



SERVE  
PRESERVE  
INSPIRE



# Performance and Accountability Citizen-Centric Report

ARCHITECT OF THE CAPITOL • FISCAL YEAR 2023

# Citizen-Centric Report

## Fiscal Year 2023 Performance and Accountability Highlights

**Who We Are:** The Architect of the Capitol (AOC) is responsible for the care and operation of the U.S. Capitol campus, which includes more than 18.5 million square feet of facilities, 570 acres of grounds and thousands of works of art. AOC employees work behind the scenes 24 hours per day to preserve the historic buildings and grounds on the Capitol campus, provide Congress and the Supreme Court with modernized facilities and infrastructure to conduct their business and inspire memorable experiences for visitors.

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

**Branch of Government:** Legislative

**Leadership:** Chere Rexroat, RA, Acting Architect of the Capitol

**Number of Permanent Employees:** 2,250 as of September 30, 2023

**Fiscal Year 2023 Budget Authority:** \$1,344.2 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.

**Website:** <http://www.aoc.gov>

### 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 the figure below. A virtual tour of the Capitol campus is available at: <http://www.aoc.gov/virtual-capitol>

Map of the U.S. Capitol Campus



## Performance Results in Brief

In Fiscal Year (FY) 2023, the AOC tracked progress toward four strategic goals:

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

As part of the Bridge Strategic Plan that covers FY 2022 through FY 2025, the AOC added six strategic objectives to these goals.

The AOC's strategic objectives include:

- AOC University
- Building Official
- Cultural Behaviors Transformation
- Enterprise Asset Management
- Human Capital Strategy
- Capitol Complex Master Plan and Strategic Plan

The table below shows the the agency's most critical key performance indicators aligned with the Strategic Plan.

