CAPITOL COMPLEX MASTER PLAN AND STRATEGIC PLAN

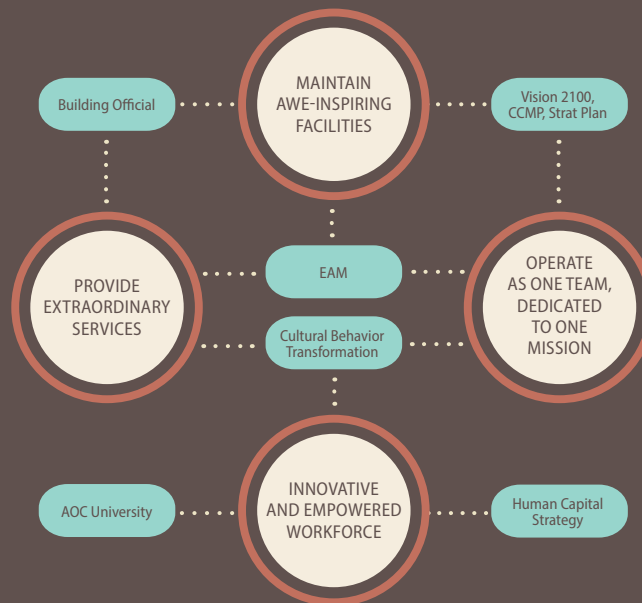
Vision 2100, the Capitol Complex Master Plan (CCMP) and the AOC Strategic Plan together set forth a vision for the Capitol complex and align resource allocation and prioritization decisions to achieve that vision. These three interdependent initiatives each have goals and key performance indicators for this fiscal year.

For Vision 2100, the AOC intends to complete a vision for the Capitol complex physical space early this spring. A key aspect of our Vision 2100 FY 2022 goals includes ensuring that we clearly communicate what Vision 2100 proposes. We will also begin the first phase of the CCMP, which is being developed this fiscal year. The initiative lead and their staff are hard at work shaping what these two interdependent components will look like and how they impact the agency. There are many agency employees providing feedback on this effort; we are so grateful for such significant AOC employee involvement.

This three-part initiative also includes the Strategic Plan. As of December 2021, we have a bridge Strategic Plan in place for FY 2022–FY 2025. It is called a bridge plan because it continues our previous strategic goals while focusing on strategic initiatives that are fundamental to transforming the organization. Our next step is to publish the FY 2022 Agency Strategic Performance Plan, which provides a road map for executing the AOC’s Strategic Plan and holds us accountable.

ALIGNING THE ARCHITECT’S STRATEGIC INITIATIVES WITH THE AOC’S STRATEGIC GOALS

Our current bridge Strategic Plan aligns the ASIs with the agency’s strategic goals. Again, these goals and objectives have not changed from our previous Strategic Plan. Strategic goals communicate the overall objectives for accomplishing the AOC’s mission and vision. Simply put — they identify what the AOC is striving to accomplish, and they are intended to help keep us focused. Our strategic goals align with our strategic objectives and initiatives as shown in the figure below:



▶ Please visit [Compass](#) for periodic updates and for more information on these agency initiatives. Thank you for your commitment to safety and the AOC mission to serve, preserve and inspire.



Photo by Thomas Hatzenbuhler

EMPLOYEE RECOGNITION

KUDOS to YOU

The Architect of the Capitol recently recognized the following employees for their exceptional service in meeting our mission to serve, preserve and inspire.

Sarah Billington
Stevan Boozer
Sean Bowman
Tiara Boyd
Debra Brown
Karen Buckler
Teri Cartledge
Jamilah Charles
Patrick Connor
John Deubler
Pete Ferentinos
Jason Fuentes

Terra Gaines
Sharon Harrison
Sherita Holt
John Jenifer
Erin Jordan
Brian Klein
Marc Kochenderfer
Vernon Miller
James Myers
Marvin Norris
James O'Keefe
Joe Okes

Beth Plemmons
Mark Reed
Angela Reinhardt
Justine Ridore
Larry Sizemore
Kenneth Vereen
Bernard Warnowicz
Jeremy Wiles
Lori Williams
Alesia Wubben



Legislative and Public Affairs
U.S. Capitol, Room SB-16
Washington, DC 20515

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The Architect of the Capitol strives to meet its mission 24 hours a day, 365 days a year to **serve** Congress and the Supreme Court, **preserve** America's Capitol, and **inspire** memorable experiences for all who visit the buildings and grounds.

Tholos is distributed by the Architect of the Capitol primarily for AOC employees. Questions regarding content and publication should be directed to AOC Legislative and Public Affairs at communications@aoc.gov, 202.228.1793, or U.S. Capitol, Room SB-16, Washington, DC 20515.

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