



Performance and Accountability Highlights

ARCHITECT OF THE CAPITOL
FISCAL YEAR 2022



SERVE • PRESERVE • INSPIRE



Performance and Accountability Highlights

About the Architect of the Capitol

Who We Are: The AOC is responsible for the care and operation of the U.S. Capitol campus, which includes 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, online programming and exhibits.

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

Branch of Government: Legislative

Leadership: J. Brett Blanton, Architect of the Capitol

Number of Full-Time Employees: 2,444 as of September 30, 2022

FY 2022 Budget Authority: \$788.3 million

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

Vision: Working together, we strengthen and showcase the foundation, facilities and functions supporting American democracy.

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 Supreme Court of the United States, 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 displayed in **Figure 1**. A virtual tour of the Capitol campus is available at: www.aoc.gov/virtual-capitol.

To learn more about the AOC, watch our video, “We Are AOC”: www.aoc.gov/about-us/who-we-are.



Performance Results in Brief

In FY 2022, the AOC tracked progress toward four strategic goals:

1. Maintain Awe-Inspiring Facilities
2. Provide Extraordinary Services
3. Foster an Innovative and Empowered Workforce
4. Operate as One Team, Dedicated to One Mission

The Bridge Strategic Plan covering FY 2022–FY 2025 includes six strategic objectives:

- AOC University
- Building Official
- Cultural Behaviors Transformation
- Enterprise Asset Management
- Human Capital Strategy
- Vision 2100 Master and Strategic Plans

Table 1 identifies the agency’s key performance indicators (KPI) aligned with the Bridge Strategic Plan.

View the AOC’s FY 2022 performance highlights video: www.aoc.gov/par.

| TABLE 1: Summary of Key Performance Indicators | | | | |
|--|-----------------|--|----------------------------|---------------------|
| STRATEGIC GOAL / STRATEGIC OBJECTIVE | KPI TYPE | KPI | TARGET | RESULTS |
| Strategic Goal 1: Maintain Awe-Inspiring Facilities | Operational KPI | Reduce Cumulative Energy Intensity Use | ≥44.0% | 48.3% Met |
| Strategic Goal 1: Maintain Awe-Inspiring Facilities | Operational KPI | Facility Condition Index | ≤55.6% | 51.9% Met |
| Strategic Goal 2: Provide Extraordinary Services | Operational KPI | Customer Satisfaction With Projects | ≥90.0% | 96.4% Met |
| Strategic Goal 3: Foster an Innovative and Empowered Workforce | Operational KPI | External Safety Inspection Findings | < 1,247 | 876 Met |
| Strategic Objective: AOC University | Strategic KPI | Satisfaction Rate for Training Availability | Establish Baseline | Met |
| Strategic Objective: AOC University | Strategic KPI | Percent of Staff Receiving Nonmandatory Training | Establish Baseline | Met |
| Strategic Objective: Enterprise Asset Management | Strategic KPI | Percent of Jurisdictions That Began Development of Their Asset Management Policies | 100% | Not Met |
| Strategic Objective: Enterprise Asset Management | Strategic KPI | Selection of the EAM System | Selection of System | Not Met |
| Strategic Objective: Human Capital Strategy | Strategic KPI | Reduce the Time to Hire — Direct Hire Positions | Establish Baseline | Not Met |
| Strategic Objective: Human Capital Strategy | Strategic KPI | Reduce the Time to Hire — Competitive Positions | Establish Baseline | Not Met |
| Strategic Objective: Human Capital Strategy | Strategic KPI | Reduce the Internal Promotion Rate | Establish Baseline | Not Met |
| Strategic Objective: Human Capital Strategy | Strategic KPI | Reduce the Voluntary Turnover Rate | Establish Baseline | Not Met |
| Strategic Objective: Human Capital Strategy | Strategic KPI | Reduce the Cost Per Hire — Competitive Positions | Establish Baseline | Not Met |
| Strategic Objective: Vision 2100 Master and Strategic Plans | Strategic KPI | Publish a Complete Report, Including Diagrams, Images and Sufficient Documentation To Convey Vision 2100 | Publish Report | Not Met |
| Strategic Objective: Vision 2100 Master and Strategic Plans | Strategic KPI | Develop an Expanded Narrative Vision for the Key Focus Areas of the Capitol Complex in the Year 2100 | Develop Expanded Narrative | Not Met |
| Strategic Objective: Vision 2100 Master and Strategic Plans | Strategic KPI | Develop a Set of Long-Term Goals for Guiding the Achievement of the Capitol Complex Vision | Develop Long-Term Goals | Not Met |
| Strategic Objective: Vision 2100 Master and Strategic Plans | Strategic KPI | Develop Documentation That Will Culminate in the Adoption of a Governance Structure to Oversee the Development of a CCMP | Develop Documentation | Not Met |