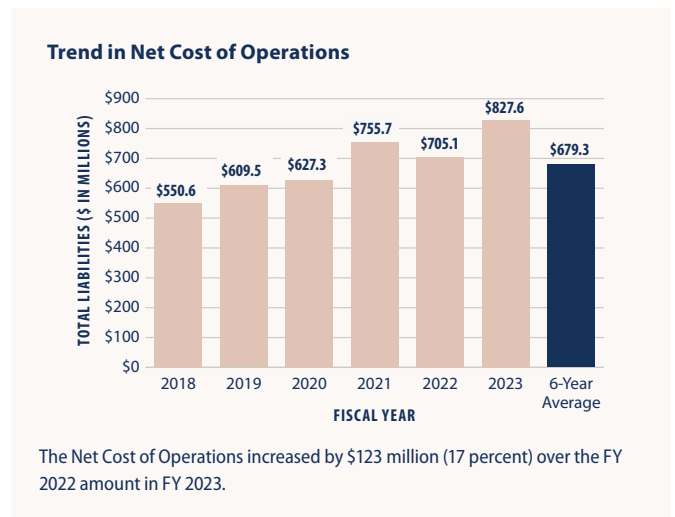
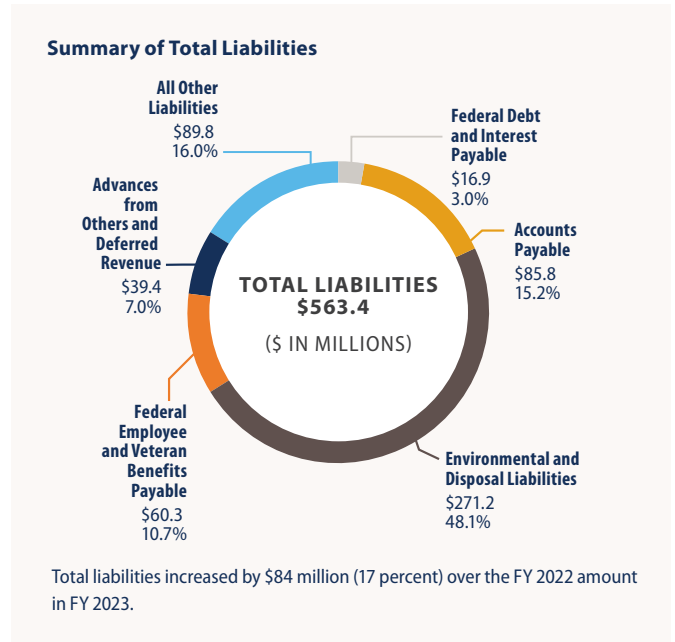
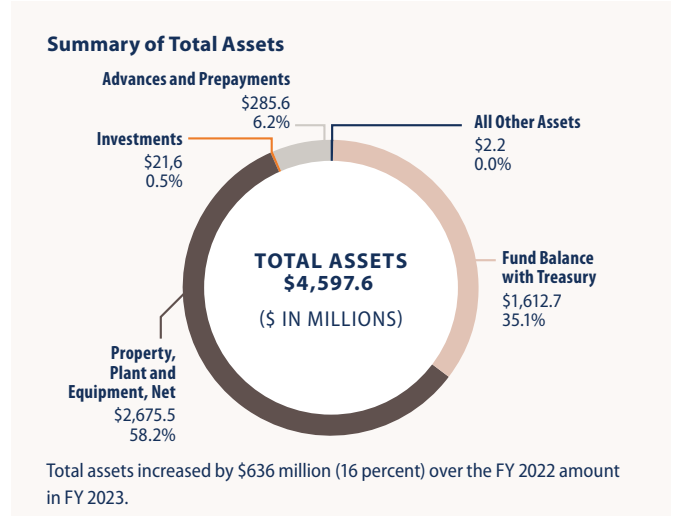
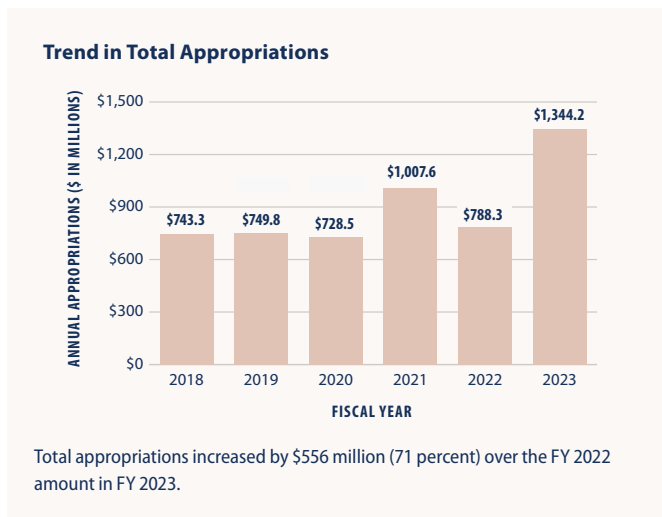
Summary of Key Performance Indicators				
STRATEGIC GOAL / STRATEGIC OBJECTIVE	KPI TYPE	KPI	TARGET	RESULTS
<b>Strategic Goal 1:</b> Maintain Awe-Inspiring Facilities	Operational KPI	Reduce Cumulative Energy Intensity Use	≥46.0%	<b>51.4%</b> <b>Met</b>
<b>Strategic Goal 1:</b> Maintain Awe-Inspiring Facilities	Operational KPI	Facility Condition Index	≤51.9%	<b>59.3%</b> <b>Not Met</b>
<b>Strategic Goal 2:</b> Provide Extraordinary Services	Operational KPI	Customer Satisfaction With Projects	≥90.0%	<b>91.9%</b> <b>Met</b>
<b>Strategic Goal 2:</b> Provide Extraordinary Services	Operational KPI	Tenant Survey	≥90.0%	<b>76.0%</b> <b>Not Met</b>
<b>Strategic Goal 3:</b> Foster an Innovative and Empowered Workforce	Operational KPI	External Safety Inspection Findings	< 1,408	<b>145</b> <b>Met</b>
<b>Strategic Objective:</b> AOC University	Strategic KPI	Percent of Courses with Participant Satisfaction Evaluations	Establish Baseline	<b>Met</b>
<b>Strategic Objective:</b> Building Official	Strategic KPI	Complete Construction Projects Plan Reviews within 14 Working Days	>50%	<b>83%</b> <b>Met</b>
<b>Strategic Objective:</b> Building Official	Strategic KPI	Complete Requested Inspections on Agreed Upon Date	Complete Inspections	<b>Met</b>
<b>Strategic Objective:</b> Building Official	Strategic KPI	Provide Inspection Reports Within Three Working Days of Performance of Inspection	Provide Reports	<b>Met</b>
<b>Strategic Objective:</b> Building Official	Strategic KPI	Publish Annual Report on Quality, Timeliness and Lessons Learned	Complete Report	<b>Met</b>
<b>Strategic Objective:</b> Enterprise Asset Management	Strategic KPI	Jurisdictions Within Scope of the Current Asset Management System Publish Asset Managment Plan and Meet Requirements Prescribed in the Strategic Asset Management Plan	100%	<b>100%</b> <b>Met</b>
<b>Strategic Objective:</b> Enterprise Asset Management	Strategic KPI	Complete ISO Certification Process and Achieve ISO Certification for One System	Complete Certification	<b>Not Met</b>
<b>Strategic Objective:</b> Enterprise Asset Management	Strategic KPI	Develop Cost Baseline Report	Develop Report	<b>Met</b>
<b>Strategic Objective:</b> Enterprise Asset Management	Strategic KPI	Complete MODA Pilot Report Findings, Recommendations and Draft Policy Document	Complete Report and Draft Policy	<b>Met</b>
<b>Strategic Objective:</b> Human Capital Strategy	Strategic KPI	Reduce the Time to Hire — Direct Hire Positions	≤50 Days	<b>45.6 Days</b> <b>Met</b>
<b>Strategic Objective:</b> Human Capital Strategy	Strategic KPI	Reduce the Time to Hire — Competitive Positions	≤110 Days	<b>102.6 Days</b> <b>Met</b>
<b>Strategic Objective:</b> Human Capital Strategy	Strategic KPI	Increase the Internal Promotion Rate	≥8.0%	<b>8.3</b> <b>Met</b>
<b>Strategic Objective:</b> Human Capital Strategy	Strategic KPI	Reduce the Voluntary Turnover Rate	≤13.0%	<b>7.3</b> <b>Met</b>
<b>Strategic Objective:</b> Human Capital Strategy	Strategic KPI	Reduce the Average Cost Per Hire — Competitive Positions	≤\$5,302	<b>\$5,685</b> <b>Not Met</b>
<b>Strategic Objective:</b> Human Capital Strategy	Strategic KPI	Employment Engagement	Establish Baseline	<b>Met</b>
<b>Strategic Objective:</b> Human Capital Strategy	Strategic KPI	Training Availability Satisfaction	Establish Baseline	<b>Met</b>
<b>Strategic Objective:</b> Human Capital Strategy	Strategic KPI	Architect's Mobility Program Positions	15	<b>2</b> <b>Not Met</b>
<b>Strategic Objective:</b> Human Capital Strategy	Strategic KPI	Career Ladder and Detail Positions	25	<b>29</b> <b>Met</b>