Financial Results in Brief

As evidence of our commitment to financial accountability and transparency, in FY 2022 the AOC:

- Received its 18th consecutive unmodified (clean) audit opinion on its financial statements
- Served as a pilot organization to test the new Treasury E-Invoicing system, representing small agencies for the Momentum® Enterprise Resource Planning and construction contracts
- Deployed multiple system updates including the GSA Unique Entity Identifier conversion and Robotic Process Automation tools to automate invoice payment support processes

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

| | FY 2022 | FY 2021 | PERCENT CHANGE |
|--------------------------------------|------------------------|------------------------|----------------|
| Total Assets | \$3,961.4 | \$3,825.5 | 4% |
| Total Liabilities | \$479.8 | \$452.2 | 6% |
| Total Net Position | \$3,481.6 | \$3,373.3 | 3% |
| Total Revenues | \$83.7 | \$76.9 | 9% |
| Total Net Cost of Operations | \$705.1 | \$755.7 | (7%) |
| Total Appropriations | \$788.3 | \$1,007.6 | (22%) |
| Facility Space Managed (Square Feet) | More than 18.4 million | More than 18.4 million | -% |
| Grounds Managed (Acres) | More than 570 | More than 570 | -% |
| Full-Time Employees | 2,444 | 2,493 | (2%) |

TABLE 3: Independent Auditor’s Internal Control Findings

| | FY 2022 | FY 2021 |
|--------------------------|--|---|
| Material Weakness | Control Gap Identified for Environmental Liabilities | Control Gap Identified for Retrospective Reviews of Estimates |
| Significant Deficiencies | None | None |

FIGURE 2: Summary of Total Assets

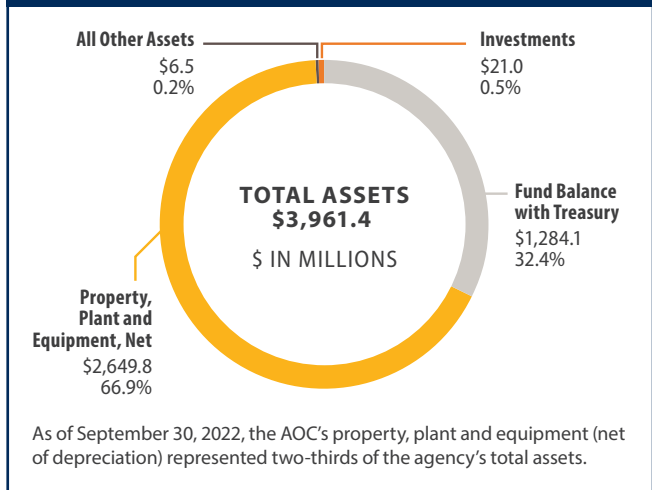


FIGURE 3: Summary of Total Liabilities

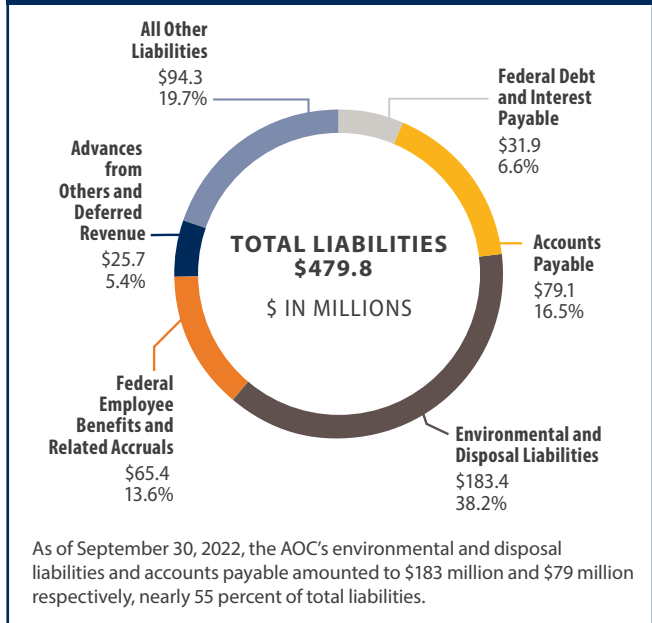
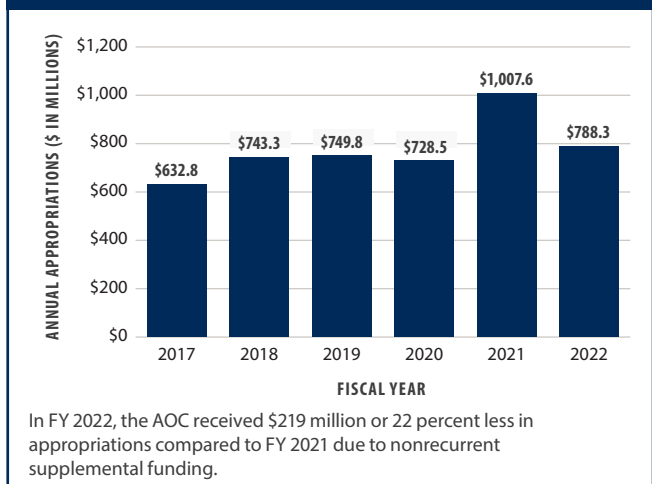


FIGURE 4: Trend in Total Appropriations





The AOC completed a multiyear project to renovate the Senate Underground Garage and Senate Parks. The project included the rehabilitation of the central fountain, pictured here, as well as the reflecting pool, planters and the surrounding pavement.

Forward-Looking Information in Brief

The AOC identified and prioritized the following critical enterprise-level risks for FY 2022 and beyond:

Cybersecurity: The risk of network intrusion by malicious internal and external threats.

Physical Security: The risk that the AOC fails to protect people, property, physical assets and information from threats, actions and undesirable events that could cause damage and/or loss.

Deferred Maintenance and Capital Renewal: The risk that the AOC does not obtain the resources required or implement the processes needed to adequately reduce the deferred maintenance and capital renewal backlog.

Life Cycle Project Management: The risk that AOC projects are not effectively planned, scoped and executed within the approved parameters (i.e., cost, schedule, safe delivery, high quality and with minimal client disruption).

Manager-Employee Engagement Expectations: The risk that the AOC is not intentional and timely in regularly communicating agency priorities and other essential information with employees across the agency.

Workplace Health and Safety: The risk that the AOC fails to provide a physically and emotionally safe work environment.

Data Quality and Governance: The risk that decision-quality data is not readily available to achieve strategic initiatives and there is no established data governance structure, which compromises data security.

Expectation (External Communications): The risk that the AOC does not manage the needs and expectations of stakeholders (i.e., clients, customers and oversight entities) in concert with the AOC’s capacity to fulfill requests.

IT Infrastructure: The risk that the AOC does not have a proper IT infrastructure in place to support current and future technology requirements.

The AOC’s Office of Inspector General identified additional management opportunities and performance challenges facing the organization: human capital management, employee wellness and culture of employee misconduct and noncompliance, accessibility, auditability and records retention, cybersecurity, whistleblower protections, balancing safety, security and preservation, working capital fund, and waste and accountability.

The AOC Performance and Accountability Highlights provides a summary of the AOC’s FY 2022 Performance and Accountability Report, following the Citizen-Centric Reporting model established by the AGA. The full report is available online at: www.aoc.gov/par.

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

This report is issued with data as of November 16, 2022.





U.S. Capitol | Washington, DC 20515
www.aoc.gov