# Financial Results in Brief

As evidence of our commitment to financial accountability and transparency, in FY 2023 the AOC received its 19th consecutive unmodified (clean) audit opinion on its financial statements.

Select Financial and Related Nonfinancial Data			
Dollars in Millions			
	FY 2023	FY 2022	PERCENT CHANGE
Total Assets	\$ 4,597.6	\$ 3,961.4	16%
Total Liabilities	\$ 563.4	\$ 479.8	17%
Total Net Position	\$ 4,034.2	\$ 3,481.6	16%
Total Revenues	\$ 62.8	\$ 83.7	(25%)
Total Net Cost of Operations	\$ 827.6	\$ 705.1	17%
Total Appropriations	\$ 1,344.2	\$ 788.3	71%
Facility Space Managed (Square Feet)	>18.5 million	>18.4 million	-%
Grounds Managed (Acres)	>570	>570	-%
Full-Time Employees	2,530	2,444	4%

Independent Auditor’s Internal Control Findings		
	FY 2023	FY 2022
Material Weakness	None	Control Gap Identified for Retrospective Reviews of Estimates
Significant Deficiencies	None	None





The Capitol campus fully reopened to pre-COVID-19 levels levels in FY 2023, marking the third and final phase of the reopening process.

## Forward-Looking Information in Brief

The AOC identified and prioritized the following critical enterprise-level risks for FY 2023:

**Recruitment and Retention:** The risk that the AOC does not effectively attract, develop, engage, reward and/or retain a highly skilled, motivated and diverse workforce, which directly impacts the ability to advance the agency mission, vision and values.

**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.

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

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

**Critical Infrastructure Failure:** The risk of critical infrastructure failure due to aging facilities, extreme weather, accidents or cyberattacks will significantly delay AOC mission and operations.

**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.

**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 priority initiatives and there is no established data governance structure, which comprises 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) based on the actual level of capacity the AOC must fulfill requests.

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

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

The AOC's Office of Inspector General identified additional management opportunities and performance challenges facing the organization: accessibility, auditability and records retention, whistleblower protections, working capital fund and waste and accountability.

The AOC Performance and Accountability Highlights provides a summary of the FY 2023 Performance and Accountability Report, following the Citizen-Centric Reporting model established by AGA. The full report is available online at: [www.aoc.gov/par](http://www.aoc.gov/par).

For more information about the Architect of the Capitol, visit our website at: [www.aoc.gov](http://www.aoc.gov). This report is issued with data as of November 15, 2023.



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